

**Minutes of the Corporation meeting held on  
Monday 18 May 2026 at 3.00pm  
Committee Room, Main Building, Askham Bryan College, York, YO23 3FR**

The pack of meeting papers was circulated in advance of the meeting for Governors to read.

**46. Present**

|                       |                                               |
|-----------------------|-----------------------------------------------|
| Graeme Osborn (GO)    | Chair of Corporation and meeting              |
| Tazambal Ali          |                                               |
| Heather Clegg (HC)    | Student Union President/Student Governor      |
| Linda Haigh (LH)      | Vice Chair of Corporation                     |
| Paddy Harrop (PH)     | (via Teams)                                   |
| Annabel Jelley (AJ)   | Chair of Quality & Standards Committee        |
| Martin Moorhouse (MM) | Chair of Finance & General Purposes Committee |
| Matthew Parkin (MP)   |                                               |
| Tracey Roberts (TR)   |                                               |
| Trevor Shaw (TS)      | Chair of Audit Committee                      |
| Anne Tyrrell (AT)     |                                               |
| Stacey Walton (SWa)   | Student Union Vice President                  |
| Tim Whitaker (TW)     | Principal/Chief Executive                     |

With over seven members present, the meeting was confirmed as quorate. The Chair reported that proper notice of the meeting had been given.

|                      |                                  |
|----------------------|----------------------------------|
| Emma Barbery (EB)    | Chief Finance Officer            |
| Judith Clapham (JC)  | Deputy Chief Executive           |
| Chris Moss (CM)      | Co-optee Audit Committee         |
| Chloe Rendall (CR)   | Vice Principal                   |
| Sharon Sheppard (SS) | Vice Principal                   |
| Sharon West (SWe)    | Interim Clerk to the Corporation |

**47. Apologies for absence**

Apologies for absence were received from David Hillier and Dominique Lendhill.

**48. Welcome**

The Chair welcomed everyone to the meeting and thanked those that had been able to attend the briefing on the sports academy programme. Any further questions would be welcomed on this exciting development. A visit to see the academy programme would be organised for the coming academic year.

**49. Declarations of Interest**

Consideration was given to the Declarations of Interest Register and members asked for any new declarations.

There were no changes to the Declarations of Interest impacting on the College as detailed in the register, none of which it was agreed amongst those present precluded anyone.

Those thought relevant are listed below:

- TW, GO and MM as Directors of ABC College Co Ltd and ABC Enterprises Ltd.
- TW as a Landex Director and Director of National Land-based College and Vice Chair of Landex.
- GO as Chair of Durham University Students' Union.
- AJ as a consultant in the sector, Project Manager for the Skills Innovation Fund which is part of the York and North Yorkshire Combined Authority Mayoral Investment Fund and working on a shared governance project with York North Yorkshire Combined Authority.
- MM as an Elvington Parish Councillor.
- LH as Finance and Procurement Director at South Yorkshire Fire and Rescue Service with possible links to the College from public service training, King's Trust.
- TR as a Member of National Council - Co-operative Group.

The Chair reminded Governors that the College was also an exempt charity and that all transactions must be compliant with all obligations under applicable charity law.

## **50. Minutes from the Meeting held on 11 December 2025 and written resolutions**

A concern was raised about the level of detail recorded on student recruitment which could be considered to be commercially sensitive. The Corporation agreed that whilst it was appropriate that Governors were privy to this level of detail, the information should be redacted from the Minutes, although it recognised that by the time of publication the information would be historical.

**Resolved:** The Minutes of the meeting held on 11 December 2025 were approved as a true and accurate record.

The Corporation noted the two written resolutions which had been approved in April approving:

- (a) the appointment of David Hillier as a Shadow Governor until 31 August 2026 and an Independent Governor from 1 September 2026 for an initial term of office of 2 years;
- (b) the Gender Pay Gap Report.

## **Matters Arising from the minutes/Actions schedule**

The matters arising and actions schedule were updated.

## **51. Chief Executive's Report**

The Principal/CEO presented his report and provided an overview of content with input from the Executive, as detailed in the report. In particular, he highlighted:

- The successful Corporation Away Day and Strategy Launch event;
- The annual strategic conversation with the Department for Education and the visit hosted for the FE Commissioner and her team;
- External engagement;
- Revalidation of a significant number of HE programmes;
- Winning an Education North Award for the Aspire Mentoring Programme.

The Corporation agreed that the roll out and embedding of the new strategy was critical and a question was raised as to how Governors could support this. The Principal/CEO said that the first day of College Engagement Week might be a good opportunity. Staff had been involved throughout the development process and work was underway on developing the delivery plan for each priority and these would be built into staff objectives.

## **52. Special Focus Topic - Strategic Risk Register**

Members of the Executive gave a presentation on the strategic risks and their residual risk rating. Of the 13 strategic risks, 4 were considered to have low residual risk, 4 moderate and 5, which were clustered around workforce and income/cost, a high residual risk.

Risk 1 – was rated as having moderate residual risk. Future challenges included maintaining preparedness, reliance on key individuals and the increasing scale and complexity of disruption events.

Risk 5 – was rated as having low residual risk. Future challenges included increasing number of complex safeguarding incidents/reports and associated workforce demands and ensuring the culture of safeguarding across the College as a whole. Staff roles and remits were being reviewed, and a training need had been identified for staff on the shared responsibility for safeguarding.

Risk 11 – was rated as having moderate residual risk. Future challenges included insufficient investment, failure to maintain compliance results in safety incidents and the estate becoming less competitive impacting on recruitment and income.

Risk 9 – was rated as having moderate residual risk. Future challenges included exposure to external market volatility, reliance on visitor demand and seasonal income, leadership and staffing.

Risk 3 – was rated as having high residual risk. Future challenges included staff awareness and human factor and the use of AI.

Risk 6 – was rated as having moderate residual risk. Future challenges included new legislation and use of AI to produce complaints. Governors questioned whether the residual risk rating was too high given the mitigations that had been put in place. The Deputy CEO explained that the risk rating reflected the speed of escalation.

Risk 7 – was rated as having moderate residual risk. Future challenges included imbedding a Health & Safety culture and centralisation of records.

Risk 10 – was rated as having high residual risk. Future challenges included legacy employee relations issues, staff absence, pay and reward strategy and building trust. Governors recognised that the pay and reward strategy needed to be developed.

Risk 2 – was rated as having high residual risk. Future challenges included staff awareness, increasing scale and complexity of cyber threats, business continuity and financial impact, dependence on 3<sup>rd</sup> party systems and suppliers. Governors asked how quickly a recovery plan could be put in place if an incident occurred. This would depend upon the impact of the threat and the need to sanitise data, the ability to segregate data to reduce impact. Mitigations had been put in place to negate and protect against a possible attack.

Risk 4 – was rated as having high residual risk. Future challenges included delivery of a sustainable operating surplus, cost inflation and pay pressures, cash flow and liquidity resilience. Governors accepted that whilst there were a lot of risks, the College was good at managing them and the level of risk was not significantly above appetite. They acknowledged that in the longer term there was less control.

Risk 13 – was rated as having high residual risk. Future challenges included affordability of net zero transition, external funding and policy, estate restraints and financial uncertainty. Governors questioned the residual risk rating as there were currently no targets that had to be met and whilst net zero was an aspiration it was not currently essential. They agreed to ask the Audit Committee to review this strategic risk and how the impact had been rated.

**Action: Audit Cttee**

Risk 8 – was rated as having high residual risk. Future challenges included development of curriculum offer, marketing strategy, recruitment and retention of staff, competition and informed decision-making. Governors queried the residual risk rating. The Vice Principal said that she would not want to change the rating until after the census date.

Risk 12 – was rated as having moderate residual risk. Future challenges included qualification reform, inclusion and wider support needs of students, recruitment and retention of staff, sustainability of student space and funding/student income.

Governors noted that the trajectory and outlook was included in the full strategic risk register.

The Chair of Audit Committee highlighted that the full risk register was regularly reviewed by the Executive and the Audit Committee, but it was essential that there was a level of buy in as the key risks came within the remit of the Corporation. The Chair recorded his thanks to everyone for their contributions as risk management was a key expectation of the Corporation.

Key Corporate Measures and targets Update including student recruitment

The Vice Principal presented the Key Corporate Measures and targets, including student recruitment. Acceptances for FE were up by 96 on the same point the previous year and 196 up on applications. There were 133 acceptances for T Levels and 24 for HE. Adult funding was positive currently tracking at c.£300,000.

Governors were informed that attendance rates were 85% for FE, 92% for apprenticeships and 82% for HE. Retention rates were 98% for FE, 100% for apprenticeships and 98% for HE. Overall student satisfaction was up.

Governors discussed the challenges around attendance and noted that this was not translating into retention. They agreed that it would be useful to gain an understanding of what lay behind the attendance issues. The Vice Principal explained that there was a lot work going on behind the scenes and that no real trends had been identified.

Governors were pleased to see the number of applications and asked if these could be tracked. They acknowledged that the number of applications reflected on the events held and school liaison activity, as well as social media. The Principal/CEO that some analytics were required to establish if the College was recruiting in a small pool or a wider pool.

A question was raised about correlation between courses with a 'Notice to Improve' (NTI) and those receiving active support. The Vice Principal explained that for an NTI to be put in place there would need to be at least four triggers, whereas active support required fewer triggers or could be at a Team's request. It might not necessarily be a question of achievement but of the wider College experience.

Governors asked what the balance between internal and external applications was. The Vice Principal explained that internal applicants related to progression. Data on external applications required some further work and it was hoped that reports would be available on the Data Dashboard within the next week.

### **53. Student Union/Student Governor Update**

The SU President/Student Governor reported that RAG week had raised over £300. A lot more events were taking place and more feedback was being received. These included staff appreciation and the Spring Ball which had been well attended.

A meeting was due to take place the following day regarding advertising. The appointment of a new Student Union President and Vice President for the coming academic year was underway.

### **54. Staff Update**

Governors were advised that issues identified by the Staff Forum were being addressed e.g. open days and lighting. Representation at meetings was very York centric so consideration was being given to the timing and location of future meetings.

The next meeting would focus on well-being and staff appreciation.

### **55. Finance and General Purposes (F&GP) Committee**

The Chair of the F&GP Committee reported back on the meeting held on 23 February and highlighted the recommendations made by the Committee.

The Chief Finance Officer (CFO) outlined that contracts for phase 2 of the student accommodation programme, catering and gas and electricity needed to be awarded in the coming weeks and sought delegated authority for the F&GP Committee to award the contracts on behalf of the Corporation.

**Resolved:** that the F&GP Committee be given delegated authority to award the contracts.

Governors received and noted the period 8 Management Accounts.

*[MP left the meeting.]*

## **56. Audit Committee**

The Chair of the Audit Committee summarised the key messages and recommendations from the meeting held on 24 February:

- Reviewed progress on the Internal Audit Plan.
- **Recommendation:** That the Corporation note the Internal Audit Follow-up Review and the Internal Audit Report on Estates Compliance with Statutory Requirements.
- Reviewed the progress on implementing Internal Audit recommendations, progress was being made;
- The Strategic Risk Register and Risk Appetite Statement were reviewed and the report on Martyn's Law to be shared with the Corporation;
- Policies and Procedures update was reviewed;
- GDPR and OfS regulatory spreadsheet were reviewed.

**Resolved:** To note:

- (a) the Internal Audit Follow-up Review and the Internal Audit Report on Estates Compliance with Statutory Requirements;
- (b) the report on the introduction of Martyn's Law.

*[HC and SWa left the meeting.]*

## **57. Quality and Standards (Q&S) Committee**

The Chair of the Q&S Committee reported back on the business covered at the meeting held on 23 February and outlined the recommendations made by the Committee. She highlighted the disconnect between attendance and achievement. Emphasis continued to be placed on attendance and Governors acknowledged that this was a sector wide issue.

- Potential additional Adult allocation from Hull and East Riding and a window of opportunity to bid for funding from Tees Valley;
- Fundamental discussion on Adult provision required;

- Comprehensive Ofsted inspection toolkit self-assessment considered and headlines will be reviewed at each subsequent meeting;
- Attendance continuing to be a challenge, retention is strong.

## **58. Governor activities/training, visits, Governor Recruitment, Chairs' Committee**

### Governor activities/training

Departmental briefings/visits had taken place on Horticulture (LH), Learning Resources (AJ), Skills (AJ) and Sustainability (LH).

Governors had attended the Strategy Launch event on 21 April and the HE Annual Research and Innovation exhibition on 7 May. AT had met with the Vice Principal and had a meeting coming up on inclusion. TR had undertaken part of her induction programme and some training on the governance dashboard. LH had attended the Education North Awards. GO had been involved with the annual strategic conversation and the FE Commissioner visit, which had both been positive.

The Chair thanked Governors for their contributions both in and outside of meetings.

### Governor Recruitment

Governors noted that potential candidates were still being sought to fill the need for an Independent Governor with HR experience.

### Chairs' Committee

The Chair reported that a meeting of the Committee including Search & Governance and Remuneration had been held on 12 May.

- Recommendation to appoint David Reeve as an Independent Governor from September 2026;
- Recommendation to engage Stone King to undertake the External Board Review, with Rockborn as a second option;
- Recommendation to approve the amendments to the Code of Conduct, Conflicts of Interest, Governor Training and Development, Procedure for Complaints against the Corporation;
- Recommendation to approve the Corporation/Committee Meeting Schedule for 2026-27; and
- Recommendation to adopt the revised Senior Postholder Remuneration Code.

### **Resolved: To**

- (a) appoint David Reeve as an Independent Governor with effect from 1 September 2026 for an initial term of office of 2 years;
- (b) to engage Stone King to undertake the External Board Review;
- (c) to approve the amendments to the Code of Conduct, Conflicts of Interest, Governor Training and Development, Procedure for Complaints against the Corporation; and

- (d) approve the Corporation/Committee Meeting Schedule for 2026-27; and  
(e) approve the adoption of the revised Senior Postholder Remuneration Code.

## **59. College Company**

The Chair of F&GP Committee reported back on the business conducted at the meeting of the College Company held on 16 March.

Governors were advised that milk prices had increased.

## **60. Policies and Procedures**

There were no policies or procedures for consideration.

## **61. Safeguarding, EDI and Health & Safety**

There were no matters relating to Safeguarding, EDI and Health & Safety to bring to the attention of the Corporation.

## **62. Any other business**

There were no matters of any other business.

## **63. Confidential Items**

Members agreed that aspects of the minutes, Minute 65 should be classified as confidential on the grounds of commercial sensitivity and reviewed in one year. The minutes and associated reports are therefore not available for circulation to the public, college staff or students (excluding senior post holders), along with any draft documents.

*[TA, EB, JC, CR, SS and TW left the meeting.]*

There was a confidential meeting for Independent Governors.

## **64. Date and time of next meeting**

Thursday 9 July 2026 at 3pm. The meeting will be preceded by lunch at 1pm and a tour of the Wildlife Park.

| <b>Date Action Raised</b> | <b>Minute No</b> | <b>Action required</b>                                                                                                                                                                     | <b>Responsible</b> | <b>Deadline</b>           |
|---------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------|
| <b>Current</b>            |                  |                                                                                                                                                                                            |                    |                           |
| 18/5/26                   | 51               | Audit Committee to review strategic risk 13 and the level of impact.                                                                                                                       | Audit Ctte         | 06/26                     |
| <b>Pending</b>            |                  |                                                                                                                                                                                            |                    |                           |
| 16/10/25                  | 17               | Director of Governance/Interim DCEO to enquire if it is possible to simplify the Recruitment and Selection Policy. Being reviewed by the Interim HR Director. Ongoing, work has commenced. | JC                 | <del>03/26</del><br>07/26 |

|                  |    |                                                                                                                                                                                                                                                             |       |                           |
|------------------|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------------|
| 17/10/24         | 9  | Organise a twilight session to demonstrate the Governor dashboard/FE Provider dashboard. Deferred until Spring '26. DfE data still to be updated. Agreed that an orientation session for Governors would be useful and a date should be set.                | JC/SS | <del>04/26</del><br>07/26 |
| <b>Completed</b> |    |                                                                                                                                                                                                                                                             |       |                           |
| 10/7/25          | 90 | Director of Governance/Interim DCEO to investigate a possible transfer from the Friends of Askham Bryan College. Update provide to the College Company meeting. Ongoing. Mutually convenient meeting date being sought. College Company to be kept advised. | JC    |                           |

I certify that this is a true and accurate record of the meeting held 18 May 2026 and agree to them being made public on the Askham Bryan website.

Signed:

(Chair)

Date: