Items 3 (confidential minutes) and 17 of these minutes are deemed to be CONFIDENTIAL by virtue of Instrument 14(4) and 16(2) as they contain personal or business sensitive information. These minutes are not available for public circulation and are held separately by the Clerk to the Corporation.

MINUTES OF THE CORPORATION BOARD MEETING HELD ON WEDNESDAY 25TH MARCH 2026

Present:

Governors:

Angela Briggs (Chair)	Emma Kirk
Lizzie Brown	Segun Odumoye
Donna Chambers	Andrew Oldham
Sue Craggs	Philippa Poland
Peter Grant	Carl Vincent
Sam Hewson (Teams)	Lee Walker (Teams)
Jug Johal	Mike Welsh

The quorum for the meeting was nine members. The meeting was quorate throughout.

In attendance:

Sharon Harmon	Clerk to the Corporation
Danny Fenwick	Group Principal / Acting Chief Executive Officer
Barrie Shipley	Chief Operating Officer, Finance and Infrastructure
Rachel Maguire	Chief Operating Officer, People and Information

The meeting took place in the Hub Lounge, Doncaster College and started at 5.30 pm.

Item **Minutes** **Action**

1 Apologies

Apologies for absence had been received from R Chamley (Staff Governor), N Colclough (Governor), D Fell (Governor), H Kirby-Hawkins (Governor), R Habibi (FE Student Governor), H Nyanzu (Governor) and John Rees (CEO and Governor).

2 Declarations of Interest

Members should declare any personal or financial obligation, allegiance or loyalty which would in any way affect decisions in relation to the subjects under discussion.

There were no declarations of interest.

3 Minutes and Confidential Minutes of the Corporation Board meeting held on 10th December 2025 and any matters arising

The minutes and the confidential minutes of the Corporation Board meeting held on 10th December 2025 were approved as a true and accurate record of the meeting.

There were no matters arisings from the meeting.

Confidential Minutes of the Special Corporation Board meeting held on 26th February 2026

The confidential minutes of the Special Corporation Board meeting held on 26th February 2026 were approved as a true and accurate record of the meeting.

4 Feedback from Committee Meetings

Members received the Committee Chairs' feedback reports from the meetings of the Search, Governance and People Committee held on 4th February 2026, the FEPQ Committee held on 4th March 2026 and the Audit and Risk Committee held on 11th March 2026. The Chair of the HEPQ Committee provided a verbal feedback report from the HEPQ Committee meeting held on 17th March 2026.

5 CEO Report / Performance Update

The Principal/Acting CEO presented a report providing an update on curriculum performance, quality, students and wider organisational successes, strategic developments and challenges and projects.

Members considered the curriculum performance update and were assured that overall curriculum performance across all provision types is strong and ahead of the same point last year. Members were assured that performance across 16–18, Adults, Apprenticeships and HE remains above the same point last year. Members were assured that retention, attendance and early-year achievement indicators demonstrate continued improvement. Members discussed the continuing positive curriculum performance and the drivers for improvement. Members noted the number of measures and strategies implemented to drive improvement including the implementation of the Curriculum Accountability Framework (CAF). Members were assured by the strengthened quality, intervention and performance across the organisation.

Members noted and discussed the implementation of the revised Teaching and Learning Policy. Members were assured that the policy is supported by a consistent assurance framework. Members were assured that CAF audits indicate a strong overall position. Members noted areas targeted for improvement. Members were assured that staff have welcomed the CAF and the new Teaching and Learning Policy and that both are having a positive impact on all provision types.

Members were pleased to note that students continue to achieve national recognition in skills competitions, with multiple gold medal wins and strong engagement across all provision types. Members were assured that the HE Induction Survey shows HE satisfaction remains exceptionally high at 97%.
Student Governors confirmed that there is a positive culture of encouragement and support to succeed. Members had a full discussion on how success is celebrated within the organization and externally. Members agreed that the many successes throughout the organisation should be highlighted in Group marketing.

Members asked about learner destinations. The Principal/Acting CEO explained that a destinations survey is conducted annually and that the survey on 2023/24 leavers conducted in 2025 demonstrated 92% positive destinations. The Principal/Acting CEO confirmed that the results of destinations surveys are fed into the CAF.

Members noted the results of the Principal's Engagement staff survey. Members noted that the survey was conducted to ascertain preferences around frequency and mode of communication as well as content staff would like to see. Members were assured that the rich feedback received from staff has informed developments and next steps.

Members noted and discussed national reforms in qualifications and learning pathways. Members discussed the opportunities and risks the reforms present for the Group. Members were assured that DN Colleges Group is well positioned to respond to qualification reforms and to meet evolving local and national skills need. Members noted and discussed the update on funding and the implications for the Group. Members discussed the Youth Guarantee and NEET (Not in Education Employment or Training) Strategy. Members noted the increasing numbers of NEETs and discussed strategies to engage NEETs.

Members noted the update on key projects. Members noted that DNCG continues to play a lead role in Gateway One project and has submitted a major bid to become the regional Clean Energy Technical Excellence College (CETEC).

Members thanked the Principal/Acting CEO for the comprehensive update report.

6 Strategic Plan Update

The Principal/Acting CEO presented a Strategic Plan Progress report proving an update on progress being made against the refreshed strategic plan and projects. Members noted the contents of the report providing a snapshot of key actions and impact to date. Members were assured there is good progress being made against projects overall. Members were assured by planned actions and progress against strategic plan projects. Members agreed the new format of the report works well and suggested including further detail on key milestones and deliverables going forward.

7 Management Accounts to end January 2026

The Chief Operating Officer, Finance and Infrastructure (COOFI) presented the Management Accounts update report providing an update on financial performance to 31st January 2026, and the current forecast outturn for the 2025-26 financial year. Members reviewed the accounts report noting the advised variations to income and expenditure and the current projections. Members noted that the current financial performance is behind budget and a forecast reduced adjusted operating surplus. Members noted and discussed the update on in-year and future year funding. Members discussed business planning looking ahead to 2026/27 and noted financial planning challenging due to reduced income forecasts and increased inflationary cost pressures. Members were assured that the College has a strong financial foundation to build on and an overall strong financial position with forecast Financial Health rating of ‘Good’ and banking covenant compliance achieved.

Members thanked the COOFI for the update report.

8 Tuition and Exam Fees Policy 2026/27

The Corporation Board received and considered the Tuition and Exam Fees Policy 2026/27 for approval. Members were advised that with the implementation of the Lifelong Learning Entitlement (LLE), a costing structure for modular provision requires submission to the Office for Students (OfS) to be able to deliver LLE provision in January 2027. Members considered the proposed fee structure in view of the advised fee cap increase. Members noted the detailed fees breakdown and competitor analysis. Members noted and supported the internal progression discount. Members sought further clarification on charges for international students. Members discussed and reflected on increasing inflationary pressures. Members agreed that additional fee income will further support students and generate funds for reinvestment. Members were assured that the policy provides clarification of funding rules, fees and debt recovery required for CMA compliance.

Resolution: The Corporation Board approved the Tuition and Exam Fees Policy 2026/27.

9 North Lindsey Campus Redevelopment

The COOFI provide an update report on the redevelopment of North Lindsey College campus. Members were assured that phase two of works are progressing well. Members noted the revised planned completion date has moved from April 2026 to the end of August 2026.

The Corporation Board received and considered the finalised Clawback Agreement and Legal Charge documents in relation to the DfE funded project at the North Lindsey College campus. Members noted and agreed the amendments made to the documents since these were lasted reviewed by the Corporation Board at the Board meeting on 15th October 2025.

Resolution: The Corporation Board agreed the terms of the Clawback Agreement and the Legal Charge documents. The Corporation Board approved the execution of the Clawback Agreement and the Legal Charge documents. The Corporation Board approved the signing of the of the Clawback Agreement and the Legal Charge documents by Angela Briggs (Chair of the Corporation Board) and Peter Grant (Vice Chair of the Corporation Board) behalf of the Corporation Board. The Corporation Board authorised Wilkin Chapman Rollitts to submit the Clawback Agreement and the Legal Charge documents on behalf of DN College Group.

The COOFI provided a further update on the future redevelopment of the North Lindsey College campus including updates on the Estates Masterplan, the Clean Energy Technical Excellent College submission and further capital funding opportunities.

The COOFI provided an update on the land earmarked for disposal at North Lindsey College (NLC) Campus. Members noted that an offer had been received for the sale of the land. Members considered and discussed the offer. Members consider the offer in the context of the Estates Masterplan. Members discussed updates to the Estates Masterplan and considered options for the future redevelopment of the NLC site including options for the future use of Global House. Members discussed the financial implications of the delivery of the Estates Masterplan alongside those of either disposing of or retaining the land at NLC. Members noted that should the land be retained the College may have to match the offer received and would require further ongoing capital investment. Members discussed the risks and opportunities relating to the redevelopment of the campus. Members agreed that retaining the land would represent better value for money and present lower risks to the longer-term development strategy for the site.

Resolution: The Corporation Board agreed to formally reject the offer received for the sale of the land and approved the COOFI to re-enter discussions with the DfE with a counter proposal to retain the land.

Members further discussed the Estates Master plan and the development of the College estate considering suitability, capacity and condition and the impact on the

College meeting it strategic objectives. Members were assured that work on updating the College Estate Strategy with indicative plans will be developed in conjunction with the review of curriculum to ensure the College's estate meets the future requirements of students. Members discussed capital funding and noted that an application has been submitted to apply for Clean Energy TEC status. Members were advised of further capital funding opportunities including opportunities for addressing the condition of Global House. Members considered and discussed funding options and the financial implications of delivering the estates strategy.

Resolution: The Corporation Board approved progressing with the capital funding opportunities for addressing the condition of Global House and associated Construction Skills Fund application. The Corporation Board agreed to meet again on 14th April to consider the bid and capital commitment.

10 DNCG Modern Slavery and Human Trafficking Statement 2026

The Corporation Board received and considered the DNCG Modern Slavery and Human Trafficking Statement 2026. The COOPI provided a report outlining the amendments to the Modern Slavery and Human Trafficking Statement that have been made in response to the updated UK Government statutory guidance (March–April 2025). Members noted and considered the changes and their implications. Members recognised and supported the actions identified for 2025/26. Members were assured by the preventative steps that DNCG (and its subsidiaries), is taking and intends to take to avoid the risk of modern slavery occurring within its supply chain or services.

Resolution: The Corporation Board approved the DNCG Modern Slavery and Human Trafficking Statement 2026 for publication to the UK Modern Slavery Statement Registry.

11 DNCG Gender Pay Gap Report

The Chief Operating Officer, People and Information (COOPI) presented the Gender Pay Gap Report 2025. Members noted that the report outlines the DN Colleges Group's, including Optime Support Limited (OSL), compliance with the Equality Act 2010 (Specific Duties and Public Authorities Regulations 2017) and the Public Sector Equality Duty. Members considered and discussed the contents of the report including the detailed data for 2024/25 and actions outlined in relation to the Group's statutory Gender Pay Gap reporting requirements for 2025/26. Members noted that the Search, Governance and People Committee had reviewed and discussed the DNCG Gender Pay Gap Report 2025 in detail at the meeting of the committee on 4th February 2026 and recommend the report to the Corporation Board for approval.

Members were assured that both DNCG and OSL sets of data show year-on-year improvement in mean pay gaps, though median gaps remain above sector benchmarks. Members acknowledged the considerable work undertaken to address the gender pay gap. Members recognised, discussed and supported the planned actions that the Gender Pay Gap Report identifies for 2025/26 to address gender imbalances and improve pay equity. Members commented on the high quality of the report and recorded their thanks to the COOPI and the Associate Director EDI.

Resolution: The Corporation Board approved the DNCG Gender Pay Gap Report 2025 for publication.

12 Safeguarding Annual Report

The Corporation Board received and considered the Annual Safeguarding Report 2024/25. Members noted and discussed the contents of the report. Members noted and discussed the key achievements in 2024/25. Members discussed filtering and monitoring and emerging trends. Members were assured by the systems and supports in place. Members were assured that during 2024/2025, the Group significantly strengthened its safeguarding culture, delivering a highly responsive, well governed and learner centred service. Members noted and discussed priorities for 2025/26. Members were assured that the Group remains committed to exceeding statutory expectations and maintaining a safe, inclusive environment for the wellbeing of students and staff.

13 Equality & Diversity Annual Report 2024/25

The COOPI presented the annual Equality, Diversity and Inclusion Report 2024/25. Members noted that the purpose of the Equality, Diversity and Inclusion Report is to outline how DN Colleges Group (DNCG) complies with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Equality Act (Amendment) Regulations 2023 and the Public Sector Equality Duty (PSED). Members were assured that by publishing this report, the College complies with Section 149 of the Equality Act, and its general duties and meets its specific duty under the PSED, that requires the publication of equality information annually by 30 March. Members noted that the Search, Governance and People Committee reviewed and discussed the Annual Equality, Diversity and Inclusion Report 2024/25 in detail at the meeting of the committee on 4th February 2026 and recommend the report to the Corporation Board for approval.

Members noted and considered the contents of the report. Members noted the EDI key achievements and the EDI future priorities for 2025-26. Members discussed and supported the positive initiatives that are being undertaken in 2025/26, including working in collaboration with the AoC Equality Exchange and the Doncaster Anti-Racism Group, developing CPD Resources on disability inclusion, conducting an EDI Audit and further developing peer support groups for staff and students.

Members were assured that the College has continued its good practice and set equality objectives after a detailed analysis of the data for staff and learners and monitored progress against the objectives as identified in the report. Members noted and supported the College's Equality Objectives. Members commented on the high quality of the report. Members recognised and endorsed the planned actions that the report identifies for 2025/26.

Resolution: The Corporation Board approved the Equality, Diversity and Inclusion Report 2024/25 for publication.

14 Corporation Board and Committee Membership Update

The Clerk to the Corporation presented a Corporation Board and committee membership update. Members considered the current composition of the of the Corporation Board noting that since the last meeting of the Corporation Board, three new External Governors have been appointed to the Board, D Chambers, N Colclough and C Vincent. Members noted that one new FE Student Governor, R Habibi had been appointed to the Corporation Board. Members noted that there is currently just one vacancy on the Corporation Board for a FE Student Governor. Members were assured that recruitment is ongoing to fill the vacancy.

Members noted and considered Terms of Office ending in July 2026. Members noted that there are no External Governor members who will have completed a second term of office on 31 July 2026. Members were advised that D Fell will complete his first term of office on 31 July 2026. Members noted that it is recommended by the Search, Governance and People Committee that D Fell be considered for reappointment for a second four-year term of office commencing on 1st August 2026, pending confirmation from D Fell that he is available for a second term of office. The Corporation Board agreed to consider this second term of office in the summer term pending confirmation from D Fell.

Members noted updates to committee membership, subsidiary companies Boards memberships and Link Governor roles since the last meeting.

15 Written Resolutions and Chair's Actions

Members noted the Chair's Actions and Written Resolutions which had been approved since the last meeting of the Corporation Board on 10th December 2025.

16 Minutes of Committee Meetings:

Members received and noted the draft minutes of the meetings of the Search, Governance & People held on 4th February 2026, FEPQ Committee held on 4th March 2026 and the Audit and Risk Committee held on 11th March 2026.

17 Any Other Business

Members consider one item of any other business.

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Note: *Staff and Student Governors left the meeting for this confidential item.*

18 Date and Time of Next Meeting

Member noted that the next meeting of the Corporation Board is scheduled for Wednesday 8th July 2026 at 5.30 pm in room G36 at UCNL.

Members noted that there is allowance in the calendar for an extra Board meeting to be held on Tuesday 14th April 2026.

The meeting closed at 8.00 pm.

Sharon Harmon
Clerk to the Corporation

Signed: ………………………………………….…. (Chair) Date: ……………………………..

TABLE OF ACTIONS				
Date	**Minute**	**Action**	**Responsibility**	**Date Due**