



**Strategy, Governance & Search Committee**

Minutes of the third meeting of the Brockenhurst College Strategy, Governance and Search Committee held on Thursday, 16 May 2024 Via MS Teams.

**Present:**

Mr S Williams (SW) Chair  
 Ms H Odhams Principal and CEO  
 Ms J Jenkin (JJ)

**Meetings attended**

(3 out of 3)  
 (3 out of 3)  
 (1 out of 1)

**In attendance:**

Mrs L Payne Clerk to Corporation

(3 out of 3)

**Meeting commenced at 4.30pm**

Note:  
 (Where Members and Governors are referred to, they are the same)

Minute number		Action
3.1	<b>WELCOME AND APOLOGIES</b> The Chair welcomed everyone to the meeting.  Apologies were noted from Prof A Neill and Mr J Hiley-Jones.	
3.1.1	<b>ANY CONFLICT OF INTEREST</b> No member declared any conflict of interest with the agenda.	
3.2	<b>COMMITTEE BUSINESS</b>	
3.2.1	<b>Minutes of the meeting held on 6, February 2024</b> The minutes of the meeting held on the 6th February 2024, having been previously circulated to members, were agreed as a true record and would be signed electronically by the Chair. <b>All Members were agreed.</b>	
3.2.2	<b>Matters arising from the meeting held on 6, February 2024</b> Matters arising had been actioned or would be covered within the agenda.	
3.2.3	<b>Effectiveness of Committee and Performance of Chair</b> Members considered the year end effectiveness of committee and performance of Chair review. It was agreed that the Chair had effectively chaired meetings during the academic year and members were satisfied with the committee effectiveness in all areas. <b>Members agreed to recommend the Effectiveness and Performance report to the board.</b>	<b>Refer to Corporation</b>
3.2.4	<b>S&amp;G&amp;S committee Terms of Reference (ToR)</b> Members considered the ToR for the committee which had been a 'live' document for consideration throughout the year. It was agreed that the ToR were fit for purpose and no changes were proposed. <b>All Members were agreed.</b>	<b>Refer to Corporation</b>
3.2.5	<b>Chair of Audit 2024-2025</b> Members were advised that there would be a vacancy for a Chair of the Audit in the next academic year. The current Chair, co-opted member Graham Beards, would be leaving the committee at its next meeting.	



	<p>For good succession planning, there would be a recommendation from the Chair of the board in the summer, for the committee to consider electing at its first meeting in the new academic year. <b>The report was noted.</b></p>	
<p>3.3</p>	<p><b>STRATEGIC MATTERS</b></p>	
<p>3.3.1</p>	<p><b>Draft Strategic Plan</b> The Principal shared for discussion, the draft strategic plan 2024-2029. The draft plan set out the college strategic vision for the next five years.</p> <p>The first half of the plan included the draft vision, mission, and values. In relation to context setting the Principal confirmed the plan would have information about the college, as well as the national, local and regional context, to further shape the plan. This would include for example, curriculum reform skills agenda, demographic changes, and changes to the adult learning landscape.</p> <p>The second half of the plan would set out the key strategic pillars alongside objectives and the approach the college would take in the next five years. The strategic pillars developed to cover that were noted as: -</p> <ul style="list-style-type: none"> <li>- Outstanding student experience.</li> <li>- Our people</li> <li>- Growth and development</li> <li>- Strong financial health</li> <li>- Sustainability and the environment</li> </ul> <p>The strategic plan was a culmination of collaborative work with governors, staff, students, and employers. The Principal reminded members that this was a high-level Plan and a number of operational plans would sit underneath it, such as the Property and Estates Strategy, Workforce Development Strategy, Curriculum Strategy and IT Development Strategy. The Quality Improvement Plan (QIP), annual Accountability Agreement (AA) and Risk Register would then monitor the achievement of the strategic plan, on an annual basis and consider for example: -</p> <ul style="list-style-type: none"> <li>- whether the plan was ambitious enough to be a five-year plan</li> <li>- whether the values accurately reflected Brock</li> <li>- whether the strategic vision should be a more high-level summary</li> <li>- strategic pillars to take forward over the next five years.</li> <li>- whether the aspects of the community, EDI were sufficiently embedded throughout the plan.</li> </ul> <p>Questions were invited. JJ felt the very detailed Strategic Plan was perhaps too much. She suggested that to align the vision, mission and strategic pillars, the plan may benefit from a diagram colour code to align those messages. Regarding the mission and the vision, it was felt it may be beneficial to consider the 'mission' as our 'purpose' and subsequently develop what is currently the mission into more of a vision. Reviewing the National Context section was suggested so that it has longevity and doesn't become quickly outdated. Members agreed to recommend the Draft Strategic Plan to the Board for approval. <b>All Members were agreed.</b></p>	<p><b>Refer to Corporation</b></p>



3.3.2	<p><b>Draft Accountability Agreement (AA)</b>          The Principal informed members that the draft accountability agreement (AA) was not yet written due to the changes in the SLT. The college had already been granted an extension to the filing date for this, to later in June, but would now need to seek a further extension of that period so that it could coincide with the college board meeting in July.          The Principal advised members that she was arranging assistance to help to get this done and had appointed Kate Webb Associates to prepare the AA.  <b>Members noted the verbal report from the Principal and agreed to recommend the Accountability Agreement to the Board for approval.</b></p>	Refer to Corporation
3.4	<p><b>BOARD AND COMMITTEES</b></p>	
3.4.1	<p><b>Governor Corporation and Committee meetings 2024-2025</b>          The revised dates for the board and committee meetings were considered. There was some discussion about the proposed change of dates to later times in the next two terms and the chair of the committee asked the Principal and the Clerk to re-look at the dates and under 'chairs action' he would agree these prior to them going to the Board for approval.</p> <p>Members commented:          Members noted the reasons behind and were sympathetic to needing to consider a change in timings of some meetings, particularly in the autumn term.          JJ suggested that having one meeting on an evening was preferable and to keep to a consistent start time.          It was proposed there was a 10-minute presentation at the start of every board meeting for ongoing training and induction of all members.          In relation to succinct papers needed members asked for more consideration to be given to streamlining the succinct summary for all reports.          The Principal spoke about the need for a Board meeting in September which was agreed.  <b>The report was noted.</b></p>	Refer to Corporation after 'Chairs action'
3.4.2	<p><b>Membership of the Board</b>          The Clerk presented her report to the committee.          Members were asked to consider the current membership of the board and to note the terms of office that were coming to an end in the next academic year.          It was noted there were currently two vacancies for external governors. One be filled by the appointment of the new chair of the board designate, and the other had been left open in case there were other applicants in that process who might like to be considered for the role of governor.          Currently new applicants were sought via LinkedIn, professional search, advertisements, and recommendations.          Members were asked to note that the appointment of the Vice Chair of the board would take place at the July board meeting. There were currently two Vice Chairs of the board, Jenny Jenkin, and James Hiley-Jones.          There was ongoing a process to appoint a new Chair of the Board and once appointed, the new chair designate may have some input into the Vice Chair process.          Members were updated on the process to appoint the new Chair of the Board. The Clerk informed members that Peridot consultants were advising on the process and there were several applicants considering the role who would be interviewed in the week commencing 20th of May.</p>	



	<p>In relation to the 3-year Governance Review of the board, this would be considered in agenda item 5.6.  <b>The report was noted.</b></p>	
3.4.3	<p><b>Governor Applications/Recruitment</b>  Members were reminded that there were two external vacancies for new governors. One vacancy would be filled by the new chair of the board designate. The other vacancy would be considered after that process in case there were applicants in that process who might be considered for governor role.  <b>The report was noted.</b></p>	
3.5	<p><b>GOVERNOR PERFORMANCE</b></p>	
3.5.1	<p><b>Governor Quality Improvement Plan (QIP) update</b>  This item was presented by the Principal. Members received the report showing the progress that had been made against targets set in the governor QIP. It was noted that progress had been made in several key areas of the QIP including: -</p> <ul style="list-style-type: none"> <li>- revised committee structure</li> <li>- chair of the board appointment</li> <li>- overseeing the probation period of the Principal and CEO</li> <li>- oversight of the new college strategic plan</li> <li>- development of the Property and Estate Strategy</li> <li>- three-year governance review cycle</li> </ul> <p>The Principal informed members that the QIP would be finalised at the start of the new academic year, and it was anticipated that most targets would be achieved. She referred to target 7, which related to a new Curriculum Strategy and that it was still a work in progress. This matter would need to be carried over to next year. The Principal explained that this was mainly due to the recent changes in the senior leadership team at the college.</p> <p>Members discussed ways in which Governors could be more involved in the development of the content for the Governor SAR and QIP for the Principal to draw together.</p> <p><b>The report was noted.</b></p>	
3.5.2	<p><b>Report on Governors' Attendance 2023-2024 update</b>  Members had received a report from the Clerk on the mid-year governance attendance at board meetings and committee meetings.  There had been six board meetings since the start of the academic year and four of them had been extraordinary meetings. In considering the six meetings in total the average attendance was 75.1%.  In considering the two main board meetings of December and March the average attendance was 67%.  The target attendance was noted as 75%.  Members looked forward to better attendance by the year end attendance report next term.  <b>The report was noted.</b></p>	
3.5.3	<p><b>Report on Evaluations 2023-2024 mid-year update</b>  Members noted the latest mid-year report on the evaluations 2023-2024.  <b>The report was noted.</b></p>	



3.5.4	<p><b>Governors Training, Development and Support Programme 2023-2024 - Review and Recommendations.</b>  Members had received a report on the arrangements for the support and training of members in 2023/24. There would be no Ofsted inspection in this academic year and so it was planned to retain the current training plan. Some of the governor training was common to all governors and some bespoke, for example in the induction.  It was agreed that next year there would be 1.5 strategy/training days.  At appraisal members are asked if they want specific training and this can be provided in house or via the free governor training platforms which were now used more frequently.  <b>The report was noted.</b></p>	
3.5.5	<p><b>AoC Governance Briefings</b>  Members noted the governance briefings.</p>	
3.5.6	<p><b>3-year External Review of the Board report</b>  The Clerk advised members of the outcome of the three-year review. The report from Stone King was a pleasing and good review. There were some action points in the external review, that the board might wish to consider and those taken forward would be included within the Governor SAR and QIP.  <b>Members agreed to recommend the 3-year review to the Board.</b></p>	<p><b>Refer to Corporation</b></p>
3.6	<p><b>Evaluation of Meeting</b>  Members were pleased to complete an evaluation of the meeting showing them where they felt they had ‘added value’ or made ‘appropriate challenge’.</p> <p>Members did feel that the length of time of the meeting, was insufficient to cover all the business, and for the next meetings of this committee asked for meetings of an hour and a half.  Members agreed the papers had gone out on time and were sufficient to inform their decisions.</p>	
3.7	<p><b>AOB (to be notified to Clerk in advance of meeting)</b>  No other business was raised.</p>	
3.8	<p><b>Date of next meeting</b>  <b>To be confirmed</b></p>	

Meeting ended at: 5.30pm