



Strategy, Governance & Search Committee

Minutes of the fifth meeting of the Brockenhurst College Strategy, Governance and Search Committee held on Thursday, 13 March 2025 at 3.30pm via Teams.

Present:

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

Meetings attended

(2 out of 2)
 (2 out of 2)
 (2 out of 2)
 (2 out of 2)

In attendance:

Ms K Ryan Co-opted member
 Ms C Woodsford Assistant Principal, Partnership & Skills (AP-P&S)
 Mrs L Payne Clerk to Corporation (2 out of 2)

The meeting started at 3.30pm

Minute number	Paper title	Action
5.1	WELCOME AND APOLOGIES The Chair welcomed everyone to the meeting. Mr Hiley-Jones had apologised for his absence.	
5.1.1	ANY CONFLICT OF INTEREST No member expressed any conflict of interest with the agenda.	
5.2	COMMITTEE BUSINESS	
5.2.1	<u>Minutes of the meeting held on 22, October 2024</u> The minutes of the meeting of the 22 nd October 2024, having been previously distributed to members, were agreed as a true record and would be signed by the Chair. All Members were agreed.	
5.2.2	<u>Matters arising from the meeting held on 22, October 2024</u> The matter arising related to link governor roles and would be considered in agenda item 5.8.	
5.2.3	<u>Terms of Reference</u> Members noted the Terms of Reference (ToR) for the committee and that no changes were proposed at this time. The Chair of the committee asked for the ToR to be on the committee agenda again in the autumn, with a view to considering the 'Strategy' part of the ToR in more detail considering it to what other committees are now covering. Members agreed to recommend the ToR to the Board for approval.	Agenda Autumn 2025 Refer to Board
5.3	STRATEGIC MATTERS	
5.3.1	<u>Accountability Agreement</u> This item was presented by the AP P&S. Members had received the Draft Accountability Agreement (AA), including the 'Duty to Review', for consideration. Members were reminded that the Board must annually review the college provision in relation to local needs, set out in the Skills and Post-16 Education Act 2022.	



	<p>The AP P&S referred to the statutory duty to review how well the college was meeting local, regional, and national skills needs, and this informed the AA. The AA included a Duty to Review and in addition there were yearly Annual Strategic conversations with the DfE and Further Education Commissioners (FEC) representatives.</p> <p>The Chair of the committee felt this was an extremely well written and comprehensive report. Colleagues agreed.</p> <p>There was a discussion on the last year's AA and how it had now been changed and developed.</p> <p>The AP P&S referred to increased targets in employer engagement and transferable skills. There was a general discussion around employer engagement and questions around whether there was a sense of who would engage with the college, and whether that was growing or diminishing. The AP P&S informed members there was much opportunity for the college to engage with various other bodies including, the Chamber of Commerce, Universities, Charities, social action groups and others. Members asked about the impact of the skills agenda on the college curriculum and this was discussed.</p> <p><i>(Kate Ryan and Shaun Williams joined the meeting)</i></p> <p>The Chair of the Board Bob referred to the external links and one of the targets to inform an adult learning strategy and asked if there was a specific subset of external links particularly in relation to NEAT provision. (Non-Formal Education and Training) The Principal spoke about more innovation needed to attract learners. There was a discussion about working more with universities and that there were plans to further and expand links in this area. The college currently only had one HE programme in 'Early Years' and was looking at providing other Level 4 and above qualifications in other areas in conjunction and collaboration with other local universities related to local and regional skills needs.</p> <p>Members considered the report and agreed to recommend it to the Board for approval.</p> <p><i>(The AP P&S left the meeting)</i></p>	Refer to Board
5.4	BOARD AND COMMITTEES	
5.4.1	<p>Membership of the Board (incl. skills, experience, succession)</p> <p>Members noted the report on the membership of the Board and vacancies.</p> <p>Members were reminded there was a current vacancy for an external member and there would be another vacancy for an external member in July.</p> <p>It was agreed the recent LinkedIn process had been successful but that for the next round of recruitment it would be useful to have a wider field, and particularly a focus on further diversifying the membership of the board. For that it was felt external consultants would be helpful. It was agreed costs would be sought for that recruitment process and brought to the next meeting of the committee. The focus of new recruitment to the Board would centre around new members with financial experience, and members who would add to the wider diversity of the membership.</p> <p>It was noted there would be elections for the offices of, Chair of the Board, and the two Vice Chair's, at the Board meeting in July and the Clerk would invite members to make nominations in June.</p> <p>One staff governor's term of office would end in July and elections for the staff governor professional services would commence next term.</p> <p>The current membership of the board skills audit was considered together with the predicted skills. This would remain on the agenda for every meeting.</p> <p>The report was noted.</p>	<p>Action</p> <p>Action</p>



5.4.2	Governor applications/Recruitment Recruitment of governors had been discussed in the earlier item of business.	
5.4.3	Annual Disclosure report 2025 The report on annual disclosures was considered. The report was noted.	
5.4.4	Student Governors Appointment Process and duration of appointment and former Student Governors Members were reminded of the process of appointment of the student governors, and they discussed the benefit of attracting former student governors to consider becoming co-opted members of committee and joining the Board. The report was noted.	
5.4.5	Reducing meeting papers for Corporation The Chair felt the present pdf system could be improved on, together with reducing the number of reports. The Principal confirmed she was making efforts with the executive to reduce the number of papers sent to members. There was a proposal to set up a bank of reference reports and take them out of the main papers. Hosted Board portals were discussed. In the light of the changing governance structure at the college, this would be considered again at the start of the next academic year. Members agreed and the report was noted.	Autumn agenda Clerk
5.5	GOVERNOR PERFORMANCE	
5.5.1	Mid-year report on Evaluations The evaluations report detailed where members have 'added value' and made 'appropriate challenge' at meetings since the start of the academic year. Also recorded was whether agendas and reports had been despatched on time enabling plenty of time for governors to read and consider the reports. The report was noted.	
5.5.2	Mid-year report on Governor attendance 2024-2025 The board attendance to date showed a 74% attendance against a 75% target. This was noted as mid-year report. It would be considered again in more detail when the annual report was available. The report was noted.	
5.5.3	Safeguarding, Equality and Diversity, GDPR and Prevent Training for Governors Members were asked to note the update on the completion of Safeguarding, Equality and Diversity, GDPR and Prevent training for members of the Board. It was noted the training that had been undertaken by members. The report was noted.	
5.5.4	AoC Governance Briefings The briefings had been circulated to members. The report was noted.	
5.5.5	E Governance and E.Brock Members noted that in additions to the pdf of reports sent out for meetings that they were also available to view on Microsoft Teams.	



	<p>The report was noted.</p>	
5.5.6	<p>Governor appraisals</p> <p>There was a verbal report from the Chair of the Board on the recent governor appraisals. He was pleased to report that most appraisals had been carried out 'in person' and that there were only 4 outstanding. There had been no student governor appraisals.</p> <p>The Chair summarised some of the key outcomes: There was general agreement that more face-to-face meeting would be preferable to online meetings, whilst accepting this may be difficult for some governors.</p> <p>Governors had recognised the importance of their role in supporting the delivery of the Strategic Plan. Some governors had expressed requiring more support with some of the more technical papers. <i>(It was agreed this could be arranged via training or briefings well before the meeting.)</i></p> <p>Interest had been expressed in the Link Governor roles. <i>(The Chair was pleased to note the earlier report at this meeting that interest had been expressed by more governors to become involved with Link Governor roles)</i></p> <p>There was a view that there should be less extraordinary meetings, with business scheduled for and conducted in, the main agreed Board meetings for the year.</p> <p>Some governors had expressed a view to meet some of the staff and there was a view that staff governors should be included in more Part II business where possible. <i>(It was noted this was always under review, as the aim of the board was to be as inclusive as possible)</i></p> <p>The Chair informed members he would reschedule the appraisals in the future to be at the start of the academic year and business cycle at the request of governors. He would also be considering events where governors could come together and met colleagues informally.</p> <p>There were other outcomes that would be followed up but these were the key points.</p> <p>The report was noted.</p>	
5.5.7	<p>Three-year Governor Review</p> <p>Members noted the key recommendations from the statutory Three-Year Governance Review conducted in the 2023/24 year.</p> <p>The review had assessed the effectiveness of governance structures, processes, and strategic oversight, ensuring that the governing body continued to meet its statutory obligations whilst supporting the college's mission and vision.</p> <p>The Principal reported on the college actions proposed, in relation to the key recommendations raised which included strengthening governance frameworks, including the risk register and scheme of delegation. Enhancing governor recruitment and induction. Improving governance effectiveness in developing link governor roles and streamlining governance operations including refining agenda planning and assessing the effectiveness of meeting structures.</p> <p>The Principal informed members that some of the recommendations had been implemented whilst others were scheduled for future meetings of this committee.</p> <p>The report was noted.</p>	
5.5.8	<p>Link Governor recruitment.</p> <p>Members noted the Principal's report. The current link governor in place was noted.</p>	



	<p>The Principal spoke about a desire to establish a link governor for EDI and to develop a link governor for skills and this was supported. That link governor would engage with the SLT.</p> <p>There was a discussion around the role and time involved in these 'link' roles. Colleagues provided some suggestions to strengthen the link governor specifications which were agreed.</p> <p>It was agreed to add into the role that link governors may be asked to represent the college on external forums as champions of the college.</p> <p>The next step in this process would be the appointment of the link governors, and it was agreed the roles would be discussed with those who had expressed an interest.</p> <p>There would be an update report to the Board.</p> <p>The report was noted</p>	Principal
5.6	<p>Evaluation of Meeting</p> <p>This was an interactive meeting with much comment and added value from governors, in particular, the link governor brief was strengthened. The Accountability Agreement was interrogated well and there was good appropriate challenge. It was felt to be an extremely well written report. Members discussed hosted sites for papers and recruitment of new governors focusing on the need to add more diversity to the Board. Members felt the papers/reports had been sufficient to inform their decisions and discussions. Papers had been despatched on time and the length of the meeting was about right.</p>	
5.7	<p>AOB (to be notified to Clerk in advance of meeting)</p> <p>No other business was raised.</p>	
5.8	<p>Date of next meeting</p> <p>Tuesday, 13 May 2025 at 4.00pm</p>	

The meeting ended 4.40pm