



**Brockenhurst College**  
**Corporation Board Meeting Minutes**

Minutes of the two hundred and fifth meeting of the Corporation, held on  
Thursday 11 December 2025 at 4.30pm at Brockenhurst College

			<b>Attendance</b>
<b>Present</b>	Bob Hogg	Chair	(1 out of 2)
	Shaun Williams	Vice Chair	(2 out of 2)
	Helen Odhams	Principal	(2 out of 2)
	James Hiley-Jones		(2 out of 2)
	Jerry Ede		(2 out of 2)
	Matt Johnson		(2 out of 2)
	Gary Cooper		(1 out of 2)
	Jenny Jenkin		(1 out of 2)
	Kate Ryan	Vice Chair	(2 out of 2)
	Lisa Bell		(2 out of 2)
	Alistair Lambon		(2 out of 2)
	Milo Bond		(2 out of 2)
	Oliver Canning		(2 out of 2)
<b>In attendance</b>	Amie Morris	Director of Governance	(2 out of 2)
	Judith Munro	Deputy Principal (DP-JM)	
	Steve Jenkin	Assistant Principal, Vocational (APV)	
	Charlie Woodsford	Assistant Principal, Partnership & Skills (AP-CW)	
	Amy Bletcher	Assistant Principal, Curriculum, Quality & Development (AP-AB)	
	Mina Peroni	Head of School Liaison, Transition & Progression ( <i>item 1.2 only</i> )	

Meeting commenced at 4.30pm

<b>Minute No.</b>	<b>Paper</b>	<b>Action</b>
205:1	<p><b>Welcome and Apologies</b></p> <hr/> <p>The Chair opened the meeting and welcomed members and those in attendance.</p> <p>Apologies had been received from Mrs M Baugh, Mr R Dunford and Mrs V Essex.</p>	
205:1.1	<p><b>Any Conflict of Interest</b></p> <hr/> <p>No members declared any conflict of interest with the agenda.</p> <p><i>Ms Peroni joined the meeting.</i></p>	
205:1.2	<p><b>Presentation</b></p> <hr/> <p>Ms Peroni gave an informative presentation on the role and activities of the School Liaison team to build strong partnerships with feeder schools, support smooth student transitions into post-16 education, and promote the college's academic and vocational pathways. Members were informed of the range of events hosted at the college, including SENDCO briefings, British Science Week activities, careers conferences, open events and results day support. Outreach activities in schools included assemblies, careers fairs, workshops, enrichment activities and careers talks. The team's key aims are to establish the College as a first choice for post-16 study, expand outreach activity and foster mutually beneficial partnerships that support student success.</p> <p>The Chair thanked Ms Peroni for her presentation and invited questions from members.</p> <p>Mr Hiley-Jones asked how many schools the team currently works with. Ms Peroni confirmed that the College engages with at least 50 schools, including local partners and those further afield, with students ultimately joining from over 100 schools including specialist provision centres.</p>	



The Chair asked what the most challenging question was the team gets asked. Ms Peroni noted this typically related to entry requirements and emphasised the importance of guiding students towards realistic options based on achieved grades. Ms Peroni highlighted the value of guidance interviews, which provide local intelligence on why students choose the College, commonly citing proximity, course offer and positive impressions from open events. Mr Lambon commended the team for keeping the young person's best interests at the forefront, and the Principal confirmed ongoing collaborative work to enhance liaison activities. Ms Peroni outlined developments including new "Explore Events" aimed at inviting applicants for taster experiences and involving parents, as well as the Transition Project, which supports vulnerable students through familiarisation visits, peer buddying and myth-busting opportunities outside of formal open events. New parent welcome evenings held in April also aim to prepare parents and carers and in September are held to introduce Curriculum Leads and provide course-specific information, with positive feedback received.

Members were pleased to receive feedback from Mr Canning on the successful live student panel, in which he participated, demonstrating strong student representation, and Mrs Woodsford updated members on the "Brock on the Road" initiative, a STEM themed programme delivered to New Forest feeder schools, which will be further expanded next year

*Ms Peroni left the meeting.*

**205:2**

## **CORPORATION BUSINESS**

205:2.1

### **Minutes of the meeting held on 30 September 2025**

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The Minutes of the previous meet inheld on 30 September 2025, having been previously circulated to members, were agreed as a true record and would be signed by the Chair.

**All Members were agreed.**

205:2.2

### **Matters Arising from the meeting held on 30 September 2025**

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Members noted that the matters arising from the previous meeting had been actioned and that a training session on AI would be arranged for the spring term 2026.

**Members noted the report.**

205:2.3

### **Application of the College Seal**

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The Director of Governance advised members that the Corporation Seal had not been applied since its last application in December 2023. There were no further requests for approval at this time.

**Members noted the report.**

205:2.4

### **Governor Expenses 2024-25**

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Members noted the annual report on Governor expenses with no expenses having been claimed by Governors in the 2024-25 academic year.

**Members noted the report.**

**205:3**

## **CONTEXT SETTING AND UPDATE REPORTS**

205:3.1

### **Principal's Report**

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The Principal presented her report, which had been taken as 'read' as much of the content had been addressed at the strategic planning event directly before this meeting.

Members noted current 2025-26 student enrolment at 3,140, which was 183 more than the previous year. At the time of reporting, application numbers looked strong for next year, currently being ahead of the previous year and accounting for 41% of the target application number for September 2026.

The Principal advised members that BTEC exams have got off to a good start and will continue throughout January.

**Members noted the report.**



205:3.2

### **Student Union Activities Report**

Mr Bond presented the report detailing the key activities that had taken place via the Student Union (SU) throughout the term, including Christmas Jumper Day fundraising, the creation of an Enrichment Coordinator within the SU and an update on preparations for the Summer Festival. Members were advised that the key goal for this year was to build stronger lines of communication between the SU and students. Mr Bond spoke about the work already begun to provide methods of online interaction and increase the number of publications of the SU Newspaper to 4 per year. Mr Canning noted that new stands had been purchased to publicise the newspaper in the student café and QR codes were placed around the location to facilitate online communications and feedback to the SU.

Mr Bond updated members on the Greener Brockenhurst activities and spoke of the benefits of building connections between students and the local community.

Members thanked the Student Governors for their report and were invited to ask questions.

Mr Johnson enquired as to the physical presence of the SU onsite. Mr Canning advised that the SU had a meeting room in the student café and plans are currently in process for the SU to have a highlighted presence around the campus.

Mr Williams noted the 'green' initiatives being undertaken by the SU and commended the force for good this would create in the community. He suggested promoting this more widely via social media to highlight the good work being done.

The Chair of the Board enquired about the first-year student membership of the SU. The Principal confirmed work on succession planning arrangements and increased enrolment of first-year students to the SU was underway.

The Chair of the Board thanked Mr Bond and Mr Canning for their report.

205:3.3

### **College SAR 2024-25 and QIP 2025-26**

Mrs Munro presented the College Self-Assessment Report (SAR) and Quality Improvement Plan (QIP) outlining the review of 2024-25 performance and improvement plans for 2025-26 to assess the College's strengths and areas for development.

Members received the detailed report, which had been updated following scrutiny by the Quality & Curriculum Committee, and were pleased to note the College continued to be graded 'Good' (Grade 2) across all areas and had demonstrated robust capacity for further improvement.

Key achievements and areas for improvement were reviewed across the six key areas of Quality of Education, Behaviour & Attitudes, Personal Development, Leadership & Management, Adult Learning and Apprenticeships.

Mrs Munro presented the 2025-26 QIP and targets contained within across the 5 key areas, as defined by the new Ofsted Inspection Framework, namely, Curriculum & Quality, Behaviour & Attitudes, Personal Development, Leadership & Governance and Adult Learning & Apprentices. These were reviewed in detail with members noting all targets had been set to be either in-line with, or 5% above the JCQ national benchmark.

The Chair thanked Mrs Munro for her extensive and detailed report referencing the good discussion and challenge from the Quality & Curriculum Committee on this key strategic governance document.

Mrs Ryan noted the ambitious but realistic targets contained within the QIP and enquired how the staff wellbeing strategy would assure Governors that senior leadership wellbeing is also being addressed. This was discussed and members agreed to include this as an addition to the Governance QIP.

**All members were agreed.**



**Members approved the College Self-Assessment Report 2024-25 and Quality Improvement Plan 2025-26**

205:3.4 **Governance SAR 2024-2025 and QIP 2025-26**

The Director of Governance presented the Governance Self-Assessment Report (SAR) for 2024-25, noting the significant progress made in governance, strategic planning, and estate development throughout 2024-25.

Members reviewed the priorities for improvement and development via the Quality Improvement Plan (QIP) 2025-26, and it was agreed that an addition be made to incorporate reference to the Wellbeing Strategy and oversight of leadership wellbeing in line with the same for staff outlined in the College QIP.

**Members approved the Governance SAR 2024-25 and QIP 2025-26, subject to inclusion of leadership wellbeing.**

**Dir. Of Governance**

205:3.5 **Link Governor Updates – Autumn Term**

Mrs Bell gave members a verbal update on her work as the Careers Link Governor this term. Highlights included the annual review and submission of the College’s performance against the Gatsby benchmarks, the completion of 400 UCAS applications against a target of 600 and ongoing work within the careers team and curriculum leaders under the new staff structure. Guest speakers have visited the College to support the careers team in sport, business, travel & tourism and public services with a speaker on Access to HE planned for the new year. Two students applied to Oxbridge in 2024-25 and the target for this year was noted as being 4.

Mr Cooper gave members a verbal update on his work as the Safeguarding Link Governor noting the ongoing work being done with the team with meetings on a regular basis.

Jenny Jenkin gave members a verbal update on her work as the new EDI Link Governor confirming that a schedule of meetings for this academic year is currently being finalised.

**205:4 COMMITTEE REPORTS**

**205:4.1 QUALITY AND CURRICULUM COMMITTEE**

205:4.1.1 **Minutes of meeting held on 25 November 2025**

Members noted the minutes of the recent meeting of 25 November 2025.

205:4.1.2 **Summary Report from the Committee Chair**

The Vice Chair of the Committee, Mr Hogg, detailed the work of the Committee this term and presented the recommendations.

205:4.1.3 **Recommendations from the Committee to the Board**

Members received the recommendations from the Committee, which were considered and discussed.

Terms of Reference

**Members approved the Committee Terms of Reference.**

Safeguarding & Child Protection Policy & Procedures

The policy had been updated throughout to reflect the changes to Keeping Children Safe in Education (KCSIE) guidance, released in September 2025

**Members approved the Safeguarding & Child Protection Policy & Procedures.**

Prevent Procedure

Members noted the Prevent Procedure outlining the College’s responsibilities with regard to the Government PREVENT initiative.

**Members approved the Prevent Procedure.**



Homestay Statement of Principles & Practice

Members noted there were no proposed amendments to the Homestay Statement of Principles and Practice, which provided an overview of the procedures and offering of the College's Homestay accommodation.

**Members approved the Homestay Statement of Principles & Practice.**

College SAR 2024-25 and QIP 2025-26

This item of business was noted as having been reviewed and approved at item 3.3 of this agenda.

205:4.2

**RESOURCES COMMITTEE**

205:4.2.1

**Minutes of meeting held on 13 November 2025**

Members noted the minutes of the recent meeting of 13 November 2025.

205:4.2.2

**Summary Report from the Committee Chair**

The Vice Chair of the Committee, Mr Hogg, detailed the work of the Committee this term and presented the recommendations.

205:4.2.3

**Recommendations from the Committee to the Board**

Members received the recommendations from the Committee, which were considered and discussed.

Recruitment of Ex-Offenders Policy

The policy updates had been agreed with Human Resources and provided greater clarity around the details taken into account when making a recruitment decision. The policy amendments also included reference to staff who received a conviction, caution or reprimand whilst working with College, whilst also being mindful of the Staff Code of Conduct and other relevant HR policies.

**Members approved the Recruitment of Ex-Offenders Policy.**

Fees Policy for International Students

Minor updates to the policy relating to the update of titles were noted.

**Members approved the Fees Policy for International Students.**

Local Government Pension Scheme Policy Statement for Brock & WESS

**Members approved the Local Government Pension Scheme Policy Statement for Brock & WESS.**

Treasury Management Policy

**Members approved the Treasury Management Policy.**

**Members approved the recommendation to delegate authority to the Principal and Interim Finance Director to deposit funds of up to £5 million to February 2026.**

205:4.3

**AUDIT COMMITTEE**

205:4.3.1

**Minutes of meeting held on 20 November 2025**

Members noted the minutes of the recent meeting of 20 November 2025.

205:4.3.2

**Summary Report from the Committee Chair**

The Chair of the Committee, Mr Williams, detailed the work of the Committee this term and presented the recommendations.

Mr Williams recorded his thanks on behalf of the Committee to Mrs Carter and the Finance Team for the work done and was pleased to confirm the auditor had presented unqualified accounts and a 'clean' audit to the Committee with no issues or concerns raised.

The Chair of the Board queried the reason for the late amendment to some of the supporting narrative. The Chair of the Committee confirmed it was largely matters of housekeeping with no changes to the accounts.



### **Recommendations from the Committee to the Board**

Members received the recommendations from the Committee, which were considered and discussed.

#### Terms of Reference (ToR)

The Chair of the Committee highlighted the proposed amendments to the ToR in light of Committee discussions around capturing their remit for assurance that the College was obtaining the best possible value, including value for money.

**Members approved the Terms of Reference.**

#### 2024-25 Annual Financial Statements and Self-Assessment Regularity Questionnaire

Members had received a report on the 2024-25 annual financial statements and self-assessment regularity questionnaire and were reminded that the College is required to submit audited accounts for each financial year no later than five months after the year end of 31 July, which must be signed by the Principal and the Chair of the Corporation.

The report detailed a comprehensive statement of income and the financial performance during the reporting period of the Corporation, as well as a statement of the financial position, and a statement of related cashflows. The accounts showed both the Corporation and the Brockenhurst College Group which included the subsidiary Wessex Educational Shared Services Ltd.

Members were advised that EBITDA at year-end was £2.5 million, being £1.4 million above budget, with the draft accounts projected to achieve an ESFA Financial Health rating of "Outstanding". Members were pleased to note the "Unmodified" audit opinion and "Unmodified" regularity audit opinions with no concerns or modifications raised.

**Members approved the 2024-25 Annual Financial Statements and Self-Assessment Regularity Questionnaire.**

#### External Auditor's Management Letter on the Financial Statements & Regularity Review

Members considered the report outlining the external auditor's Management Letter on the College's Annual Report and Financial Statements and Self-Assessment Regularity Review for 2024-25.

**Members approved the External Auditor's Management Letter on the Financial Statements & Regularity Review.**

#### External Auditor's Letter of Representation for 2024-25

**Members approved the External Auditor's Letter of Representation for 2024-25.**

#### Internal Audit Plan 2023-24 – 2027-28

**Members approved the Internal Audit Plan 2023-24 – 2027-28.**

#### Risk Management Register 2025-26

Having reviewed the Risk Register, members agreed the current risks were accurately captured and meaningfully linked to the Strategic Plan. The Chair of the Board noted the importance of recognising that this was a live document that looked at risks in real time.

**Members approved the Risk Management Register 2025-26.**

#### Risk Management Policy

**Members approved the Risk Management Policy.**

#### Audit Committee Annual Report to the Corporation 2024-25

**Members approved the Audit Committee Annual Report to the Corporation 2024-25.**

#### 2024-25 Financial Accounts and External Auditors' Letter of Representation for Wessex Educational Shared Services (WESS) Ltd

**Members approved the 2024-25 Financial Accounts and External Auditors' Letter of Representation for Wessex Educational Shared Services (WESS) Ltd.**



The Chair of the Board extended his thanks to the Audit Committee for their extensive review of business this term.

The Director of Governance advised members that all required documents would be signed by the Principal and Chair after the meeting for submission to the auditors.

**205:4.4 STRATEGY, GOVERNANCE & SEARCH COMMITTEE**

**205:4.4.1 Minutes of meeting held on 23 October 2025**

Members noted the minutes of the recent meeting of 23 October 2025.

**205:4.4.2 Minutes of meeting held on 5 November 2025**

Members noted the minutes of the recent meeting of 23 October 2025.

**205:4.4.3 Summary Report from the Committee Chair**

The Chair of the Committee, Jenny Jenkin, detailed the work of the Committee this term and presented the recommendations.

Jenny Jenkin confirmed that Peridot have been commissioned to carry out a recruitment exercise for new Governors and the microsite for applications was no live. Members were encouraged to shar this with their personal networks.

**205:4.4.4 Recommendations from the Committee to the Board**

Members received the recommendations from the Committee, which were considered and discussed.

Terms of Reference

**Members approved the Terms of Reference.**

Membership of the Board & Committees

Members considered the recommendation that Mr Cooper be approved for a further, exceptional 1-year term of office in light of the considerable expertise he brings to the Board in his role as Governor as well as Safeguarding Link Governor.

**Members unanimously approved a further 1-year term of office for Mr Cooper to March 2027.**

Link Governors

**Members unanimously approved the Link Governor appointments.**

**Equality, Diversity & Inclusion – Mrs Jenny Jenkin**

**Skills – Mr Matt Johnson**

**Careers – Mrs Lisa Bell**

Governance SAR 2024-25 & Quality Improvement Plan 2025-26

This item of business was noted as having been reviewed and approved at item 3.4 of this agenda.

**205:5 Evaluation of Meeting**

Members had received papers in time for consideration prior to the meeting and the reports were sufficiently detailed to inform their discussion and required decision making.

Throughout the meeting members provided robust questioning and challenge, most notable in relation to the Student Liaison presentation, Student Union Activity Report and College SAR & QIP.

The Director of Governance confirmed that all Committee and Board evaluations from this term would be compiled and would also include reference to Governor questioning and challenge provided during Pt II meetings.

**205:6 Any Other Business**

No items of other business were raised.



205:7

**Date of Next Meeting**

The next meeting was noted as being scheduled for Tuesday 24 March 2025 at 5.00pm.

*Meeting ended at 5.31pm.*