



**Brockenhurst College**  
**Strategy, Governance & Search Committee Minutes**

Minutes of the seventh meeting of the Strategy, Governance & Search Committee, held on  
 Thursday 23 October 2025 at 5.00pm via MS Teams.

			<b>Attendance</b>
<b>Present</b>	Jenny Jenkin	Chair	(1 out of 1)
	Ms H Odhams	Principal and CEO	(1 out of 1)
	Mr B Hogg		(1 out of 1)
	Mr J Hiley-Jones		(1 out of 1)
<b>In attendance</b>	Mrs K Ryan	Governor (Co-opted member of the Committee)	
	Ms A Morris	Director of Governance	

*Meeting commenced at 5pm*

<b>Item</b>	<b>Action</b>
7:1.1	
<b>Welcome And Apologies</b>	
The Chair welcomed members to the meeting.	
Apologies had been received from Mr S Williams.	
7:1.2	
<b>Any Conflict of Interest</b>	
No member declared any conflict of interest with the agenda.	
7:1.3	
<b>Election of Chair and Vice Chair 2025-26</b>	
The Director of Governance advised members that the Chair of the Corporation had reviewed Corporation Committee structures, and the Chair and Vice Chair of the Committee were being recommended as Jenny Jenkin and Mr Williams respectively.	
<b>Members unanimously agreed that Jenny Jenkin be Chair of the Committee and Mr Williams be Vice Chair of the Committee for 2025-26.</b>	
7:2	
<b>COMMITTEE BUSINESS</b>	
7:2.1	
<b>Minutes of meeting held on 25 June 2025</b>	
The Minutes of the previous meeting held on 25 June 2025, having been previously circulated to members, were agreed as a true record and would be signed by the Chair.	
<b>All Members were agreed.</b>	
7:2.2	
<b>Matters arising from the meeting on 25 June 2025</b>	
Members noted the matters arising from the previous meeting that had been actioned.	
The Director of Governance confirmed that the schedule of meetings to December 2026, with autumn term meetings moving to in-person from the 2026-27 academic year, was approved by the Board at its recent meeting.	
7:2.3	
<b>Terms of Reference</b>	
The Director of Governance presented the Committee Terms of Reference, informing members that the proposed minor amendments related to the updating of titles.	
Members considered the Terms of Reference for the Committee, and they were discussed.	
The Chair noted the importance of the Committee maintaining a strong focus on strategic oversight alongside other important governance matters. The Principal advised that the Curriculum, IT and HE & Adult strategies are being developed this year and they will be brought to this Committee for oversight and to ensure alignment with the College's full Strategic Plan. Members discussed the opportunity and benefits of the strategies also	



being reviewed more deeply by other Committees but agreed the need to avoid duplication where possible, and for this Committee to maintain strategic oversight.  
**Members agreed to recommend the Committee Terms of Reference to the Board for approval.**

**Refer to Board**

7:3

## **BOARD AND COMMITTEES**

7:3.1

### **Membership of the Board & Committees**

Members received the report outlining the current Board and Committee membership, noting the current vacancy on the Board and the Governors whose terms of office would end during this academic year.

Members noted the second vacancy that would arise in December after the departure of Mr Hiley-Jones who is ineligible for re-appointment. The second term of office for Mr Cooper would also end in March 2026.

The matter was discussed in detail with members considering Mr Cooper's invaluable insight and key work as the Board's safeguarding Link Governor, the time requirements involved with continued Board membership as well as the impact of a third vacancy on the Board. The Director of Governance advised members that Mr Cooper has expressed his willingness to remain on the Board and members agreed that the Committee Chair would contact him to discuss an additional 1-year term of office.

**Members agreed to recommend an exceptional 1-year extension for Mr Cooper and recommend this to the Board for approval.**

**Committee Chair**

**Refer to Board**

Members noted the Committee structure for this academic year and the proposed Chairs and Vice Chairs. The Chair of the Board advised members that the Chair of the Remuneration Committee will require consideration this term. Members agreed for the Committee Chair to contact the current Remuneration Committee Chair to discuss and report back to the Director of Governance and Chair of the Board.

**All members were agreed.  
Members noted the report.**

**Committee Chair**

7:3.2

### **Governing Body Equality & Diversity**

Members reviewed the report outlining the diversity profile of the Corporation Board, noting this would be a key consideration in the upcoming Governor recruitment process.  
**Members noted the report.**

7:3.3

### **Governor Recruitment Update**

Members were reminded of the recruitment proposals previously reviewed by the Committee and the request for more information on each consultant's approach with sourcing appropriate candidates to diversify the governing body to ensure effective decision making and challenge and to better reflect the communities and stakeholders that it serves. They were specifically asked to detail the means by which they would ensure a diverse range of candidates which would also meet the wider brief of a Governor and asked to identify their track record in attracting a diverse candidate pool for similar organisations.

Members discussed the proposals in detail, scrutinising each in terms of their interpretation and areas of focus in relation to diversity as well as their track records with diversity focused recruitment and the advertising platforms used to reach a diverse candidate base.

The Principal noted the overall aim of this round of recruitment is to bring different voices and experience to the Board to allow diversity to enrich and challenge. Members considered other important diversity factors such as disability, ethnicity, age, gender, class, neurodivergence and LGBTQ+ and the need to look at the broader definition of diversity to attract Governors who reflect the college demographic and that of the local and wider area. On that basis, the Peridot proposal showed the greatest fit with the brief, although the costs appeared higher than others.



Members reviewed the associated costs of each consultant, and these were discussed.

The Director of Governance reminded members the CVs of 2 further Governor applicants had also been received, and members agreed these would be considered alongside any applicants received from the selected recruitment consultant.

The Chair thanked members for their interactive discussion, noting that increasing the diversity profile of the Board was a long-term aim that would take time.

**Members agreed that the Director of Governance would contact Peridot to discuss their proposal further, delegating the decision to appoint to the Chair in line with the expressed views of the Committee.**

**Dir. Of Governance**

7:3.4

**Link Governors**

Members noted the report highlighting Link Governors currently in place for the key areas of Health & Safety, Safeguarding, Students' Union and Learning Support & SEND, as well as three additional Link Governor roles created for Skills, Equality, Diversity & Inclusion (EDI), and Careers.

The Director of Governance confirmed that expressions of interest had been received from three Governors to fill these roles.

**Members agreed to recommend the appointment of 3 new Link Governors to the Board for approval:**

**Refer to Board**

- **Equality, Diversity & Inclusion –Jenny Jenkin**
- **Skills – Mr Matt Johnson**
- **Careers – Mrs Lisa Bell (currently Interim Link Governor)**

Members discussed the Students' Union Link Governor role vacancy that would arise in December when Mr Hiley-Jones departs from the Board and acknowledged the Student Governor reporting in their capacity as President and Vice President of the Students' Union. Members felt it was beneficial to have continued external Governor involvement in this area and discussed the training and development opportunity it could present to all Board members to open the invite to Students' Union meetings, rather than one dedicated Link Governor.

**Members agreed to extend an invitation to all Governors to attend future Students' Union meetings, as opposed to one Link Governor, from December 2025 and to include this in the Governor training calendar.**

**Dir. Of Governance**

**All members were agreed.**

Members discussed the importance of having Link Governors report back to the Board on work undertaken throughout each term in order to share learning and experience with the wider Board. The need to be mindful that this remain a source of intelligence sharing to enrich conversations rather than become a full report was acknowledged. Members agreed to include Link Governor reporting on each of the main Board agendas as a trial to reflect upon at the end of the academic year. The Principal confirmed that anything of significance would result in a fuller paper to be presented to the appropriate Committee.

**Dir. Of Governance**

**All members were agreed.**

7:3.5

**Governance SAR & QIP 2025-26**

The Director of Governance presented the draft Governance Quality Improvement Plan (QIP) for 2025-26 which focuses on key strategic priorities to further enhance governance impact, including:

- The recruitment of new governors for effective succession planning and development of Link Governor roles to ensure effective governance and alignment with the College's strategic objectives.
- Continuing the development of the Property and Estates Strategy, ensuring alignment with the Strategic Plan and curriculum priorities while considering financial sustainability.
- Improving the self-assessment process, introducing potential KPIs for governance, and developing mechanisms to incorporate stakeholder voices into Board discussions



Members discussed all elements of the QIP in detail. The Principal highlighted the sections relating to College strategy, noting the considerable amount of work and high level of investment in the named area of Property and Estates. The Chair noted the importance of defining the threshold for inclusion of specific strategies in Committee oversight and on that basis to include health & safety as a key assurance piece for the Board.

The Principal noted the need to be mindful that this document does not duplicate the College Risk Register. Members discussed this and agreed that where there is direct Governor involvement then reporting should be via the Governance QIP and Self-Assessment Report.

*Mr Hogg left the meeting.*

**Members agreed to recommend the Governance Quality Improvement Plan to the Board for approval.**

**Refer to Board**

7:3.6

**Governor Meetings & College Events 2025-26**

Members noted the schedule of College events for this academic year and requested the inclusion of timings and Student Union meeting dates prior to circulation to the Board.

**All members were agreed.**

**Dir. Of Governance**

7:4

**GOVERNOR PERFORMANCE**

7:4.1

**Governor Attendance and Performance Indicators 2024-25**

Members noted the summary of the 2024-25 year-end attendance at Committee and Board meetings against the Board's target of 75%. The need to closely monitor attendance following the Board's decision to increase the number of in-person meetings was acknowledged as crucial to ensure there were no negative impacts on attendance. The Director of Governance confirmed she would closely monitor this throughout the year.

**Members noted the report.**

7:4.2

**Summary of Evaluations 2024-25**

Members received the report detailing the summary of meeting evaluations for 2024-25 and noted the areas of added value and challenge provided throughout the year.

The Principal noted the current evaluation format, suggesting the evaluation could also be utilised to capture areas where Governors felt improvement could be made. Members discussed this and considered the effectiveness of the current evaluation system.

The Director of Governance suggested a short post-meeting debrief with the Chair after each meeting could be beneficial to capture reflections to include in the evaluation, which would facilitate a more honest and open review. Members agreed this would be beneficial to take forward.

**Members noted the report.**

7:4.3

**AoC Governance Briefings**

The report was taken as read and noted for information.

**Members noted the report.**

7:4.4

**Training and Development Programme 2025-26 and Training Opportunities**

Members noted the report outlining the in-house and externally facilitate training opportunities for Governors in 2025-26.

Members discussed the importance of capturing feedback after Governors attend training events in order to share knowledge with the Board. The Director of Governance highlighted the opportunity available to utilise the Governor Teams site as a central



resource library for training materials and recordings. Members agreed this would be beneficial to take forward.

**Members noted the report.**

**Dir. Of  
Governance**

**7:5 Evaluation of Meeting**

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Members agreed this was a very productive meeting with several areas of high-quality conversation, most notably in relation to Governor recruitment, Link Governor roles and the Governance QIP. Governors also provided key points of challenge during consideration of the Governor recruitment proposals.

**201:5 AOB**

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No items of other business were raised.

**201:6 Date of next meeting**

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Members noted the date of the next meeting as being scheduled for Thursday, 12 March 2026 at 3.30pm.

*The meeting concluded at 6.27pm*