

**POLICY, SUSTAINABILITY & RESOURCES
COMMITTEE
MINUTES**

**MONDAY 25 NOVEMBER 2025 AT 11.30
MS Teams**

Members: Jan Church, Rachael Cornwall, Daniel Holland, Richard Davidson, Matt Dearsley, Paddy Reilly, Sheila Salmon, David Warnes (Principal), Ruth Gilbert

Attendees: Debs Hurst, Ra Hamilton-Burns

Part one the PSR Committee joined the audit and risk committee to discuss and scrutinize the annual reports for the first hour of this meeting.

The joint hour of the meeting was chaired by David Holmes, Chair of the Audit and Risk Committee.

	ANNUAL AUDIT REPORTS	
A	<p>Annual report of the audit and risk committee to the Board 2024/5</p> <p>AGREED: THE COMMITTEE AGREED TO RECOMMEND THE REPORT TO THE BOARD AT ITS MEETING ON 5 DECEMBER 2025.</p>	
B	<p>External audit management report and letter of Representation</p> <p>Stuart McKay said the report is almost complete with some finalization due for the Board meeting on 5 December 2025.</p> <p>Seven issues have been reraised from last year. MHA is not massively concerned but it is expected that these will be cleared by next year. Ten of the recommendations have been cleared.</p> <p>Stuart MacKay expressed considerable thanks to Debs Hurst and Taofik Olowosale for all the hard work in getting the report to this stage and said that MHA does not anticipate any issues in finalizing the report.</p> <ul style="list-style-type: none"> • Going concern - MHA has no concerns on the going concern assumption and will await the assessment of the governors. • The audit status – the report was drafted over a week ago and outstanding information is now with MHA who are expecting to clear it this week. • The draft accounts included on this agenda are very close to the final version and, following very minor presentational changes, the final versions will be available for the Board to review and approve on 5 	

	<p>December 2025.</p> <p>The Committees thanked MHA for their report and update. David Holmes added that the outcome of the preparation of the financial statements and external audit process for 2024-25 is a positive endorsement of bringing Essex Shared Services in-house that the Board, ARC and PRS will continue to monitor. He thanked MHA for the comprehensive report and run through and was pleased to share the feedback of the auditors that the College team culture is to embrace recommendations and make adjustments.</p> <p>Governors commented that purchase orders are not relevant to the procurement of all goods and services and the process and financial handbook will be adjusted going forward. It is hoped that this will not continue to be flagged in the external audit management report once these changes are in place. Debs Hurst has a list of items which are exempt such as exam fees and she will revise the list. Agency staff have to be recruited at short notice so this can be an issue, but the cost of long-term agency hires should have a relevant PO.</p> <p>The Chair of PSR raised a concern about the sports hall partially belonging to the council and any possible issues this may raise in the future. MHA said this was more about the accounting for the sports hall as the College owns the land and is only funding a percentage of the refurbishment of the building, so the question is 'how the College is going to recognise an asset in 2025/6'. Debs Hurst will monitor this and discuss with MHA. The Sports hall is subject to a joint use agreement and governors asked how long this will last and how it will limit the College in terms of agility for use of the asset.</p> <p>ACTION: DH and MHA to discuss the ownership and issues around the accounting treatment and agreements on the Sports Hall and make recommendations</p> <p>David Warnes said that he echoed the comments re Essex Shared Services, and the positive outcomes are a testament to the enormous work from Debs Hurst and the Finance Team, improvements to controls and operating procedures are done at speed.</p> <p>MHA confirmed that a final version of the letter of representation which largely reflects standard wording will be ready for the Board meeting.</p> <p>AGREED: THE AUDIT COMMITTEE RECOMMEND THAT THE AUDIT REPRESENTATION LETTER BE SIGNED BY THE CHAIR OF THE BOARD AND THE CHIEF ACCOUNTING OFFICER.</p>	
C	<p>Regularity Self-Assessment Questionnaire (RSAQ)</p> <p>Debs Hurst presented the report which provides evidence that the College and Board are discharging their duties and responsibilities.</p> <p>AGREED: THE AUDIT AND PSR COMMITTEE AGREED TO RECOMMEND THE REGULARITY SELF-ASSESSMENT</p>	

	<p>QUESTIONNAIRE TO THE BOARD FOR SIGNATURE BY THE CHIEF ACCOUNTING OFFICER AND CHAIR OF THE BOARD.</p>	
<p>D</p>	<p>Draft Annual Report and Financial Statements 2024/5 (including Dovedale Nursery) to include regularity and management letter Debs Hurst was pleased to report that the Annual Report is in substantial draft format. The numbers are all correct and there are some minor typing errors to adjust for the final version. She thanked David Peace for his review and input.</p> <p>Governors should send any suggested amendments to Debs Hurst by 28 November 2025.</p> <p>David Holmes was pleased to note the progress made by the team in the year and offered his congratulations.</p> <p>Ra Hamilton-Burns sought permission to adjust the attendance reporting to include all committees and Board attendance at the request of a Board member. This was agreed.</p> <p>AGREED: THE AUDIT COMMITTEE AGREED TO RECOMMEND THE FINANCIAL STATEMENTS AND MANAGEMENT REPORTS TO 31 JULY 2025 BE APPROVED AND SIGNED BY THE CHAIR OF THE BOARD AND THE CHIEF ACCOUNTING OFFICER.</p> <p>Any other business Funding Audit As had been reported in Item 10: Funding Audit <i>Chelmsford College was selected for a full funding audit for the financial year ending 31 July 2025. The audit commenced in late September and concluded on Nov 10 November. The outcome from the report is 'Satisfactory' with funding errors identified resulting in a £7,845 overclaim clawback, of which:</i></p> <ul style="list-style-type: none"> • £6,207 related to Adult Skills Funding • £1638k related to Apprenticeships • £0 for 16-19 full time provision. <p>There were several management point recommendations which the Director of MIS will address. These had not been added to the outstanding actions log as yet as the report had only just been received.</p> <p>This was particularly pleasing during a time when the College is changing its MIS system. Noted that this was the draft and the final report is still awaited</p> <p>ACTION: The final report of the full funding audit with recommendations will come to the next meeting of the ARC Committee.</p> <p>The joint meeting ended at 12.18.</p> <p>Members of the Audit Committee and auditors departed at 12.20.</p>	

Part two

	MATTERS	ACTION									
1.	<p>Apologies for Absence Daniel Holland had sent apologies.</p> <ul style="list-style-type: none"> Richard Davidson chaired the meeting for the first time since he was appointed as Chair. He offered welcomes to Roney Brooks – new Director of People and Organisation, Sean Parker – Director of MIS and Digital transformation and Tim Grimwood – IT services manager. He shared the Committee and Board’s congratulations to Daniel Holland, recently re-elected as student governor and the governors recognised that his insight and input is invaluable. Thanks were also offered to those who were supporting the student governors in their role. There were special thanks for Jan Church for whom this will be the last meeting as member of the Board. She had been recognised by the Board as an excellent governor in all ways and her contributions had been valued and appreciated by the Board members and Senior Team. 										
2.	<p>Declarations of interest and notify any confidential items There were none.</p>										
3.	<p>To approve the minutes of the meeting held on 2 June 2025</p> <p>AGREED: THE POLICY, SUSTAINABILITY AND RESOURCES COMMITTEE AGREED THE MINUTES OF THE MEETING HELD ON 2 JUNE 2025 WERE A TRUE AND ACCURATE RECORD.</p>										
4.	<p>Matters/actions arising All items except for Item 9 which will be ongoing had been completed.</p> <table border="1" data-bbox="261 1563 1347 2051"> <thead> <tr> <th data-bbox="261 1563 363 1597">Item</th> <th data-bbox="363 1563 1034 1597">Action or matter arising</th> <th data-bbox="1034 1563 1347 1597">Follow up and status</th> </tr> </thead> <tbody> <tr> <td data-bbox="261 1597 363 1749">5.</td> <td data-bbox="363 1597 1034 1749"> <p>KPIs</p> <ul style="list-style-type: none"> DH to revisit the quit rate description and report back to the next PSR committee. </td> <td data-bbox="1034 1597 1347 1749">Included in HR report 25/11/25</td> </tr> <tr> <td data-bbox="261 1749 363 2051">6.</td> <td data-bbox="363 1749 1034 2051"> <p>People and organisation report</p> <ul style="list-style-type: none"> DH to report back on how many people joined after the recruitment event DH to discuss potential mitigations to support staff with mental health issues with </td> <td data-bbox="1034 1749 1347 2051"> <p>27 attendees, of which 5 are being taken through to interview (including some hard to recruit to positions in construction)</p> <p>Included in HR report 25/11/25</p> </td> </tr> </tbody> </table>	Item	Action or matter arising	Follow up and status	5.	<p>KPIs</p> <ul style="list-style-type: none"> DH to revisit the quit rate description and report back to the next PSR committee. 	Included in HR report 25/11/25	6.	<p>People and organisation report</p> <ul style="list-style-type: none"> DH to report back on how many people joined after the recruitment event DH to discuss potential mitigations to support staff with mental health issues with 	<p>27 attendees, of which 5 are being taken through to interview (including some hard to recruit to positions in construction)</p> <p>Included in HR report 25/11/25</p>	
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		the interim DPOD and report back to the next Committee meeting.		
7.	Financial update	<ul style="list-style-type: none"> DH to offer a finance twilight to all members and one to one meetings DPFCS to share the management accounts with the Director of Governance by the fifteenth day after month end. 	<p>Session held on 11/11/25 delivered by DH. Some board members have also attended the AoC Finance Masterclasses</p> <p>Sept Accounts circulated on 15/10/25</p>	
9	Estates Update	<ul style="list-style-type: none"> The Auditors raised a concern that the Sports Hall belongs to the College and are researching any potential implications to the Council paying for the refurbishments. They will report back. 	This was noted but it is critical to continue to explore the beneficial use and DH will report to further meetings.	
10	Sustainability update	<ul style="list-style-type: none"> The DPFCS to ask Crown Purchasing Consortium if the specification for the cleaning contract included stipulation of sustainability and report to the autumn PSR committee. 	<p>The tender included two questions that bidders were scored on:</p> <ol style="list-style-type: none"> Environmental management system and processes Environmentally friendly & sustainable equipment and supplies 	
12	Financial regulations and finance handbook compliance statement	<ul style="list-style-type: none"> DPFCS to complete the appendices and work with ruth gilbert to produce a final version of the financial regulations to recommend to the June 2025 board. 	Completed and reviewed at June Board meeting	
13	Policies - Business Resilience Policy	<ul style="list-style-type: none"> DPFCS and CEO to amend the business resilience policy to add a list of actions to be monitored to offer assurance 	Revised policy included in agenda of this meeting.	
		The Committee noted the actions.		
TO DISCUSS AND APPROVE				
5.	People/Prosperity/Place KPI outturn 2024/5			

Strategic Pillar	Strategic Goal	Measure of Success 2025-26 KPI	2024/25 outturn	2025/26 – current position
Our People	To empower and inspire our people, who bring passion to their job and are proud of their college	Turnover rate <18%	19%	16.68%
		Teacher vacancy rate <3.9 per 100	6.8%	18.28%
		Net promoter score of >55%	(2023/24) = 50	No measure yet
		Lost time percentage <2.7%	New measure	3.22%
		Average day sickness <5 days	New measure	5.08
		Annual performance Reviews 100% compliance after probation	New measure	39% at 30/9/2025
		Compliance with mandatory Training 100% of staff 3 months & % of staff to complete refresher	New measure	100%
		Our place	To provide transformative learning environments that are sustainable, flexible, efficient and inclusive.	Reduction in carbon emissions in line with targets set in the Climate and Sustainability Strategy
	Maximise space utilisation in line with sector norms (36%+)	26.6% (2023/24)		Not yet measured
Our Prosperity	To create a financially resilient College that is investing in its future	Financial Health is Good (180-230)	190 Good	210 Good
		Education Specific EBITDA is <7.34%	7.7%	10.96%

Adjusted Current ratio is ≥ 1.4 Target $> 1.22\%$	0.78	0.68
Cash Reserves $> \pounds 1.5$	£2.501	£2.984
Adjusted Cash days in hand < 37 days	26	36
Debt servicing ratio $\geq 2.47\%$.0.56	13.4
Staff costs are $\leq 65\%$	69%	67.7%

- The report was in a new format relating to the three pillars pertinent to this meeting. Some items are not reported as the data is not yet available, but these will be reported to the Board going forward.
- The financial KPIs are all very positive and good and on-target.
- There are some measures still to meet. It was noted that only 30% of the Colleges in the sector are meeting the staff pay ratio target.

Governors commented that the staff annual performance statistic at 39% completion was disappointing. Roney Brooks has responded that, since the report had been published, there were now only 169 staff who were not compliant, and they are being chased with the deadline extended to 17 December. It was recognised that the new systems may mean that they have been completed and not uploaded. Providing more training is also being considered.

ACTION: Roney Brooks to offer an update at the full Board meeting on 5 December on staff performance review completions.

The Committee thanked Debs Hurst for the concise report.

6. **Annual review of subcontracting**
Sean Parker offered a summary of the paper.

i. **2024/5 final performance outturn**

Financial Performance

Against the contracted target of £225,000 subcontracted provision delivered £237,577 (100%)

- **The Skills Network out turned at £127,283 (100%)**
- **Learning Curve Group out turned at £110,294 (100%)**

Both contracts were delivered with a management fee of 20% of earned

funding retained by the College to cover administrative costs in line with College policy.

Governors asked if Learning Curve have done just enough but no more and asked if the College is getting the best performance from its contractor possible. David Warnes did not think this was the case and that he had a positive relationship over the last 25 years.

Curriculum Performance

Overall, achievement rates for subcontracted provision in **2024/25 is 93.6%** (313 enrolments). There is a small difference between the two subcontractors with Learning Curve at 90.8% (142 enrolments) and The Skills Network at 95.9% (171 enrolments). For both agreements the target achievement rate was 90%.

All subcontracted enrolments are 19+ learners at level 2, the overall subcontracted achievement rate of 93.6% compares to 61.7% for non-subcontracted, college delivered 19+ level 2 provision in 2023/24.

	Leavers	Achievement Rate
The Skills Network	171	95.9%
Learning Curve Group	142	90.8%
College Provision	591	61.7%

ii. **2025-26 performance monitoring**

2025/26 Activity

The Board has approved plans to subcontract **£200k Adult Skills funding** for the 2025/26 academic year.

This equates to **16.8%** of the entire Adult Education Budget (£1,118k). A reduction of 3.8% compared to last year in line with the DfE’s directive to reduce subcontracted amounts.

AGREED: THE PSR COMMITTEE AGREED TO RECOMMEND THE SUBCONTRACTING POLICY FOR 2025/6 TO THE BOARD AT ITS MEETING ON 5 DECEMBER 2025.

7. **HR report**

- **Staff Turnover (September 2025)-** was 1.39% (5 staff departures), projecting an annual rate of 16.68%, if sustained. This is a reduction on the prior year. All exits were voluntary, four resignations and one retirement. Of the four leavers, three were teaching and learning staff.
- **Turnover KPI** is to be <18%, excluding staff leaving due to

	<p>performance or restructure. The KPI is for the Teacher Vacancy Rate to be less than 3.9 per 100. The Quit Rate is 10 up to 30/9/2025 (Number of staff leave the organisation within 12 months of joining in a 12-month rolling period).</p> <ul style="list-style-type: none"> • Staff Sickness Absence (12 month rolling period up to 30/09/2025) -The Lost Time Percentage rate (LTP) was 3.22% exceeding the 2.7% KPI by 0.52%. Average sickness absence was 5.08 days per person – 0.8 days above the <5 days per person absence KPI. The College support for mental health issues were noted and outlined a full programme is in place. A lot of resources are available on the portal. The College is considering replacing the Bradford Score. The PerkBox is offered to all staff. • Annual Performance Reviews - As at end of September 39% of staff had targets set. The deadline was for 31 October 2025. There were now 169 employees who had not submitted a performance review and the deadline is extended to 17 December 2025. • Mandatory Training - Pre-employment mandatory training has 100% completion, as required before starting work. <p>A governor asked if the Committee should be concerned that ten staff had left within twelve months of joining the College and if the recruitment programme might be reviewed. The recruitment and selection process will be the topic of an internal audit in the coming months. Roney Brooks reported that there are no obvious common reasons for the departures.</p> <p>Keep Britain working report – a governor commended this report to the Executive Team to consider supporting recruitment. Roney Brooks has this and has the CIPD report which is also very informative.</p> <p>Staff surveys – to improve responsiveness the College is going to promote the survey using all communication channels and the support of all managers. The response rate of 50% is considered good in the sector but governors reported much higher rates in commercial organisations. One member recommended offering a pizza event to encourage staff input. The Committee asked that staff receive feedback on their comments and a report on the impact of the survey.</p> <p>The Committee noted the report.</p>	
8.	<p>Financial update</p> <p>For the period ending 30th September 2025, the College Group (including Dovedale Nursery CIC) net operating income is showing £571k compared to a budget of £418k. Financial health is good at 210 points. As budgeted income and salaries are phased evenly over the year this is an expected position at this point in the financial year.</p> <p>A course contribution analysis will come to the Board on 5 December 2025, initially by each business area with further granularity available in future iterations.</p>	

	<p>Governors asked what the College has learned from the analysis and what lessons and changes have been made as a result. This discussion will be had at the Board meeting in December. It was recognised that some areas do not make a contribution, and strategic decisions need to take place.</p> <p>Commercial income – as an example, Debs Hurst outlined three areas:</p> <ul style="list-style-type: none"> • that the College was in a position that the catering services at both campuses were covering costs or making a loss. The new sustainable procurement officer is looking at sourcing of ingredients. • Dovedale Nursery makes a surplus and makes a contribution to the College. • Business unit is now broken down by funding streams, and this will need a deep dive in the new year. <p>The LGPS actuarial valuation report has arrived, and the College contribution will be reduced from 23.6% to 19.5% over the next few years which will be a considerable change.</p> <p>Ruth Gilbert commented that in her 30 years in the FE sector she has never witnessed such a rate of change. Therefore, it will be extremely hard to make predictions ahead of the budget. Made more complex by the oversight of skills changing now that the DWP is now involved in structuring funding and provision. There is a time of unprecedented change coupled with mayoral elections in the coming months. She cautioned that the Executive Team should sit tight and await clarity.</p> <p>The Chair thanked Debs Hurst for the report with the breakdown which was very informative.</p>	
9.	<p>Enrolment Data for 2025/6</p> <ul style="list-style-type: none"> • Full Time 16-19 enrolment remains strong and has built on the record numbers from last year – currently 2,581 learners compared to an allocation of 2,489. • Next year’s allocation will be based on next month’s ILR returns – It is expected that enrolment numbers may reduce slightly before this due to withdrawals. • If learner numbers are maintained above 2,551 then the College will receive in year growth funding for the second consecutive year. • Lower than projected T-Level recruitment will result in an in-year reduction of the College’s 2024/25 allocation of circa £190k. • The strong recruitment of this year combined with the increase in full-time learners in 24/25 will have a positive impact on our 2026/27 allocation. <p>Governors asked if the College had done anything different this year which would account for the increased enrolments. David Warnes said that the College had an extensive ‘keep warm’ campaign to ensure that future students feel part of the College community and are comfortable with lots</p>	

	<p>of aspects such as transport, classrooms and friendship groups. This will be extended this year. There are some January 2026 starts planned which will add to the number for next year – picking up on NEET learners.</p> <p>Debs Hurst cautioned that there is a clawback on T levels which is not in the budget but the potential Innovate UK extra funding may mitigate against this. Governors asked when the College was aware that there was a risk of clawback and asked if this was considered in sufficient time. The College is looking at efficiency reviews in terms of staff utilisation to ensure that they are being deployed in other areas where appropriate.</p> <p>Jan Church commented that this year had felt different with the impression and feel across the College was that there was a regular review process, well communicated to learners with shared expectations which had in turn had a positive impact on retention. The Voice has been raised in a different way with a new director driving positive culture.</p> <p>Governors asked if the College may get an additional £200k for growth which will be impacted by the £190k clawback from the T Levels. The College is looking to fund the shortfall with cost savings and other mitigations where possible.</p> <p>The Committee asked how much progress had been made on ensuring that learners are accessing bursaries. It is critical that the funds are put to use for the learners. Debs Hurst has carried forward £322k (the maximum allowed) to this year and she will ask the team to report to the Spring PSR meeting.</p> <p>Ruth Gilbert advised that there is a new support fund available for the transition to devolution. David Warnes will raise this with Jonathan Cuthbertson at the meeting scheduled in two weeks' time.</p> <p>Action: DH to commission a report on access to bursary funding for the 24 February 2025 meeting.</p>	
10.	<p>Estates Update</p> <ul style="list-style-type: none"> • The creation of new learning spaces for the academic year was mostly complete. The Board was updated with the specific details at the meeting on 19th September 2025. • Due to heavy winds in September one of the boundary trees at Moulsham Street campus was damaged and broke off into the carpark. This resulted in a section of bike racks being damaged and minimal damage (scratches) to a staff member's car. An insurance claim has been registered, and costs are being recovered. • Dovedale Leisure Centre - the grant return to the DFE on the Further Education Capital Transformation Fund of £131,199.82 received in April 2023 which was allocated towards the Sport Hall Refurbishment has been completed. The refurbishment project is on programme and expected completion is still late February 2026. • Condition Survey – During September 2025 the DFE appointed agents DCVAC Group Ltd to carry out a condition survey of both College campuses. The survey will update the previous work carried out in 2019 from some visual inspection and an ariel survey. 	

	<p>As detailed in the 2024 Estates strategy, the College had zero category D condition areas at that time (inoperable) but did have 21% in Category C (operational but major repair needed). DCVAC Group Ltd will report directly to the Department for Education (DFE).</p> <p>ACTION: DH will give a verbal update on the survey of trees to the December 2025 meeting.</p> <p>Governors suggested that potential falling trees and other objects should be listed in the risk register.</p>	
11.	<p>Sustainability strategy and social values update</p> <ul style="list-style-type: none"> i. Progress against the climate & sustainability strategy <ul style="list-style-type: none"> • The College has updated its Climate and Sustainability Strategy to include updated targets and KPIs. • The latest Streamlined Energy and Carbon Report (SECR) in October 2025, shows a decrease of 12.5% in gross emissions (energy consumption) and a 15% decrease in CO₂ emission per staff member. This is the fourth consecutive year of reducing emissions ii. Climate Action Plan <ul style="list-style-type: none"> • The Department for Education has stipulated that “<i>by December 2025, all education settings will have nominated a sustainability lead and put in place a climate action plan</i>”. • Led by the Principal and CEO, the final Climate Action Plan has been produced. • The Climate Action Plan will be scrutinised by the Climate and Sustainability Stakeholder Forum, with a membership that includes representation from the Board and other external stakeholder partners from employers, education, civic and community groups. • The Forum will report into the Stakeholder Scrutiny Committee and will act as a ‘check and balance’ on progress in meeting carbon reduction targets i. Key actions to complete in 2025-26 in the Climate Action Plan <ul style="list-style-type: none"> • Leadership & Governance <ul style="list-style-type: none"> ○ Train all staff and students in climate awareness, through using Edpuzzle and the Earthise Studios video content (to be included as mandatory training for staff and part of Life Skills content for students) • Teaching and learning <ul style="list-style-type: none"> ○ Fully embed the UN’s Sustainable Development Goals into teaching and learning 	

	<ul style="list-style-type: none"> • Estates and Operations <ul style="list-style-type: none"> ○ Conduct a biodiversity audit. Using the new EAUC biodiversity toolkit, the College will embark on a full audit in summer 2026. • Data Collection and Reporting <ul style="list-style-type: none"> ○ Develop a Sustainable Procurement Strategy. The College has recruited a new Procurement Officer to lead on this work. 	
12.	<p>Health and Safety Report 2024/5</p> <p>There were no changes to the existing Health & Safety Policy. The Executive Director of People and Organisational Development and Estates & Sustainability Manager will review it going forward to incorporate Wellbeing in the Policy. The new report will come to the Board in due course.</p> <p>The internal audit had now been completed and resulting actions documented. A review of progress on the outstanding actions will be carried out by 1 December 2025 by the Health and Safety Advisor with Directors of Campus/Senior Management.</p> <ul style="list-style-type: none"> • A fire safety audit carried out at Princes' Road kitchens in December 2024 concluded that the College was fully compliant. • Plant compliance and inspections have been carried out and all defects completed. • Due to the huge administrative burden on the Health and Safety Officer to collect and collate information relating to health and safety incidents the College is working with 'Safety Boss' whilst comparing against other provider solutions who use software to record information at source so that reports can be monitored daily. The project is due to be in place for Easter 2026. • Fire drill evacuation times are five minutes for Princes Road and six minutes for Moulsham Street • Executive Director of People & Organisational Development is reviewing the mandatory training courses. The College uses College IP to record all training. • Completion of Mandatory training is compliant. • Additionally, to comply with the insurer requirements, the College has installed fire suppressant systems in both refectory kitchens. • Delays to closing out actions have been due to staffing shortages, changes and bereavement leave <p>Governors asked why there had been more reports than prior years. The College believes that this is due to better reporting but will monitor the position closely. The Committee said that it is critical that there is a culture of responsiveness and putting actions in place. They recognised</p>	

	<p>that there has been change but equally that issues must be closed out. There must be a safety culture throughout the College.</p> <p>The Committee commented that it is important to keep the policy simple and efficient and asked the senior team to keep focus on whether the policy should be in one document or two. Roney Brooks agreed and will bring one (or two if more appropriate) reports to the Committee and Board.</p> <p>AGREED: THE PSR COMMITTEE AGREED TO RECOMMEND THE HEALTH AND SAFETY POLICY TO THE BOARD AT ITS MEETING ON 5 DECEMBER 2025</p> <p>AGREED: THE PSR COMMITTEE AGREED TO RECOMMEND THE HEALTH AND SAFETY REPORT TO THE BOARD AT ITS MEETING ON 5 DECEMBER 2025</p>	
13.	<p>Risk management and risk register pertaining to PSR</p> <ul style="list-style-type: none"> • Red Risk – Agency cost control. The College is introducing cover teachers in most areas to be able to help with short term absence from sickness thereby reducing the need for agency staff and to reduce the burden on Heads of Department/Deputy Heads to cover these sessions. • HE Learner growth – The College has invested in a HE hub at Princes’ Road from external funds including IOT investment but HE numbers are reducing. The Deputy Principal is reviewing the curriculum to meet the community need. • MI System – Although enrolment of learners was successful on the new system, there have been issues with timetables and registers which is mainly due to ‘human error’ rather than system issues. These are being rectified, and further training is being implemented. • Staff Shortages - across both campuses has led to increased agency staff and reduced quality of education for our learners. An inspire to teach event was held on 6 November with over 40 people attending and we are progressing leads with interested parties in plumbing, brick and other difficult to recruit areas. • Future funding for high needs- is on the agenda and dialogue is ongoing with Essex County Council. <p>Governors said that it had been agreed that there would be two risks pertaining to generative AI – one of students using it and one to the College of its impact.</p> <p>One member commented that qualification reform seems to be a higher risk than is indicated on the risk image. David Warnes said there is so much unknown about qualification reform that it is difficult to quantify.</p> <p>The Committee commented that physical health and safety should appear on the dashboard to keep central to the consciousness of staff.</p>	

14.	<p>Any other business notified to the Clerk in advance of the meeting</p> <p>AGREED: THE PSR COMMITTEE AGREED TO RECOMMEND THE BUSINESS CONTINUITY PLAN TO THE BOARD AT ITS DECEMBER 5 MEETING.</p> <p>AGREED: THE PSR COMMITTEE AGREED TO RECOMMEND THE BUSINESS CONTINUITY POLICY TO THE BOARD AT ITS DECEMBER 5 MEETING.</p>	
15.	<p>Date of next meetings</p> <ul style="list-style-type: none"> • 24 February 2026 • 16 June 2026 <p>The meeting closed at 13.28</p>	

CHAIR APPROVED