




Minutes Part I

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Estates Committee
Part I minutes

Meeting Time and Date	0900 on 23 November 2020
Meeting Location	Zoom Online 
Members	Roger McClure (Chair) Beryl de Souza Malcolm Goodwin (Principal) Sarah Seery (Staff Governor) Claus Matthews (Student Governor) Lauren O’Leary (Student Governor) Jarryd Russell (Student Governor)
Observers	Christine Bianchin (Academic) Susanne Datta (HR) Damien Fallon (Finance)
Minute Taker	Joanne Coffey (Clerk)

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	Action
<p>1. Welcome and Apologies</p> <p>1.1. Apologies were received for Lauren O’Leary.</p> <p>1.2. The Student Governors were welcomed to the Committee.</p>	
<p>2. Declaration of Interests</p> <p>2.1. The Principal declared an interest in Item 6, Strategic Review of Estates, as the Principal rents a College property.</p>	
<p>3. Minutes</p> <p>Resolved to</p> <p>3.1. Approve the minutes of the Estates Committee meeting held on 22 June 2020 as a correct record and authorise the Chair to sign them.</p>	
<p>4. Matters Arising</p> <p>4.1. The tree survey had been progressing but had been interrupted by the impact of Covid-19. It would resume in 2021.</p> <p>4.2. The current Crystal Palace lease had not yet been finalised.</p> <p>Beryl de Souza left the meeting.</p> <p>Claus Matthews joined the meeting.</p> <p>4.3. The Mottingham masterplan was under development and will be shared for staff consultation.</p>	

<p>4.4. The Royal Park has cancelled the expressions of interest process for the Regent's Park lease as it was deemed no longer achievable. They will be offering the College a 2-year licence. Long term tenancy is likely to require capital investment for the College.</p>	
<p>5. Review of Terms of Reference (Decision)</p> <p>5.1. The following change was recommended to the Committee to clarify that the Committee Chair's term of office should align with their membership term of office:</p> <p><i>'The Governing Body will elect a Chair to the end of the Governor's current term of office.'</i></p> <p>5.2. Governors requested that all Terms of Reference provided the overarching aspirations of the Committee, from which the process statements would flow.</p> <p>5.3. The Clerk and SLT to consider a new structure of the Terms of Reference, and present to Governors at the spring 2021 round of meetings.</p> <p>Resolved to</p> <p>5.4. Accept their amended Terms of Reference and recommend them to the Governing Body for adoption.</p>	<p>Governing Body (Appendix I)</p>
<p>6. Strategic review of Estates (Information)</p> <p>6.1. A report had been provided to the Search, Governance and Remuneration Committee outlining the reasons for the departure of the Executive Director of Estates and Commercial Operations and the progress of a replacement. In the meantime, the Principal had assumed responsibility for this area.</p> <p>6.2. The resignation prompted a review and reconsideration of the role, resulting in a slightly revised structure. The post will be replaced with an Executive Director of Estates and Facilities, reporting to the Principal but no longer responsible for commercial operations. This is led by the Head of Enterprise and Commerce, who will also report directly to the Principal for the present.</p> <p><u>All Programme Review</u></p> <p>6.3. The Strategy Committee were due to review the impact of Covid on the overall strategy of the College on 26 November 2020.</p> <p>6.4. The Committee assessed the viability of the projects on the All Programme Review which involved all College sites.</p> <p>6.5. It was affirmed that when the College carries out an investment analysis, the driver to invest in capital projects is to increase income from student recruitment, the College's principal source.</p> <p>6.6. The Staff Governor felt that the aspirations should be shared with staff to demonstrate the bigger picture behind the ground level decisions and to boost morale.</p>	

<p>6.7. The Committee conducted a full and frank discussion on the pros and cons of an early sharing of capital project plans with staff which included the following concerns:</p> <ul style="list-style-type: none"> a) That the plans were fluid and at risk of change. b) That they could give a false impression that the College had considerable funds, that they may feel should be spent elsewhere. c) Staff may worry, unnecessarily, about their jobs if they believe that new plans put them at risk. <p>6.8. A strong reason to divulge plans sooner to staff, was an appreciative understanding of what the College, and its staff, need to prioritise to fund the projects, which may involve focusing on one site prior to another.</p> <p>6.9. It was agreed that a balance was important when communicating capital project plans to staff to ensure clarity and fairness.</p> <p>6.10. A ‘hopes and dreams’ type communication could be made initially which would include all campuses, even if they involve only minor improvements, to demonstrate aspirations. This would also explain how the capital project would increase student recruitment income.</p> <p>6.11. A stronger message could then be communicated once plans were certain and more detail could be shared.</p> <p>Beryl de Souza re-joined the meeting.</p> <p><u>Rental properties and staff accommodation (Moved from Part II)</u></p> <p>6.12. The College owns, leases, maintains and lets a number of properties on the estates.</p> <p>6.13. Governors suggested utilising the accommodation for overseas saddlery students’ accommodation (and potentially expanding to HE), which is currently supplied through private landlords.</p> <p>6.14. As this would require a significant conversion cost and may not necessarily expand the number of Capel international students, a costing will be made by the new Estates Director.</p>	<p>Estates</p>
<p>7. Report of Estates (Information)</p> <p><u>FE Capital Allocation Grant (£580k)</u></p> <p>7.1. The College was awarded a FE Capital Allocation Grant of £580k for remedial work, repairs and refurbishment of existing premises and facilities on the estate which needed to be complete by 31 March 2020.</p> <p>7.2. The total project work commissioned or completed under this scheme was, presently, £613k. As the grant was for £580k, there will be a contribution from the College of £33k. A college contribution was requested by, but not mandatory for, involvement in this scheme.</p>	

<p>7.3. The glasshouse refurbishment at Mottingham needed to be re-quoted as there was a mistake in the original quotation, the new quote was around £85k with security included and a project start date had been secured.</p> <p>7.4. The College has appointed one contractor for the Enfield projects to get more efficient delivery, even though the cost was slightly higher as this is offset by the time saved in terms of risk assessments and safeguarding procedures.</p> <p>7.5. In response to a governor question, the College attempts to use local companies where possible provided they meet the brief and other selection criteria.</p> <p><u>The Gateway Building</u></p> <p>7.6. A working party of Governors had reviewed proposals for the new Gateway Building at Enfield and feedback has been given to the potential architects, Stanhope Gate to finalise plans for a detailed planning application to the London Borough of Enfield.</p> <p><u>Enfield Gardens</u></p> <p>7.7. To ensure the long-term preservation and development of the gardens and grounds, a Gardens Advisory Board (GAB) to be established to provide external expertise to further support the gardens and grounds team. The GAB will comprise highly experience and influential horticulturists from major gardens including Kew, RHS and the National Trust.</p> <p><u>Sustainability charter</u></p> <p>7.8. A new charter for environment and sustainability awareness and impaction reduction sets a target for net zero carbon emissions for the College by 2030, which is more ambitious than original targets wand the UK Commission on Climate Change targets.</p> <p>7.9. A mistakenly typed target was to be corrected in the Our Commitment section of the Charter.</p> <p>7.10. In future, the Principal will be chairing the Sustainability Working Group (SWG) which will include student engagement as the College recognised the power of the student voice.</p> <p>7.11. The Student Governors reiterated the need for sustainability to be embedded in all of the College’s existing and planned ventures, which the Committee agreed would develop from a new culture of change.</p>	<p>Principal (Completed)</p>
<p>8. Review of Risk Management (Decision)</p> <p>8.1. It was agreed to include ‘Annual Governor declarations’ in the high level controls for Principal Risk 8: A failure in the Governance and leadership of the College, to confirm objectivity and independence.</p> <p>Resolved to</p> <p>8.2. Confirms that the principal risks represent the main internal and external risks and remain fit for purpose.</p>	<p>Principal (Completed)</p>

<p>9. Report of the Health and Safety Officer (Information)</p> <p><u>Accident and Incident Reports</u></p> <p>9.1. The College reported an exceptionally low number of accidents and incidents of 13 for 2020-21 compared to other years. COVID may have played a role in reducing the number due to less students onsite.</p> <p>9.2. As there had also been a declining trend in the rate of incidents, the Committee discussed the potential reasons which can include under reporting which the College felt it needed to ensure against.</p> <p>9.3. Governors also suggested that an historical analysis of which incidents had reduced would provide clarity on whether the cause is under reporting or if the health and safety had improved in these areas.</p> <p>9.4. Although measures had been put in place over the years, in terms of getting the message out to students to report all incidents, including near misses, a new digital, de-centralised approach was being assessed which was expected to capture the information locally, in the moment.</p> <p>9.5. Governor, and Doctor, Beryl de Souza, kindly agreed to review the new digital form.</p> <p>9.6. It was agreed that all new staff, and current staff at the newly acquired Mottingham campus who may not have been aware of Capel's processes, were alerted to the importance of reporting accidents, incidents and near misses during their inductions.</p> <p>9.7. As there had been several incidents where visitors had been bitten whilst petting animals, further mitigations such as signage and supervision to be assessed.</p> <p>9.8. An investigation was carried out with regards to a very dangerous near miss, where a member of the caretaking team was walking on the roof of the shoemaking workshop in in poor weather without supportive protection. He had been responding to a helpdesk call as rain had leaked into the workshop with concerns about electrical safety.</p> <p>9.9. It was found that the risk assessment for working from heights was inadequate and the team were asked to improve their safety culture, rectify the situation urgently and demonstrate that the adjustments made were in place with:</p> <ul style="list-style-type: none"> a) Much better quality risk assessments that are more detailed for high risk actions and specific to the site / conditions. b) Evidence that risk assessments must be, transparently, shared with those at risk. Staff must be appropriately briefed and trained. Equipment and protection must be available. There must be an appropriate culture of safety so that everyone understands their role and responsibilities and actively abides by them. 	<p>Estates</p> <p>HR</p> <p>Estates/ Academic</p>
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<p>c) Evidence that higher standards and the protections is in place for everyone, at all campuses, at all times.</p> <p>9.10. The College felt that this incident should raise questions about the policies, processes, practices and people involved in maintaining health and safety, whether it is effective as possible. The College will consider whether the approach to health and safety is still fit-for-purpose and able to meet upcoming challenges and growth.</p> <p><u>Health and Safety Working Group</u></p> <p>9.11. The membership of the Health and Safety Working Group was being restructured to provide more focused engagement, with a smaller specific group forming a standing Committee on behalf of the College.</p> <p>9.12. Meetings are likely to take place monthly, rather than termly, for better consistency but alternative lines of reporting will be considered.</p> <p>9.13. Additional members with more specific skills will be co-opted when appropriate.</p>	
<p>10. AOB</p> <p>10.1. As the classrooms on the College campuses had new world maps on the walls, Student Governor, Jarryd Russell, highlighted the importance of incorporating geography into lessons to expand and broaden students' knowledge.</p> <p>10.2. Student Handbooks could also include specific general knowledge topics linked to their School, and to health and safety and sustainability.</p> <p>10.3. Governors agreed that this could also be applied to horticulture students, where the native countries from where plants derive can be expanded on, along with any medicinal use.</p>	<p>Academic Board</p>
<p>11. Date of next meeting</p> <p>11.1. The next Estates Committee meeting will take place on 8 March 2021.</p>	

APPROVED MINUTES			
CHAIR:	Roger McClure	DATE:	8 March 2021
APPROVAL:	Remote confirmation: CONFIRMED		
	Or signed:		