












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Estates Committee
Minutes

Meeting Time and Date	1000 on 21 June 2021
Meeting Location	Zoom Online
Members	Roger McClure (Chair)  Dr Beryl de Souza  John Gayer  Sarah Moreland MBE  Malcolm Goodwin (Principal) Sarah Seery (Staff Governor)  Claus Matthews (Student Governor) Lauren O'Leary (Student Governor) Jarryd Russell (Student Governor) 
Observers	Ralph Luck Stephen Way  Christine Bianchin (Academic)  James Bryan (HR) Damien Fallon (Finance) David Scott (Estates)
Minute Taker	Joanne Coffey (Clerk) 
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	Action
<p>1. Welcome and Apologies</p> <p>1.1. Apologies were received for Ralph Luck, Claus Matthews and Lauren O'Leary.</p> <p>1.2. Stephen Way and James Bryan were welcomed to the Committee.</p>	
<p>2. Declaration of Interests</p> <p>2.1. None.</p>	
<p>3. Minutes (Decision)</p> <p>3.1. The new Gardens Advisory Board, which had been in the process of being set up, was currently on hold given the demands of the pandemic and expected to resume later in the year.</p> <p>3.2. The College was still awaiting to progress work on the glasshouse refurbishment at Mottingham. Meaningful engagement with a contractor is a continuing problem and perpetuates the delay.</p> <p>3.3. The tender process for the remodelling of the Croft building at Crystal Palace had been delayed by structural complexities but was now in process.</p>	

<p>3.4. These delayed projects did not affect the FE Capital Allocation Grant deadline as these funds were delegated to more urgent projects.</p> <p>Resolved to</p> <p>3.5. Approve the minutes of the Estates Committee meeting held on 8 March 2021 as a correct record and authorise the Chair to approve them.</p>	
<p>4. Matters Arising (Information)</p> <p>4.1. The ongoing negotiations with the GLA, regarding the Crystal Palace lease, were moving forward, with the College requesting a longer-term period. Progress would be reported to Governors at the next appropriate meeting.</p>	
<p>5. Review of Terms of Reference Decision)</p> <p>5.1. The Terms of Reference were restructured to provide a clearer layout, an overview showing the key areas of activity and the following Estates Committee purpose:</p> <p>‘To do all within our powers to ensure that our staff, students and the public have excellent, safe and secure facilities for their needs’.</p> <p>5.2. The Terms of Reference were amended to:</p> <ul style="list-style-type: none"> a) State that there were three, rather than 4, key activities. b) To include that the Committee worked closely with the Finance and Resources Committee, in relation to any financial implications. c) Clarify that the strategic approach to health and safety was effectively communicated at all levels. <p>5.3. As some of the College’s trees at Enfield and Mottingham were infested with the Oak Processionary Moth (OPM), additional cleaning and PPE had been put in place to protect the students and staff.</p> <p>Resolved to</p> <p>5.4. Accept the revised Terms of Reference and recommend them to the Governing Body for their adoption.</p>	<p style="text-align: center;">Clerk (Completed)</p> <p style="text-align: center;">A: Governing Body (Appendix I)</p>
<p>6. Report of the Estates Director (Information)</p> <p><u>FE Capital Allocation Grant (£580k)</u></p> <p>6.1. The College had been awarded a FE Capital Allocation Grant of £580k for remedial work, repairs and refurbishment of existing premises and facilities on the estate which had been needed to be complete by September 2021.</p>	

<p>6.2. This allocation has now been fully expended with the allocated projects now complete.</p> <p><u>Estates staff</u></p> <p>6.3. The Enfield campus now had a new Centre Manager, Alfred Nettey.</p> <p>6.4. Long-standing employee, Glynis Maynard, who had been Acting Centre Co-ordinator at Regent's Park, had decided to retire and would be greatly missed.</p> <p><u>Mottingham and Crystal Palace development</u></p> <p>6.5. The planning application for the agreed proposed developments of both Mottingham and Crystal Palace sites had been delayed and was now scheduled to be submitted by the end of July 2021. This was due to issues in establishing the boundary of the paddock area to the College and refining the design to more align with the budget.</p> <p>6.6. A positive meeting had recently taken place with the Chair of Crystal Palace Trust, who were keen for Capel to be more involved at the Park.</p> <p><u>Gunnersbury Park lease</u></p> <p>6.7. The College has been contacted by those acting on behalf of Gunnersbury Park with a view to resuming lease negotiations and finalising the outstanding lease agreement. College Officers are reviewing historic information prior to recommencing negotiations. Progress will be reported at the next appropriate meeting.</p> <p><u>Regent's Park</u></p> <p>6.8. The Chair of Governors met with the Chair of the Royal Parks, to discuss a longer term lease agreement based on the College's investment in developing its current buildings.</p> <p>6.9. As Capel already has a footprint in Regent's Park, the Chair of the Royal Parks showed a strong interest in receiving an outline plan for the development of a concept for a centre of excellence.</p>	
<p>7. The Gateway Building (Decision)</p> <p><u>Background</u></p> <p>7.1. The Committee were updated on the history of the creation of a new Gateway building visitor centre at the Enfield campus, which had emerged from a long-standing project that started sometime before 2016.</p> <p>7.2. The visitor centre would create a second entrance to free up the existing entrance for use by students and a potential redevelopment into classrooms and student facilities, whilst providing a commercial opportunity for students to work with the public.</p> <p>7.3. Enfield Council had supported initial concept plans and there had been three redesigns over the years, with each one increasing</p>	

the footprint and content, which had pushed the cost of the building up in order to deliver its purpose.

- 7.4. The latest re-design emerged from proposals recommended to Governors in August 2020 and is now 40% bigger than the original design with an estimated cost of £4m not including the car park re-development.

Finance and funding

- 7.5. As the Gateway building is not directly and wholly related to the educational purposes of the College, it could not be grant-funded and should be fully provided for through fundraising, led by Lady Salisbury and supported by the previous Principal. The College had also hired a professional fundraiser.
- 7.6. The Gateway building is bigger and more elaborate than is absolutely necessary but very much of the style of the architect who delivers more classical-styled buildings.
- 7.7. It was noted that a more modest building would suffice and create the same opportunities for freeing up space in the Duchess of Devonshire building and adding to the customer experience and commercial opportunity, although perhaps without the cachet of the current design. That cachet comes at a price but may bring a premium in attracting visitors and / or sponsors that a more modest design would not, although that had not been tested.

Initial outlay before fundraising can begin

- 7.8. Over the previous three years, the College has contributed £50k towards planning fees. The next stage would be to engage a consultancy at approximately £76k, although this would not guarantee securing planning permission.
- 7.9. Pre-fundraising financial outlay on the Gateway building project is essential to achieve planning consent to support the Patron's fundraising efforts. On the other hand, it is likely that the College will make a deficit this year. The College was ceasing all discretionary spending and seeking cost savings, where possible, to avoid any reduction in financial health which would impact other redevelopment plans.
- 7.10. Governors suggested that climate change funding be explored as the Gateway building could provide a *gateway* to the educational and commercial needs of the green environment.
- 7.11. Whilst the basic business case for a building has been looked at, a full cost-benefit analysis has not been previously conducted and is needed.
- 7.12. The Committee discussed seeking funding from Enfield Council, regarding the educational aspect of the building and the links to the Forty Hall Farm produce that contributes to the Enfield food community. The College had expressed the value to Enfield for the education and visitor experience of Enfield residents.

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(Nov 2021)**

Governors agreed that it was unlikely that financial support would be available as it would not be directly under the council's remit.

7.13. Although a higher footfall would create the need for more staff and resources, as this project was mainly commercial, it would not be a consideration for grants, unlike with Mottingham and Crystal Palace.

7.14. Governors did, however, feel that this was good timing for planning for a special visitor centre on the northern edge of London and that any marketing would be likely to attract good publicity.

Hessayon building (to the rear of the current Main Reception)

7.15. The Staff Governor felt that students would clearly benefit from the Gateway building in terms of commercial work experience and, more importantly, it would enable re-development of the Hessayon building (to the rear of the current main reception). This will increase teaching accommodation former ad welfare facilities.

7.16. Funding could also be separated into the fundraised Gateway building alongside an economical rebuild of the core Hessayon building, which may then attract grant or other funding. This would also re-strengthen the full project's planning consent as a solution to the educational needs of the College.

7.17. Staff engagement was viewed as key to ensure that they are aware of the longer-term benefits to their working environment, to motivate them during the upheaval of any building work.

Next steps

7.18. It was importantly noted that the Patron had been very patient in awaiting the architectural plans in order to move forward with the fundraising and that, where possible, any further delays should be avoided. The Patron was aware that the College would not be able to fill any financial gaps in the building of the Gateway building but had not yet been updated on the increased costs from the redesign.

7.19. It was agreed for the Chair of Governors and Principal would meet with the Patron and architect to consider the new costs against the College's current financial position. Consideration would be given to the option of a more modest Gateway building.

7.20. It was also agreed that any Gateway costs would now fall within the next financial year from 1 August 2021.

7.21. As it was close to the end of the financial year for the Enfield Council planning department, an update on planning to be sought.

Resolved to

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<p>7.22. Agree to await the outcome of the meeting with the Patron and architects, before further consideration of the immediate future for the Gateway project and the proposed fees for further development, as identified above, given the project outturn for the College.</p> <p>7.23. Delay spending until the next financial year and forward that recommendation to the Finance and Resources Committee for their consideration.</p>	<p>Chair of Governors/ Principal (14 July 2021)</p> <p>Finance (Completed)</p>
<p>8. Report of the Health and Safety Officer (Decision)</p> <p><u>Accident and Incident Reports</u></p> <p>8.1. Since the College had re-opened to students in September 2020, there had been 17 incidents which is comparable to the previous year.</p> <p>8.2. For the second reporting period, Brooks Farm indicated a high incident rate given the small size of the student and staff base. The Executive Director of Estates and Facilities would be investigating with the Centre Coordinator as to whether there was an identifiable cause and what improvement actions might be possible. This will be reported back at the next Committee meeting.</p> <p><u>Proposed change to Incident Categories</u></p> <p>8.3. A full review of the incident categories was carried out for to provide clearer reporting and to assist with mitigating actions.</p> <p>8.4. These changes would have minimal impact on comparison of historical data.</p> <p>8.5. As the College was land-based, it had a higher proportion of animal based injuries and Governors suggested that the categories are aligned with the zoo industry standards.</p> <p>Resolved to</p> <p>8.6. Adopt the new incident categories from autumn 2021, ensuring that they align with any zoo industry standards.</p> <p><u>New Internal Health and Safety Committee structure</u></p> <p>8.7. The first meetings had taken place to establish the Campus Safety Groups and the inaugural meeting for the new Health and Safety Committee has also been held on 13 May 2021.</p> <p>8.8. The first reports and minutes from the new meetings will be included in the first round of Governor Committee meetings in November 2021.</p>	<p>Estates (Nov 2021)</p> <p>Estates (Nov 2021)</p>
<p>9. Review of Risk Management (Decision)</p> <p>9.1. The Principal Risks have been updated to include that the Board would respond to strategic threats.</p>	

<p>Resolved to</p> <p>9.2. Confirm that the principal risks represent the main internal and external risks and remain fit for purpose.</p>	
<p>10. Report of the Principal (Information)</p> <p><u>66 The Ridgeway</u></p> <p>10.1. The College’s freehold greenbelt land asset at 66 The Ridgeway was bequeathed to the College by the Arnold Foundation and has a legal covenant attached to the title. This restricts the sale of the adjacent land for any other purpose other than a residential care home for less-able bodied people.</p> <p>10.2. The owners of this adjacent land had decided to sell their land and property and had been in protracted negotiations with the College regarding compensation for the full release of the restrictive covenants, and to agree shares of current and future net profits.</p> <p>10.3. Contracts were due to be exchanged with the under-bidder, after earlier negotiations failed, which would lead to a one-off cash payment, based on a percentage of the sales value of the other property, of £643,242.</p> <p>10.4. The Principal was due to have a meeting with local residents who wished to discuss their views on the development of the greenbelt land.</p> <p><u>Whitewebbs Park</u></p> <p>10.5. The College was not successful in its bid to take on the stewardship of the 240 acres of Whitewebbs, that adjoins Forty Hall Farm to the north and west.</p> <p>10.6. As the winning bidder had initially reached out to the College to make a joint bid, further conversations will take place to offer support in servicing the land and potentially working with them on other projects.</p> <p>10.7. The College had expressed its disappointment with Enfield Council, as it would have created a really outstanding and unique opportunity and amenity, not only for Enfield but also for London. Capel believes that the chance to re-wild a landscape within the confines of Greater London would be ground-breaking and nationally important in response to the climate and biodiversity crises. It had also represented an opportunity for the College to extend its higher and further education curriculum and do something amazing with schools.</p> <p><u>Staff update</u></p> <p>10.8. Key changes had been made to the staff structure to increase the efficiency and effectiveness of systems, organisational structures, working practices and staffing.</p> <p>10.9. Governors were supportive of the structural review and felt that IT was imperative to develop against the backdrop of the ever evolving digital landscape.</p>	

<p>10.10. Capel had just achieved Cyber Essentials certification on 18 June 2021 and were aiming to raise this to Cyber Essentials Plus in 2022.</p> <p>10.11. The Staff Governor emphasised the importance of digital expansion, in addition to the IT infrastructure. The Committee agreed that it was essential that the College build on its current momentum to create a robust digital future.</p> <p>10.12. Governors suggested that the College promote the wellbeing benefits of working outside in the green, natural environment to prospective adult learners, who may be encouraged through discounted rates and special events.</p> <p>10.13. The Chair of Governors had been impressed with the Capel's professionally presented Instagram page. As social media platforms were key to marketing and learner engagement, the College had established presence on all the current and popular platforms.</p>	<p>Academic (2022)</p>
<p>11. Annual Plan (Information)</p> <p>11.1. The Estates annual plan had been inherited from the previous Health and Safety Committee, where it set out milestones and benchmarks to demonstrate progress on health and safety at the College.</p> <p>11.2. As this would be a more suitable report for the new internal Health and Safety Committee, it was agreed to be removed from the Governance cycle of reporting.</p>	<p>Clerk (Completed)</p>
<p>12. AOB</p> <p>12.1. The Chair of Governors requested that any documents that were difficult to read online, such as the All Programme Review, were represented in a different way to improve readability.</p>	<p>Estates/Clerk (2022)</p>
<p>13. Date of next meeting</p> <p>13.1. The next Estates Committee meeting will take place on Wednesday 17 November, 2021.</p>	

APPROVED MINUTES			
CHAIR:	Roger McClure	DATE:	17 November 2021
APPROVAL:	Remote confirmation:		
	Or signed:		