















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<b>Estates Committee</b>
<b>Minutes</b>

<b>Meeting Time and Date</b>	<b>1000 on 20 June 2022</b>
<b>Meeting Location</b>	<b>Zoom Online</b>
<b>Members</b>	Ralph Luck OBE (Chair)  Dr Beryl de Souza  Peter Doble  John Gayer Roger McClure  Sarah Moreland MBE  Stephen Way  Christine Bianchin (Principal)  Sarah Seery (Staff Governor)  Rosie Evans (Student Governor) Michael Sinnett (Student Governor) Layla Jane Rashid (Student Governor)
<b>Observers</b>	James Bryan (HR)  Denise Cheng-Carter (Finance)  David Scott (Estates)  Liz Wood (Academic)
<b>Minute Taker</b>	Joanne Coffey (Clerk) 
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	<b>Action</b>
<p><b>1. Welcome and Apologies</b></p> <p>1.1. Apologies were received from John Gayer, Rosie Evans, Michael Sinnett, Layla Jane Rashid and Liz Wood.</p>	
<p><b>2. Declaration of Interests</b></p> <p>2.1. None.</p>	
<p><b>3. Minutes (Decision)</b></p> <p><b>Resolved to</b></p> <p>3.1. <b>Approve the minutes of the Estates Committee meeting held on 7 March 2022 as a correct record and authorise the Chair to approve them.</b></p>	
<p><b>4. Matters Arising (Information)</b></p> <p>4.1. It was clarified that the draft Estates Strategy was being shared at this Estates Committee meeting.</p>	

<p><b>5. Review of Terms of Reference (Decision)</b></p> <p>5.1. The annual review of the Committee’s Terms of Reference did not require any revisions.</p> <p>5.2. As the Committee had delegated authority to approve costs up to £80k, it was confirmed that this amount is annually reviewed through the College’s Financial Regulations. The next review will be taking place when the new Deputy Principal of Finance is in post.</p> <p><b>Resolved to</b></p> <p>5.3. <b>To approve the Estates Committee’s standing Terms of Reference and recommend them to the Governing Body for their adoption.</b></p>	<p><b>A: Governing Body (Appendix I)</b></p>
<p><b>6. Report of the Health and Safety Officer (Decision)</b></p> <p><b><u>Accident and Incident Reports</u></b></p> <p>6.1. The total number of incidents for the year (June 2021 to May 2022) is 49. Compared to the same period in the previous year there is an increase of 26%.</p> <p>6.2. The higher instances are likely to be directly attributable to the reduction in COVID restrictions and increased student attendance and on campus activity. They did not, however, reveal any major failures in safety management.</p> <p>6.3. Animal related incidents are anticipated as the most common form of incident due to both the number of students as a proportion of the College population and the foreseen risk associated with handling animals and livestock. Though high, they are generally of a minor nature.</p> <p>6.4. The Health and Safety year is from 1 June 2021 to 31 May 2022, to enable the June meetings to receive the year end analysis. Governors requested that all table titles clarify which dates relate to the current and previous years, by changing the column titles to the format:</p> <ul style="list-style-type: none"> <li>a) Total 2020-21 (for the total from the previous year)</li> <li>b) March-May 2022 (for the current period that the report relates to)</li> <li>c) Total June 2021-May 22 (for the total for the current year)</li> </ul> <p>6.5. A Riddor incident had involved a practical instructor being injured by a donkey, which compounded an existing back injury which led to them being on sickness leave for more than 7 days.</p> <p>6.6. A higher percentage of incidents by cohort (only 34 students) at Brooks Farm remained disproportionate and the position continued to be monitored. No single trend had emerged.</p> <p>6.7. Governors noted the importance of more care being taken in the hot weather, due to more potential for injury from more agitated</p>	<p><b>Estates</b></p>

<p>animals and the ability to bleed more in high temperatures. The College already reminded staff and students to stay hydrated in hot weather but would expand their guidance to include these other risks, as appropriate.</p>	
<p><b>7. Report on the Crystal Palace and Mottingham Capital Project (Decision)</b></p> <p>7.1. The public and statutory consultation results are being assessed for the capital build.</p> <p>7.2. The GLS have recognised that:</p> <ul style="list-style-type: none"> <li>a) The College is a 'Very Special Case' in regard to Metropolitan Open Land, in that the building will be used for educational purposes</li> <li>b) The Mottingham project reduces the impact and size of the Crystal Palace development, which they view favourably.</li> </ul> <p>7.3. The London Borough of Bromley has requested an extension to 9 July 2022, which the College has granted. All outstanding issues, that the College needed to fulfil for the application, were of an immaterial nature.</p> <p>7.4. The planning application for Crystal Palace was due to be submitted in the next two weeks and the planning consent would be submitted by the end of June 2022, which the London Borough of Bromley will be able to consider together.</p> <p>7.5. As the GLA's conditions of funding for Crystal Palace include a 99-year lease, the College, having initially been offered 25 years, will be requesting 99 years to align with this.</p> <p>7.6. Governors felt that achieving planning permission by August 2022 may be too tight to achieve, which may affect the completion date of September 2023. The RIBA Stage 4 planning is expected to take 3 months and the build, a further 9 months. If Stage 4 Design was delayed, the planning and build could overlap but it was recognised that this would be a higher risk strategy.</p> <p><b><u>Funding</u></b></p> <p>7.7. The Greater London Authority (GLA) has agreed that the funding proportions between Mottingham and Crystal Palace can be ignored, which means that £5.6m can be accessed by the College on receipt of a positive planning decision for Mottingham.</p> <p>7.8. This would mean that Crystal Palace would need to be fully funded by the College. The GLA is exploring ways that additional funding might be made available as it recognises that inflation in the sector is a concern.</p> <p>7.9. The full Mottingham project is expected to cost £6.6m, with £5.3m funded by the GLA, leaving £1.3m for the College to fund. Measures to achieve this were on track and being assessed through a 'Value Engineering' exercise. It was agreed that further</p>	<p style="text-align: right;"><b>Estates/Finance (Completed)</b></p>

<p>Governance reports on the capital build would include the financial breakdown.</p> <p>7.10. If necessary, a joint Special Estates / Finance and Resources Committee meeting will be held in July 2022, once the College have received the planning decision.</p> <p>7.11. It was confirmed that the existing tendering quotes were being managed by Fusion, who were confident in the contractor's abilities, having worked previously with them. Additional due diligence on the contractor was requested by Governors, due to market volatility.</p> <p>7.12. As there were approximately 280 student applications for Mottingham for 2022-23, it was confirmed that this delivery would be carefully achieved using the current site buildings and resources available.</p>	<p><b>Clerk</b></p>
<p><b>8. Report of the Estates Director (Information)</b></p> <p><b><u>Staffing</u></b></p> <p>8.1. Catering, Reception and Forty Hall Farm have now been absorbed under the Estates Service umbrella, being transferred from the direct management of the College Principal.</p> <p>8.2. There continue to be staffing issues for some key Estates positions, including the Centre Coordinator roles in support of the revised Admissions structure at Mottingham, Crystal Palace and Gunnersbury Park and the Receptionist role at Crystal Palace.</p> <p>8.3. A member of staff at Forty Hall Farm had been placed on a temporary suspension, whilst an investigation was carried out, and was now back at work. An independent investigation, to ensure the welfare of the animals, concluded with a satisfactory outcome. A pending investigation regarding paperwork was expected to be resolved imminently.</p> <p>8.4. As the Forty Hall Farm structure was complex, involving many external stakeholders, management were reviewing if a new structure would be viable, to align more closely with the College's mission. The review would also assess the continuing need for the limited companies, Forty Hall Community Vineyard and Enfield Veg Co. The outcome will be reported back to the Committee.</p> <p>8.5. Governors acknowledged the need for more collaboration between Forty Hall Farm and the College, particularly in terms of the wellbeing activities that derive from the Farm, Vineyard and Horticulture, that can be promoted together.</p> <p><b><u>66 Ridgeway</u></b></p> <p>8.6. This position with the payment to the Property Advisor for 66 The Ridgeway had now been resolved.</p> <p>8.7. The College had taken advice from its auditors, who gave assurance that such a payment is compliant with financial regulations.</p>	<p><b>Principal (16 Nov 2022)</b></p>

<p>8.8. A fair remuneration was agreed at £7.5k. This was based on the basic fee that would have been charged by surveyors acquired through the Crown Commercial framework.</p> <p>8.9. The legal structure remaining for 66 The Ridgeway was not as robust as it could have been. If the properly developers for the adjacent land submit any planning applications, legal advice will be sought from an alternative adviser.</p> <p>8.10. The payment will be managed on an ex gratia basis, due to the advice being given by an individual (rather than a company) and that is was on a non-contractual basis.</p> <p><b>Resolved to</b></p> <p>8.11. <b>To recommend to the Governing Body that the Property Adviser is paid an ex gratia fee of £7.5k.</b></p> <p><b><u>Regent's Park tenure</u></b></p> <p>8.12. The Committee discussed the strategy for Regent's Park, in relation to the lease negotiations and the College's appetite for capital investment after the current two year period ends.</p> <p>8.13. The Royal Parks are keen for the College to fully finance a shared educational building that would also facilitate primary school fieldtrips. This conditional offering would equate to a 20-year lease, rather than the existing, rolling two-year lease. The cost of such a build would be approximately £4m.</p> <p>8.14. To widen the College's Central London options, other locations are being considered.</p> <p>8.15. The Committee agreed that once the contribution levels of each campus had been established in the Estates Strategy, decisions could then be taken more strategically on the viability of capital investment at Regent's Park.</p> <p>8.16. The campus evaluation should also consider if Regent's Park would remain 19+ delivery, or whether FE and HE could be grown there.</p> <p><b><u>WiFi</u></b></p> <p>8.17. The first stage of the solution to connect the Garden Lodge building to WiFi had now concluded. The next stage is for the completion of the server build and for BT OpenReach to bring the fibre line to the premises. This was expected to be concluded by the end of June 2022.</p> <p>8.18. Governors provided a WiFi adviser's contact details and suggested alternative solutions, including connecting with existing buildings, such as the College of Physicians.</p> <p>8.19. As WiFi is key to the learner's experience, it was confirmed that the College will be investing in IT expertise and infrastructure for 2022-23 and this was included in the 3-year budget.</p> <p><b><u>Estates Strategy</u></b></p>	<p><b>B: Governing Body</b></p>
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<p>8.20. A draft of the outline of a new Estates Strategy was considered by the Committee and Governors offered their support in the completion of the Strategy, as required.</p> <p>8.21. It was agreed to remove any potential future options from the Strategy and to just include the analysis of the current situation for each campus. This would ensure against staff expecting the options to be actioned, when they may only be at the consideration stage.</p> <p>8.22. It was also important to demonstrate the academic benefits of the campuses, in addition to the financials.</p> <p><b><u>Gunnersbury Park car parking</u></b></p> <p>8.23. Staff are currently having to park their vehicles on campus due to new charging in the park's car park. Permits were promised by the CIC in original talks but that offer has now been withdrawn. Discussions are in progress with the CIC to lease parking spaces.</p> <p>8.24. To ensure against health and safety issues from the onsite vehicles, separate vehicle and pedestrian areas have been established. There has currently been no negative feedback by staff or students in relation to this temporary measure.</p> <p>8.25. As the Tour and Full Governing Body meeting was taking place at Gunnersbury Park on 13 July 2022, it was confirmed that, as there were only 10 car parking spaces onsite, that Governors would be reimbursed for any parking charges.</p>	<p><b>Estates (16 Nov 2022)</b></p>
<p><b>9. Review of the Enfield Campus Fixed Assets (Decision)</b></p> <p>9.1. The Committee considered the potential sale of three fixed assets owned by the College in the Enfield area, to be used as a 'one-off' cash injection into the accounts focused on funding the new buildings at Mottingham and Crystal Palace.</p> <p><b><u>Bulls Cross Lodge (Gilmore Cottage)</u></b></p> <p>9.2. Bulls Cross Lodge is a three-bedroom character property adjacent to the Enfield Campus accessible via Gilmore Close, with all mains utilities and a modern kitchen and bathroom. The plot size measures 25m X 100m totalling 2,500m<sup>2</sup></p> <p>9.3. At this initial stage only one valuation has been sought. This has been provided by 'Bairstow Eves' Estate agents. They feel that £1.5 million is very much achievable without planning consent being attached to the plot.</p> <p>9.4. There is an option for the College (at its own risk) to delay the sale, to apply for planning consent for the development of the land. If this application were successful, the land value would increase. The amount of additional value has not been investigated at this point.</p> <p>9.5. The property was currently not in use but the area surrounding it was being used for composting.</p>	

- 9.6. The Committee agreed that, as his property was at the edge of the Enfield campus, impacted by the noise of the M25, and was not suitable for student accommodation, that it had become more of a liability than an asset.

**Capel Lodge Plot (Gate House)**

- 9.7. The dwelling is a three bed listed traditional gate house property that sits within the boundaries of the Enfield campus, with all mains services and a reasonably modern kitchen and bathroom. The plot size measures 40m X 30m totalling 1,200m<sup>2</sup>.
- 9.8. The valuing agent was Bairstow Eves and despite the plot being roughly half that of the Bulls Cross Lodge, the value is again £1.5Million without planning consent being part of the sale.
- 9.9. There is an option for the College (at its own risk) to delay to the sale and apply for planning consent for the development of the land. If this application were successful, the land value would increase. The amount of additional value has not been investigated at this point.
- 9.10. Historically, Capel Lodge had been used for staff accommodation, although it was noted that the rooms were very small.
- 9.11. It was currently being used to accommodate the Estates Team whilst their offices were being utilised for exams.
- 9.12. The Lodge cannot be commercially leased, as it is at the College entrance to the Enfield campus which would be a safeguarding issue
- 9.13. It was agreed that Capel Lodge should not be considered for disposal.

**Fallow Agricultural Field**

- 9.14. The College owns a plot of agricultural land on the North of the M25. An agricultural acre measures 660' X 60' or 39,600 feet. The field site in question is 938' X 393' or 368,634 ft<sup>2</sup>. This equates to 9.3 acres.
- 9.15. No land agent valuation has been obtained at this time. However, internet information provided an indication of a possible value of £111,707. However, this was unlikely to be realised as the position and limitations on development would only make the land an asset to one of two farms, one of which sold the College the land initially.
- 9.16. The land had initially been acquired as part of a previous sale of other land, to move the silage management onto. However, due to access issues it had not been used, hence, it was not costing the College anything to currently maintain.

**Next steps**

- 9.17. It is widely anticipated that next year will see a dip in the, currently, buoyant property market, so if disposal is considered then sooner rather than later was being recommended.



<p>9.18. There is a pressing need for the College to finance the capital projects at Mottingham and Crystal Palace, therefore, realising the value of the Bulls Cross Lodge and Fallow Field plots is worthy of serious consideration.</p> <p>9.19. Governors agreed that serious consideration should be given to the sale of the Fallow Field, but were hesitant about Bulls Cross Lodge, as it was attached to the Enfield campus.</p> <p>9.20. In order to assess the viability of the sale of these fixed assets, it was agreed that further analysis was required, with regards, planning potential, leasing options, tax liabilities and the value of a disposal, in order to ensure that the College is getting as much from its fixed assets as possible, in order to maximise value. It should also align with the new Estates Strategy that was in process.</p> <p>9.21. Ralph Luck and David Scott agreed to begin the process by investigating the options for Bulls Cross Lodge (Gilmore Cottage) and presenting them to the Committee at the next appropriate meeting.</p> <p><b>Resolved to</b></p> <p>9.22. <b>Carry out further analysis on the potential sale of the College's fixed assets and re-present them to the Committee.</b></p>	<p><b>Estates</b></p>
<p><b>10. AOB</b></p> <p>10.1. None.</p>	
<p><b>11. Date of next meeting</b></p> <p>11.1. The next Estates Committee meeting will take place on Wednesday 16 November, 2022 at 1000.</p>	

APPROVED MINUTES	
<b>CHAIR:</b>	Ralph Luck
	<b>DATE:</b> 29 November 2022
<b>APPROVAL:</b>	<b>Remote confirmation: Approved.</b>
	<b>Or signed:</b>