



















Minutes

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Estates Committee Minutes

Meeting Time and Date	1000 on 6 March 2023
Meeting Location	Zoom Online
Members	Ralph Luck OBE (Chair)  Dr Beryl de Souza  Peter Doble  Alex Lane  Roger McClure  Sarah Moreland MBE  Stephen Way  Christine Bianchin (Principal)  Sarah Seery (Staff Governor)  Rosie Evans (Student Governor) Casandra Fox (Student Governor)  Bradley Hannigan (Student Governor)
Observers	Nolan Smith (for Item 4 only)  James Bryan (HR)  Paul Smith / Denise Cheng-Carter (Finance)  Denise Lloyd (Academic)  David Scott (Estates) 
Minute Taker	Joanne Coffey (Clerk) 
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	Action
1. Welcome and Apologies 1.1. Apologies were received from Sarah Seery, Rosie Evans and Bradley Hannigan. 1.2. Paul Smith was introduced to the Committee.	
2. Declaration of Interests 2.1. None.	
3. Election of a Vice Chair of the Estates Committee (Decision) 3.1. Nominations were sought for a proposer and seconder of the Estates Committee to elect a Vice Chair. 3.2. Alex Lane had confirmed an interest to be appointed as Vice Chair. 3.3. Ralph Luck proposed the nomination and Stephen Way seconded it. Resolved to 3.4. Appoint Alex Lane as Vice Chair of the Estates Committee until the end of his own Term of Office.	

<p>David Scott joined the meeting.</p>	
<p>4. Update on the Mottingham and Crystal Palace Project (Information)</p> <p>4.1. The Committee was updated on the current status of the Mottingham build by Nolan Smith, Fusion.</p> <p><u>Funding</u></p> <p>4.2. Final confirmation of funding from the Greater London Authority (GLA) was expected to be approved in writing later in the week (mid-March 2023).</p> <p>4.3. The total amount of GLA funding was expected to be £5.94m which included an additional capital contribution of £578k.</p> <p>4.4. It was noted that the College had requested a larger additional contribution but was satisfied with the outcome, given that the full South London funding had been designated to Mottingham.</p> <p><u>Section 106</u></p> <p>4.5. The London Borough of Bromley (LBB) had now agreed the full terms of the Section 106 without the Secretary of State for Health having to be a signatory, based on agreement that, once the Section 106 is signed, the financial contributions are paid.</p> <p><u>GLA Referral</u></p> <p>4.6. At the end of January 2023, the GLA requested a revised fire strategy to demonstrate compliance with the draft London Fire Plan. In addition, the GLA requested a package of enhancements over and above building control requirements to include consideration of sprinklers, an evacuation lift and to ensure all external wall materials were A1 rated.</p> <p>4.7. Although the fire sprinkler system was not a legal requirement for the nature of the building, the College had agreed to this additional safety measure.</p> <p>4.8. These additions were expected to cost approximately £245k which would be funded from the additional £578k expected from the GLA (see 4.3).</p> <p>4.9. The GLA was now expected to approve the report on 20 March 2023.</p> <p><u>Guaranteed Maximum Price (GMP)</u></p> <p>4.10. The project will continue to be funded with £5,363,000 from the GLA, and the balance of £2,169,262 from the College's own cash reserves. The maximum contribution from the Colleges' own reserves is still £2,169,262</p> <p>4.11. The Guaranteed Maximum Price (GMP) was likely to be confirmed in mid-April 2023, although Fusion was trying to bring this decision forward.</p> <p>4.12. Onsite demolition was expected to take place from the end of March 2023 for 6 weeks duration. The main build would then begin in mid-April, to complete one year later in April 2024.</p>	

<p>4.13. It was confirmed that the demolition price had been held until the end of March 2023.</p> <p>4.14. The Committee agreed to these revised timings and gave its thanks to everyone who had been involved in the process.</p> <p>Beryl de Souza joined the meeting.</p> <p>4.15. Governors queried the impact of the build on the current Mottingham students. It was confirmed that only one IT room would be removed from their use.</p> <p>4.16. The Centre Manager, Andrew Smith, with support from David Scott, would be the day-to-day liaison with the contractor but for contractual reasons any formal instructions would be from Fusion.</p> <p>4.17. A formal process between Fusion and the contractor would involve weekly online meetings, onsite meetings on a fortnightly basis, and reporting to Governors on a monthly basis.</p>	
<p>5. Minutes (Decision)</p> <p>5.1. Minute 3.13 was amended for improved clarity.</p> <p>5.2. As the Estates Strategy had been due to be reviewed at the Strategy Away Day which had been postponed, the Committee discussed the timing of the event.</p> <p>5.3. Governors confirmed their support in holding the Away Day on the 27 September Full Governing Body meeting date, to allow for the new Principal to be fully involved in the strategy discussions.</p> <p>5.4. As the Accountability Statement required approval by early May, and had been due to be considered at the Away Day, it was deemed appropriate to conduct a separate meeting or email approval process for this.</p> <p>5.5. The options in 5.3 and 5.4 will be further considered by the new Principal and SLT.</p> <p>Resolved to</p> <p>5.6. Approve the minutes of the Estates Committee meeting held on 29 November 2023 as a correct record and authorise the Chair to approve them.</p>	<p>Clerk (Completed)</p> <p>Principal / Clerk (April 2023)</p> <p>Principal / Clerk (Completed)</p>
<p>6. Matters Arising (Information)</p> <p><u>Sale of Fixed Asset</u></p> <p>6.1. The Committee was updated on the sale of Bull's Cross Lodge, Enfield. Gerald Eve was appointed following a competitive process from a Crown Commercial Services Framework to provide an opinion on value and to suggest planning options for the site. A site visit was made on 1 March 2023, to assess development options. A draft recommendation was expected to be made in one month's time.</p> <p>6.2. Management had not requested a valuation for industrial use as this may not be aligned with the environmental ethos of the College. However, Governors considered that the opportunity cost of any additional value should be considered, to understand</p>	<p>Estates (Completed)</p>

<p>the cost of the policy and in order to potentially increase funds for the College. This will be additionally considered and reported back.</p> <p><u>Dedicated Health and Safety Officer</u></p> <p>6.3. It was clarified that the consideration of a dedicated Health and Safety Officer needed to be thoroughly investigated and budgeted for before a decision is made. Although November 2023 had been the next meeting date to report on this, it was agreed to revise this to June 2023, given the importance of the role.</p> <p><u>Forty Hall Farm review</u></p> <p>6.4. A review of the structure of how Forty Hall Farm and the subsidiary companies operate, in relation to the College, was not deemed a long-term project and it was agreed that a completion date would be included at the next presentation.</p>	<p>Clerk (Completed)</p>
<p>7. Report of the Health and Safety Officer (Information)</p> <p>7.1. It was agreed to add a label to the embedded Principal Risks to clarify that they are extracted from the Principal Risk Register.</p> <p><u>Accident and Incident Reports</u></p> <p>7.2. The number of accidents and incidents were aligned with the same period in the previous year. There had been a slight rise in slips, trips and falls due to bad weather.</p> <p>7.3. A RIDDOR incident had occurred due to an icy pathway that had not been salted, causing a member of the cleaning staff to sustain a fracture.</p> <p><u>Health and Safety Committee meeting minutes</u></p> <p>7.4. To clarify which campuses were represented by the attendees of the Health and Safety Committee, it was agreed to add their campus in brackets after their names. The Committee reminded staff that substitute attendees could attend from any campus or a report should be submitted.</p> <p><u>Mottingham</u></p> <p>7.5. It was confirmed that the outstanding estates issues at Mottingham would be resolved, either prior to the new build taking place, or within the self-contained building site.</p> <p>7.6. A site Health and Safety plan will be in place for staff and students, including a separate pedestrian entrance, to protect from any dangerous vehicles.</p> <p>7.7. The Contractor will also have its own health and safety reports which will feed into the monthly reporting to Governors from Fusion.</p> <p>Stephen Way left the meeting.</p>	<p>Estates (June 2023)</p>
<p>8. Capital Allocation (Information)</p> <p>8.1. The allocation for 2022-23 has been set at £700,000 in recognition of several years of underfunding and the need to</p>	<p>Estates (June 2023)</p>

<p>improve the College's Estate and IT Infrastructure. The same level of capital funding has been set for the next two financial years.</p> <p>8.2. The allocation of these funds, which cover all areas of the College, including curriculum delivery and IT, are assessed by SLT following management requests.</p> <p>8.3. A new procurement procedure will be included in the next update of the Financial Regulations to provide guidance on the College's tendering process.</p> <p>8.4. £340k has already been spent and £262k will be used for projects in the pipeline. Governors queried the value of some of the projects, where it was key that investment should either generate a return, develop the curriculum or deal with statutory requirements.</p> <p>8.5. The restructure of concrete pathways at Gunnersbury Park (£30k) and Mottingham (£50k) were crucial to protect from slips, trips and falls. The resurfacing of the road at Enfield (£50k) impacted staff, students and visitors' vehicles.</p> <p>8.6. A mechanical post knocker was being invested in at £7k to insert posts deep into the ground. This will allow for more in-house maintenance, whilst also providing opportunities for Countryside students to gain experience of using industry standard equipment.</p> <p>8.7. As part of the review of Forty Hall Farm, livestock fencing to protect the animals (£15k) had been found to be neglected and was needed to bring the farm back up to standard. Governors suggested that contractors could work with students for dual value.</p> <p>8.8. As a new tractor was costed at £25k, Governors suggested renting one to begin with, whilst requesting a discount from the agriculture suppliers to support the College in its educational aims. The Estates Director agreed to try to improve on this cost.</p> <p>8.9. Governors encouraged SLT to ensure that cost effective methods and materials were being used, particularly as some of the Mottingham aspects could potentially be included in that budget.</p>	<p>Deputy Principal</p> <p>Deputy Principal</p>
<p>9. Report of the Estates Director (Information)</p> <p><u>Brooks Farm</u></p> <p>9.1. Teaching and student activity ceased at Brooks Farm as of 9 January 2023. The Brooks Farm animal collection had been distributed across the other Capel campuses but security at the Farm was still being kept in place by the College.</p> <p>9.2. The College continued to negotiate with the property management department of the London Borough of Waltham Forest (LBWF). LBWF have made it clear that the College remain responsible for the site under the full obligation of the lease and management agreement. They will take their time in considering</p>	

their options on their use of the site should they agree to a surrender.

- 9.3. As the land will not be used as a City Farm, the College is working closely with the staff affected to manage an appropriate redundancy process.
- 9.4. Governors queried the lease position for the College if LBWF do not surrender it. The College has a peppercorn rent so liability would be to ensure maintenance and security of the land and the payment of rates. Although the lease is for another 23 years, it was likely that LBWF would find a practical use for the land once they had enough time to assess the options.
- 9.5. The Archway is separately leased from Network Rail and was renewed 18 months ago on a 3 year term. As the College is a charity, the rates are heavily discounted at £17k per annum, and it was deemed cost effective to visit the site twice a week and let the lease run its course.

Catering Division

- 9.6. In order to mitigate significant financial losses, SLT has taken the decision to restructure the Enfield catering provision. The current provision is expensive in terms of ingredient costs and energy in production and is expected to deliver a full year loss of £130,000.
- 9.7. To mitigate this position, SLT has decided to close the full production kitchen and open a 'Coffee Shop'. This will provide more of a 'Bistro' offering with a hot and cold 'Grab and Go' menu of equal nutritional value.
- 9.8. The capital building and equipment cost will be approximately £50,000 and is due to start in mid-March 2023.
- 9.9. The new coffee shop will also be a more attractive offering for visitors with a higher quality coffee service.

Crystal Palace

- 9.10. The Crystal Palace Campus has been recently presented with some significant challenges.

Stadium disruption

- 9.11. In December 2022, access to the Stadium teaching spaces was denied due to the structural instability of the adjacent floodlighting towers.
- 9.12. This resulted in significant disruption to students and staff as alternative accommodation was not ideal but was professionally managed by Andrew Smith the Campus Manager along with the use of online teaching.
- 9.13. The lights were eventually dismantled by the landlord and safe access restored after three weeks.
- 9.14. The College was currently seeking cost reclamation and compensation from the landlord for this avoidable disruption.

<p><u>Digital link</u></p> <p>9.15. For the past year, the College had sought to install a higher capacity digital link. The landlord was holding permission for a necessary wayleave to achieve this enhancement until the College committed to a further lease on the Stadium until 31 March 2024. Current monthly rental is £8,000 plus VAT making this a circa £100,000 commitment.</p> <p>9.16. The above highlights the degradation of the Crystal Palace stadium and brought into question its continued suitability as a quality-teaching venue for Capel's students and an inspirational place of work for staff.</p> <p>9.17. It was confirmed that the Mottingham new build will be of insufficient capacity to relocate the full Crystal Palace provision and the planned growth due to the types of space needed to replicate, hence a project has commenced to explore increasing capacity at Mottingham through the installation of additional modular buildings.</p> <p>9.18. The possible location of the modular units has been incorporated into the existing developed footprint of the campus and a budget cost of between £350,000 and £500,000 will be confirmed later in March 2023. The aim would be to establish the enhanced campus, in time for the start of the 2023-24 academic year.</p> <p>9.19. If the Board approved this project, planning consent would need to be obtained for this expansion and appropriate consultants would be engaged. An application for planning would be submitted for this modular expansion, once GLA approval of the primary new construction project had been completely secured.</p> <p>9.20. In terms of the Stadium and the Farm, it was not yet possible to extract one lease from the other, but future splitting options may materialise.</p> <p>9.21. Governors felt it was also important to consider the viability of adding new buildings when there were currently issues with growing the College, as expressed in the Estates Strategy.</p> <p>9.22. This was also affecting staff and students at Crystal Palace where the poor state of the building was impacting student behaviour and attainment.</p> <p>9.23. It was agreed that the future of the Crystal Palace delivery should be strategically viewed in context with the Mottingham campus with a serious consideration to down-sizing. This would be fully assessed at the Strategy Away Day.</p> <p>9.24. In order to support the staff, and focus on outcome for the current student cohort, the following measures had been put in place:</p> <ul style="list-style-type: none"> a) A new Quality Practitioner had been appointed. b) Additional study sessions and trips had been arranged for the students. 	
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<p>c) Weekly focus meetings to ensure that progress was being strongly monitored.</p> <p>9.25. Governors agreed that it was key to motivate the students and the staff who had been coping admirably.</p> <p>9.26. As the stability issues at the Stadium had caused significant impact on the students, the Chair of Estates and the Estates Director agreed to contact the GLA to request that the lease issues and compensation are escalated, given that this was due to their failures.</p>		Deputy Principal
<u>Central London</u>		
<u>Regents Park Campus</u>		
<p>9.27. The Royal Parks authority have granted a further two-year licence to the end of the 2023-24 academic year for the Regent's Park Campus.</p>		
<p>9.28. The authority had offered a twenty-five year licence in exchange for the College building an academic centre (to be shared with a third party organisation, who support school visits to Regent's Park), however, the budget cost of this new building would be estimated at between £4-5m, which is not affordable for the College.</p>		
<u>Gunnelsbury Park Campus</u>		
<p>9.29. The Gunnersbury Park Campus was at full capacity in terms of both students, teaching space and available staff office space, much of which fell below the required space standards.</p>		
<p>9.30. The landlord was now approaching the College's lease from a commercial perspective, and there had also been an introduction of car parking charges which placed a significant financial burden on staff, students and visitors.</p>		
<p>9.31. To further explore consolidating the estate in alignment with the findings within the Estates Strategy and overcome these Central London issues, positive, exploratory talks had begun with another land-owner.</p>		
<p>9.32. Governors had discovered that the Community Interest Company (CIC) had been dissolved and that the Gunnersbury Park Museum and Park Development Company was now managing the lease. This had not been disclosed to the College.</p>		
<p>9.33. As the Gunnersbury Park campus still provided financial value it was deemed worthy of further negotiations. As the free car parking had been removed mid-lease, it was agreed that any negotiations should highlight this issue. There may also be an opportunity to recover some of the VAT.</p>		Deputy Principal
<p>9.34. As the forthcoming Full Governing Body meeting was due to take place at Gunnersbury Park on 29 March, this would be further discussed with Governors at that time.</p>		
<p>9.35. It was noted that, although there was no urgency with the Regents Park lease which was expected to continue on the 2</p>		

<p>year rolling basis, it was prudent to explore the other options given that the planning consent was temporary and, hence, a risk that this would not be renewed.</p> <p><u>Disposal of assets</u></p> <p>9.36. Governors queried the reasoning for not disposing of the isolated field to the north of the M25 that is used for hay making. It was explained that this land was also being used for grazing animals. It was surrounded by land that is leased by Enfield Council, so was not deemed a saleable asset. However, this will be further assessed as part of the Forty Hall Farm review.</p>	
<p>10. Sustainability Report (Information)</p> <p>10.1. A new report was presented to update on the College's progress on sustainability activity, with a forward look at plans for progressing the journey.</p> <p>10.2. The Climate Change Act 2008 commits the UK to reducing greenhouse gases by at least 100% of 1990 levels (Net Zero) by 2050.</p> <p>10.3. The 2030 target is designed to keep global warming to 1.5 degrees Celsius by reducing global emissions by 45% of 2010 levels as agreed in the Paris Agreement of 2015.</p> <p>10.4. Good progress was being made with meeting these targets, facilitated by an environmental consultation which established a sustainability framework under the HE/FE Sustainability Leadership Score Card. This framework allows institutes to understand their current position and indicates routes for developing improvements.</p> <p>10.5. Governors noted that the policy should be updated to state that it adheres to the new standard that guides organisations on implementing an environmental management system, ISO 14001, rather than BS 8585 (which is incorporated in the former).</p> <p>10.6. Low carbon heating technologies and solar panels were planned for 2024-25, which will also provide educational opportunities for students to enhance the technical side of their green skills.</p> <p>10.7. The report will be considered annually and will expand on the detail as the programme develops.</p> <p>10.8. The updated Estates Strategy was not discussed at this meeting, as it was currently only being used to support capital bids until it was further debated at the Strategy Away Day.</p> <p>10.9. It was agreed that time was needed for the new Principal to consider it but, as the Away Day may be further postponed, it would be on the agenda for the June 2023 Committee meeting.</p>	<p>Deputy Principal (June 2023)</p> <p>Deputy Principal / Clerk (June 2023)</p>
<p>11. AOB – Farewell to Beryl de Souza</p> <p>11.1. As Beryl de Souza was due to retire on 29 March 2023, this would be her last Estates Committee meeting.</p>	

11.2. Beryl was thanked by the Chair and the Committee for all her work and input, primarily, on the health and safety aspects of the Committee.	
12. Date of next meeting 12.1. The next Estates Committee meeting will take place on Monday 19 June, 2022 at 1000. This was later moved to 21 June.	

APPROVED MINUTES			
CHAIR:	Ralph Luck	DATE:	21 June 2023
APPROVAL:	Remote confirmation: Approved. Or signed:		