


















Minutes

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Estates Committee Minutes

Meeting Time and Date	1000 on 4 March 2024
Meeting Location	Zoom Online
Members	Ralph Luck OBE (Chair)  Alex Lane (Vice Chair)  Peter Doble  Roger McClure  Sarah Moreland MBE  Stephen Way  Peter Brammall (Principal)  Zoe Halfyard (Staff Governor)  Milana Uginciute (Student Governor)  Richard Elliott (Student Governor) Alexis Malpica (Student Governor) 
Observers	Nolan Smith and Denise Cheng-Carter (for Item 3 only)  Aaron Davis Joanne Roxburgh  Darrell DeSouza OBE James Bryan (HR)  Paul Smith (Deputy Principal)  Denise Lloyd (Vice Principal) David Scott (Estates) 
Minute Taker	Joanne Coffey (Director of Governance) 
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	Action
1. Welcome and Apologies 1.1. Apologies were received from Aaron Davis, Darrell DeSouza, Richard Elliott and Denise Lloyd.	
2. Declaration of Interests 2.1. None.	
3. Update on the Mottingham and Crystal Palace Project (Information) 3.1. The Committee was updated on the current status of the Mottingham build by Denise Cheng-Carter and Nolan Smith, Fusion. 3.2. There had been a potential 3 week delay to the timetable, due to heavy rainfall, but the contractors were expecting to recover 2 of these weeks. 3.3. The recovery programme would be shared with the Committee once the timber frame installation was complete.	

- 3.4. The instalment of the timber frame was now close to completion and is up to the first floor of the Welcome Block.
- 3.5. The Linear Block had now been water-proofed through the fitting of the roof membrane. The beam and block structural floor was being fitted over the next 2 weeks.
- 3.6. Statutory utilities were now in place and drainage plans had been resolved.
- 3.7. An additional fire hydrant was required which would be installed 90 metres from the potential Phase 2 site.

Planning

- 3.8. All of the pre commencement conditions had been completed.
- 3.9. The above ground conditions had been lodged with the Council since December 2023 and additional questions had just been received from the Secure By Design Clerk (local police officer) regarding suitability of doors, windows and CCTV.
- 3.10. Landscaping and ecology questions had also been received and all would be responded to the end of the week.
- 3.11. The completion/occupation conditions would be submitted by the end of March 2024, and a condition regarding solar panels on the roof did not need to be signed off until June/July 2024.

Funding

- 3.12. The contingency fund was now at £126k. Although this was small, the Project Manager felt that it was workable within the current scheme.
- 3.13. The Fixtures, Fittings and Equipment (FF&E) spend of £100k had, so far, been used for the new exotics laboratories.
- 3.14. Further funding may be required to build IT resilience, digital classrooms and landscaping into the project , to provide a 21st century teaching and learning facility. A proposal will be made to the Committee once an assessment had been completed.
- 3.15. The Chair of Finance and Resources queried the budget which had been raised from £8m, due to the asbestos find, and was edging towards £10m due to the additional IT and landscaping requirements. This could impact what was proportionately being invested at other campuses.
- 3.16. It was advised that IT needs had risen at all campuses, due to the escalation of online teaching, which had not been an immediate requirement prior to the pandemic.
- 3.17. The FE Transformation Fund had also provided support for this additional spend, and College funds were being balanced between making the Nottingham investment successful whilst also dealing with other campus needs.
- 3.18. Another grant application was pending for a Phase 2 build which would impact the scope of landscaping, which could be facilitated

<p>by the £3.2m remaining of the Transformation Fund (originally £5m).</p>	
<p>3.19. The main report to be corrected to remove 'Current' from the August 2023 column.*</p>	<p>*Estates</p>
<p><u>Risk Register</u></p>	
<p>3.20. Contamination still remained high risk whilst the redesigned drainage was being completed.</p>	
<p>3.21. Delay to the College fit out still remained high risk, to highlight the risk of any further delays.</p>	
<p>3.22. The Contingency Fund would always remain high risk, particularly as there was still a risk that more asbestos could be found during the drainage digging.</p>	
<p>3.23. To mitigate for IT outages, a ring of fibre connections were being planned to ensure that all classrooms had their own supply.</p>	
<p>3.24. There would always remain a risk that contractors could go out of business, although the risk was low with those engaged at Nottingham. However, it was agreed to confirm on the register that there was a parent company Guarantee in place.*</p>	<p>*Estates</p>
<p><u>Internal Audit of Capital Works</u></p>	
<p>3.25. An Internal Audit had been carried out on the management process of capital projects, with Nottingham being the main focus.</p>	
<p>3.26. It was given a Significant opinion that the controls around the project management were strong for Nottingham and other projects. Consistency of best practice across all areas for estates and IT were now being put in place.</p>	
<p>3.27. Fusion was also providing scoping studies across both of the freehold sites at Nottingham and Enfield. This would be presented to the Committee later in the month.</p>	
<p>4. Minutes (Decision)</p>	
<p>Resolved to</p>	
<p>4.1. Approve the minutes of the Estates Committee meeting held on 21 November 2024 as a correct record and authorise the Chair to approve them.</p>	
<p>5. Matters Arising (Information)</p>	
<p><u>Crystal Palace Lease</u></p>	
<p>5.1. The Crystal Palace Stadium lease had been negotiated to August 2026 and awaited final signing. As of 2026, the landlord could give notice (see Minutes 7.6-7.11.). The College had also now received a hard copy of the Farm lease.</p>	
<p><u>Gunnorsbury Park Lease</u></p>	

<p>5.2. A new lease had not yet been agreed for the Gunnersbury Park campus (see Minutes 7.13-7.14).</p> <p><u>Forty Hall Farm</u></p> <p>5.3. Forty Hall Farm was currently under a full review by SLT. Governors highlighted the urgency of this being completed to assist with acquiring the external support that was needed.</p> <p><u>Whitewebbs plan</u></p> <p>5.4. The Committee had requested that a mentioned College plan, of how the land at Whitewebbs could be used, was circulated. It was corrected that this did not exist and had been mistakenly related to another area of land.</p> <p><u>Estates Restructure</u></p> <p>5.5. The Chair of Estates had offered to assist with the plans for an Estates restructure. Initial plans had taken longer than anticipated and would be shared at the appropriate time.</p>	
<p>6. Report of the Health and Safety Officer (Decision)</p> <p><u>Accident and Incident Reports</u></p> <p>6.1. In the period since the previous meeting, 9 injuries and 1 near miss event had occurred.</p> <p>6.2. This was a sharp reduction on the previous period where new students were still learning how to handle the equipment and animals.</p> <p>6.3. The cause of injuries was also more evenly spread with slips and trips far less prominent.</p> <p>6.4. Governors noted that there were many typos on the register of incidents, which was populated by various people. They requested that accuracy was maintained on the register at regular intervals.*</p> <p><u>Incidents of Note</u></p> <p><u>Fire Gunnersbury Park</u></p> <p>6.5. On Friday 15 December, a student set fire to the hay store at Gunnersbury Park. Thanks to the remarkably swift actions of the Head of Centre, Andrew Jackson, it was extinguished before any significant damage could be sustained.</p> <p>6.6. The perpetrator had been disciplined in accordance with the defined College Disciplinary Policy, which had various states of escalation. It was agreed to circulate this policy to the Committee.*</p> <p><u>Ice Fall Incident Enfield</u></p> <p>6.7. During a cold snap a student tried to walk on the ice formed on the Enfield carp lake. The ice gave way but the student was assisted out of the water and was treated for mild hypothermia.</p>	<p>*Estates</p> <p>*Governance (Completed)</p>

- 6.8. Additional notices warning of deep water had been installed and in icy conditions appropriate notices would be deployed.

Break In Enfield Campus

- 6.9. On 29 January the main Arboriculture Store in the 'Frame Yard' area of the Enfield campus was broken into by a group of circa four thieves who removed some £50,000 of arboriculture power tools and equipment including 16 chainsaws and some 10 brush clearing strimmer's.
- 6.10. In response, a full security review was currently still in progress with immediate actions in place to purchase three 20-foot steel containers and additional PPE and security buttons for caretaking staff.
- 6.11. Further actions planned included CCTV linked to a Police response, internal alarms and deterrent measures in the container and bolstering of the perimeter fence to create a secure yard.

Break In Gunnersbury Park

- 6.12. The College had a break-in at the Gunnersbury Park campus on Saturday 24 February which resulted in damage to some of the animal enclosures and the death of some of the animals.
- 6.13. The perpetrators, who were unconnected to the College, had been charged with theft and animal cruelty as part of the criminal police investigation.
- 6.14. The campus was closed to students on the following Monday, with teaching taken online.
- 6.15. Follow up meetings were conducted throughout the week, to support the staff and students, some of whom had been deeply affected, and to reflect further on the security needs of all of the campuses.
- 6.16. It was clarified that only staff had been involved with cleaning up after the event, and that the students who had been traumatised was due to their attachment with the animals lost.

Other Activity

Enfield First Aid Review

- 6.17. A review of the Enfield first aid arrangements had revealed that the arrangements were unclear to all staff.
- 6.18. A small task group was established and robust changes had been implemented, including a dedicated phone line to reception who held the latest location list of First Aiders.
- 6.19. Other sites were now being reviewed.

Accident Reporting Process Review

- 6.20. Accident Reporting had now switched to an online Microsoft Form, which also generated accurate statistics and graphs.

<p><u>Health and Safety Policy</u></p> <p>6.21. The policy had been revised to:</p> <ul style="list-style-type: none"> a) Changes to positional titles. b) Introduction of the PPM system. c) Changes to the accident reporting process. <p>6.22. Although Governors agreed that the overall policy was effective, they felt it would benefit from a clearer layout and a table of contents, to make it more user friendly. This would be reviewed against best practice over the next 6 months, with an updated policy presented for 2024-25.*</p> <p>6.23. In the meantime, Governors were invited to share any advice on improving the policy with the Director of Estates.</p> <p>6.24. The consideration of a dedicated Health and Safety resource was part of the Estates review. This would involve ascertaining cost effectiveness, with a view to also supporting security.</p> <p>Resolved to</p> <p>6.25. For the Committee to agree the revised Health and Safety Policy and recommend it to the Governing Body for adoption.</p> <p>6.26. Governors noted that the responsibility of security arrangements should be clarified when negotiating leases for the leasehold sites.*</p>	<p>*Estates (Completed)</p> <p>A: Governing Body (Appendix I)</p> <p>*Estates</p>
<p>7. Report of the Estates Director (Information)</p> <p><u>Surveys and Studies</u></p> <p>7.1. Condition surveys had now been conducted at all sites (except Regent's Park). The cost associated with bringing the condition of the sites up to required levels was £8m excluding VAT, across a six-year period.</p> <p>7.2. Scoping studies, including a space utilisation review, were due to complete by 15 March 2024, to facilitate strategic conversations over all campuses.</p> <p><u>Compliance</u></p> <p>7.3. Improved tracking of compliance was now in place, with a comprehensive planned programme of maintenance (PPM) as well as a more robust system to survey tree health and to monitor fire risk assessments.</p> <p>7.4. A new helpdesk to improve management and response times for Estates issues had also been implemented.</p> <p>7.5. Campus walk-arounds by Campus Leads, the Director of Estates and Facilities and the Estates team had been in place since November 2023, to identify and quickly address risks, to improve the student experience.</p>	

<p><u>Leases</u></p> <p><u>Crystal Palace</u></p> <p>7.6. A draft lease had been received for both the Stadium (£80,000 pa) and the Farm (Peppercorn) sites providing tenancy to August 2026, including some break clauses.</p> <p>7.7. Additionally, a six-month rent-free period (circa. £40k) had been secured on the stadium lease as part of the compensation for past issues. A £7,000 reduction in the annual due rent had also been secured.</p> <p>7.8. Governors queried whether this compensation accounted for all of the issues suffered by the College. In addition to the above, the GLA had agreed to pay for the hire of additional heaters (£26k), and the rent-free period was to mitigate for the poor roofing condition.</p> <p>7.9. It was agreed to share a summary of the stadium lease financials, in terms of the compensation claimed, and the revised Lease deal with the Chair of Estates.*</p> <p>7.10. The Committee discussed the option to move the Crystal Palace delivery to Mottingham. This was not immediately possible, due to:</p> <ul style="list-style-type: none"> a) Initial capacity restraints at Mottingham. b) The requirement of 6 months' notice to vacate Crystal Palace. c) Crystal Palace also remained a contingency option against the Mottingham build not completing on time. d) The inability for all Crystal Palace students to be able to travel to Mottingham. <p>7.11. The College was thus committed to Crystal Palace through to July 2025. More forward planning would be conducted at the Strategy Day in March, to assess the current strategy to expand provision, versus the need to be realistic about low student numbers and how many sites can be maintained.</p> <p><u>Regents Park</u></p> <p>7.12. A one-year extension of the existing licence has been granted by the Royal Parks.</p> <p><u>Gunnersbury Park</u></p> <p>7.13. The Gunnersbury Park lease remained pending a response from the Community Interest Company.</p> <p>7.14. In mid-February a demand for £340,000 (not including VAT) for four years' unpaid rent was received, which the College's lawyers were carrying out due diligence on and will be advising the College on it terms of its basis of occupation since the previous lease in 2019 expired. These costs had been accrued in the</p>	<p>*Estates</p>
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<p>financial accounts and would not cause impact to overall finances.</p>	<p>*Estates</p>
<p><u>Brooks Farm</u></p>	
<p>7.15. The College remained responsible for the vacant plot and continued to regularly monitor the site and maintain site security.</p> <p>7.16. The College was realising a vast majority of the financial savings available through vacating the site. Further savings would be realised at the start of the next academic year when the 'Archway' property was returned to the landlord.</p> <p>7.17. It was confirmed that the lease was in-perpetuity with no exit clause and a peppercorn rent. Governors suggested offering the site to a third party, although it was recognised that the restrictions on the site and lease would make this a challenge. The Chair of Estates agreed to assist the Director of Estates with any considerations.*</p>	
<p><u>Barking Riverside</u></p>	
<p>7.18. Discussions were continuing with Barking Riverside, for the College to provide horticulture and animal management courses.</p> <p>7.19. An opportunity to secure funding from the GLA was being explored.</p> <p>7.20. A previous Principal, who was in place when negotiations began and knew the site well, was providing support to the College on this project.</p> <p>7.21. Further discussion on affordability and strategic fit were due to take place at the Strategy Day in March 2024.</p>	<p>*Estates</p>
<p><u>Sustainability</u></p>	
<p>7.22. A new sustainability policy was being drafted, as framework for the College, and would be presented at the next Committee meeting.*</p> <p>7.23. The Committee discussed the College's target of net zero by 2030. This was on track and a strategy and action plan had been presented in 2023. Governors requested to see monitored progress against the plan at future meetings.</p>	
<p><u>Other Capital Projects</u></p>	
<p>7.24. The new Student Common Room at Enfield was due to be opened after the Easter break.</p>	<p>*Estates</p>
<p><u>Estates Strategy</u></p>	
<p>7.25. Governors requested that the timing on the roadmap to the revised Estates Strategy was updated, as some dates had passed.*</p> <p>7.26. It was agreed that the Strategy would benefit from having a panel of legal consultants for continuity and more established relationship and terms. Alex Lane and the Chair of Estates volunteered to assist with this.</p>	

8. Estates Principal Risks (Decision) 8.1. The risk around safety and site security had risen due to the recent break-ins at the College. Resolved to 8.2. Note and agree to the Estates Principal Risks.	
9. AOB 9.1. None.	
10. Date of next meeting 10.1. The next Estates Committee meeting will take place on Tuesday 18 June, 2024 at 1000.	

APPROVED MINUTES			
CHAIR:	Ralph Luck	DATE:	18 June 2024
APPROVAL:	Remote confirmation:. Approved. Or signed:		