

















Minutes

Remote Access Symbols

-  Dialed in
 Online

Estates Committee Minutes

Meeting Time and Date	1000 on 19 November 2024
Meeting Location	Teams Online
Members	Ralph Luck OBE (Chair)  Alex Lane (Vice Chair)  Peter Doble  Sarah Moreland MBE  Stephen Way  Peter Brammall (Principal)  Zoe Halfyard  Milana Uginciute (Student Governor)  Richard Elliott (Student Governor)  Alexis Malpica (Student Governor) 
Observers	Nolan Smith and Denise Cheng-Carter  Aaron Davis  Joanne Roxburgh  Darrell DeSouza  Paul Smith (Deputy Principal)  Phil Coulthard (Deputy Director of Estates)
Minute Taker	Jennifer Swift (Director of Governance) 

	Action
1. Welcome and Apologies 1.1. Apologies were received for Sarah Moreland, Zoe Halfyard and Richard Elliott.	
2. Declaration of Interests 2.1. None.	
3. Minutes (Decision) 3.1. The Chair requested a grammatical change to Minute 5.13 3.2. The Chair queried 9.3 that the Queen Mary Garden Lodge at Regents Park had been given a verbal extension to Summer 2026 which means that planning consent needs to be reviewed and extended accordingly. Resolved to 3.3. Approve the minutes of the Estates Committee meeting held on 18 June 2024 as a correct record and authorise the Chair to approve them.	Director of Governance (Complete) Deputy Principal

<p>4. Matters Arising (Information)</p> <p>4.1. The Chair queried what delegations exist in terms of revenues expenditure and who has the delegation to approve leases as they have never come to the Board for approval, only for information. The Chair would like these to be picked up as part of the financial review.</p> <p>4.2. A discussion took place about the Campus leases and progress made since the last meeting on the Matters Arising. It was suggested that the College could consider finding an alternative provision for the Regents Park campus. SLT confirmed that this is in process and will be discussed later in the meeting.</p>	<p>Deputy Principal</p>
<p>5. Update on Unlocking Potential – Mottingham Campus (Information)</p> <p>5.1. The works on the linear building have been certified as complete. The building control approval was received, and the College has been using the facility since 30th September 2024.</p> <p>5.2. The Welcome block is certified as complete as of the 4th November 2024.</p> <p>5.3. The College requested that the Bredon gravel path to the linear block is laid with tarmac, along the courtyard between the two buildings, in a change to the specification.</p> <p>5.4. The Thames Water fire hydrant is complete.</p> <p><u>Project Cost and Cost Report</u></p> <p>5.5. The total cost of the project is £9,884,123. This has risen by £45,378 from the previous month and has been funded by the College budget. The extra cost relates to an advancement of a Phase 2 path to ease pedestrian travel around the site from Phase 1, and a cost to overlay the Bredon gravel between the buildings and along the front of the linear block with tarmac.</p> <p>5.6. <u>Project Cost and Cost Report</u></p> <p>5.7. All of the pre-occupation conditions have been submitted and are with the Council (7 in total). All the conditions have been validated.</p> <p>5.8. LBB is holding the approval of the conditions until it sees the content of the final section 73 amendment application. This is because it wishes to ensure that the conditions align with the amendments.</p> <p><u>Risks</u></p> <p>5.9. The risk register has been updated. There are three risks that remain. These are as follows:</p> <ul style="list-style-type: none"> • The requirement for the section 73 application to be approved • The need to close out the VAT zero rating sum 	

<ul style="list-style-type: none"> To achieve BREEAM Excellent (The College has achieved Excellent for design stage, however the BRE need to confirm final construction stage). <p>5.10. The Chair queried if there was any snagging on the Welcome block and it was confirmed that this was mainly decorative and was completed in the October Half term. It was confirmed that no outstanding snagging was affecting the use of the build.</p> <p>5.11. It was suggested that it was unrealistic to have a final £16,000 contingency when the total project cost has increased by almost £2,000,000. The reasons for the overspends vs. the original budget were set out in the meeting and it was noted that updates had been provided to governors on progress status, costs and progress on a regular basis.</p> <p>5.12. The Chair queried that the kitchen equipment had cost over £100,000 but was unaware of this being recommended to the Governing Body for approval.</p> <p>5.13. The Deputy Principal confirmed that the College is currently reviewing approval levels within the financial review and will clarify these spends over £80,000.</p> <p>5.14. The Deputy Principal also confirmed that the project budgets and revenue budgets are approved by Committees each year which gives permission to spend, but that there is work to due on reviewing these financial regulations.</p> <p>5.15. A Governor thanked all involved for Phase 1 for getting it done on time and within agreed budgets. A post project review will take place in 2025. In the interim it was noted that one lesson learned from this project was to get the project costing as accurate as possible from the beginning, so that the College starts with a robust cost and appropriate levels of contingency. The Governors requested confidence that the figures being quoted for Phase 2 are robust. Nolan Smith (Fusion) confirmed that these figures are unlikely to change significantly, as they are now aware of the issues they will be faced with during the build.</p>	
<p>6. Report of the Health and Safety Officer (Information)</p> <p><u>Policies and Standard Operating Procedures</u></p> <p>6.1. The College undertook a review of all Health and Safety related Policies and Standard Operating Procedures. These were ratified by the College's Health and Safety Committee during the year.</p> <p><u>Health and Safety Audit</u></p> <p>6.2. A limited number of Health and Safety Audits were carried out in academic areas during the Summer term to ensure that risk assessments in place were fit for purpose, and to gain the necessary information to develop a standardised risk assessment to be used across the College.</p> <p><u>Accidents and Incidents</u></p>	

- 6.3. Accidents and Incidents were regularly reported to the Governing body during the year. During the academic year 2023/24 there were 77 incidents/accidents.
- 6.4. None of these incidents resulted in the College making a RIDDOR report. These were in line with what you would expect from a College delivering land-based qualifications. 71% of these incidents were related to minor cuts, bruises and grazes.

Emergency Lockdown Procedure

- 6.5. The College has joined a national Health & Safety forum consisting of over 70 FE Colleges to ensure that the College is able to draw on best practice from across the sector.
- 6.6. Many Colleges are taking 12 months to get a robust and realistic plan in place. The drive behind implementing these may be due to changes to legislation following the Manchester Arena bombings.
- 6.7. Whist having an Emergency lockdown procedure is best practice, it is anticipated that the Terrorism (Protection of premises) Bill will increase preparedness for any such event. The proposed scope of the Terrorism Bill will apply to education and childcare where their capacity is 100 or more individuals.

Grounds Maintenance

- 6.8. Following the tree survey at Enfield, a planning application was made to the Local Authority to remove or reduce 24 trees.
- 6.9. A Governor queried if an annual tree survey was carried out at the College, and it was confirmed that the last one took place in 2023, so is next due in the 2025 Calendar year.

Equipment Maintenance

- 6.10. To ensure that all motorised or electrically driven equipment is maintained in line with legislation, the College has placed responsibility with the Estates department. A register has been created to ensure comprehensive records are maintained.

Fire Safety Inspection

- 6.11. The London Fire Brigade has been to visit the College to carry out its 3-yearly inspection and confirmed that there were no issues regarding fire safety.
- 6.12. The only requests made were to provide it with a map to indicate how they could access the river from the College grounds and to provide it with a key to the front gate.

College Contracts linked to Health and Safety

- 6.13. To obtain better financial value, consistency of monitoring and standardised reports, the Estates department has rationalised the number of contractors used to provide legislative monitoring of legionella, asbestos, fire safety and electrical testing.
- 6.14. The Chair of Governors queried whether there was a Health and Safety Link Governor and the Director of Governance confirmed

<p>that there wasn't. It was suggested that this is reviewed in the December Full Board meeting.</p> <p><u>Improvements to Security and Safety</u></p> <p>6.15. During the summer term the Director of Estates and Facilities carried out a review of the current security systems that the College has in place and produced a plan to improve the security at all campuses.</p> <p>6.16. The Governors queried whether a budget had been allocated to carry out these improvements and it was confirmed that there was.</p> <p><u>Health and Safety Committee meeting</u></p> <p>6.17. The minutes of the Health and Safety Committee meeting held on 15 October 2024 were shared with Governors.</p> <p>Phil Coulthard left the meeting.</p>	<p>Director of Governance</p>
<p>7. Lease updates</p> <p>7.1. The College has two freehold sites (Enfield and Mottingham) and five leasehold sites: Gunnersbury Park (GP), Crystal Palace (CP), Regents Park (RP), Forty Hall Farm, and Brooks Farm. Eighteen months ago, three leases had or were about to expire (GP, CP and RP). Work has been ongoing to secure and negotiate new leases to support continued and uninterrupted learning at these locations.</p> <p><u>Crystal Palace</u></p> <p>7.2. A new lease covering both the Stadium and Farm has now been agreed and was signed in August 2024. Key details are as follows:</p> <ul style="list-style-type: none"> • Lease period from 1 November 2020 (backdated) to 31 August 2026. • An Annual rent of £80,915. • A tenant break clause at either 31 August 2024 or 31 August 2025, with six months' notice required from these dates. This clause provides the College with flexibility to vacate the site if deemed strategically appropriate. • Compensation of £84,000 was agreed for heating failures and water ingress issues encountered in 2022/23 <p>7.3. This new agreement ensures access to teaching space at Crystal Palace until 2026, if required. Key points to note are that there are plans to develop the entire Crystal Palace site from 2026 (with the option for the College to be part of these plans) and Student achievement and enrolment has increased over the past 1-2 years at Crystal Palace (achievement increase by 11% and enrolment increasing by 44%).</p> <p>7.4. An update with options and proposals will be brought to the Committee in March 2025.</p>	

<p>7.5. It was suggested that the Governing Body Spring Meeting be held at Crystal Palace.</p> <p><u>Regents Park</u></p> <p>7.6. The Royal Parks development plan includes the redevelopment of sites currently used by the College in Regents Park. The College has agreed and signed an extension of the current lease until September 2025, with a further extension verbally agreed until July 2026. Formal confirmation of this extension is expected in November 2024, when the planning consent will need extending.</p> <p>7.7. The long-term provision of teaching space at Regents Park remains at risk. Efforts are underway to define space requirements and engage multiple stakeholders to secure space for the long term, including discussions with Royal Parks and ZSL.</p> <p><u>Gunnersbury Park</u></p> <p>7.8. The lease for Gunnersbury Park expired in September 2019, and a new lease has not yet been agreed.</p> <p>7.9. The Committee were updated on the dispute with CIC regarding the rental value. The College has paid a goodwill payment of £135,000 based on the old lease value of £27,000 per annum for five years (payment made 9 October 2024). An additional payment on a rental value of £48,000 per annum (calculated on a market rate of £72,000 minus parking costs of £24,000 was also proposed.</p> <p>7.10. CIC's solicitor acknowledged receipt of this payment and expressed a willingness to attend mediation. The Principal confirmed that he had written to the CEO of the Trust and the CIC to request a meeting.</p> <p>Resolved to</p> <p>Note and agree the Lease Updates.</p>	
<p>8. Report of the Deputy Principal & COO</p> <p><u>Executive Summary</u></p> <p>8.1. At the March 2024 Governor Strategy Day, an Estates Strategy/Plan was approved. The intention of the projects is to improve student experience. 85% of the cost of these projects are funded by Government Grants. This does make timings challenging as funding is linked to deadlines and therefore getting the budget right is crucial. The key priorities and their current status were explained to Governors.</p> <p><u>Major projects</u></p> <p>8.2. The Mottingham Phase 1 project is completing, with some minor tasks remaining. The Maple building (Linear Block) has been</p>	

<p>operational since 30 September 2024 and the Willow building (Welcome Block) since 4 November 2024.</p> <p>8.3. The Mottingham Phase 2 project aims to build upon Phase 1 by delivering 5 new classrooms across two storeys, replacing two existing, low-quality buildings. This aligns with the College's strategy to update outdated teaching spaces with modern facilities.</p> <p>8.4. The Committee requested a cost breakdown of this project. Nolan Smith confirmed that this has been done and can circulate this to the Committee.</p> <p>8.5. It was confirmed that there is contingency in the net build contractor cost and in the net to gross build up which will cover factors that the College were unaware of in Phase 1 such as Japanese Knotweed. The Chair believes the contingency is a low percentage overall, but Nolan Smith confirmed this is because contamination issues have already been priced into the job.</p> <p>8.6. The Committee requested that the contingency for each of the projects is shared.</p> <p>8.7. The Chair suggested that an additional 4 weeks is added into the time to allow for any delay with the Local Planning Authority approval.</p>	<p>Deputy Principal</p> <p>Deputy Principal</p> <p>Deputy Principal</p>
<p>Resolved to</p> <p>Recommend that the project proceed, subject to financial approval by the Finance and Resource committee, based on a budget of £3.0 million and with an increased timeline of 4 weeks to allow for any delay with Local Planning Authority approval.</p> <p>8.8. The Hessayon replacement project (Enfield) is currently budgeted at £3.9 million. With funding as follows: £1.3 million from FE Capital Transformation Fund and £2.6 million from College reserves (noting that good financial health would be retained).</p> <p>8.9. It was confirmed that the Hessayon quote has not been market tested and the College wishes to receive some certainty on this.</p> <p>8.10. It was explained to the Committee that the timeline is a challenge for this project as there is a hard stop on March 2026 as this is the expenditure deadline. But it was again suggested that an extra 4 weeks be added to the programme for securing planning approval.</p> <p>8.11. Some Governors challenged whether this was the best use of money at this current time, and are unsure that the significant cost of delivering three classrooms is the best use of improving learner experience at the College and whether it is value for money. Whilst the Committee agrees to proceed for now, it should be discussed in full at the December GB.</p>	<p>Governing Body</p>

<p>8.12. The Principal confirmed that this is work that needs to be carried out to support crumbling infrastructure. Lessons have been interrupted due to water flowing in during periods of heavy rain.</p> <p>8.13. The committee also suggested whether replacing a Greenhouse assists with our path to net zero. Especially as we are London's environmental College, this needs to be considered alongside student experience.</p> <p>Resolved to</p> <p>To allow the project to proceed as planned but with there to be further discussion at the Governors Meeting in December 2024.</p> <p>Denise Cheng-Carter and Nolan Smith left the meeting</p> <p><u>Asset Disposals</u></p> <p>8.14. Governors were advised of three possible disposal of assets that could be considered: Brooks Farm, Gilmore Cottage and Enfield Ridgeway.</p> <p><u>Farm Review</u></p> <p>8.15. A review of Forty Hall Farm has been conducted, linked to three strategic pillars – practical student learning, community engagement and commercial income/contribution.</p> <p>8.16. The Committee was pleased to hear that an Interim Manager is being considered for this on a temporary basis. It is felt that proper external advice is also needed on running such an enterprise and the proposed curriculum.</p> <p>8.17. The Committee is keen to find out why the Farm is losing so much money and that any long-term opportunities need to wait until we have identified what is happening. A more detailed update and proposal was requested for the next committee meeting.</p> <p>8.18. The Principal confirmed that the Farm is not currently being run in a commercial way and the College has received external advice. The Committee feels that as we are running courses with an agricultural base, we must be able to demonstrate best practice around this.</p> <p>8.19. The Chair raised the issue of the basis of the tenure by which Capel occupied the Farm. It was understood to be on a long lease from Enfield Council but the terms of the lease should be analysed fully and reported on as to Capel's obligations when next reported on'.</p> <p><u>Capital Investments beyond Major Projects</u></p> <p>8.20. The Committee was reminded that the approved budget for 2024/25 to 2026/27 includes £700k of annual capital investment and how this has been allocated.</p> <p>8.21. Plans for 2025/26 and 2026/27 will be prepared in Spring/Summer 2025.</p>	
--	--

<p><u>New strategic opportunities</u></p> <p>8.22. London Zoo: Discussions with ZSL continue with the next meeting planned in November 2024. Two opportunities are being explored. First, a potential long-term strategic partnership linked to a new campus building at ZSL Regents Park. Second, potential short-term use of existing space at ZSL prior to the new ZSL Campus being built.</p> <p>8.23. Barking Riverside: Work and discussions continue with Barking Riverside (BRL) regarding a potential new Capel campus at the Barking Riverside development in East London. A full proposal will come to the Board once outline terms and financials are clearer.</p> <p>8.24. The Committee asked when it is expected that the Barking Riverside plans will progress at greater speed, expressing concerns around capacity to progress this alongside other major projects. This will be considered as work progresses on this opportunity.</p> <p>The Principal confirmed that the original proposal from Barking Riverside was on a short term lease basis and this was not tenable, and so discussions are now being held regarding a longer (+125 year) lease which would allow the College to invest.</p> <p>8.24 The Chair advised the Committee that Barking Riverside had recently been able to secure planning consent to double the number of homes to be built to 20,000,</p> <p>Resolved to</p> <p>Note the update and confirm support for continued exploration of this opportunity.</p>	
<p>9. Estates Principal Risks (Decision)</p> <p>9.1. The Estates Principal Risks were presented to the Committee for Governors to note and agree.</p> <p>Resolved to</p> <p>9.2. Note and agree to the Estates Principal Risks and for Alex Lane to share the Environmental Sustainability Risk with David Scott</p>	<p>Alex Lane</p>
<p>10. AOB – The Ridgeway update</p> <p>10.1. A meeting was being arranged with Capel Manor's planning advisers to discuss the next steps.</p>	
<p>11. Date of next meeting</p> <p>11.1. The next Estates Committee meeting will take place on Monday 3 March, 2025 at 1000.</p>	

APPROVED MINUTES			
CHAIR:	Ralph Luck	DATE:	
APPROVAL:	Remote confirmation: Approved.		

	Or signed:
--	-------------------