

**Minutes of the meeting of the Major Projects and Investment Committee
held at 12.00 pm on Thursday, 18 July 2019
Technopark, SE1 6LN**

Present

Douglas Denham St Pinnock (Chair)
Jerry Cope
David Phoenix
Jeremy Parr
Rashda Rana
Tony Roberts
Vinay Tanna

Apologies

Nelly Kibirige
Nazene Smout

In attendance

Pat Bailey
Richard Flatman
Paul Ivey
Askari Jafri
David Learmont
James Stevenson
Shân Wareing

1. Welcome and apologies

The committee welcomed Rashda Rana and Vinay Tanna to their first meeting.

The above apologies were noted.

2. Declarations of interest

David Phoenix declared an interest in minute 7 as a director of South Bank Colleges (SBC) and South Bank Academies (SBA), and in minute 9 as a director of the British University in Egypt.

Richard Flatman declared an interest in minute 7 as a director of SBA and in minute 8 as a director of South Bank University Enterprises Limited (SBUEL).

Paul Ivey declared an interest in minute 8 as a director of SBUEL.

Jerry Cope declared an interest in minute 10 as the Chair of One Croydon Alliance and for introducing LSBU to the Croydon campus opportunity.

3. Minutes of the previous meeting

The committee approved the minutes of the previous meeting held on 9 May 2019 and their publication as redacted.

4. **Matters arising**

The committee noted updates to the actions from the previous meeting.

5. **Project LEAP update**

The committee discussed in detail a presentation from PricewaterhouseCoopers (PwC) on the benefits of Project LEAP. The committee noted that in order to deliver the benefits of Project LEAP, the Executive recommends that the project delivers a new Student Record System (SRS) and Customer Relationship Management (CRM) System. [REDACTED]

Key questions raised included a realistic assessment of efficiency savings and the lost opportunities for other large capital expenditure projects if this project is approved. The Executive recommend that Project Leap should be a priority because:

- (i) Existing technology is out of support by its supplier;
- (ii) The need to modernise the student experience; and
- (iii) The need to increase organisational efficiency and effectiveness.

The committee noted a full business case will be presented in autumn 2019, along with cashflow analysis, to provide further assurance to the committee on affordability.

The committee noted that workpackages 1.0 and 1.5 had been successfully delivered. Workpackage 2.0 includes the following activities:

- Customer/student journey;
- Transformation office;
- Technology design principles;
- Information and business intelligence;
- Education provision for LSBU; and
- People and change.

The committee approved workpackage 2.0 [REDACTED] and approved, in principle, a budget ceiling [REDACTED] subject to a full business case in autumn 2019. The COO will provide an update on the final costs.

6. **London Road redevelopment - tender approval**

Peter Harrison, Nat Keast, Alex Medwell-Bates and Carol Rose joined the meeting

The committee received an informative presentation consisting of a “fly-through” of the refurbished London Road building. The committee noted phase 1 is on target for completion during September 2019.

The committee discussed the proposed appointment of Willmott Dixon Interiors Ltd to carry out the London Road building refurbishment. The committee noted a fully EU-compliant tender process had been undertaken and further noted the assessment criteria for the tender process. [REDACTED]

The committee queried the value-engineering process and noted that it did not equate to lower quality and a reduced experience. The committee noted that Willmott Dixon is currently undertaking a complicated project in Westminster and the same team will be responsible for the London Road building works.

The project team confirmed contractual allowances had been included to cover asbestos risk. The architect confirmed that no combustible cladding would be used.

The committee thanked Prof. Ivey and the estates team in progressing the project to create a long-term benefit to the University.

The committee supported the recommendation of the Executive to award the contract to Willmott Dixon Interiors Ltd to carry out the London Road building refurbishment [REDACTED] and recommended this further to the LSBU Board for approval.

Peter Harrison, Nat Keast, Alex Medwell-Bates and Carol Rose left the meeting

7. Estates development update

The committee discussed the likely next phases of the group's estates development noting the outline proposals for St George's Quarter (SGQ), Perry Library and SBC. The key business needs of high specification laboratories and student accommodation were supported.

The committee noted a proposal for the conversion of the Chapel site into studios will come to the committee in autumn 2019.

8. South Bank Enterprise vision

The committee discussed the South Bank Enterprise (SBE) vision and commercial opportunities, including estates joint venture and a "global college".

The committee noted there are financial and reputational risks associated with the project and that it is necessary for the LSBU Board to maintain control. Governance and Charity Commission principles would be reviewed when concrete proposals were ready.

The committee supported the Executive progressing to the next stages of SBE development.

9. International Branch Campus, Cairo

The committee noted an update on the International Branch Campus (IBC) in Cairo. The application to the Egyptian Minister was pending. Due diligence on the AHEA Egyptian entity and proposed management structure is taking place.

Governors who have experience in negotiations with organisations in the MENA region would be consulted as the project develops.

10. Croydon campus

The committee noted a verbal update on the potential Croydon campus opportunity and further noted that a full business case will be brought to a committee meeting in autumn 2019.

The committee noted a “soft” launch, subject to final approval, is planned for January 2020 and a full launch is expected for September 2021.

11. Any other business

The committee noted the succession planning process for the COO’s departure and noted further information will be circulated once proposals have been discussed by the Executive.

The committee the decommissioning of the 9th floor in the K2 building to comply with fire safety regulations.

**Date of next meeting
12.00 pm, on Thursday, 15 August 2019**

Confirmed as a true record

..... (Chair)