

**Minutes of the meeting of the Major Projects & Investment Committee  
held at 4.00 pm on Thursday, 1 March 2018  
1B16 - Technopark, SE1 6LN**

**Present**

Douglas Denham St Pinnock (Chair)  
Sodiq Akinbade  
Julie Chappell  
Jerry Cope  
Kevin McGrath  
David Phoenix  
Tony Roberts

**Apologies**

Suleyman Said  
Pat Bailey  
Matthew Dunn  
Nicole Louis

**In attendance**

Richard Flatman  
Paul Ivey (from minute 5)  
Ian Mehrtens  
James Stevenson  
Shân Wareing  
Claire Freer (minutes)

**1. Welcome and Apologies**

The Chair welcomed members to the meeting. Apologies were noted, as above.

**2. Declarations of interest**

No member declared a conflict of interest in any item on the agenda.

**3. Minutes of the previous meeting**

The committee approved the minutes from the meeting held on 21<sup>st</sup> September 2017 and the proposed redactions.

The committee noted the written resolution passed on 21<sup>st</sup> December 2017.

**4. Matters arising**

There were no matters arising in addition to items already on the agenda.

## 5. **LEAP: Student Journey Transformation Programme - Business Case**

The PVC (Education and Student Experience) outlined the scope of the LEAP project which would implement major systems change across the university to improve the student journey. The project would include the replacement of the current student records system, which would soon be made obsolete as the provider would no longer be supporting it, and also look to address LSBU's current manual and time consuming systems and processes. The project was therefore a larger systems and culture change programme rather than simply an IT systems upgrade. The implementation of LEAP would also assist LSBU with ensuring compliance with Competition and Markets Authority and General Data Protection Regulation (GDPR) legislation.

The committee asked questions regarding the projected costs and if suitable contingencies had been built in, to allow for overruns and additional costs. Given the scale of the project governors asked if the systems would allow for additional capacity and flexibility to support the changing requirements of the university over time.

The Executive had considered other options, including just the replacement of the student records system, but this would not address the manual nature of the wider system and therefore would not provide any efficiency savings over time.

It was noted that LSBU would be part of a second tranche of universities going through similar change programmes and were communicating with earlier adopters for feedback and advice.

*The PVC (Research & External Engagement) joined the meeting.*

The committee agreed that, from a strategic standpoint, it was the right approach to take and discussed the associated funding risks and capital requirements to fund the project alongside the proposed estate development plan.

The committee agreed to the project in principle and supported the proposed approach and total projected costs [REDACTED]. The committee requested an updated proposal after the first gatepost of August 2018, [REDACTED]  
[REDACTED]

The committee also requested that additional non-financial KPIs be incorporated into the business plan.

The committee requested a further update on progress and planning be provided at the next meeting.

## 6. **Estate Development Plan 2 (Including presentation)**

The Chief Operating Officer presented the revised Estate Development Plan, which reprioritised the estate development with the focus of Phase 1 being the redevelopment of the London Road building.

The committee questioned the ability to fund Phase 1 through university capital and borrowing. The Executive confirmed that as long as a surplus was generated year on year it would be possible to deliver the required cash for the development. A short-term revolving credit facility, repaid by cash generated in years 3 and 4, would be required to fund the initial development over an 18-24 month period.

The potential impact on students and staff and the possible reaction to significant investment in one part of the campus was discussed. Communications would need to be carefully managed and a clear communication plan developed to ensure that students and staff were aware and supportive of the development plans. The committee re-emphasised the importance of ensuring that the student experience was not negatively impacted by the potential loss or reduction of facilities including the sports hall facilities and the relocation of the Learning Resource Centre.

[REDACTED]

The committee recommended to the Board approval of the high level Estate Plan and priorities subject to the further review and approval of individual business cases, including:

- Proceeding with the plans for Phase 1.

■ [REDACTED]

The committee approved proceeding with plans for Phase 1 of the Estate Plan on the condition that the final business plan incorporated:

- A clear communications strategy for both students and staff.
- A provision for alternative sports hall facilities until such time as new facilities were built as part of later development phases.
- A temporary Learning Resource Centre that offered the same level of service to students as currently provided.

#### **Perry Library site:**

The COO provided an update on the offers received for the purchase of the Perry Library site. While there had been significant interest from developers the offers had come in lower than anticipated, [REDACTED]

[REDACTED]. The Executive therefore proposed that the individual sale of the Perry Library should not proceed.

The committee recommended that the Board approve the decision not to sell the Perry Library site at this time.

#### **Satellite Campuses:**

The VC provided a summary of the background regarding branding a new LSBU Technology Campus in Cambridge.

The committee noted that no investment was necessary and supported the concept of the LSBU Cambridge Technology Campus.

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The COO noted that the Havering Campus lease was due for renewal and the Executive was waiting to receive the draft terms of the new lease. The Havering Campus was seen as strategically important to ensure strong relationships with the NHS trusts and for securing student placements. Development of alternative campuses, including a potential Purfleet Campus, would take at least five years and therefore extending the Havering Campus lease would not limit future campus development options.

The committee approved the renewal of the lease for the Havering Campus. The committee agreed to delegate authority to the Chair of the Committee and Chair of the Board to approve final sign-off, by an LSBU authorised signatory, once the final terms of the lease were agreed.

#### **7. Project Larch update**

The VC provided an update on the status of Project Larch and noted that an update would be provided at the Board meeting on 15<sup>th</sup> March 2018. The Chair of the Board and VC had attended an informal briefing session on 28<sup>th</sup> February 2018 to discuss LSBU's response to the Structure and Prospects Appraisal with representatives of the Lambeth College Corporation Board, the Commissioner's Office and DfE. This was followed by a formal presentation to the SPA Steering group today, 1<sup>st</sup> March 2018.

The final recommendation of the merger partner, expected to take place on 15<sup>th</sup> March 2018, would be made by the Steering Group to the Lambeth Corporation Board.

The committee noted the update.

#### **8. MPIC Effectiveness Review Report**

The committee noted the recommendations outlined in the effectiveness review report.

**Date of next meeting  
4.00 pm, on Thursday, 3 May 2018**

**Confirmed as a true record**

(Chair)