

**Minutes of the meeting of the Major Projects and Investment Committee
held at 11.00 am on Thursday, 2 April 2020
via MS Teams**

Present

Rashda Rana (Chair)
Jerry Cope
Nelly Kibirige
Jeremy Parr
David Phoenix
Vinay Tanna

Apologies

Tony Roberts
Nazene Smout

In attendance

Pat Bailey
Richard Flatman
Kerry Johnson
David Learmont
James Stevenson

1. Welcome and Apologies

The Chair welcomed the members to the meeting. The above apologies were noted.

2. Declarations of interest

No interests were declared in relation to Project LEAP.

3. Minutes of the previous meeting

The committee approved the minutes of the previous meeting, held on 27 February 2020, and their publication as redacted.

4. Matters arising

The committee noted the matters arising, including postponement of Cairo international branch campus to 2021.

5. LEAP business case and Workpackage 3.5

With David Learmont, Project Director.

The committee discussed the Project LEAP business case in the context of potential changes to LSBU's risk and financial profile resulting from the impact of the national situation in relation to coronavirus.

The CFO reminded the committee that the strategic business case remained strong and enabled the alignment of costs to strategy, with a revised payback between 3.1 and 4.6 years, following which there would be significant financial return. The CFO recognised that the key question would now be affordability and reported the majority of the project cashflow would be required in financial years 2020/21 and 2021/22, now a volatile period in the sector.

The committee noted that Workpackage 3.5, [REDACTED], enabled the momentum of the project to continue up to the Board meeting of 21st May 2020, pending final consideration of the business case.

Governors discussed in detail the principles of the business case, in particular noting market analysis of the full time undergraduate opportunity. The CCO reported that even a modest uplift in applications was a reasonable assumption, crucially the project would improve conversion to enrolment. Governors requested the market analysis summary to be circulated to provide further context.

In relation to affordability of the project, a governor queried how recruitment would be increased if the project did not proceed. The executive considered that growth would be ultimately hindered by legacy systems.

It was noted that there may be scope for negotiation with potential suppliers for the Customer Relationship Management system and student experience layer to spread expenditure into future years, as opposed to the main spend taking place during 2020/21 and 2021/22. The executive would review the cost and cashflow profile prior to the next meeting.

After careful consideration of the executive's recommendations, the committee:

- 1) Continued to support the submission of the revised LEAP business case to the meeting of the Board of Governors on 21 May 2020, for it to consider alongside FPR's review of the financial scenarios of the 2020/21 budget, in the light of the current national situation resulting from coronavirus. [REDACTED]

[REDACTED] There would be a further opportunity to review the committee's recommendation at its next meeting on 7 May 2020; and

- 2) Authorised the executive, subject to its review of financial scenarios and if it considers necessary, to approve expenditure of [REDACTED] (within the total programme expenditure budget) on Workpackage 3.5, to enable the Leap programme to continue to progress up to the Board meeting of 21 May 2020.

The committee thanked the Project LEAP team for their hard work in preparing the business case.

Date of next meeting
11.00 am, on Thursday, 7 May 2020

Confirmed as a true record

..... (Chair)