

**Minutes of the meeting of the Major Projects and Investment Committee  
held on Tuesday 19 September 2023, 4:00 PM — 6:00 PM BST  
1B16, Technopark**

**Present**

Rashda Rana (Chair)  
Abdirahim Ibrahim  
Ola Obadara (via teleconference)  
Jeremy Parr  
Kate Stanton-Davies (via teleconference)  
Vinay Tanna

**Apologies**

Tim Fransen

**In attendance**

Richard Flatman  
Deborah Johnston  
David Phoenix  
Dominique Phipp (Secretary)  
Rychard Scrase-Field  
James Stevenson

**Observers**

Michael Cutbill

**1. Welcome and apologies**

The Chair welcomed the attendees to the meeting. The committee welcomed Abdirahim Ibrahim, student governor, to the committee. He was a member of the MPIC in 2022/23.

The above apologies were noted.

**2. Declarations of interest**

The committee noted that, as a director of both SBC and LSBU, there is a potential conflict of interest for the VC in relation to the SBC estates development project and IFM procurement process. The committee noted that there is no conflict between these roles for the purpose of this meeting, as the interests of SBC and LSBU are aligned in relation to the [REDACTED] and the SBC Board has agreed that the Vice Chancellor is not conflicted at this stage of the IFM procurement process. *[Secretary's note: A recommendation on how to handle the potential conflict for the IFM procurement process would be made to the SBC Board at the time of any decision to award a contract.]*

No other attendees declared an interest in any item on the agenda.

3. **Minutes of the previous meetings**

The committee approved the minutes of the meeting of 6 July 2023 and their publication as redacted.

4. **Matters arising**

All matters arising were noted as being complete

5.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

6. **Integrated FM solution - update on procurement**

The Director of Estates Development and Campus Services provided an update on the IFM tender process. He highlighted that [REDACTED] so he was confident that the tender process would be competitive.

The committee noted the report.

7. **Estates development update**

The Group CFO summarised the progress of ongoing estates development projects.

The COO noted that the Executive had considered options for development of the Perry Library, including both temporary solutions and a full transformation, and agreed that the options presented were not financially viable solutions. Further work to review options for development would be undertaken.

8. **Update on fire doors maintenance**

The Director of Estates Development and Campus Services provided an update on the fire doors remediation project. Inspection and remedial work to fire doors would be part of the IFM contract, following completion of the tender process.

The committee requested one further update on the fire doors remediation project which presents more detail on the two-year phasing for its completion. Following this, future oversight of fire doors maintenance would be completed via regular reports from the IFM provider once they had been recruited.

9. **BDO London Road internal audit report**

The committee noted the report, which had been shared with the GARC in June 2023. It noted that all the audit recommendations are being taken forward by the Estates team.

The committee noted that there are a number of useful lessons identified in the report which could be applied to all major projects, including significant IT projects. The COO noted that the lessons learned are currently being applied to the student record systems project.

The VC explained that the audit and its findings were impacted by LSBU's inability to evidence some decision-making for the project. Internal record keeping had not been as effective as it could have been and was further hampered by the IT outage, covid-19 pandemic, and the majority of project staff leaving LSBU following the project's completion. Internal record keeping for all major projects has since improved significantly.

The committee noted that LSBU's project managers and Executive team do have sufficient expertise relating to project management to ensure lessons learned will be taken on board. Additional project management expertise is often specifically recruited for major projects and external legal and consultancy advice is also obtained.

The committee noted that the London Road project cost more than budgeted. The VC explained that costs were beyond budget in part because it was a new build and as LSBU requested additional works mid-project. The committee was comforted by the legal risk register for the SBC Estates Development project and the recent completion of the LSBTC build on budget, which showed that LSBU is learning lessons from the London Road project.

[REDACTED]

The committee asked the Secretary to recommend to the Board that it reviews the London Road report in the summary report of this committee meeting.

**10. Updated LSBU Global risk evaluation matrix (as agreed at 9 March 2023 meeting)**

The DVC highlighted the changes to the risk evaluation matrix, following discussion by the committee on 9 March 2023. She noted that further examples of due diligence for low and medium risk partnership arrangements could be shared. A summary of the decision-making process to determine risk level and approve partnerships for each category would be brought to a future meeting.

The committee welcomed the example report on due diligence and risk assessment.

The committee noted that, following receipt of its support at the last meeting, an agreement had been signed with a university in Nanjing, China to explore a possible partnership arrangement with the institution. A report would be brought back to a future meeting on the progress of those conversations.

**11 Any other business**

The committee noted that an update on use of Reinforced Autoclave Aerated Concrete (RAAC) across the Group estate, including university student

accommodation, had been shared with the Board of Governors outside the meeting. Condition surveys of the LSBU estate undertaken between 2020 and 2023 did not highlight any structural issues of the use of RAAC in the construction or modification of any of the LSBU estate.

**Date of next meeting**

4:00pm on Thursday, 2 November 2023

**Confirmed as a true record**

..... (Chair)