

Meeting of the Major Projects & Investment Committee

**4pm – 6pm on Tuesday, 26 April 2016
in the Boardroom, Technopark, London Road, SE1**

Agenda

<i>No</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome & Apologies		Chair
2.	Declarations of interest		Chair
3.	Minutes of previous meetings (to approve): <ul style="list-style-type: none">• 27 October 2015• 16 December 2015• 16 February 2016	MPI.03(16)	Chair
4.	Matters arising: <ul style="list-style-type: none">• Hugh Astor Court	Verbal	Chair COO
5.	Estates development proposals: <ul style="list-style-type: none">• St George's Quarter brief (to note)• Technopark proposal (to note)• Perry library update (to note)	MPI.04(16) & Presentations	COO
6.	Update on IPTE capital funding (to note)	Verbal	DVC
7.	EDISON projects post-completion review (to discuss)	MPI.05(16)	DVC/COO
8.	Committee effectiveness (to discuss)	MPI.06(16)	Chair
9.	Date of next meeting: 4pm on Thursday, 23 June 2016		

Members: Douglas Denham St Pinnock (Chair), Jerry Cope (Chairman of the Board), David Phoenix (Vice Chancellor), Carol Hui, Kevin McGrath, Hilary McCallion, Abdi Osman (SU President), Tony Roberts (Staff Governor) and Andrea Smith (Chair of Student Council)

With: Chief Financial Officer, Chief Operating Officer, Deputy Vice Chancellor, University Secretary and Governance Assistant

	PAPER NO: MPI.03(16)
Paper title:	Minutes of the meetings of: <ul style="list-style-type: none"> • 27 October 2015 • 16 December 2015 • 16 February 2016
Board/Committee	Major Projects & Investment Committee
Date of meeting:	26 April 2016
Author:	Joanne Vas, Governance Assistant
Board sponsor:	Douglas Denham St. Pinnock, Chair of the Committee
Purpose:	To approve the minutes of previous meetings as a correct record and to approve for publication.

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

Executive Summary

The committee is asked to approve the minutes of its meeting of:

- 27 October 2015 (which was inquorate);
- 16 December 2015; and
- 16 February 2016.

Suggested redactions for publication on LSBU's website are in grey.

Minutes of a Meeting of the Major Projects & Investment Committee
held at 3pm on Tuesday, 27 October 2015
in room 1B16, Technopark, London Road, London SE1

Governors Present

Douglas Denham St Pinnock	Chair
Jerry Cope	Chair of Board of Directors
David Phoenix	Vice Chancellor and Chief Executive
Tony Roberts	Head of Technical Support
Andrea Smith	Chair of Student Council

Apologies

Hilary McCallion	
Kevin McGrath	
Abdi Osman	SU President
Mandy Eddolls	Executive Director of Organisational Development and HR

In attendance

Pat Bailey	Deputy Vice Chancellor
Richard Flatman	Chief Financial Officer
Ian Mehrtens	Chief Operating Officer
James Stevenson	University Secretary and Clerk to the Board of Governors
Joanne Vas	Governance Assistant

Welcome

1. The Chair welcomed members to the first meeting of the Committee. Apologies had been received from Mandy Eddolls, Hilary McCallion, Kevin McGrath and Abdi Osman.
2. The Chair explained that the meeting was inquorate with fewer than 3 independent governors present. As no approvals were required, the minutes of the meeting would be ratified at the next quorate meeting. The Committee agreed that the quorum was too high and recommended to the Board that it be changed to 2 independent governors.
{Secretary's note: this change to the committee's terms of reference was approved by the Board of Governors at its meeting of 26 November 2015 (minute 27).}

Declarations of interest

3. No member declared an interest in any item on the agenda

Chair's Introduction

4. The Chair outlined the purpose of the Committee. The Committee would consider all major projects and all capital and revenue expenditure within the thresholds approved at the Board of Governors meeting of 14 May 2015 and as set out in the appendix to the minutes of this meeting. The Committee had delegated authority from the Board to approve expenditure within these set limits. The Committee will review expenditure above its delegated authority and recommend to the Board for approval.

Major Projects 2015/16

5. The Committee discussed the expected major projects and expenditure during the year (paper **MPI.01(15)**). It was anticipated that very little expenditure will be unplanned during the year.
6. The approved capital spend was noted as follows: Hugh Astor Court (£10.35m), the new Media Centre (£2.1m) and budgeted ICT/AV capital investment funds. It was noted that this was routine ICT expenditure and individual projects would be approved with delegated levels of authority.
7. The Committee noted the renewal of the Security Services contract, as approved by the Board of Governors on 21 October 2015.
8. The Estates Master Plan was noted by the Committee, which had been endorsed at the Board Strategy Day of 1 October 2015. The first phase relating to St George's Quarter would come to a future meeting.

Membership & Terms of Reference

9. The Chair's membership on the Audit Committee was noted. It was noted that he would step down from the Audit Committee as soon as possible.

Post Investment Reviews

- 10. The Committee discussed Post Investment Reviews (PIRs). As previously agreed by the Board of Governors, all PIRs would be brought to the Committee for review since these are an integral part of the Committee's purpose of the approval and monitoring of projects. The Committee would only refer to the Audit Committee by exception, where significant variations in expenditure had occurred for example.
- 11. A review of the IBM contract would take place at the end of 2015/16 financial year and would be considered by the Committee.
- 12. PIRs for Hugh Astor Court and the new Media Centre would be brought to the Committee after 12 months.

Any other business

- 13. The Chair asked for the start time of the Committee meetings to be reviewed.

Date of next meeting

- 14. The next meeting of the Major Projects and Investment Committee will be held on Tuesday 1 March 2016 if there are substantive items to discuss. Ad-hoc meetings may be held during the year if urgent Committee approval is required.

The Chair closed the meeting.

Confirmed as a true record:

..... (Chair)

Appendix

Levels of authority approved at the Board of Governors meeting of 14 May 2015:

Total expenditure value (Inc. VAT)	Capital		Revenue	
	Planned	Unplanned*	Within Budget	Outside Budget
Over £5 million	Board of Governors	Board of Governors	Board of Governors	Board of Governors
from £2 million but less than £5 million	Major Projects and Investments Committee	Board of Governors	Major Projects and Investments Committee	Board of Governors
From £1 million but less than £2 million	Executive Meeting	Board of Governors	Delegated Levels of Authority	Board of Governors
From £500,000 but less than £1 million	Executive	Major Projects and Investments Committee	Delegated Levels of Authority	Major Projects and Investments Committee
Less than £500,000	VC & CFO	VC & CFO	Delegated Levels of Authority	VC & CFO

* Unplanned capital projects should be very rare. The Major Projects and Investment Committee will review masterplans and the majority of capital expenditure will be planned. Expenditure proposals should be submitted to the lowest level of authorisation first, being escalated up through the approval hierarchy on the table above following each approval stage.

Minutes of a Meeting of the Major Projects & Investment Committee
held at 10am on Wednesday, 16 December 2015
in the Boardroom, Technopark, London, SE1

Governors Present

Douglas Denham St Pinnock	Chair
Jerry Cope	Chair of Board of Directors
Hilary McCallion (via conference call)	
David Phoenix	Vice Chancellor and Chief Executive
Tony Roberts	Head of Technical Support
Abdi Osman	SU President

Apologies

Kevin McGrath	
Andrea Smith	Chair of Student Council

In attendance

Pat Bailey	Deputy Vice Chancellor
Richard Flatman	Chief Financial Officer
Ian Mehrtens	Chief Operating Officer
James Stevenson	University Secretary and Clerk to the Board of Governors
Joanne Vas	Governance Assistant

Welcome

1. Apologies had been received from Kevin McGrath and Andrea Smith. The Chair reported that this was a special meeting of the Committee to discuss proposals on developing LSBU's further education provision through a partnership with a local college and the creation of an Institute for Professional & Technical Education (IPTE) within the University.
2. The Committee noted that although both projects were related, they were not dependent on each other.

Declarations of interest

3. No member declared an interest in any item on the agenda.

College partnership & Institute of Professional and Technical Education (IPTE) proposals

College partnership proposal:

4. The Committee discussed in detail the Principles Document relating to Project Maple (paper **MPI.03(15)**). The college's Board of Trustees had agreed the document at a meeting of 15 December 2015. An interim business case would be prepared for the end of January 2016 and final business case by Easter 2016.
5. The Committee noted the main benefits to the college partnership, namely:
 - Geographical location – the college is in both Lambeth and Southwark, thereby providing LSBU with access to both areas;
 - Community engagement – the college has well established local community relations which LSBU can benefit from;
 - Adult education – this is an area in which LSBU would like to increase its presence. The college would, in effect, be LSBU's 'extramural department', delivering a range of relevant courses to the local population and potentially LSBU students.
6. The Committee noted that the intention was for the college to maintain its current status as a separate legal entity and become part of the LSBU group.
7. Although the college had had initial discussions with other potential partners, LSBU was currently the only institution engaged in active discussions. In order to safeguard LSBU's interests, the Committee requested the inclusion of a 12 month exclusivity clause in the Letter of Intent.
8. After due consideration, the Committee granted approval for the due diligence on the college to progress.

IPTE proposal:

9. The Committee discussed the proposal to establish an IPTE to support students following technical or vocational qualifications and Higher Apprenticeships. The Committee noted the Government's increased focus on apprenticeships.

10. The IPTE would provide support for vocational and technical education in four ways:
 - A hub for the administrative requirements;
 - Specific study resources to support Higher Apprenticeship students;
 - Delivery of core skills;
 - Support for gateway activity at level 3 and 4.
11. The Committee noted that Southwark Council are keen to see development of vocational courses and may provide capital funding to support refurbishment of the Passmore building (on the University's campus). Currently the building is disused.
12. The Committee agreed the IPTE proposal in principle and requested an outline business case at the next meeting.
13. The planned implementation date for both proposals, if approved, would be September 2016.

Date of next meeting

14. The next meeting of the Major Projects and Investment Committee will be held in March 2016 if there are substantive items to discuss. Ad-hoc meetings may be held during the year if urgent Committee approval is required.

The Chair closed the meeting.

Confirmed as a true record:

..... (Chair)

Minutes of a Meeting of the Major Projects & Investment Committee
held at 4pm on Tuesday, 16 February 2016
in the Boardroom, Technopark, London, SE1

Governors Present

Douglas Denham St Pinnock	Chair
Jerry Cope	Chair of Board of Directors
David Phoenix	Vice Chancellor and Chief Executive
Carol Hui	
Hilary McCallion	
Kevin McGrath	
Andrea Smith	Chair of Student Council
Abdi Osman	SU President

Apologies

Tony Roberts	Head of Technical Support
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In attendance

Pat Bailey	Deputy Vice Chancellor
Richard Flatman	Chief Financial Officer
Ian Mehrtens	Chief Operating Officer
James Stevenson	University Secretary and Clerk to the Board of Governors
Joanne Vas	Governance Assistant

Welcome

1. The Chair reported that this was a special meeting of the committee to discuss opportunities for LSBU to develop further education and higher apprenticeship provision.

Declarations of interest

2. No member declared an interest in any item on the agenda.

Maple partnership

3. The committee noted that the proposal for a local college to join the LSBU group (Project Maple) would not be progressing following a meeting of the Maple Board on 11 February 2016. Maple did not agree to LSBU becoming its sole member.
4. The committee noted that the Vice Chancellor and Deputy Vice Chancellor had met the Maple Principal to discuss alternative governance structures, which the Executive does not consider viable. The committee supported the Executive's recommendation not to proceed.
5. It was agreed that LSBU and the college wanted to collaborate on a number of future projects. A memorandum of understanding with the college would be developed by the Executive.

Institute of Professional and Technical Education (IPTE) outline business case

6. The committee discussed in detail the outline business case for an Institute for Professional & Technical Education (IPTE) (paper **MPI.02(16)**). An IPTE would create a route for Higher Apprenticeship (HA) courses at LSBU and would make the apprenticeship market more accessible for the University.
7. The creation of an IPTE had the potential to increase LSBU's share of the HA market to around 2000 students, generating additional income of approximately £3m from around 460 new students.
8. The committee reviewed the business case for the creation of an IPTE. From September 2016, the IPTE would be run as a virtual hub. A physical hub (through refurbishment of the Thomas Passmore Edwards library on the University's campus) could be an option in the future. Funding options for this site were being reviewed. If funding becomes available, a full business case for investment in the Thomas Passmore Edwards library would be brought to the committee.
9. The committee noted that an apprenticeship manager had been appointed and that marketing focusing on employer-sponsored education was being developed. The aim was to launch the IPTE in September 2016.
10. The committee supported the Executive in developing the IPTE.

Date of next meeting

11. The committee agreed that as there were no substantive items, the meeting of the Major Projects and Investment Committee scheduled for 3 March 2016 would be cancelled.
12. Accordingly, the next meeting of the committee would be 26 April 2016.

The Chair closed the meeting.

Confirmed as a true record:

..... (Chair)

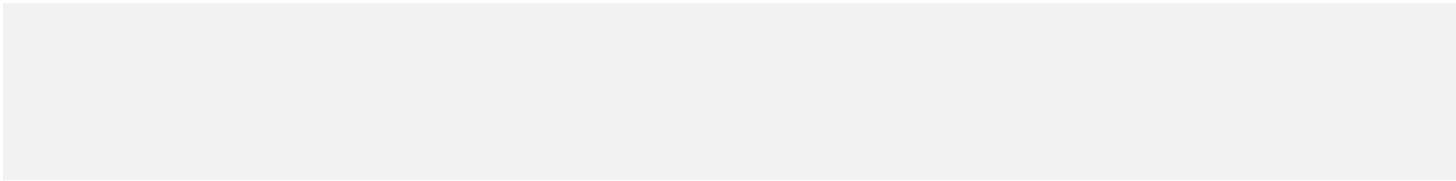


Committee Action Points

21 April 2016

13:45:17

Committee	Date	Minute	Action	Person Res	Status	
Major Projects & Investment Committee	27/10/2015	8	First phase of Estates Master Plan (St. George's Quarter) to come to a future meeting.	COO	On agenda for 26 April 2016 meeting.	<input checked="" type="checkbox"/> Completed
Major Projects & Investment Committee	27/10/2015	12	PIRs for High Astor Court and the new Media Centre to be brought to the Committee after 12 months.	COO	On forward plan.	<input type="checkbox"/> Completed



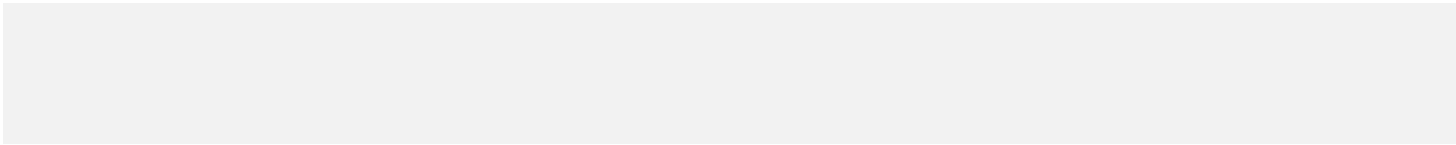


Committee Action Points

21 April 2016

14:03:28

Committee	Date	Minute	Action	Person Res	Status	
Major Projects & Investment Committee	16/12/2015	4	Business case to be completed for Project Maple.	DVC	Completed	<input checked="" type="checkbox"/> Completed
Major Projects & Investment Committee	16/12/2015	7	Exclusivity clause to be included in Letter of Intent for Project Maple.	DVC	Completed	<input checked="" type="checkbox"/> Completed
Major Projects & Investment Committee	16/12/2015	12	Update on IPTE business case for capital funding.	DVC	On agenda for 26 April 2016 meeting.	<input checked="" type="checkbox"/> Completed



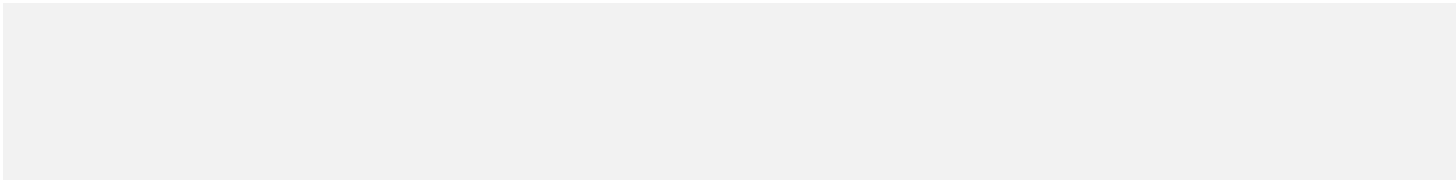
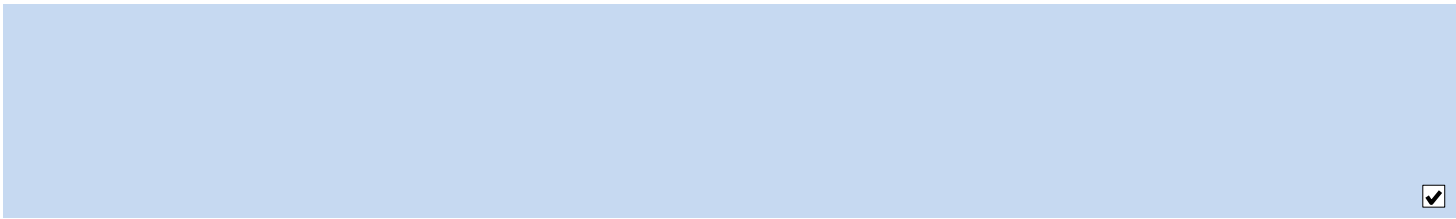


Committee Action Points

21 April 2016

14:07:56

Committee	Date	Minute	Action	Person Res	Status	
Major Projects & Investment Committee	16/02/2016	5	A memorandum of understanding with the Project Maple college to be developed.	DVC	Completed	<input checked="" type="checkbox"/> Completed
Major Projects & Investment Committee	16/02/2016	8	Business case for investment in Thomas Passmore Edwards library to be brought to future meeting of the Committee.	COO	On forward plan.	<input type="checkbox"/> Completed



	PAPER NO: MPI.04(16)
Paper title:	Estates development proposals
Board/Committee	Major Projects and Investment Committee
Date of meeting:	26 April 2016
Author:	Ian Mehrtens, COO
Executive/Operations sponsor:	Ian Mehrtens, Chief Operating Officer
Purpose:	St George's Quarter Brief - for information Technopark proposal – to approve in principle
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	Corporate Strategy 2015-2020: Resources and Infrastructure: 'Strategically investing in the creation of first class facilities and ensuring that they are underpinned by services which are responsive to academic needs and outcome focused'. Student Experience: 'Ensuring that students are seen as participants in their learning and that the student voice is encouraged and listened to'.
Recommendation	St George's Quarter Brief - To note progress on the design development Technopark proposal – to approve in principle

St George's Quarter brief

This briefing document sets out the broad scheme as a mechanism for selecting and appointing the design team to commence design work on the St George's Quarter development.

The Committee is asked to note progress made and to note that a full business case will be brought to the Committee in due course for approval.

The St George's Quarter brief is attached for information. A presentation on the brief will be delivered at the meeting.

Technopark proposal

This proposal developed jointly between LSBU and Hollybrook sets out the principles for the development agreement, the Heads of Terms and the principles behind the simultaneous lease on Diary House – attached for information.

The Committee is asked to consider these and to approve in principle so that further detailed work can be commissioned. The intention is to bring it back to MPIC in June which the expectation of being recommended to the Board in July.

A presentation on the proposal will be delivered at the meeting.

Recommendation

The committee is requested:

- To note the St George's Quarter brief; and
- Approve in principle the Technopark proposal

**London South Bank
University**



**Learning Centre and Creative and Design Centre
Development (St Georges Quarter)
Design Brief
April 2016**

Learning Centre and Creative and Design Centre Development

Design Brief

Chapter headings.

1. Introduction.
2. Vision for the Development.
3. Context.
4. Success Criteria.
5. Site and Planning Context.
6. Key Stakeholders.
7. Schedule of Areas.

1 Introduction

Introduction

The London South Bank University (LSBU) Board gave approval in February 2015 to proceed to purchase the leasehold interest from Peabody Trust to their Hugh Astor Court site. This acquisition unlocks the potential for the development of a Learning Centre and Creative and Design Centre on the St George's Quarter site (The Development). This envisages a major development at the heart of the campus.

The Development will occupy land and buildings currently on two sites intersected by Rotary Street, an adopted public highway.

The first site comprises the former Chapel (currently vacant), its temporary garden amenity space at 109-122 Borough Road and Hugh Astor Court currently Peabody Trust social housing on Keyworth Street. The second site comprises the former Rotary Street building (currently vacant) and 119-122 London Road building currently with short term tenants.

This outline design-briefing document is to be issued to the selected design team and further developed during the project. It has been prepared to guide the client, design team and the stakeholders in the development of the new facility, provisionally known as The Development in line with LSBU's Corporate Strategy 2015 – 2020 and LSBU's Estates Development Summary of March 2015.

The new complex will have a floor area of circa 15,000 m² GIA. It is anticipated that such a development would have an approximate outline construction and fitting out budget of £75m. This being part of an overall budget of approximately £100m which will cover fees, legal costs, direct costs and VAT.

The programme aims to select and appoint a design team by the late summer of 2015 and achieve a completed development into use by September 2018.

This brief should be interpreted as a guide not a straightjacket – creativity is sought in all aspects of the design and ideas assembled in the brief should not be a deterrent to the exploration of other innovative ideas. Floor areas are suggested for guidance, but both footprints and ratios of net usable: net internal: gross internal may be altered as a result of design concepts and user input.

Designers must adhere to all legislative building regulations and health and safety demands, good practice guidance and targets, and requirements of statutory bodies, in addition to the requirements specifically referred to in this brief.

The site has been identified as suitable for this development, although the brief has been written to be generic as possible.

2 Vision for the development

Vision for the Development.

LSBU's mission is "to be recognised as an enterprising civic university that addresses real world challenges" and this development should reflect that mission providing a truly inspirational response to this brief.

This new complex should act as a student and community front door to the campus, allowing 24/7 access and improved connectivity of the various existing buildings around it, through imaginative use of public realm and considering below ground and other physical links.

The Development should be seen to be inspirational, providing appropriate welcoming facilities, aesthetic, atmosphere and environment to promote LSBU positively and to showcase work of the university to potential students, employers, local community and the outside business world. This will be a high quality design, sustainable, providing full accessibility and prove to be adaptable in the longer term.

Alongside this, the University has identified its campus wide estate strategy to 2030. This is an ambitious strategy and will result in the total redevelopment of the Southwark campus reflecting the regeneration of the Elephant & Castle into the focal point for London, placing LSBU as the HE provider at the centre.

The university's next development need then is for a new build, state of the art complex in the St George's quarter of its urban campus, respecting that the Conservation Area status of part of the site. This is seen as an opportunity to bring together core activities that will support and enhance the student experience. This list is not exhaustive but is intended to give a flavour of the activities to be included:

- The Southwark campus library
- Teaching and learning resources facilities
- Academic spaces for the arts, creative industries and architecture disciplines
- Postgraduate Lounge and Study centre
- Elements of student support services
- Flexible adaptable conference space
- An event/performance theatre
- Gallery space
- Lecture theatres
- Learning café, eateries and retail spaces
- Personal space, group space, social space for students and external space they need away from their general and specialist learning spaces

Record numbers of students are applying to university and today's student demands an exceptional student experience and value for money from the fees. LSBU is at the

forefront of solving businesses' need by ensuring our students are equipped with the necessary skills to succeed; our applied approach being borne out in the figures by having one of the highest starting salaries of the modern London universities and by the largest number of employee sponsored students of any University in the UK.

During 2014 the university embarked on a major overhaul of its academic structures so it can be more agile in responding to the needs of business. The result is seven new Schools that can quickly adapt to changing demands in undergraduate or postgraduate education, research, professional development or business support focused on meeting the needs of the real world.

This transition is supported by a commitment in its Corporate Strategy to an ambitious programme of infrastructure and campus development. The university's campus also sits geographically close to the heart of the Elephant & Castle area in north Southwark which together with the Blackfriars Road mile, is undergoing massive regeneration, largely led by residential and mixed use developments and transport infrastructure improvements.

3 Context

3 Context

LSBU is primarily based in north Southwark and has a subsidiary health campus in Harold Wood, Essex.

The University, originally The Borough Polytechnic Institute was established in 1892 as “...one of Britain’s first great technical colleges and a model educational institution”. It became a university in 1992 as a result of the Further and Higher Education Act. The campus has an array of building ages including the original Borough Road Building through to modern 21st century buildings in The Keyworth Centre and K2. More recently the University has invested in smaller but significant schemes including the Student Centre dating from 2012 and the Clarence Centre for Enterprise & Innovation a reinvention and reuse of 1820s buildings, completed in 2013.

As at February 2015 the demographics by % of headcount are:

- Total student population by headcount was 18,222.
- Student profile is 43% male and 57% female
- 38% part time and 62% full time.
- 69% undergraduate, 31% postgraduate.
- 45% are from BME groups, 40% white and 15% other.
- 18% are under 21, 25% are 21-24, 18% are 25-29 and 39% are over 30.
- 91% are UK domicile, 3% other EU and 5% non-EU.
- 72% of UK domicile students are recruited from within the GLA
- 23% of UK domicile students are recruited from just 5 local boroughs.

The University organises its academic offering into seven Schools.

School of Applied Science	9% student body
School of Arts and Creative Industries	8% student body
School of Built Environment and Architecture	12% student body
School of Business	20% student body
School of Engineering	11% student body
School of Health and Social Care	26% student body
School of Law and Social Sciences	14% student body

The University Strategy for the period 2015 – 2020 can be summarised by three Key Outcomes and supported by strategic enablers.

Student Success Ensuring we are externally recognised for providing a personalised, high calibre education, which equips graduates for employment and prepares them to make a positive contribution to society. This is underpinned by:

Employability. Providing students with an individualised learning experience to develop the skills and aspirations that enable them to enter employment, further study, or start their own businesses.

Student Experience. Ensuring that students are seen as participants in their learning and that the student voice is encouraged and listened to.

Real World Impact Ensuring we provide dynamic evidence-based education, which is underpinned by highly, applied research and enterprise activity. This underpinned by:

Teaching & Learning. Ensuring our teaching remains highly applied professionally accredited and demonstrably linked to research and enterprise, delivering the attributes that make our graduates highly sought after.

Research & Enterprise. Delivering outstanding economic, social and cultural benefits from our intellectual capital, by connecting our teaching and research to the real world through commercial activities and social enterprise.

Access to Opportunity Building opportunity through partnership: ensuring we are actively widening participation, engaging with our communities and a partner of choice. This is underpinned by:

Access. Working with local partners to provide opportunities for students with the potential to succeed, and through active engagement ensuring we retain them.

Internationalisation. Developing a multicultural community of students and staff, which through international alliances and partnerships will build our capacity and capabilities in education, research and enterprise.

Strategic Enablers In seeking to deliver our strategy we need to consider the barriers and challenges that could hinder our success. This is underpinned by:

Resources & Infrastructure. Strategically investing in the creation of first class facilities and ensuring they are underpinned by services, which are responsive to academic needs and outcome focused.

People & Organisation. Creating an environment which attracts and fosters the very best staff, and within which all staff, whatever their role, feel valued and proud of their university and take appropriate responsibility for its development.

4 Success Criteria

Success Criteria

The success of this development project will be the recognition of the delivery of an excellent facility of high design quality, meeting the vision outlined in this document, that is sustainable, is delivered on time and within budget. It needs to fit into the general infrastructure of the university, or to set new, agreed standards.

LSBU conducts highly regarded courses in architecture, building services engineering, structural engineering and surveying and every opportunity should be made available for students and staff to take advantage of the design and construction for teaching and research purposes.

The following are fundamental to the success of the project:

- *Design quality.*
- *Space efficiency*
- *Sustainability.*
- *Time and budget including whole life costs and maintainability.*
- *Compatibility with LSBU Estates & Academic Environment standard requirements.*
- *Accessibility.*
- *Adaptability.*

Design Quality

Tools that maybe used to help ensure that design quality is achieved are the DQI (Design Quality Indicator) and/or the HEDQF review process (Higher Education Design Quality Forum). The University Standard Requirements as issued by LSBU Estates & Academic Environment department should be incorporated into the design.

Stakeholders, including future building users, should be actively involved during the development of the brief including space data sheets and the review of design at key gateway stages. A clear strategy for achieving this during the design will need to be adopted and recorded.

High design quality includes many aspects. The project should:

- Accommodate the relevant activities concerned.
- Respond to the context of the campus and wider local community.
- Create a place that is coherently linked to neighbouring buildings and spaces that redefines the heart of the campus.
- Be an exemplar of sustainable design and be driven by PassivHaus principles.
- Be attractive in appearance.

- Create and support effective, attractive external spaces be they at ground level or roof top terraces, ideally providing positive contribution to the university and local public realm.
- Be readily accessible at all levels by all users, including porters access.
- Be built of durable, attractive finishes both internally and externally which are robust, but allow easy maintenance at affordable cost.
- Be designed with maintenance of all areas fully in mind, ensuring ready accessibility to all areas.
- Explore and incorporate the latest thinking on library and learning resources provision.
- Provide learning environments for arts, creative industries and architecture disciplines which reflect latest thinking.
- Be not only functional now but in the future, with flexible, adaptable spaces where possible.
- Consider and incorporate the latest thinking on effective environments and encourage interaction between the different users.
- Be appreciated by users and visitors alike.
- Provide a positive contribution to the growing reputation of LSBU and a model of modern university environments.
- Provide acoustic environment which is suitable for a working building, making reference to guidelines on acoustic design and reflecting the very different uses intended.
- Incorporate artwork into public areas as part of the design.
- Designers will be asked to show their proposals for achieving efficiency in several ways.

Space Efficiency

LSBU requires that space efficiency be considered in several different ways throughout this development to assist both the sustainability and financial aspects of the project. The designers will be asked to show their proposals for achieving efficiency in several ways;

- Maximising the teaching and learning resources, academic teaching space and adaptable conference space within the design whilst providing appropriate administrative offices and support.
- In the efficiency of the overall building design (net usable floor area compared to net internal and gross areas).
- Appropriate space norms for the different uses.
- Utilisation of basement space where considered appropriate and value for the cost involved.
- The sharing of spaces by different users where appropriate.

- Provision of efficient solutions for both vertical and horizontal circulation.
- Selection of suitable furniture.
- Forward thinking and incorporation of sustainable energy and waste efficiency principles,
- Building services and systems planned that allow for different uses in the future.

Space efficiency should not be interpreted to mean squeezing space. Rather it means eliminating wasted, unused floor space and a search for possible shared uses. Space should be flexible where appropriate and robust, thereby planning for long life. Consideration should also be given to building in some initial redundancy to allow for later change at minimal cost.

Sustainability

The design should promote sustainable development by demonstrating an integrated approach to the social, environmental and economic wellbeing of the area and functions served, both now and for future generations. The University's Sustainable Development policy is appended to this document.

The location, on a dense urban site well served by public transport and the fact that parts of the Chapel will need to be retained and reused is an excellent starting point. In addition The Development should;

- Achieve ambitious targets for energy consumption, reduced CO2 emissions, airtightness and proper ventilation, water usage, low embodied energy and reduction of materials and recycling wherever possible. Discussion will need to place between client and the design team to establish appropriate targets that are realistic and affordable for this building.
- Take into account appropriate UK climate projections to ensure that fluctuations in climate (as predicted by trends as likely to be experienced), can be accommodated.
- Pursue possible additional capital funding for flagship sustainable projects.
- Be an exemplar of low and zero carbon affordable technologies that could also be used as teaching aids, research projects and act as a beacon example of its kind in London.
- Refer to statements on sustainability appraisal in both the Southwark and London Plans.

It is important that the sustainable technologies employed in the building must be weighed against their full life cycle financial viability as well as the university's wider environmental impact. All aspects of sustainability must be financed within the existing budget, except where any additional funding can be found.

As well as achieving long term environmental goals, the university wishes to benefit in the short term from a commitment to sustainable development through enhanced

reputation among stakeholders and prospective students, as well as reduced energy and maintenance costs.

Investigation should be undertaken into provision of a CHP energy centre serving the development and understand what existing buildings on the campus could be served from this facility.

Sustainability needs to be considered in all aspects of the design and use of the building. See appendix 1 Sustainable Construction Principles for criteria to consider at stages throughout the project and the building's use.

The development should be driven by Passiv Haus standards to ensure low energy in use and will ideally achieve a BREEAM rating of outstanding or excellent. Academic experts in sustainability or in Estates & Academic Environment should be consulted during the design development.

Time and budget

It is a priority that The Development will be delivered to time and within budget. The building is required to be ready and fully equipped ready for occupation for the September 2019 semester. A maximum budget of £71m for construction and fitting out exclusive of VAT and professional fees is available. Note any external public realm works would be funded from within this budget.

Whole Life Costs

The maximum budget cost is capped and The Development must be designed to minimize whole life costs, whilst still providing an excellent facility. The design team will need to demonstrate the capital and revenue costs of the facility over its lifetime and to take design development decisions in view of lifetime value.

Maintainability

The design must take into account issues related to maintenance and cleaning. These include;

- Finishes both internal and external, that are robust, easily cleaned and repaired if they become worn.
- Fittings that can be easily replaced, but with long life expectancy, minimum variation across the building consistent with appropriate design.

- Service equipment that is easily understood and run, with good access for maintenance and adequate service access space around it.
- Adequate spare space in accessible ducts and the like to allow upgrades and system change.
- Ensure that the need to maintain adjoining existing buildings is respected, both during the period of construction and that the finished project does not create access problems or conditions to existing structures.

University Standard Requirements

The design will need to be compatible with LSBU Estates & Academic Environment's standard requirements document.

This is not intended to stifle innovation or improvement; both of which are encouraged but any such developments would need to be by agreement with the client.

It will be necessary to discuss the design fully and achieve buy in with LSBU Estates & Academic Environment staff and their term contractors that provide building maintenance, grounds maintenance, cleaning, and reception and security services.

Accessibility

The design must conform to, or exceed, best practice in accessibility for all, including current DDA legislation. The needs of people with different types of visual, aural or physical ability must be met inclusive of fire escape resolution.

Adaptability

Wherever possible space should be designed so as could be easily adapted to an alternative use. In this way it is hoped that the space would be future-proofed so that its transformation to an alternative use is cost effective and relatively simple to achieve.

5 Site and Planning Context

Site and Planning Context

Site Context

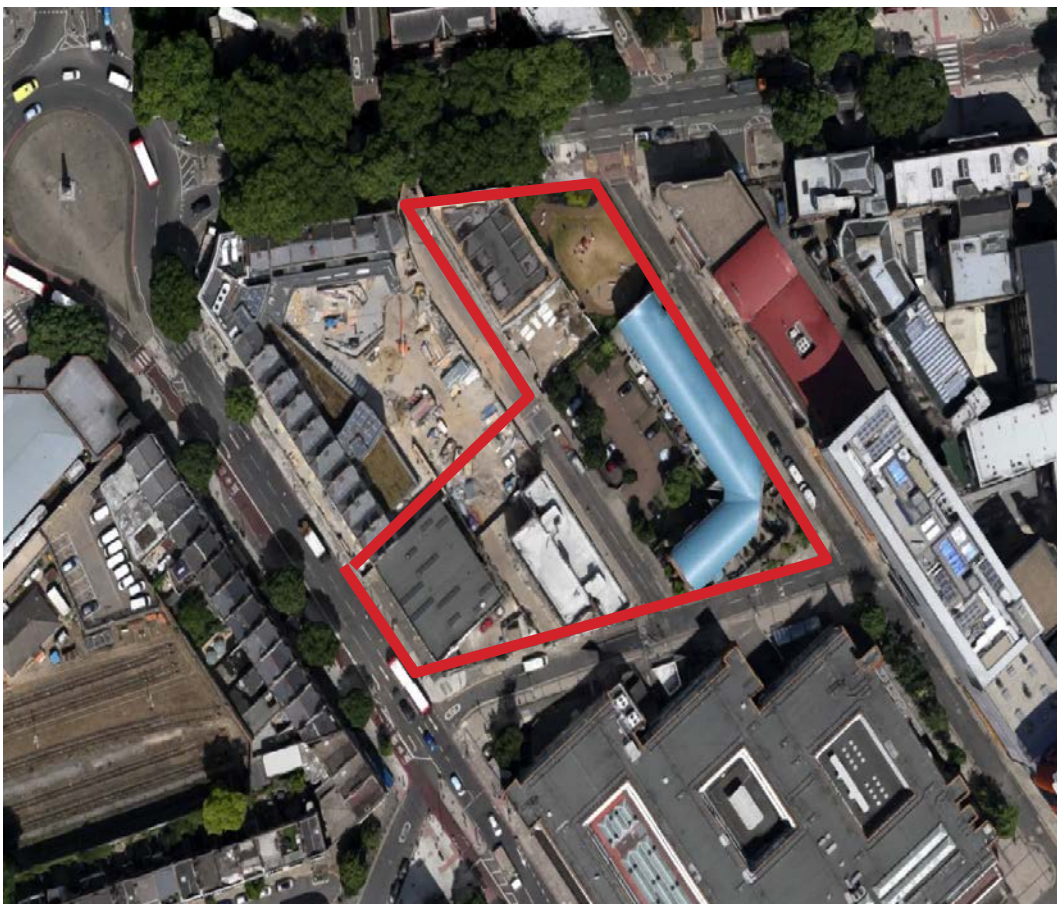
The site is an important location for the University, with public frontages onto Borough Road, London Road, Keyworth Street and Thomas Doyle Street.

An earlier study has determined that the capacity for the site is approximately 15,000 -16,000 m² though recent changes in the Elephant & Castle area may allow this to be challenged with the planning authority. The current constraint on mass and height is predominantly due to the proximity of the listed terraces on London Road and Borough Road together with views from the St George's Circus.

Thomas Doyle Street provides a key route into the heart of the campus and the junction with Keyworth Street has been identified as an important focal hub.

Rotary Street dissects the site and there is potential to link the development either above or below ground to create a single building. For the purpose of this brief, it has been assumed that two separate buildings link at basement level however this should be reviewed, along with massing, at the design stage.

The overall development site comprises two principle sites made up of elements.



The first site comprises:

The former Presbyterian Chapel dating from 1846 together with temporary garden amenity space adjacent, at 109 – 122 Borough Road. The Chapel was listed Grade II in 1972 and the site is within The George's Conservation Area. This is freehold owned by LSBU being acquired in 1979, with the Chapel having already by then being derelict and barely more than a shell, with very little left internally. The building had been used during the first seventy years of the twentieth century as offices. The Chapel is secure, wrapped from the weather but currently vacant.



Hugh Astor Court a Peabody Trust 4 storey block of social housing on Keyworth Street comprising 32 flats with external parking and garden constructed in 1994. Owned by them leasehold, on a lease for 125 years from 9th March 1992, the freeholder being Bridge House Estates (Corporation of London). The University has agreed to purchase the Peabody Trust's leasehold interest and are currently working together on due diligence and to finalise Heads of Terms. The intention being for the Peabody Trust to deliver vacant possession within 18 months from the agreement being signed. This site sits outside of the St George's Conservation Area, but abuts it on its northern edge.

The second site comprises:

The former Rotary Street building with 2 storeys dating from late 19th century and originally built as a school. This building is not listed and sits outside the St George's Conservation Area, but again abuts it on its northern and western edges. This is freehold owned by LSBU and was last used in 2009 as classrooms and offices. Currently the university has live in guardians in the property for protection purposes.

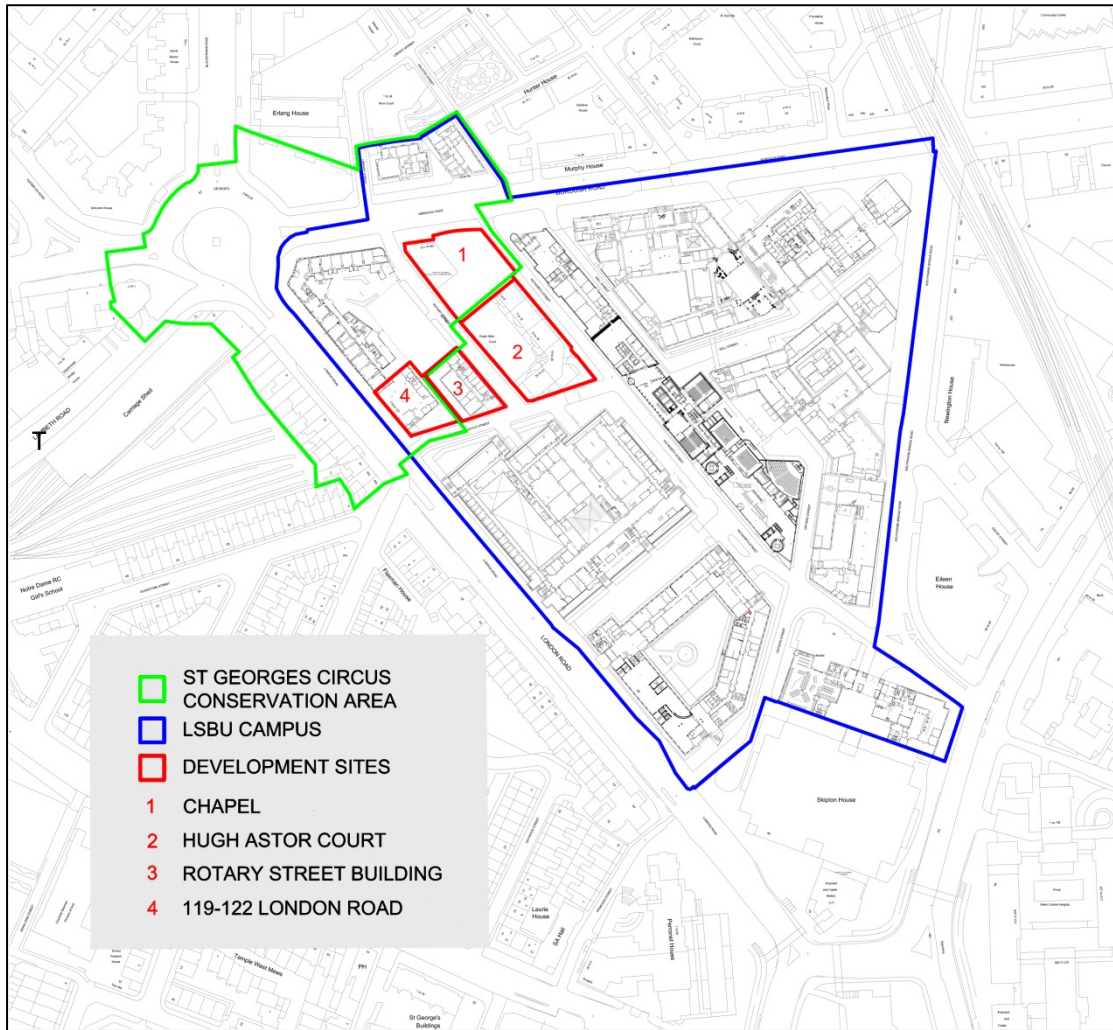
119 - 122 London Road is a 2 storey building dating from 1910, not listed but within the St George's Conservation Area. This is freehold owned by LSBU and currently is let to a retail tenant on the ground floor and an educational tenant on the first floor.

These two sites are currently separated by Rotary Street, a little used, but adopted local authority highway, linking Borough Road to Thomas Doyle Street. On this street there is small amount of pay and display parking bays.

To the north west of the second site is LSBU's Clarence Centre for Enterprise & Innovation, a scheme which reinterpreted 17 Georgian listed buildings with new build to the rear, into an award winning state of the art University run business start-up and incubator facility which opened in 2013. To the rear, between the Clarence Centre and Rotary Street a hard landscaped courtyard external events space was created in 2014 which is to be retained

Planning Context

The LSBU campus lies within the wider Elephant & Castle regeneration area and is covered by Southwark Council's Supplementary Planning Document (SPD) and Opportunity Area Planning Framework (OAPF) March 2102. The development site falls within their designated Enterprise Quarter, but sits outside strategic view protected vistas.



The St George's Circus Conservation Area was established in November 2005 and is covered by Southwark Council's St George's Circus Conservation Area Appraisal.

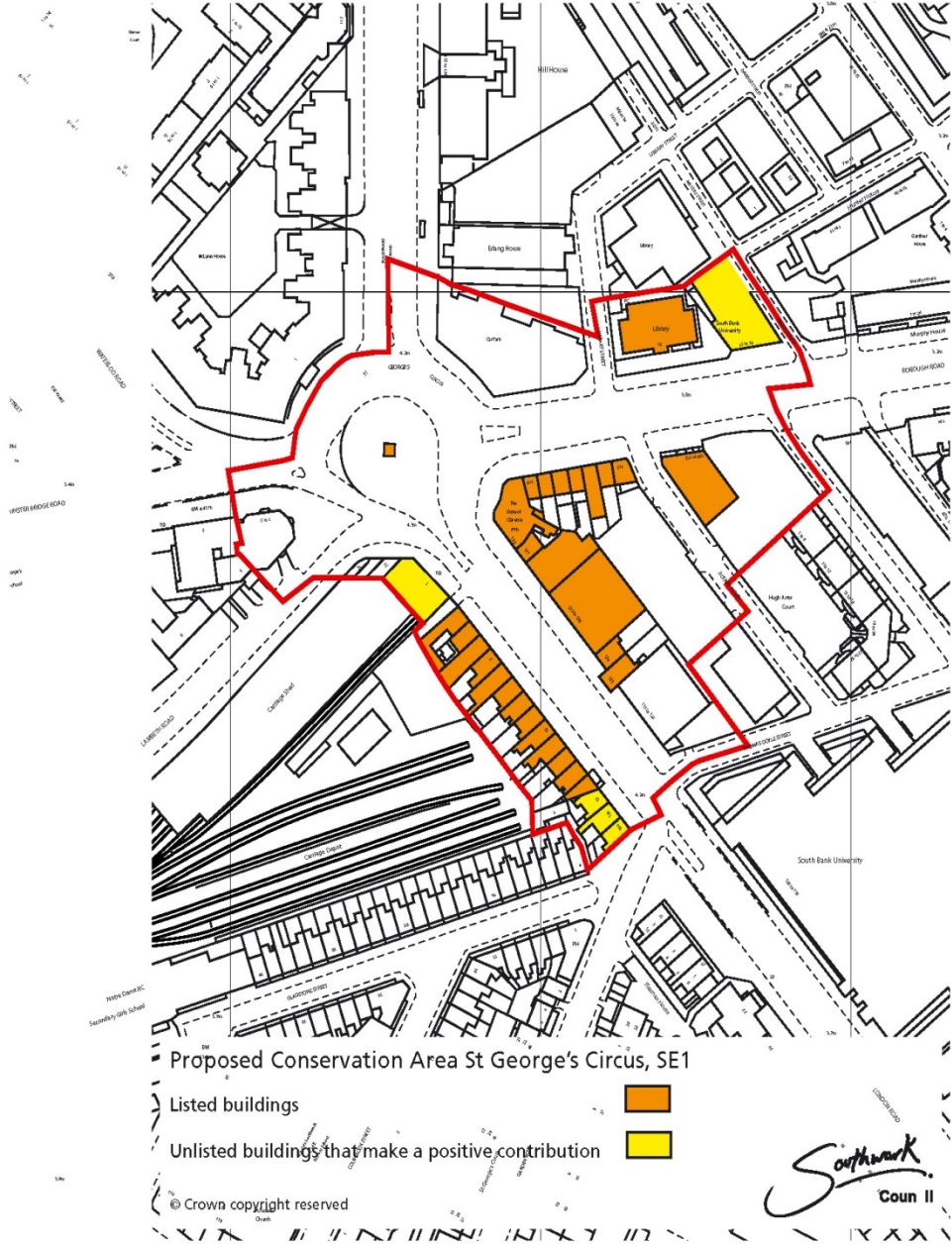
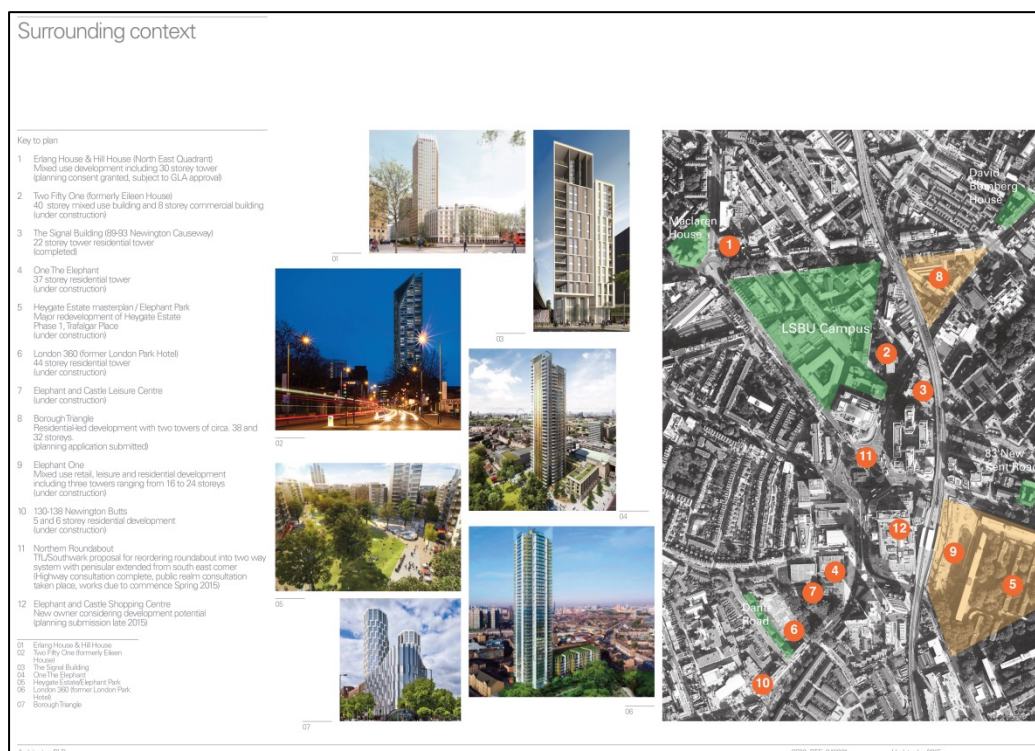


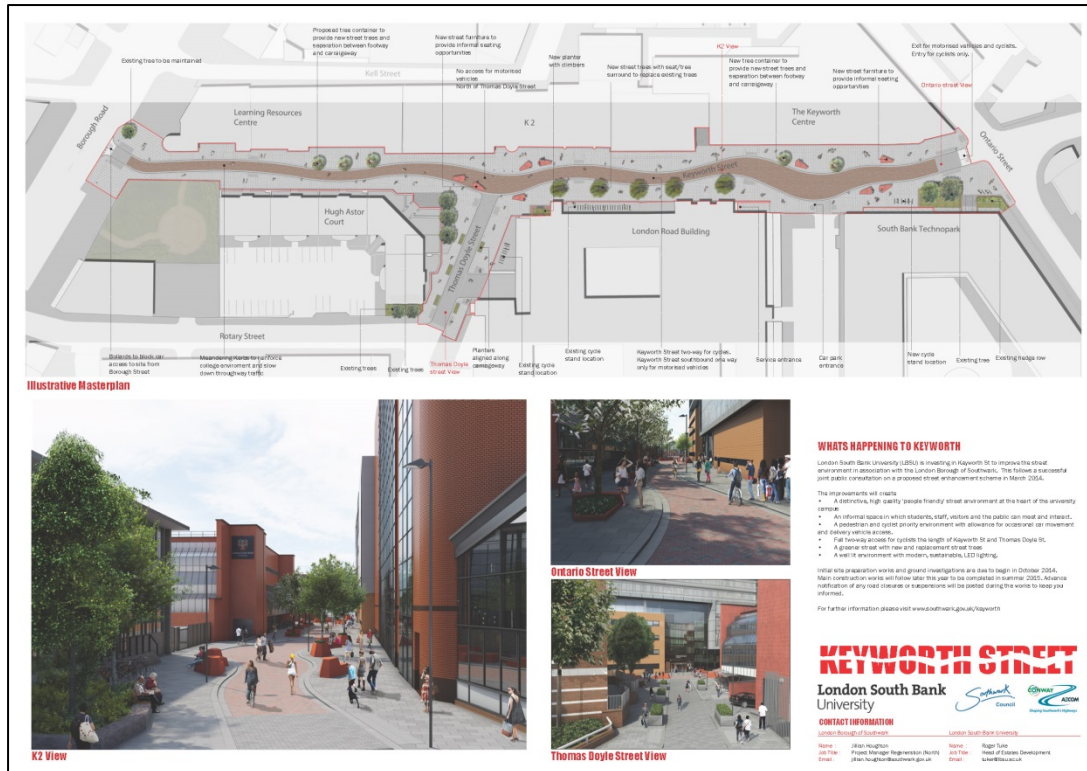
Figure 1 Plan of the Conservation Area

The surrounding areas both at Elephant & Castle and Blackfriars Road are undergoing significant regeneration, largely led by residential and mixed-use developments, many of which are multi storey. In addition, recreation investment is being made by provision of a new leisure centre and park improvements. Transport infrastructure improvements are also being made by TfL, namely to the highway network at the Elephant & Castle northern roundabout and with the North South Cycle Superhighway between Elephant & Castle and Kings Cross. Further transport improvements are planned around the Underground station provision at Elephant & Castle and a possible extension southwards of the Bakerloo Line.



The proposed development will require a delivery point for supplies, catering and refuse collection. It will also be important to provide disabled car parking and secure cycle parking and understand how this will connect into the local highway network. Use of Rotary Street should be explored and the possible stopping up of this roadway evaluated.

As part of the development, the university is keen to further its aspiration to improve the public realm of its campus and reduce vehicular movement. A previously developed scheme to radically improve the public realm to Keyworth Street was prepared jointly with Southwark Council in 2014 but has not yet been implemented and this may be considered as an integral part of this scheme.



Routes of existing below ground utilities and the like will need to be understood fully though the University is not aware of any significant utilities or underground lines affecting the development site. There is an existing electricity sub-station in the external yard of the 119 - 122 London Road building.

6 Key Stakeholders

Key Stakeholders.

The stakeholders for this project are numerous. Their views need to be taken considered in the design in order to ensure a successful project. Within LSBU they include;

- Estates & Academic Environment team.
- Academic Related Resources team
- School of Arts & Creative Industries.
- School of Built Environment & Architecture.
- Safety, Compliance & Business Continuity team
- Marketing, Recruitment & Admissions – Events team.
- Users of the building, students and staff.
- Users of adjacent buildings likely to be effected by construction activity.

External stakeholders include;

- Local businesses.
- Local residents, including residents associations.
- Historic England (in role previously undertaken by English Heritage).
- The Georgian Group.
- Other local conservation and historic building groups; The Albert Association, St George's Circus Group.
- Southwark Council, Planning, Design & Conservation, Archaeology, Highways etc.
- Local Councillors.
- Statutory bodies, utility providers & London Underground.
- GLA.

A communication plan is needed to ensure that information is disseminated to all involved parties. Drawings, models and other information will need to be prepared as the design evolves to aid the communication plan. The design team will need to be actively involved in professional; and open meetings with many of the stakeholders.

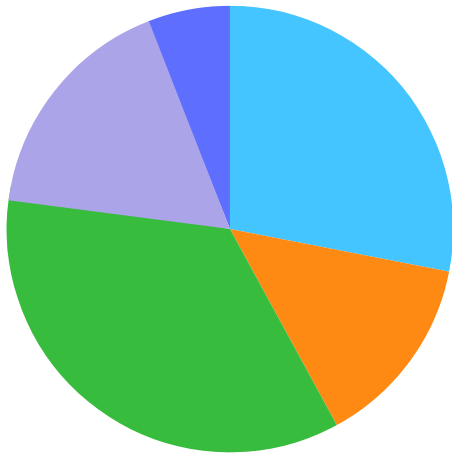
7 Schedule of Spaces

Schedule of Areas

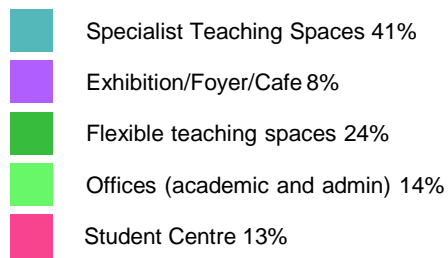
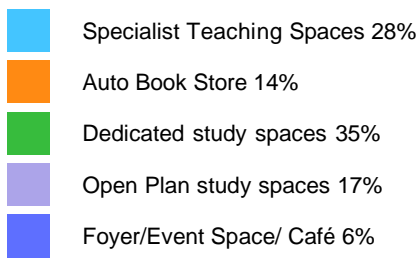
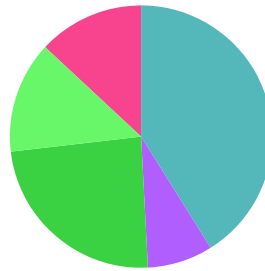
The pie charts below illustrate proportions of different space type (NUA only) and that study space constitutes 62% of Learning Centre NUA.

41% of NUA within the Arts Building is specialist spaces

Learning Centre



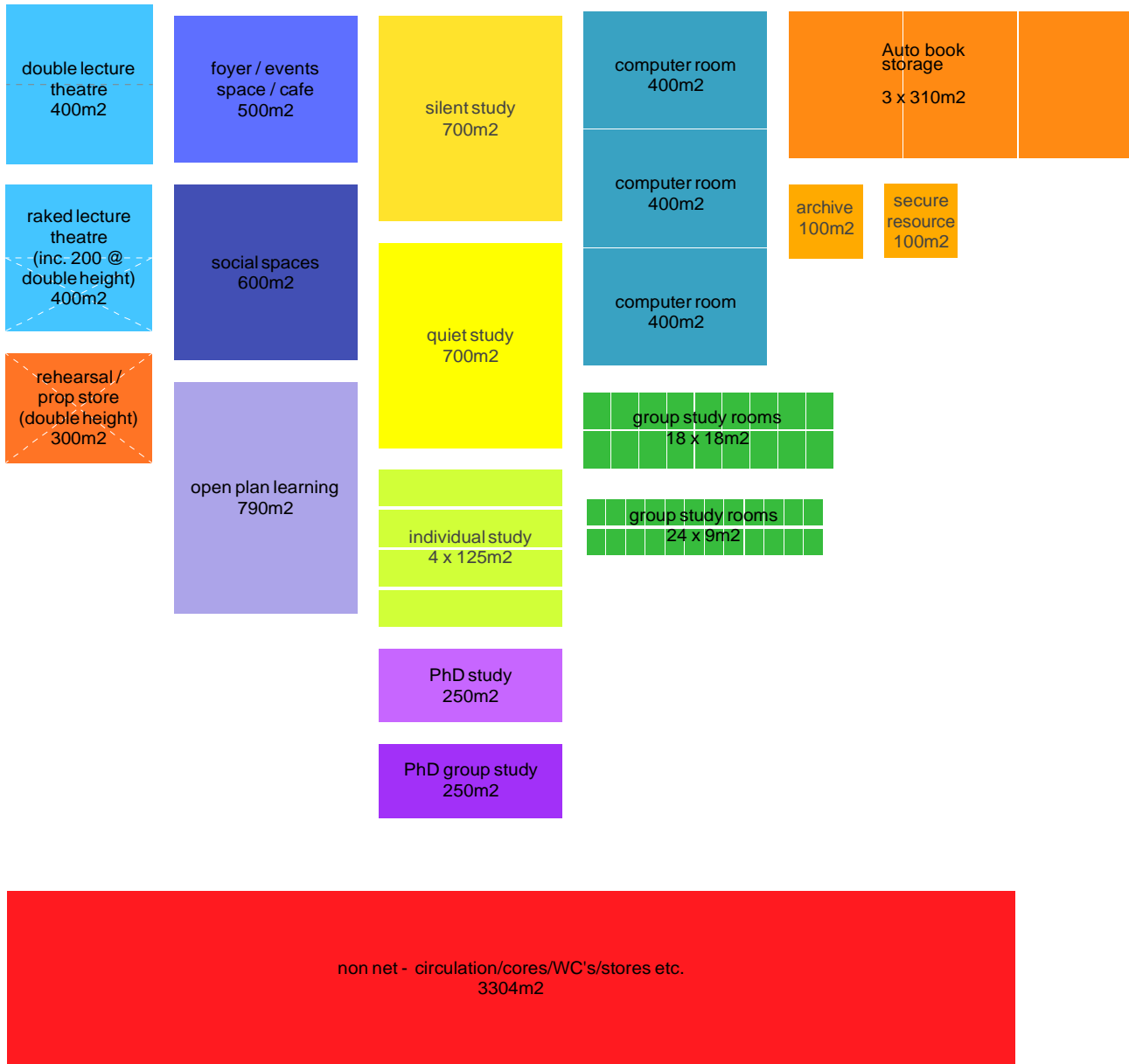
Creative and Design Centre



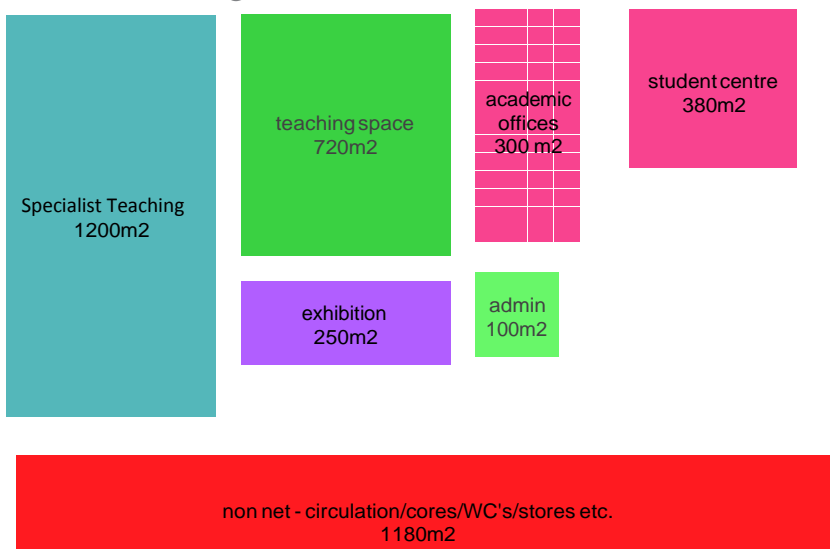
Summary

The drawn schedule illustrates proposed spaces to be included within the Creative and Design Centre Buildings. The GIA is calculated as 140% of NUA. There is the potential for this to be reduced through brief design and design development.

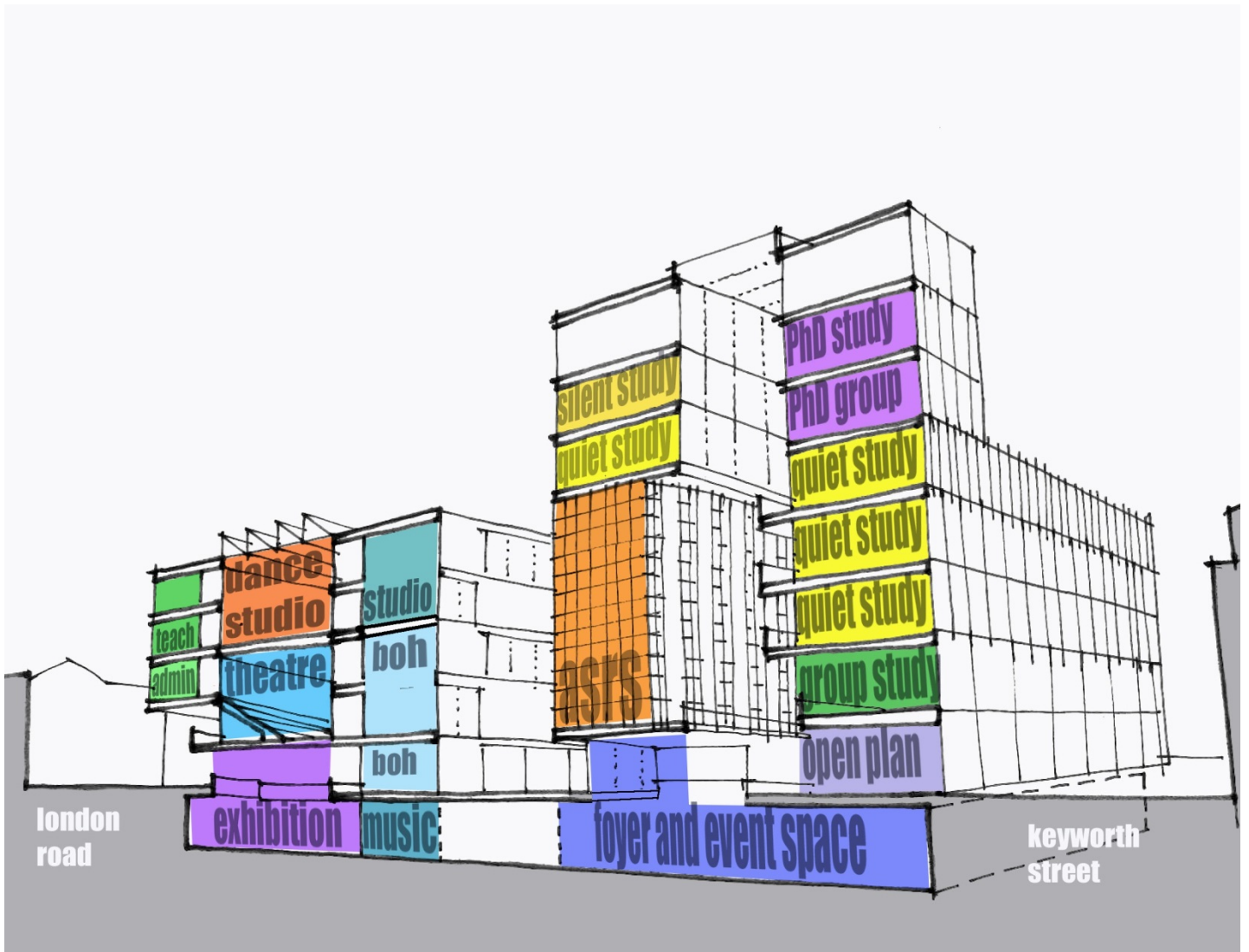
Learning Centre



Creative and Design Centre



Sketch Section



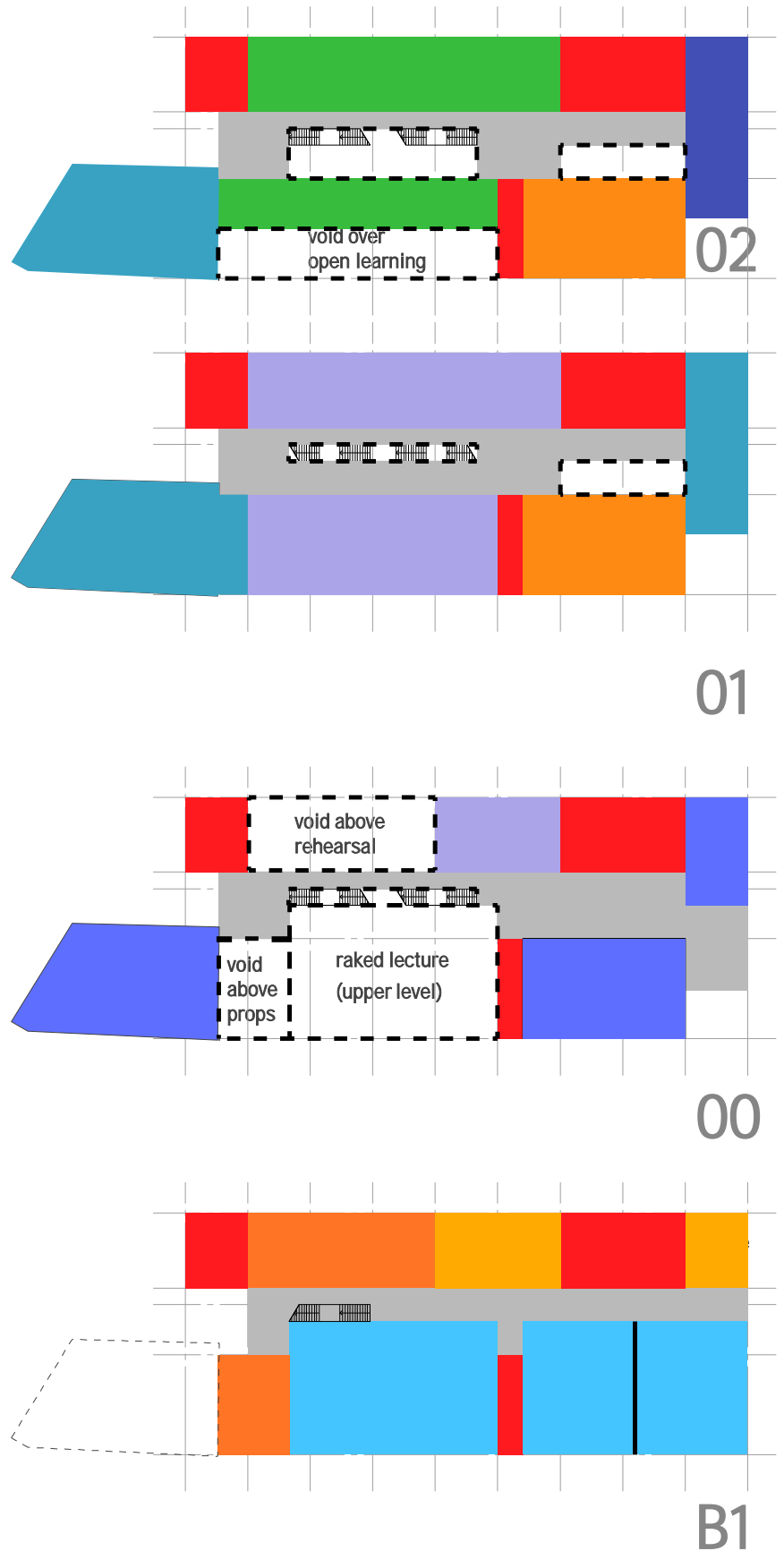
Indicative Learning Centre Plans

Learning Centre Plans

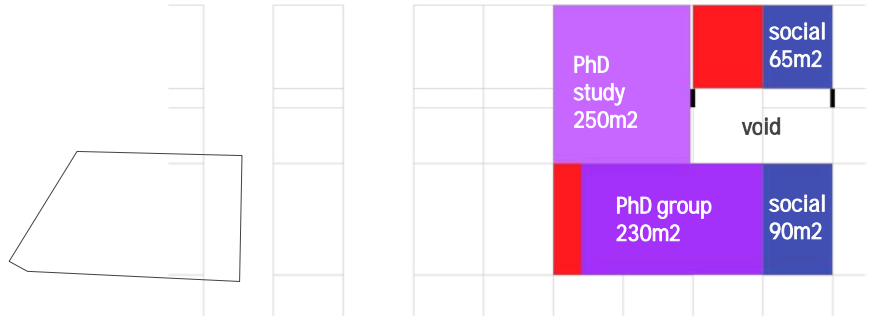
Points to note:

- Lecture Theatres within the basement (including multi purpose raked theatre)
- Foyer/Event space at ground floor
- Upper levels defined by study space type
- Computer rooms within upper levels of Chapel

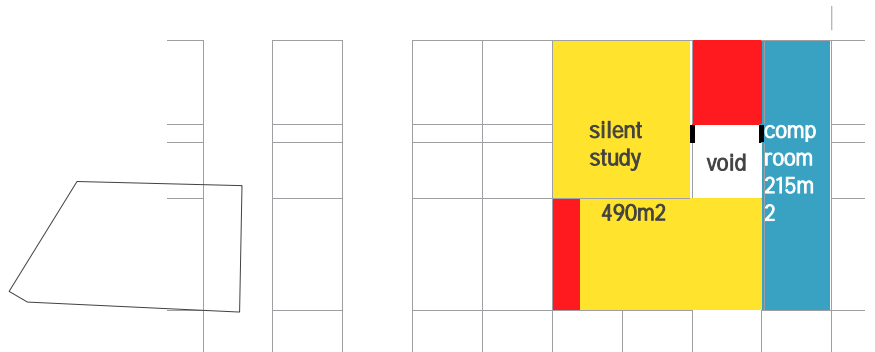
- Core/WC's/Plant
- Automated Book Store 1120m²
- Cafe 100m²
- Break Out/Social Spaces 540m²
- Lecture Theatres 830m²
- Props/Rehearsal Space 300m²
- Foyer/Event Space 515m²
- Open Plan Learning 830m²
- Quiet Study 740m²
- Silent Study 690m²
- Individual Study 600m²
- Group study rooms/seminar 535m²
- PhD study 250m²
- PhD group study 230m²
- Computer rooms 1150m²



Learning Centre Plans

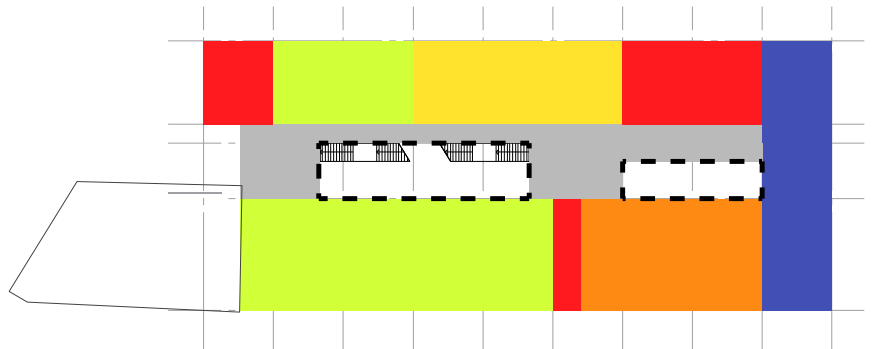


06

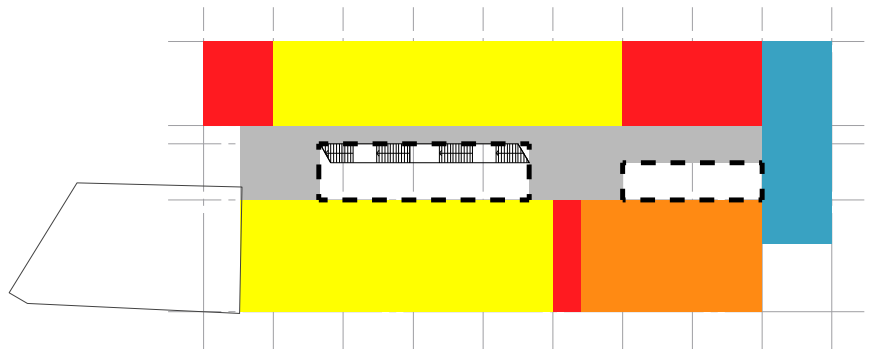


05

- Core/WC's/Plant
- Automated Book Store 1120m²
- Cafe 100m²
- Break Out/Social Spaces 540m²
- Lecture Theatres 830m²
- Props/Rehearsal Space 300m²
- Foyer/Event Space 515m²
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04

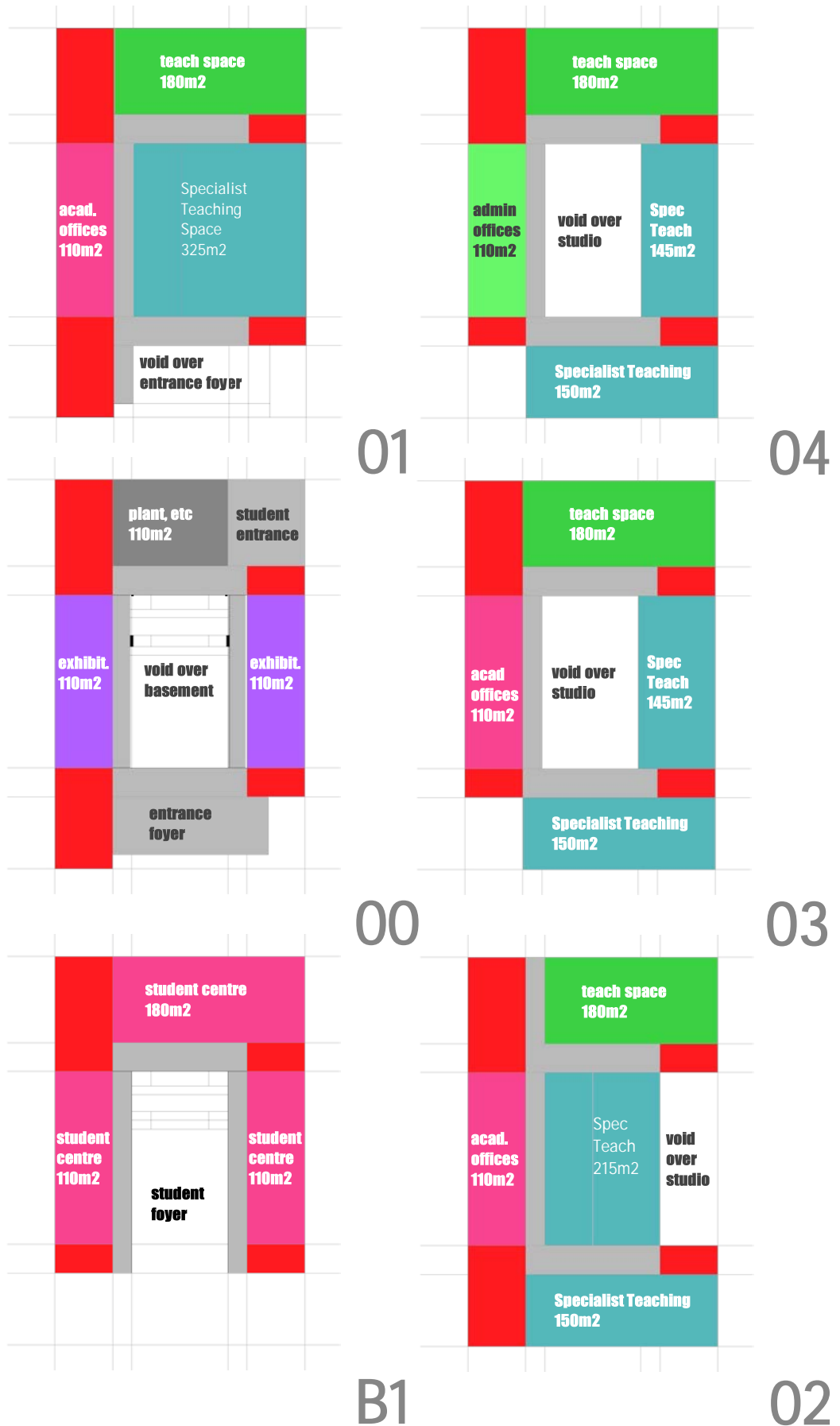


03

Indicative Creative and Design Centre Plans

Points to note:

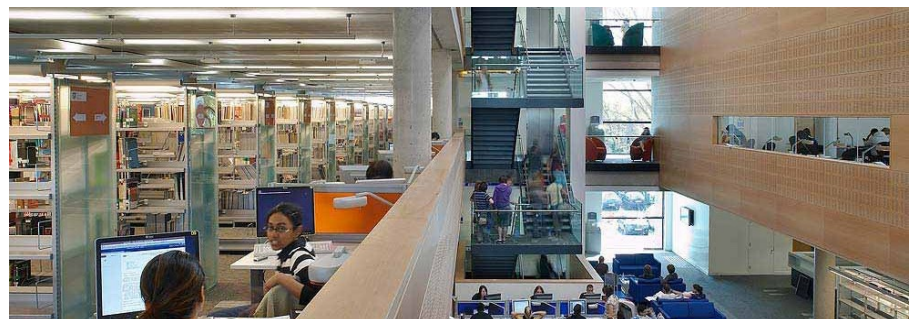
- Student Centre arranged around double height foyer space at centre.
- Exhibition space at ground floor.
- Specialist Teaching Spaces located at centre and facing London Road.
- Teaching space on Rotary Street, the quieter side.



Schedule of Areas

	Space Type	Notes	Space allocation assumption per person [sqm]	Occupancy	single height	double height	TOTAL
Arts Building	Specialist Teaching Space				1200		
	Flexible teaching space	flexible teaching/event/meeting rooms			720		
	Academic offices				300		
	Admin offices				100		
	Galleries/exhibition	accessible to community			250		
	Student Services				380		
	SubTotal NUA				2950	0	2950
SubTotal GIA (140% NUA)							4130
Learning Centre Spaces	Lecture Theatres	200 seat raked theatre that can be used for both lecture and performance	1	200	200	200	
		Two with flexible divide	1	200	200		
	Rehearsal Space					200	
	Prop store etc					100	
	Foyer/Event Space	Large flexible multi-use space on ground floor which could be divided into smaller spaces as required	2	200	400		
	Café	locating on ground floor with seating for 100	1	100	100		
	break out/social spaces	corridors / adjacent to study meet& coffee	2	300	600		
	Silent Study	Reading room, shared tables (no noise)	3.5	200	700		
	Quiet study	Reading room, shared tables (quiet, hushed)	3.5	200	700		
	Individual study	Carrel desks (no noise) say 100station	3.5	143	500		
	PHD Study	Separated from main UG	4.5	56	250		
	PHD Group study	Separate group area	4.5	56	250		
	Group study rooms/ Seminar	Large 8 say 18sqm /18	2.25	144	324		
	Group study rooms	Small < 4 say 9sqm / 24	2.25	96	216		
	Open plan learning	Near café, noisy and active	2	395	790		
	Computer Rooms	relocated from existing LRC			1200		
	Archive	Climate control			100		
	Secure resources	4hr fire and security			100		
	Highrack automated storage	Allowance for up to 500,000 items			930		
				1589			
SubTotal NUA							8260
SubTotal GIA (140% NUA)							11564
Total NIA							11210
Total GIA (140% NUA)							15694

Space Types



18/04/2016

**London South Bank University and
Hollybrook Limited Draft Heads of Terms**

(Subject to Contract)

1) Summary

This proposal provides the University with a means to achieve its long held ambition of redeveloping the Technopark Site to generate for the University a significant capital receipt and provide the University with an option to take back learning space, conference facilities, offices and student accommodation within the new development.

The proposal is structured in such a way that the risk and cost of securing planning consent is carried in full by the Developer and the land price paid by the Developer fully reflects the uplift in land value the planning consent generates. The design of the new development must meet the Minimum Requirements set by the University and the land price must in any event be above a preset Minimum Land price,

In addition the developer provides high quality temporary office accommodation adjacent to the University which will provide the decant space to which the current users of the Technopark building will temporarily relocate and which will in turn allow the refurbishment of the adjoining London Road building to proceed in a timely manner.

The proposal is a land transaction and has been prepared to ensure that the following principles for the University are achieved:

- 1) That the University achieves best value in the disposal of the long leasehold interest in Technopark Site.
- 2) That any works above the relevant thresholds are as required procured in accordance with public procurement law.

2) Background

The University have identified that their **Technopark** building is underutilised and could be redeveloped to provide the University with a significant capital receipt and potentially provide for them commercial conference facilities, learning spaces and lecture halls, office space for their administration departments, and also student accommodation.

In addition the University have identified a need to refurbish and remodel their **London Road Building** to provide a modern home fit for the 21st Century for their Business School and Sports Science Departments.

The above projects can only be achieved if the current occupiers in both of the above buildings can be decanted to allow the extensive works required to take place. Any decant space needs to be in the immediate locality of existing campus to ensure continuity of function and ease of access with the University.

Hollybrook (the Developer) owns **Diary House**, an approximately 50,000 sq ft (4,600 sq m) office building which was the original home to the Letts Diary and until recently was the UK

home to IPSOS MORI. Diary House is located on the same road as the University (Borough Road) and is less than 200 meters from the boundary of the University Campus. The size of Diary House, the quality of the accommodation it can offer and its excellent location uniquely recommend it to the University as the ideal building to provide long term temporary accommodation to facilitate the above works.

The University proposes to decant the current occupants of the Technopark building into Diary House, so that the occupants of the London Road building can be decanted in to the Technopark building while London Road is remodelled and refurbished.

Following those discussions it is proposed that an agreement is reached with Hollybrook for them to provide Diary House to the University and also to redevelop the Technopark Site whereby:

- a) The University occupy Diary House at favourable commercial rates (providing decant space to allow the London Road works to proceed in a timely manner).
- b) Hollybrook at their cost design and secure planning consent for the new building which will in any event need to meet the University's Minimum Requirements.
- c) Subject to a satisfactory planning consent, Hollybrook have the option to acquire the Technopark site for a land price that reflects the planning consent granted and in any event will be above the minimum land price of £35 million.
- d) Prior to works starting on site the University will have an option (but no obligation) to acquire all or part of the new building.
- e) Hollybrook will fund and build the new building (construction works as required procured through the EU procurement process).
- f) On the completion of the project the University will vacate Diary House and occupy those parts of the new building they decide to acquire.

Land Transactions

This land transaction has three elements:

- 1) An agreement to Lease Diary House on Borough Road from Hollybrook Limited (the **Developer**) in favour of London South Bank University (**the University**).
- 2) An Option Agreement between the University and the Developer whereby the Developer at its cost seeks planning consent for the redevelopment of the Technopark site for Commercial Space, Student accommodation and retail space (the **Development**) which will in any event meet the Minimum Requirements. If planning consent is granted and the Developer exercises its Option, this element will be governed by the following documents:
 - a) A Development Agreement that will regulate the design of the Development, the securing of necessary consents and the procurement of the

	<p>Building Contractor.</p> <p>b) A Building Lease that will govern the construction of the Development.</p> <p>c) A 150 year lease to the Developer which will set out the management of the whole of the finished Development on the Technopark Site.</p> <p>3) An Option Agreement between the Developer and the University giving the University the option to acquire the Commercial Space and/or the Student Accommodation within the completed Development.-This Option to be exercised prior to the starting of works on the site.</p>
Property Details	<p>Freehold Land at :</p> <p>(1) 90 London Road known as Technopark London Road edged red on the plan attached and registered at H M Land Registry under absolute title SGL338627</p> <p>(2) Diary House edged blue on the plan attached and registered at H M Land Registry under absolute title number TGL374344.</p>
Minimum Land Price	<p>Minimum Land Price means £35 million (thirty five million pounds).</p>
Minimum Requirements	<p>a) The demolition and redevelopment of the Technopark building to provide at least 1000 student bedrooms and 7,432 sq m (80,000 Sq ft) of Commercial Space.</p> <p>b) The provision by the Developer of 47,000 sq ft of office space in very close proximity to the University Campus which the University can occupy for an extended temporary period (expected 5 to 7 years).</p>
Developer	<p>Hollybrook Limited Mill House 8 Mill Street London SE1 2BA</p> <p>Attention: Justin Elcombe</p> <p>Phone: 0207 232 4550</p> <p>Email: jelcombe@hollybrookhomes.co.uk</p>
Developer's Solicitors	<p>To be advised.</p>
Land Price	<p>The price payable by the Developer to the University for the Long Leasehold interest in the site which in all circumstances</p>

	will at least be equal to the Commercial Works Price or the Minimum Land Price, whichever is the higher.
Residual Appraisal	<p>A residual appraisal to calculate the Land Price, as attached at Appendix 1 carried out by an independent Valuer based on Market Value, prepared in accordance with VPS 4.1.2 of the Professional Standards (Incorporating the International Valuation Standards) January 2014 issued by The Royal Institution of Chartered Surveyors, which is defined as follows:</p> <p>“The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm’s length transaction after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion”</p> <p>Based on the following Special Assumptions: 1) the planning permission that has been granted. 2) sales values at the time of the planning permission 3) expected development and build costs given the programme for construction 4) costs to include the discount to the rent of Diary House over the first 5 years of the Lease to the University 5) a developers allowance of 20% of the Gross Development Value of the Scheme.</p>
University Option	<p>The Option will allow the University to:</p> <ul style="list-style-type: none"> a) Acquire a long leasehold interest in the Commercial Space b) Acquire a long leasehold interest in the Student Accommodation c) Acquire a long leasehold interest in any retail space that is created.
Commercial Works Price	The price of providing to a shell and core specification the Commercial Space stipulated in part a) of the Minimum Requirments.
Commercial Space	Any of the following uses: Offices, Conference Facilities and Learning Space.
University	<p>London South Bank University</p> <p>Address:</p> <p>Attention: Ian Mehrtens</p> <p>Phone: 0207 8156804</p> <p>Email: ian.mehrtens@lsbu.ac.uk</p>

University's Solicitors	To be advised.
Valuer	Colliers International or such other suitably qualified independent chartered surveyor jointly appointed by the parties.
VAT	All prices are exclusive of VAT

A) Lease Terms for Diary House

- 1) Landlord: Hollybrook Homes Limited
- 2) Tenant: London South Bank University
- 3) Net Internal Area of Unit –47,433 sq ft (4406 sq m)
- 4) Planning Use – B1 offices only
- 5) Initial Rent –£35 psf which equates to £1,660,000 plus VAT per annum.
- 6) Lease Term Full Repairing Lease of 10 years, to be completed 10 working days after Practical Completion of the Landlord's Works (see point 9 below).
- 7) Rent Review: Five yearly upward only rent review to market rent.
- 8) Rent Discount – £1,250,000 to be applied at a rate of £250,000 per year for each of the first five years of lease starting from commencement of the lease
- 9) Break Clause: Tenant to have the option to break at any time during the first five years of the lease period on giving 12 months' notice; the Landlord also has the option to break the lease on giving 12 months notice if; a) Planning Consent for the Development is refused b) The University does not exercise its Option under the Development Agreement
- 10) Tenant to be responsible for paying any business rates or any future property tax related to the property from the date of the lease.
- 11) Tenant to be responsible for internal maintenance and repair of building from the date of the lease.
- 12) Landlord to be responsible for planned cyclical external redecoration programme for which the tenant must bear the cost (note programme of cyclical decoration to be agreed with the tenant prior to the lease being signed).
- 13) Landlord to insure the building and recover premium from tenant.
- 14) Landlord's Works at its costs the building will be refurbished to include redecorating of wall and ceiling finishes, refurbishment of lifts, toilets, lighting, power and heating.

- 15) Tenants Works: the tenant at its cost will need to fit out the building prior to its occupation to include, floor finishes, internal partitions and doors, cupboards, tenant signage, reception arrangements, furniture etc.
- 16) Tenant to seek Landlord's approval, not to be unreasonably delayed or approved, for Tenant's works.
- 17) Alienation by Tenant – none other than to a wholly owned subsidiary of the University
- 18) Dilapidations – on expiry or surrender of the lease the Tenant to internal re-insatement of the building to the condition which it took over the property, including redecoration of the building – removing any Tenants Works and reinstate following removal as directed by the Landlord.

B) Development Option Agreement

The University and the Developer will enter into a Development Option Agreement with the following key terms:

1. Scheme Design

- a. Developer at its cost to appoint a Design Team to design and prepare a Planning Application for the Development.
- b. The University will designate an Employers Agent to be its representative and to act as the first point of contact for the Developer.
- c. Throughout the design process the Developer will liaise at regular intervals with the University and have regard to their comments and suggestions in order to ensure that the design will meet the Minimum Requirements.

2. Planning Application and Planning Consent

- a. Two months prior to the intended date of the submission of the Planning Application the Developer will provide to the University a full set of the draft planning drawings and associated supporting information for the Development.
- b. Both parties will jointly appoint a Valuer who will, based on the proposed Draft Planning Application, provide an estimate of the likely Land Price and the University Works Price; in the event that the Land Price is estimated to be below the Minimum Land Price and/or the Commercial Works Price the Developer at its expense will amend the plans as necessary to establish a Land Price equal to or greater than the Minimum Land Price and the Commercial Works Price.
- c. The University will review the planning drawings and associated supporting information and within six weeks of receiving the drawings will confirm whether the design meets the Minimum Requirements. If it does not do so, the Developer will either amend the drawings and resubmit them for approval on the same basis or, if it considers that it cannot accommodate them, the Developer may terminate the Development Option Agreement.

- d. The Developer at its expense will submit a Planning Application for the Development by the later of 31 December 2017 or three months after the University's approval of the drawings in c) above. The planning application will be submitted in the joint names of the University and the Developer.
- e. The Developer will be entitled to appeal any planning decision or non-determination in its entire discretion.
- f. The University as Freeholder will enter into any necessary planning agreement required in connection with the planning application and resolution to grant consent.
- g. Following the grant of planning permission each party will notify the other within three months whether the planning permission is from its perspective a Satisfactory Permission which is free from Onerous Conditions (to be defined). The target date for getting a Satisfactory Permission is by the 31 of December 2018 with a long stop date (including any time for appeal) of the 31st of December 2020.

3. Valuation Stage / Land Price

Within (three months) after the grant of a Satisfactory Planning Permission the parties will jointly appoint a suitably qualified Valuer to undertake a Residual Appraisal to establish the Land Price of the Techopark Site with the benefit of the Satisfactory Planning Permission on two basis:

- a) Assuming that the University do not exercise their Option over the Commercial Space (the **Full Sale Land Price**).
- b) Assuming that the University do exercise their option over the Commercial Space (the **Student Accommodation Land Price**).

The Residual Appraisal to determine the Full Sale Land Price will include the value and cost of the entire Development (including the Student Accommodation and the Commercial Space).

The Residual Appraisal to determine the Student Accommodation Land Price which will include the Student Accommodation but will exclude the Commercial Space.

In any event should the Full Sale Land Price or the Student Accommodation Land Price as determined by the Residual Appraisal be below the estimate of the Commercial Works Price or the Minimum Land Price then the Minimum Land Price or Commercial Works Price will apply whichever is the higher.

Within three months of the Full Sale Land Price and the Student Accommodation Land Price being determined by the Valuer the Developer may notify the University that it will not proceed to acquire the Technopark Site.

4. Procurement Phase

If the Developer has not notified the University that it will not proceed with its option to acquire the Technopark Site it will then:

1. At its expense develop the design of the Development to allow the scheme to be tendered for construction under an appropriate form of building contract.
2. The building contract and tender packages to be approved by the Employers Agent acting reasonably.
3. The contract will be competitively tendered by the Developer and a Contractor(s) will be selected to carry out the works; throughout the tender period the Employers Agent will be kept informed and consulted and his comments and suggestions considered by the Developer; as required the procurement will be carried out in accordance with EU procurement rules.
4. The Developer based on the selected tender returns will provide the University with a Commercial Works Price to construct the Commercial Space to a shell and core finish comprising completed facades to provide a watertight envelope with capped incoming services.
5. The Commercial Works Price will not include a Developers Profit but will include a reasonable allowance to the Developer for administration of the contract, professional fees, insurance, inflation risk, and a general contingency of 5%.

5. University Option to take Leases

- 1) In light of the Commercial Works Price and the value of the residential elements contained in the Residual Appraisal provided by the Valuer the University will decide within 3 months of receiving the Commercial Works Price whether it wants to exercise its Option and:
 1. take a long lease of the Commercial Space from the Developer for the Commercial Works Price and/or
 2. take a long lease of the Student Accommodation for the open market value of the Student Accommodation as valued for the Residual Appraisal (to be netted off the Land Price).
 3. take a long lease of any Retail space at the open market value of that space as valued for the Residual Appraisal (to be netted off the Land Price).
- 2) Any lease to the University will be for a term equal to the Long Lease to the Developer less three days.

6. Developers Option and Building Lease

Within 6 months of the University confirming whether or not it will exercise its option over the Commercial Space and/or the Student Accommodation, the Developer may exercise its option to acquire the Technopark Site.

Subject to the Developer demonstrating to the reasonable satisfaction of the University that it has sufficient funds to carry out the Development (note: step in rights for funder to be provided):

- 1) The Developer will call for the Building Lease

- 2) The University will be given 6 months to provide Vacant Possession of the site and grant the Building Lease.
- 3) The Developer will build out the scheme in one or more phases in accordance with the Satisfactory Planning Permission.
- 4) On the completion of the construction of the Development (or phase of the Development) Practical Completion Certificate(s) will be issued by the Developer to the University as freeholder..
- 5) On the issuing of a valid Completion Certificate the project will then enter the Operational Phase.

7. Long Lease

1. On practical completion of the Development (or phase) to shell and core the University will grant to the Developer a 150 year lease of the whole site (or phase) (to be in a form acceptable to the Developer and its Funder) on a peppercorn rent and the Developer will pay the University the Full Sale Land Price or the Student Accommodation Land Price for that phase (as applicable) (less the market value for the Student Accommodation if applicable).
2. On practical completion of the Development, the Developer will grant back a 150 years lease (less three days) of the Commercial Space on a pepper corn rent within the Development if the University exercised their Option over the same.
3. On practical completion of the fit-out of the Student Accommodation, the Developer will grant a lease for a term equal to its then remaining lease term (less three days) of the Student Accommodation if the University has exercised its Option over the same.

8. VAT

- a. All prices are exclusive of VAT.

Costs

- a. Each party will bear their own legal costs.

9. Timing

- a. A lock out agreement will be signed between the parties for a 6 month period, following committee approvals in April 2016.
- b. Both parties will appoint their solicitors with the aim to agree the legal documentation as soon as possible and in any event to allow an exchange of contracts no later than the 31st of July 2016.
- c. Immediately thereafter in line with EU procurement advice a VEAT notice will be issued to declare the intention of the contract – this runs for six months.

- d. During the six month period of the VEAT notice the Developer will immediately proceed to progress the design of the development up to a maximum budget of £200,000 plus VAT.
- e. If a legitimate objection to the VEAT notice is received then the parties acting in good faith will work together to overcome that objection and if however the objection stands to the point that the project cannot proceed as planned the University will reimburse the Developer 50% of its costs upto a maximum contribution from the University of £100,000 plus VAT.

	PAPER NO: MPI.05(16)
Paper title:	EDISON programme closure
Board/Committee	Major Projects and Investment committee
Date of meeting:	26 April 2016
Author:	Tom Kelly, ICT Customer Engagement Manager
Executive/Operations sponsor:	Ian Mehrtens, Chief Operating Officer Pat Bailey, Deputy Vice Chancellor
Purpose:	To provide an update on completed EDISON projects. This paper reports formal closure of the EDISON programme, following the initial go-live of the final project.
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	EDISON – Enhanced Digital Students Experience – was originally established as the BUILT programme, with business cases approved by Governors in February 2014. The aim was to embed a strategic partnership between LSBU and IBM, delivering on the Technology Enhanced Learning and ICT Strategic Implementation Plans, and supporting the realisation of LSBU strategic objectives.
Recommendation:	The committee is asked to sign off the project

Executive Summary

The 3 components of the EDISON project (suite of tools to support an Enhanced Student Experience, cloud data storage to improve capacity, reliability and resilience, and the access management system) have all been delivered within budget and, with the exception of IAMS, all were delivered on time.

The committee is asked to sign off the project, subject to final resolution of one final bill from IBM (relating to historic invoices which are in dispute, but still within budget).

1. EDISON programme context and outcomes

- 1.1 EDISON – Enhanced Digital Students Experience – was originally established as the BUILT programme, with business cases approved by Governors in February 2014. The aim was to embed a strategic partnership between LSBU and IBM, delivering on the Technology Enhanced Learning and ICT Strategic Implementation Plans, and supporting the realisation of LSBU strategic objectives. Business cases were approved for the implementation of Identity and Access Management System, Data Centre Outsourcing and IBM's Exceptional Student Experience solution.
- 1.2 The project overall has been successfully delivered within overall budget and, with the exception of the IAMS element, on time. Given the scale and complexity of the programme, this is a significant achievement for the University, delivering tools that will ensure the future delivery of its digital agenda and an infrastructure that is robust and protected.
- 1.3 In summary, the project comprised three elements:
 - 1.3.1 Exceptional Student Experience (ESE) has delivered a set of online social and collaboration tools, a master data management solution, a new unified online portal for students, and a predictive analytics solution to identify students at risk of not progressing. This is the framework for delivery of the digital agenda.
 - 1.3.2 Data Centre Outsource (DCO) has delivered the cloud infrastructure needed to host existing systems and support the enhanced digital experience, with applications and data migrated offsite. This ensures that we have a robust backbone to the services being delivered and has back up in the event of a major incident.
 - 1.3.3 Identity and Access Management System (IAMS) is intended to deliver unified authentication and authorisation for information systems access, across LSBU. Following extensive development and integration, the product went live in March 2016. Transition to business-as-usual operation will follow the final development stage, provisioning all staff and student accounts (replacing the previous CAMS system) in May 2016.
- 1.4 As a programme, EDISON comprised a diverse mix of projects, with varying objectives and benefits. The scale of projects, and technical issues to delivery, provided major challenges, especially given the unforeseen complexity of the databases that were held

across the University, and a major additional achievement of the project has been a huge amount of data cleansing for LSBU.

It is also worth pointing out that the University was critically vulnerable, with major ICT breakdowns likely, plus data storage at capacity, and data security an issue prior to the EDISON project.

- 1.4.1 The delivery of DCO and IAMS were essential, in replacing out-dated or redundant technology that could no longer be supported. Delivery of this represents a significant technical achievement, given LSBU's complex technical estate. There have been challenges in the performance and support levels agreed for the outsourced data centres; the identity and access management project took far more effort than was originally scoped, primarily because of the number of databases being operated across the University, and due to inconsistencies between 'common' data held on multiple systems. It is also important to recognise that more effort is required to remediate this complex estate, to accommodate future shifts in technology, and deliver and maintain the systems that will underpin LSBU's strategic objectives.
- 1.4.2 ESE will deliver significant business improvement, and although the IBM tools delivered are not yet fully embedded in our business as usual activity they are owned and championed by LSBU staff or students. As can be seen in the Appendix A, the use of most of the tools significantly exceeds the targets stated in business cases.
- 1.4.3 The predictive analytics tool has been trialled and is full available across the University at course level, giving course directors valuable data to evaluate. There needs to be further consideration of the use of data at an individual level to ensure that the support systems are fit for purpose and meet requirements such as those defined by data protection legislation. Further development of the analytics tool will take place alongside articulation of the learning pathway, so that the information provided by the tool is aligned with the educational support for the students.
- 1.5 An assessment of the programme's overall outcomes is set against the quantitative deliverables (Appendix One) with agreed target volumes. Overall, these targets have been met.
- 1.6 These quantitative deliverables however do not recognise the value of the collaboration and special relationship that now exists between LSBU and IBM, partly as a result of

working together on this. Examples are the provision of high performance computing capability for a research project and student placements within IBM.

- 1.7 The project was not without its challenges and interventions by the DVC and the COO, have been required to keep the project on track throughout. As a result, there have been two levels of engagement, firstly at CEO level and secondly at an operational level. This has resulted in further collaborations in both the digital learning framework and the learning pathway.

2. Learning points

- 2.1 EDISON has been delivered during a period of significant change in strategy, structures and personnel across LSBU. Although a full programme review is limited by the changes in staff throughout the programme, key learning points are summarised below.
- 2.2 **Procurement:** The procurement route adopted for this project using the LUPC Framework and resulted in LSBU contracting with a third party, Insight. This created both barriers and issues in relation to invoicing that impacted at times in the relationship with IBM. This should be avoided in the future by investigating alternative purchasing frameworks.
- 2.3 **Project resourcing:** EDISON was initiated on an input rather than output basis creating the need for additional internal resources to monitor progress and activities of IBM staff. Additionally, the risk was effectively transferred to LSBU in both financial and programme delivery terms. However, close monitoring of the project, and the identification of escalation/resolution approaches when problems arose, allowed significant mitigation of the risk.
- 2.4 **Project Management:** It was clear as the project progressed, that given IBM's silo based management structure, and the overarching scope for this project, that it was essential to have one senior project manager within the company to work with LSBU with the authority to deliver. In the initial stages it was not the case and led to LSBU as the client trying to resolve issues within different parts of the IBM organisation.
- 2.5 **Project definition:** A project of this complexity requires careful and precision definition at an early stage. The naivety of both LSBU in defining such projects, and IBM at delivering a project with this scope, meant that the project definition may have benefitted from external review by technical specialist prior to contract whereas most of the LSBU review focused on legal and finance.

- 2.6 **Partnership relationship and the MOU:** EDISON represented a flagship programme for LSBU's chosen supplier, IBM. However, the lack of a programme blueprint, and limited buy-in of IBM at an early stage to help deliver strategic outcomes (e.g. via a collaborative pact) has meant that the relationship became a more traditional 'client-supplier' set-up, based heavily on the contracts involved. Nevertheless, the final stages have provided an opportunity to enhance the relationship as a partnership, and this is expected to prove beneficial to both parties going forward.

2 **Future development**

- 2.1 Having now completed the project, attention can be directed towards developing the special relationship.
- 2.2 Discussions are underway with IBM in relation to the creation of an Innovative Teaching Room at LSBU which showcases and trials new technologies both for students and staff. In a complementary fashion, IBM are also exploring how their educational development team can interact more extensively with staff at LSBU (through links with our PVC Education & Student Experience), especially to see how the Student Analytics can be aligned with activities and support within our Learning Pathway project.
- 2.3 The Director of Academic Related Resources is in discussions with IBM for a potential secondee from IBM to work in the ICT Development team which will ensure IBM have a greater understanding the HE sector business and the ICT team will benefit from world leading development expertise.

Appendix One: delivery against original success criteria

The original business cases set deliverables with performance targets against each project. All have now been met. Performance targets have in many cases been significantly exceeded. Achievements are noted below, with specific figures to the end of 31 March 2015. Proxy indicators have been applied where the original targets were not accurately measurable.

Project	Business case: success criteria	Performance			Actual metric applied	Achieved	Notes
		Year 1	Year 2	Year 3			
Portal	Accessibility to the Portal for all learning resources (campus based)	1000	4000	10000	Total new unique users accessing learning resources via MyLSBU portal	4602	unique users accessing my.lsbu 28 January- 20 April 2015 (excludes all other networks)
	Accessibility to the Portal for all learning resources (mobile devices)	0	4000	10000	Total new unique users accessing MyLSBU portal by mobile / tablet device	6093	unique users accessing my.lsbu 28 January- 20 April 2015 (excludes device category desktop)
	Accessibility to the Portal for all student related information (from anywhere)	0	0	10000	Total new unique users accessing MyLSBU portal irrespective of location and device	13352	unique users accessing my.lsbu 28 January- 20 April 2015
	On line submission of assignments (campus based)	6000	12000	18000	Moodle and TurnItIn: total submissions	55563	Total submissions Oct 2014 – April 2015. Online submission (and marking) is mandatory in HSC – to roll out across schools throughout 2015/16 (cannot distinguish whether campus based or not)
Social Collaboration	On line classrooms using webinar facilities	20	100	500	Total number of rooms	18	On track to achieve the stated success criteria
	Ability for students and staff to use instant message facility: number of staff/students using instant messaging	1000	2000	4000	Number of chats initiated	3784	All students and staff can use instant message facilities, but the tool is not set up to monitor the number of users – total number of chats is used as a proxy measure
	Usage of IBM Connections Community facility - % of full time students using communities	5%	10%	40%	Number of unique users (staff and student) of Communities only within connections	Approx 4%	Total users (from October 2014 – April 2015) not split by students/staff, but the connections tool is starting to be used more extensively when its specific features are beneficial.
DCO	Migrate applications to Softlayer (IBM solution)	277				306	
	Decommission	91				130	

London South Bank University

Project	Business case: success criteria	Performance			Actual metric applied	Achieved	Notes
		Year 1	Year 2	Year 3			
	Stay on site	35				48	
	Unknown	42				0	
IAMS	Decommission CAMS system					In progress	Scheduled to be completed May 2016; costs of completion included in budget summary
	Single Sign on for ESE solution					In place	Completed October 2014
	Identity Management via the new system					In place	Completed March 2016
Master Data Management	No of students for whom a consolidated system record has been created and data cleansed	500	2500	7500		In place	Tool installed and handed over to business owner but use has been limited to this point. The tool is available to support the ongoing programme of data management and quality, comparing data sets to consolidate records. Original success criteria assumed that differing sets of student data exist – in fact these are consolidated in QL, with continual data management through Registry.
Predictive Analytics	Predictive Trend Reports available by course.	0	200	All courses		Available for all 345 UG degree courses	Tool was piloted with 60 users from October 2014. Roll out of tool has been put on hold by the business owner, PVC Education and Student Experience, pending further development of the analytics model
	Students prevented from dropping out in year 3 by targeted interventions			33		To early to assess	Year 1 retention alone exceeds target but it is not yet possible to differentiate the impact of this tool vs other linked interventions.
Integration	No of students using the portal to access VLE information	500	2500	8000	Staff logging in to VLE, January-April 2015 Students logging in to VLE, January-April 2015	1,232 17,059	All current students can access VLE via Portal
	No of students using functions	500	2500	8000	Moodle Assignment submissions, January-April 2015 TurnItIn submissions, January-April 2015	19,362 19,106	Moodle and TurnItIn are included as examples of functions available through the portal

London South Bank University

EDISON PROJECT (£'000s)

HIGHLIGHTS

- [a] Project Budget is £15.8m of which £14.5m is allocated as project spend across 3 areas (ESE, DCO, IAM) and £1.3m is contingency
- [b] 13/14 Actuals & 14/15 Actuals spend is £10m, £3.5m and £6.3m respectively
- [c] 15/16 Forecast £0.8m includes £0.1m ESE Software license, £0.4m DCO Running Costs and £0.3m forecast for IAM5
- [d] 16/17-18/19 Forecast £3.4m includes DCO Running Costs (Aug16 - Jan19)
- [e] Full Life Forecast vs. Budget £(990)k project overspend offset with £1.3m contingency leaving a £310k positive variance to budget
- [f] System Team Savings £376k savings yet to be realised

Project	Activity	Project Budget [a]	13/14 Actuals [b]	14/15 Actuals [b]	15/16 Actuals (P1-P8) [c]	15/16 Forecast [c]	16/17-18/19 Forecast [d]	Full Life Forecast	Full Life Forecast vs. Budget [e]	Comments
ESE	USBU Contractors	937	291	1,158	8			1,457	(520)	£(520)k overspend on USBU contractors
	Training / Change Management	60		120				120	(60)	£(60)k offset with Training budget in DCO
	IBM Software maintenance: Mar 14 - Jul 18	580		131	28	112	309	580		
	IBM Software maintenance: Aug 15 - Feb 19	812			183		629	812		
	IBM Software (incl 1st year maintenance)	1,466	1,466					1,466		
	IBM Implementation Services finishes Dec 2014	2,165	370	2,019				2,390	(224)	£(225)k overspend on IBM Consultancy and Opex
	Portal Phase 2 Network				45	26		71	(71)	£(71)k overspend on additional BAU cost picked up by Edison as a result of a saving on DCO running cost
ESE Total		6,020	2,127	3,428	264	138	938	6,895	(875)	
DCO	USBU Contractors	382	278	231	15			524	(142)	£(142)k overspend on USBU contractors
	Training & Change management	60		2				2	58	£60k offset with Training budget in ESE
	Network Set Up incl 10Gb switches & firewall	157	3	76	7			86	71	
	System Team Savings	(376)						0	(376)	[f]
	Network	229	510	(491)	5	42		84	145	
	Migration FP	2,030	515	1,562	37	1		2,115	(85)	£(85)k overspend on IBM Consultants, 2 months overrun
	Infrastructure annual running cost March 2013 - Feb 2019 excl Migration FP	5,626		901	667	308	2,508	4,384	1,242	£5.6m budget (running costs) overstated; £2.5m forecast (16/17-18/19)
DCO Total		8,108	1,326	2,278	731	351	2,508	7,194	914	
IAM	USBU Contractors		42	199	224	22		486	(486)	£(486)k overspend on USBU contractors
	IBM Implementation Services	391	97	393	167	276		932	(542)	£(542)k overspend on IBM consultancy
IAM Total		391	139	592	390	298		1,419	(1,028)	
Grand Total		14,519	3,592	6,297	1,385	787	3,446	15,508	(990)	

Project Forecast (inc. IAMs further Spend)	14,519	3,592	6,297	1,385	787	3,446	15,508	(990)	
Contingency	1,300							1,300	
Project Forecast (inc. Contingency)	15,819	3,592	6,297	1,385	787	3,446	15,508	310	
Additional Costs									
Historic IBM invoices								144	Invoices in dispute with IBM
Total Additional Costs								144	
Project Forecast (inc. Contingency)	15,819	3,592	6,297	1,385	787	3,446	15,508	166	

	CONFIDENTIAL
	PAPER NO: MPI.06(16)
Paper title:	Committee effectiveness
Board/Committee	Major Projects & Investments Committee
Date of meeting:	26 April 2016
Author:	Joanne Vas, Governance Assistant
Board sponsor:	Douglas Denham St Pinnock, Chair of the Committee
Purpose:	Discussion
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	Board effectiveness
Recommendation:	The meeting is requested to discuss the questions on committee effectiveness in order to conduct a 'light-touch' review.

Matter previously considered by:	N/A	
Further approval required?	No	On: N/A

Executive Summary

The governance effectiveness review conducted in May 2015 agreed a number of changes to the committee structure at LSBU, including the creation of the Major Projects & Investment Committee (MPIC). The intention was to reduce duplication between meetings, and to delegate responsibility to committees to allow the Board time to consider strategic matters in more depth.

The purpose of the Committee is to review major capital and revenue investments. It has delegated authority from the Board of Governors to approve investment decisions within authorisation levels as set out in the Financial Regulations, for information in the appendix. The committee reviews investment decisions above its level of authority and recommends approval to the Board.

Members are requested to consider the following questions and use these as discussion points for a 'light-touch' review of the effectiveness of the committee at the meeting.

For information, the Terms of Reference and levels of authority (from the Financial Regulations) for the Committee are also included.

Committee effectiveness review questions to consider

1. Is the Committee addressing its Terms of Reference?
2. Are any amendments to the Terms of Reference required?
3. Are there any skills/experience shortages that can be addressed?
4. Are the topics discussed by the Committee appropriate?
5. Is the quality of papers sufficient for the purpose required?
6. Have the role and responsibilities of the Committee been clearly defined and communicated to all Committee members?
7. Are there sufficient details on how the Committee supports and is accountable to the Board?
8. Is the frequency of meetings sufficient?

Terms of Reference

The Major Projects and Investment Committee is a sub-committee of the Board. It is authorised by the Board to approve investment decisions within authorisation levels as set out in the Financial Regulations. The committee reviews investment decisions above its level of authority and recommends approval to the Board.

1. Remit

1.1 The remit of the committee is to:

- 1.1.1 review capital and revenue investment and significant tenders and, if above delegated authority, recommend approval to Board;
- 1.1.2 when within set authority levels, approve capital expenditure and budgeted revenue expenditure;
- 1.1.3 review 'master-plans' for estate and infrastructure; and
- 1.1.4 review proposals to acquire and/or dispose of land or buildings.
- 1.1.5 review and recommend to the Board approval of capital finance;
- 1.1.6 review and recommend to the Board approval of borrowing raised on the security of the University's assets;
- 1.1.7 review and recommend to the Board approval of lease finance arrangements with a capital value greater than £250,000;
- 1.1.8 review and recommend to the Board approval of borrowings (by loan facility or overdraft) above £0.5 million;
- 1.1.9 monitor delivery of major projects; and
- 1.1.10 consider post investment reviews of major projects.

2. Membership

2.1 Membership shall consist of up to five independent governors including the Chair of the Board, the Vice Chancellor, two student governors and one staff governor.

2.2 A quorum shall consist of at least 3 independent governors.

2.3 The chair shall be an independent governor.

2.4 Members of the committee shall not be members of the Audit Committee.

3. Reporting Procedures

3.1 The minutes (or a report) of meetings of the Committee will be circulated to all members of the Board.

Membership 2015/16

Chairman

Douglas Denham St Pinnock (Chair)

Independent governor members:

Kevin McGrath

Hilary McCallion

Jerry Cope

Carol Hui

Executive:

Vice Chancellor

Abdi Osman (SU President)

Andrea Smith (Student Governor – Chair of Student Council)

Tony Roberts

Approved by the Board of Governors on 14 May 2015

Appendix:

Financial Regulations: levels of authority

Total expenditure value (Inc. VAT)	Capital		Revenue	
	Planned	Unplanned*	Within Budget	Outside Budget
Over £5 million	Board of Governors	Board of Governors	Board of Governors	Board of Governors
from £2 million but less than £5 million	Major Projects and Investments Committee	Board of Governors	Major Projects and Investments Committee	Board of Governors
From £1 million but less than £2 million	Executive Meeting	Board of Governors	Delegated Levels of Authority	Board of Governors
From £500,000 but less than £1 million	Executive	Major Projects and Investments Committee	Delegated Levels of Authority	Major Projects and Investments Committee
Less than £500,000	VC & CFO	VC & CFO	Delegated Levels of Authority	VC & CFO

* Unplanned capital projects should be very rare. The Major Projects and Investment Committee will review masterplans and the majority of capital expenditure will be planned. Expenditure proposals should be submitted to the lowest level of authorisation first, being escalated up through the approval hierarchy on the table above following each approval stage.

Meeting of the Major Projects & Investment Committee

**4pm – 6pm on Tuesday, 26 April 2016
in the Boardroom, Technopark, London Road, SE1**

Agenda

<i>No</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome & Apologies		Chair
2.	Declarations of interest		Chair
3.	Minutes of previous meetings (to approve): <ul style="list-style-type: none">• 27 October 2015• 16 December 2015• 16 February 2016	MPI.03(16)	Chair
4.	Matters arising: <ul style="list-style-type: none">• Hugh Astor Court	Verbal	Chair COO
5.	Estates development proposals: <ul style="list-style-type: none">• St George's Quarter brief (to note)• Technopark proposal (to note)• Perry library update (to note)	MPI.04(16) & Presentations	COO
6.	Update on IPTE capital funding (to note)	Verbal	DVC
7.	EDISON projects post-completion review (to discuss)	MPI.05(16)	DVC/COO
8.	Committee effectiveness (to discuss)	MPI.06(16)	Chair
9.	Date of next meeting: 4pm on Thursday, 23 June 2016		

Members: Douglas Denham St Pinnock (Chair), Jerry Cope (Chairman of the Board), David Phoenix (Vice Chancellor), Carol Hui, Kevin McGrath, Hilary McCallion, Abdi Osman (SU President), Tony Roberts (Staff Governor) and Andrea Smith (Chair of Student Council)

With: Chief Financial Officer, Chief Operating Officer, Deputy Vice Chancellor, University Secretary and Governance Assistant

	PAPER NO: MPI.03(16)
Paper title:	Minutes of the meetings of: <ul style="list-style-type: none"> • 27 October 2015 • 16 December 2015 • 16 February 2016
Board/Committee	Major Projects & Investment Committee
Date of meeting:	26 April 2016
Author:	Joanne Vas, Governance Assistant
Board sponsor:	Douglas Denham St. Pinnock, Chair of the Committee
Purpose:	To approve the minutes of previous meetings as a correct record and to approve for publication.

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

Executive Summary

The committee is asked to approve the minutes of its meeting of:

- 27 October 2015 (which was inquorate);
- 16 December 2015; and
- 16 February 2016.

Suggested redactions for publication on LSBU's website are in grey.

Minutes of a Meeting of the Major Projects & Investment Committee
held at 3pm on Tuesday, 27 October 2015
in room 1B16, Technopark, London Road, London SE1

Governors Present

Douglas Denham St Pinnock	Chair
Jerry Cope	Chair of Board of Directors
David Phoenix	Vice Chancellor and Chief Executive
Tony Roberts	Head of Technical Support
Andrea Smith	Chair of Student Council

Apologies

Hilary McCallion	
Kevin McGrath	
Abdi Osman	SU President
Mandy Eddolls	Executive Director of Organisational Development and HR

In attendance

Pat Bailey	Deputy Vice Chancellor
Richard Flatman	Chief Financial Officer
Ian Mehrtens	Chief Operating Officer
James Stevenson	University Secretary and Clerk to the Board of Governors
Joanne Vas	Governance Assistant

Welcome

1. The Chair welcomed members to the first meeting of the Committee. Apologies had been received from Mandy Eddolls, Hilary McCallion, Kevin McGrath and Abdi Osman.
2. The Chair explained that the meeting was inquorate with fewer than 3 independent governors present. As no approvals were required, the minutes of the meeting would be ratified at the next quorate meeting. The Committee agreed that the quorum was too high and recommended to the Board that it be changed to 2 independent governors.
{Secretary's note: this change to the committee's terms of reference was approved by the Board of Governors at its meeting of 26 November 2015 (minute 27).}

Declarations of interest

3. No member declared an interest in any item on the agenda

Chair's Introduction

4. The Chair outlined the purpose of the Committee. The Committee would consider all major projects and all capital and revenue expenditure within the thresholds approved at the Board of Governors meeting of 14 May 2015 and as set out in the appendix to the minutes of this meeting. The Committee had delegated authority from the Board to approve expenditure within these set limits. The Committee will review expenditure above its delegated authority and recommend to the Board for approval.

Major Projects 2015/16

5. The Committee discussed the expected major projects and expenditure during the year (paper **MPI.01(15)**). It was anticipated that very little expenditure will be unplanned during the year.
6. The approved capital spend was noted as follows: Hugh Astor Court (£10.35m), the new Media Centre (£2.1m) and budgeted ICT/AV capital investment funds. It was noted that this was routine ICT expenditure and individual projects would be approved with delegated levels of authority.
7. The Committee noted the renewal of the Security Services contract, as approved by the Board of Governors on 21 October 2015.
8. The Estates Master Plan was noted by the Committee, which had been endorsed at the Board Strategy Day of 1 October 2015. The first phase relating to St George's Quarter would come to a future meeting.

Membership & Terms of Reference

9. The Chair's membership on the Audit Committee was noted. It was noted that he would step down from the Audit Committee as soon as possible.

Post Investment Reviews

- 10. The Committee discussed Post Investment Reviews (PIRs). As previously agreed by the Board of Governors, all PIRs would be brought to the Committee for review since these are an integral part of the Committee's purpose of the approval and monitoring of projects. The Committee would only refer to the Audit Committee by exception, where significant variations in expenditure had occurred for example.
- 11. A review of the IBM contract would take place at the end of 2015/16 financial year and would be considered by the Committee.
- 12. PIRs for Hugh Astor Court and the new Media Centre would be brought to the Committee after 12 months.

Any other business

- 13. The Chair asked for the start time of the Committee meetings to be reviewed.

Date of next meeting

- 14. The next meeting of the Major Projects and Investment Committee will be held on Tuesday 1 March 2016 if there are substantive items to discuss. Ad-hoc meetings may be held during the year if urgent Committee approval is required.

The Chair closed the meeting.

Confirmed as a true record:

..... (Chair)

Appendix

Levels of authority approved at the Board of Governors meeting of 14 May 2015:

Total expenditure value (Inc. VAT)	Capital		Revenue	
	Planned	Unplanned*	Within Budget	Outside Budget
Over £5 million	Board of Governors	Board of Governors	Board of Governors	Board of Governors
from £2 million but less than £5 million	Major Projects and Investments Committee	Board of Governors	Major Projects and Investments Committee	Board of Governors
From £1 million but less than £2 million	Executive Meeting	Board of Governors	Delegated Levels of Authority	Board of Governors
From £500,000 but less than £1 million	Executive	Major Projects and Investments Committee	Delegated Levels of Authority	Major Projects and Investments Committee
Less than £500,000	VC & CFO	VC & CFO	Delegated Levels of Authority	VC & CFO

* Unplanned capital projects should be very rare. The Major Projects and Investment Committee will review masterplans and the majority of capital expenditure will be planned. Expenditure proposals should be submitted to the lowest level of authorisation first, being escalated up through the approval hierarchy on the table above following each approval stage.

Minutes of a Meeting of the Major Projects & Investment Committee
held at 10am on Wednesday, 16 December 2015
in the Boardroom, Technopark, London, SE1

Governors Present

Douglas Denham St Pinnock	Chair
Jerry Cope	Chair of Board of Directors
Hilary McCallion (via conference call)	
David Phoenix	Vice Chancellor and Chief Executive
Tony Roberts	Head of Technical Support
Abdi Osman	SU President

Apologies

Kevin McGrath	
Andrea Smith	Chair of Student Council

In attendance

Pat Bailey	Deputy Vice Chancellor
Richard Flatman	Chief Financial Officer
Ian Mehrtens	Chief Operating Officer
James Stevenson	University Secretary and Clerk to the Board of Governors
Joanne Vas	Governance Assistant

Welcome

1. Apologies had been received from Kevin McGrath and Andrea Smith. The Chair reported that this was a special meeting of the Committee to discuss proposals on developing LSBU's further education provision through a partnership with a local college and the creation of an Institute for Professional & Technical Education (IPTE) within the University.
2. The Committee noted that although both projects were related, they were not dependent on each other.

Declarations of interest

3. No member declared an interest in any item on the agenda.

College partnership & Institute of Professional and Technical Education (IPTE) proposals

College partnership proposal:

4. The Committee discussed in detail the Principles Document relating to Project Maple (paper **MPI.03(15)**). The college's Board of Trustees had agreed the document at a meeting of 15 December 2015. An interim business case would be prepared for the end of January 2016 and final business case by Easter 2016.
5. The Committee noted the main benefits to the college partnership, namely:
 - Geographical location – the college is in both Lambeth and Southwark, thereby providing LSBU with access to both areas;
 - Community engagement – the college has well established local community relations which LSBU can benefit from;
 - Adult education – this is an area in which LSBU would like to increase its presence. The college would, in effect, be LSBU's 'extramural department', delivering a range of relevant courses to the local population and potentially LSBU students.
6. The Committee noted that the intention was for the college to maintain its current status as a separate legal entity and become part of the LSBU group.
7. Although the college had had initial discussions with other potential partners, LSBU was currently the only institution engaged in active discussions. In order to safeguard LSBU's interests, the Committee requested the inclusion of a 12 month exclusivity clause in the Letter of Intent.
8. After due consideration, the Committee granted approval for the due diligence on the college to progress.

IPTE proposal:

9. The Committee discussed the proposal to establish an IPTE to support students following technical or vocational qualifications and Higher Apprenticeships. The Committee noted the Government's increased focus on apprenticeships.

10. The IPTE would provide support for vocational and technical education in four ways:
 - A hub for the administrative requirements;
 - Specific study resources to support Higher Apprenticeship students;
 - Delivery of core skills;
 - Support for gateway activity at level 3 and 4.
11. The Committee noted that Southwark Council are keen to see development of vocational courses and may provide capital funding to support refurbishment of the Passmore building (on the University's campus). Currently the building is disused.
12. The Committee agreed the IPTE proposal in principle and requested an outline business case at the next meeting.
13. The planned implementation date for both proposals, if approved, would be September 2016.

Date of next meeting

14. The next meeting of the Major Projects and Investment Committee will be held in March 2016 if there are substantive items to discuss. Ad-hoc meetings may be held during the year if urgent Committee approval is required.

The Chair closed the meeting.

Confirmed as a true record:

..... (Chair)

Minutes of a Meeting of the Major Projects & Investment Committee
held at 4pm on Tuesday, 16 February 2016
in the Boardroom, Technopark, London, SE1

Governors Present

Douglas Denham St Pinnock	Chair
Jerry Cope	Chair of Board of Directors
David Phoenix	Vice Chancellor and Chief Executive
Carol Hui	
Hilary McCallion	
Kevin McGrath	
Andrea Smith	Chair of Student Council
Abdi Osman	SU President

Apologies

Tony Roberts	Head of Technical Support
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In attendance

Pat Bailey	Deputy Vice Chancellor
Richard Flatman	Chief Financial Officer
Ian Mehrtens	Chief Operating Officer
James Stevenson	University Secretary and Clerk to the Board of Governors
Joanne Vas	Governance Assistant

Welcome

1. The Chair reported that this was a special meeting of the committee to discuss opportunities for LSBU to develop further education and higher apprenticeship provision.

Declarations of interest

2. No member declared an interest in any item on the agenda.

Maple partnership

3. The committee noted that the proposal for a local college to join the LSBU group (Project Maple) would not be progressing following a meeting of the Maple Board on 11 February 2016. Maple did not agree to LSBU becoming its sole member.
4. The committee noted that the Vice Chancellor and Deputy Vice Chancellor had met the Maple Principal to discuss alternative governance structures, which the Executive does not consider viable. The committee supported the Executive's recommendation not to proceed.
5. It was agreed that LSBU and the college wanted to collaborate on a number of future projects. A memorandum of understanding with the college would be developed by the Executive.

Institute of Professional and Technical Education (IPTE) outline business case

6. The committee discussed in detail the outline business case for an Institute for Professional & Technical Education (IPTE) (paper **MPI.02(16)**). An IPTE would create a route for Higher Apprenticeship (HA) courses at LSBU and would make the apprenticeship market more accessible for the University.
7. The creation of an IPTE had the potential to increase LSBU's share of the HA market to around 2000 students, generating additional income of approximately £3m from around 460 new students.
8. The committee reviewed the business case for the creation of an IPTE. From September 2016, the IPTE would be run as a virtual hub. A physical hub (through refurbishment of the Thomas Passmore Edwards library on the University's campus) could be an option in the future. Funding options for this site were being reviewed. If funding becomes available, a full business case for investment in the Thomas Passmore Edwards library would be brought to the committee.
9. The committee noted that an apprenticeship manager had been appointed and that marketing focusing on employer-sponsored education was being developed. The aim was to launch the IPTE in September 2016.
10. The committee supported the Executive in developing the IPTE.

Date of next meeting

11. The committee agreed that as there were no substantive items, the meeting of the Major Projects and Investment Committee scheduled for 3 March 2016 would be cancelled.

12. Accordingly, the next meeting of the committee would be 26 April 2016.

The Chair closed the meeting.

Confirmed as a true record:

..... (Chair)



Committee Action Points

21 April 2016

13:45:17

Committee	Date	Minute	Action	Person Res	Status	
Major Projects & Investment Committee	27/10/2015	8	First phase of Estates Master Plan (St. George's Quarter) to come to a future meeting.	COO	On agenda for 26 April 2016 meeting.	<input checked="" type="checkbox"/> Completed
Major Projects & Investment Committee	27/10/2015	12	PIRs for Hugh Astor Court and the new Media Centre to be brought to the Committee after 12 months.	COO	On forward plan.	<input type="checkbox"/> Completed



Committee Action Points

21 April 2016

14:03:28

Committee	Date	Minute	Action	Person Res	Status	
Major Projects & Investment Committee	16/12/2015	4	Business case to be completed for Project Maple.	DVC	Completed	<input checked="" type="checkbox"/> Completed
Major Projects & Investment Committee	16/12/2015	7	Exclusivity clause to be included in Letter of Intent for Project Maple.	DVC	Completed	<input checked="" type="checkbox"/> Completed
Major Projects & Investment Committee	16/12/2015	12	Update on IPTE business case for capital funding.	DVC	On agenda for 26 April 2016 meeting.	<input checked="" type="checkbox"/> Completed



Committee Action Points

21 April 2016

14:07:56

Committee	Date	Minute	Action	Person Res	Status	
Major Projects & Investment Committee	16/02/2016	5	A memorandum of understanding with the Project Maple college to be developed.	DVC	Completed	<input checked="" type="checkbox"/> Completed
Major Projects & Investment Committee	16/02/2016	8	Business case for investment in Thomas Passmore Edwards library to be brought to future meeting of the Committee.	COO	On forward plan.	<input type="checkbox"/> Completed

	PAPER NO: MPI.04(16)
Paper title:	Estates development proposals
Board/Committee	Major Projects and Investment Committee
Date of meeting:	26 April 2016
Author:	Ian Mehrtens, COO
Executive/Operations sponsor:	Ian Mehrtens, Chief Operating Officer
Purpose:	St George's Quarter Brief - for information Technopark proposal – to approve in principle
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	Corporate Strategy 2015-2020: Resources and Infrastructure: 'Strategically investing in the creation of first class facilities and ensuring that they are underpinned by services which are responsive to academic needs and outcome focused'. Student Experience: 'Ensuring that students are seen as participants in their learning and that the student voice is encouraged and listened to'.
Recommendation	St George's Quarter Brief - To note progress on the design development Technopark proposal – to approve in principle

St George's Quarter brief

This briefing document sets out the broad scheme as a mechanism for selecting and appointing the design team to commence design work on the St George's Quarter development.

The Committee is asked to note progress made and to note that a full business case will be brought to the Committee in due course for approval.

The St George's Quarter brief is attached for information. A presentation on the brief will be delivered at the meeting.

Technopark proposal

This proposal developed jointly between LSBU and Hollybrook sets out the principles for the development agreement, the Heads of Terms and the principles behind the simultaneous lease on Diary House – attached for information.

The Committee is asked to consider these and to approve in principle so that further detailed work can be commissioned. The intention is to bring it back to MPIC in June which the expectation of being recommended to the Board in July.

A presentation on the proposal will be delivered at the meeting.

Recommendation

The committee is requested:

- To note the St George's Quarter brief; and
- Approve in principle the Technopark proposal

**London South Bank
University**



**Learning Centre and Creative and Design Centre
Development (St Georges Quarter)
Design Brief
April 2016**

Learning Centre and Creative and Design Centre Development

Design Brief

Chapter headings.

1. Introduction.
2. Vision for the Development.
3. Context.
4. Success Criteria.
5. Site and Planning Context.
6. Key Stakeholders.
7. Schedule of Areas.

1 Introduction

Introduction

The London South Bank University (LSBU) Board gave approval in February 2015 to proceed to purchase the leasehold interest from Peabody Trust to their Hugh Astor Court site. This acquisition unlocks the potential for the development of a Learning Centre and Creative and Design Centre on the St George's Quarter site (The Development). This envisages a major development at the heart of the campus.

The Development will occupy land and buildings currently on two sites intersected by Rotary Street, an adopted public highway.

The first site comprises the former Chapel (currently vacant), its temporary garden amenity space at 109-122 Borough Road and Hugh Astor Court currently Peabody Trust social housing on Keyworth Street. The second site comprises the former Rotary Street building (currently vacant) and 119-122 London Road building currently with short term tenants.

This outline design-briefing document is to be issued to the selected design team and further developed during the project. It has been prepared to guide the client, design team and the stakeholders in the development of the new facility, provisionally known as The Development in line with LSBU's Corporate Strategy 2015 – 2020 and LSBU's Estates Development Summary of March 2015.

The new complex will have a floor area of circa 15,000 m² GIA. It is anticipated that such a development would have an approximate outline construction and fitting out budget of £75m. This being part of an overall budget of approximately £100m which will cover fees, legal costs, direct costs and VAT.

The programme aims to select and appoint a design team by the late summer of 2015 and achieve a completed development into use by September 2018.

This brief should be interpreted as a guide not a straightjacket – creativity is sought in all aspects of the design and ideas assembled in the brief should not be a deterrent to the exploration of other innovative ideas. Floor areas are suggested for guidance, but both footprints and ratios of net usable: net internal: gross internal may be altered as a result of design concepts and user input.

Designers must adhere to all legislative building regulations and health and safety demands, good practice guidance and targets, and requirements of statutory bodies, in addition to the requirements specifically referred to in this brief.

The site has been identified as suitable for this development, although the brief has been written to be generic as possible.

2 Vision for the development

Vision for the Development.

LSBU's mission is "to be recognised as an enterprising civic university that addresses real world challenges" and this development should reflect that mission providing a truly inspirational response to this brief.

This new complex should act as a student and community front door to the campus, allowing 24/7 access and improved connectivity of the various existing buildings around it, through imaginative use of public realm and considering below ground and other physical links.

The Development should be seen to be inspirational, providing appropriate welcoming facilities, aesthetic, atmosphere and environment to promote LSBU positively and to showcase work of the university to potential students, employers, local community and the outside business world. This will be a high quality design, sustainable, providing full accessibility and prove to be adaptable in the longer term.

Alongside this, the University has identified its campus wide estate strategy to 2030. This is an ambitious strategy and will result in the total redevelopment of the Southwark campus reflecting the regeneration of the Elephant & Castle into the focal point for London, placing LSBU as the HE provider at the centre.

The university's next development need then is for a new build, state of the art complex in the St George's quarter of its urban campus, respecting that the Conservation Area status of part of the site. This is seen as an opportunity to bring together core activities that will support and enhance the student experience. This list is not exhaustive but is intended to give a flavour of the activities to be included:

- The Southwark campus library
- Teaching and learning resources facilities
- Academic spaces for the arts, creative industries and architecture disciplines
- Postgraduate Lounge and Study centre
- Elements of student support services
- Flexible adaptable conference space
- An event/performance theatre
- Gallery space
- Lecture theatres
- Learning café, eateries and retail spaces
- Personal space, group space, social space for students and external space they need away from their general and specialist learning spaces

Record numbers of students are applying to university and today's student demands an exceptional student experience and value for money from the fees. LSBU is at the

forefront of solving businesses' need by ensuring our students are equipped with the necessary skills to succeed; our applied approach being borne out in the figures by having one of the highest starting salaries of the modern London universities and by the largest number of employee sponsored students of any University in the UK.

During 2014 the university embarked on a major overhaul of its academic structures so it can be more agile in responding to the needs of business. The result is seven new Schools that can quickly adapt to changing demands in undergraduate or postgraduate education, research, professional development or business support focused on meeting the needs of the real world.

This transition is supported by a commitment in its Corporate Strategy to an ambitious programme of infrastructure and campus development. The university's campus also sits geographically close to the heart of the Elephant & Castle area in north Southwark which together with the Blackfriars Road mile, is undergoing massive regeneration, largely led by residential and mixed use developments and transport infrastructure improvements.

3 Context

3 Context

LSBU is primarily based in north Southwark and has a subsidiary health campus in Harold Wood, Essex.

The University, originally The Borough Polytechnic Institute was established in 1892 as “...one of Britain’s first great technical colleges and a model educational institution”. It became a university in 1992 as a result of the Further and Higher Education Act. The campus has an array of building ages including the original Borough Road Building through to modern 21st century buildings in The Keyworth Centre and K2. More recently the University has invested in smaller but significant schemes including the Student Centre dating from 2012 and the Clarence Centre for Enterprise & Innovation a reinvention and reuse of 1820s buildings, completed in 2013.

As at February 2015 the demographics by % of headcount are:

- Total student population by headcount was 18,222.
- Student profile is 43% male and 57% female
- 38% part time and 62% full time.
- 69% undergraduate, 31% postgraduate.
- 45% are from BME groups, 40% white and 15% other.
- 18% are under 21, 25% are 21-24, 18% are 25-29 and 39% are over 30.
- 91% are UK domicile, 3% other EU and 5% non-EU.
- 72% of UK domicile students are recruited from within the GLA
- 23% of UK domicile students are recruited from just 5 local boroughs.

The University organises its academic offering into seven Schools.

School of Applied Science	9% student body
School of Arts and Creative Industries	8% student body
School of Built Environment and Architecture	12% student body
School of Business	20% student body
School of Engineering	11% student body
School of Health and Social Care	26% student body
School of Law and Social Sciences	14% student body

The University Strategy for the period 2015 – 2020 can be summarised by three Key Outcomes and supported by strategic enablers.

Student Success Ensuring we are externally recognised for providing a personalised, high calibre education, which equips graduates for employment and prepares them to make a positive contribution to society. This is underpinned by:

Employability. Providing students with an individualised learning experience to develop the skills and aspirations that enable them to enter employment, further study, or start their own businesses.

Student Experience. Ensuring that students are seen as participants in their learning and that the student voice is encouraged and listened to.

Real World Impact Ensuring we provide dynamic evidence-based education, which is underpinned by highly, applied research and enterprise activity. This underpinned by:

Teaching & Learning. Ensuring our teaching remains highly applied professionally accredited and demonstrably linked to research and enterprise, delivering the attributes that make our graduates highly sought after.

Research & Enterprise. Delivering outstanding economic, social and cultural benefits from our intellectual capital, by connecting our teaching and research to the real world through commercial activities and social enterprise.

Access to Opportunity Building opportunity through partnership: ensuring we are actively widening participation, engaging with our communities and a partner of choice. This is underpinned by:

Access. Working with local partners to provide opportunities for students with the potential to succeed, and through active engagement ensuring we retain them.

Internationalisation. Developing a multicultural community of students and staff, which through international alliances and partnerships will build our capacity and capabilities in education, research and enterprise.

Strategic Enablers In seeking to deliver our strategy we need to consider the barriers and challenges that could hinder our success. This is underpinned by:

Resources & Infrastructure. Strategically investing in the creation of first class facilities and ensuring they are underpinned by services, which are responsive to academic needs and outcome focused.

People & Organisation. Creating an environment which attracts and fosters the very best staff, and within which all staff, whatever their role, feel valued and proud of their university and take appropriate responsibility for its development.

4 Success Criteria

Success Criteria

The success of this development project will be the recognition of the delivery of an excellent facility of high design quality, meeting the vision outlined in this document, that is sustainable, is delivered on time and within budget. It needs to fit into the general infrastructure of the university, or to set new, agreed standards.

LSBU conducts highly regarded courses in architecture, building services engineering, structural engineering and surveying and every opportunity should be made available for students and staff to take advantage of the design and construction for teaching and research purposes.

The following are fundamental to the success of the project:

- *Design quality.*
- *Space efficiency*
- *Sustainability.*
- *Time and budget including whole life costs and maintainability.*
- *Compatibility with LSBU Estates & Academic Environment standard requirements.*
- *Accessibility.*
- *Adaptability.*

Design Quality

Tools that maybe used to help ensure that design quality is achieved are the DQI (Design Quality Indicator) and/or the HEDQF review process (Higher Education Design Quality Forum). The University Standard Requirements as issued by LSBU Estates & Academic Environment department should be incorporated into the design.

Stakeholders, including future building users, should be actively involved during the development of the brief including space data sheets and the review of design at key gateway stages. A clear strategy for achieving this during the design will need to be adopted and recorded.

High design quality includes many aspects. The project should:

- Accommodate the relevant activities concerned.
- Respond to the context of the campus and wider local community.
- Create a place that is coherently linked to neighbouring buildings and spaces that redefines the heart of the campus.
- Be an exemplar of sustainable design and be driven by PassivHaus principles.
- Be attractive in appearance.

- Create and support effective, attractive external spaces be they at ground level or roof top terraces, ideally providing positive contribution to the university and local public realm.
- Be readily accessible at all levels by all users, including porters access.
- Be built of durable, attractive finishes both internally and externally which are robust, but allow easy maintenance at affordable cost.
- Be designed with maintenance of all areas fully in mind, ensuring ready accessibility to all areas.
- Explore and incorporate the latest thinking on library and learning resources provision.
- Provide learning environments for arts, creative industries and architecture disciplines which reflect latest thinking.
- Be not only functional now but in the future, with flexible, adaptable spaces where possible.
- Consider and incorporate the latest thinking on effective environments and encourage interaction between the different users.
- Be appreciated by users and visitors alike.
- Provide a positive contribution to the growing reputation of LSBU and a model of modern university environments.
- Provide acoustic environment which is suitable for a working building, making reference to guidelines on acoustic design and reflecting the very different uses intended.
- Incorporate artwork into public areas as part of the design.
- Designers will be asked to show their proposals for achieving efficiency in several ways.

Space Efficiency

LSBU requires that space efficiency be considered in several different ways throughout this development to assist both the sustainability and financial aspects of the project. The designers will be asked to show their proposals for achieving efficiency in several ways;

- Maximising the teaching and learning resources, academic teaching space and adaptable conference space within the design whilst providing appropriate administrative offices and support.
- In the efficiency of the overall building design (net usable floor area compared to net internal and gross areas).
- Appropriate space norms for the different uses.
- Utilisation of basement space where considered appropriate and value for the cost involved.
- The sharing of spaces by different users where appropriate.

- Provision of efficient solutions for both vertical and horizontal circulation.
- Selection of suitable furniture.
- Forward thinking and incorporation of sustainable energy and waste efficiency principles,
- Building services and systems planned that allow for different uses in the future.

Space efficiency should not be interpreted to mean squeezing space. Rather it means eliminating wasted, unused floor space and a search for possible shared uses. Space should be flexible where appropriate and robust, thereby planning for long life. Consideration should also be given to building in some initial redundancy to allow for later change at minimal cost.

Sustainability

The design should promote sustainable development by demonstrating an integrated approach to the social, environmental and economic wellbeing of the area and functions served, both now and for future generations. The University's Sustainable Development policy is appended to this document.

The location, on a dense urban site well served by public transport and the fact that parts of the Chapel will need to be retained and reused is an excellent starting point. In addition The Development should;

- Achieve ambitious targets for energy consumption, reduced CO2 emissions, airtightness and proper ventilation, water usage, low embodied energy and reduction of materials and recycling wherever possible. Discussion will need to place between client and the design team to establish appropriate targets that are realistic and affordable for this building.
- Take into account appropriate UK climate projections to ensure that fluctuations in climate (as predicted by trends as likely to be experienced), can be accommodated.
- Pursue possible additional capital funding for flagship sustainable projects.
- Be an exemplar of low and zero carbon affordable technologies that could also be used as teaching aids, research projects and act as a beacon example of its kind in London.
- Refer to statements on sustainability appraisal in both the Southwark and London Plans.

It is important that the sustainable technologies employed in the building must be weighed against their full life cycle financial viability as well as the university's wider environmental impact. All aspects of sustainability must be financed within the existing budget, except where any additional funding can be found.

As well as achieving long term environmental goals, the university wishes to benefit in the short term from a commitment to sustainable development through enhanced

reputation among stakeholders and prospective students, as well as reduced energy and maintenance costs.

Investigation should be undertaken into provision of a CHP energy centre serving the development and understand what existing buildings on the campus could be served from this facility.

Sustainability needs to be considered in all aspects of the design and use of the building. See appendix 1 Sustainable Construction Principles for criteria to consider at stages throughout the project and the building's use.

The development should be driven by Passiv Haus standards to ensure low energy in use and will ideally achieve a BREEAM rating of outstanding or excellent. Academic experts in sustainability or in Estates & Academic Environment should be consulted during the design development.

Time and budget

It is a priority that The Development will be delivered to time and within budget. The building is required to be ready and fully equipped ready for occupation for the September 2019 semester. A maximum budget of £71m for construction and fitting out exclusive of VAT and professional fees is available. Note any external public realm works would be funded from within this budget.

Whole Life Costs

The maximum budget cost is capped and The Development must be designed to minimize whole life costs, whilst still providing an excellent facility. The design team will need to demonstrate the capital and revenue costs of the facility over its lifetime and to take design development decisions in view of lifetime value.

Maintainability

The design must take into account issues related to maintenance and cleaning. These include;

- Finishes both internal and external, that are robust, easily cleaned and repaired if they become worn.
- Fittings that can be easily replaced, but with long life expectancy, minimum variation across the building consistent with appropriate design.

- Service equipment that is easily understood and run, with good access for maintenance and adequate service access space around it.
- Adequate spare space in accessible ducts and the like to allow upgrades and system change.
- Ensure that the need to maintain adjoining existing buildings is respected, both during the period of construction and that the finished project does not create access problems or conditions to existing structures.

University Standard Requirements

The design will need to be compatible with LSBU Estates & Academic Environment's standard requirements document.

This is not intended to stifle innovation or improvement; both of which are encouraged but any such developments would need to be by agreement with the client.

It will be necessary to discuss the design fully and achieve buy in with LSBU Estates & Academic Environment staff and their term contractors that provide building maintenance, grounds maintenance, cleaning, and reception and security services.

Accessibility

The design must conform to, or exceed, best practice in accessibility for all, including current DDA legislation. The needs of people with different types of visual, aural or physical ability must be met inclusive of fire escape resolution.

Adaptability

Wherever possible space should be designed so as could be easily adapted to an alternative use. In this way it is hoped that the space would be future-proofed so that its transformation to an alternative use is cost effective and relatively simple to achieve.

5 Site and Planning Context

Site and Planning Context

Site Context

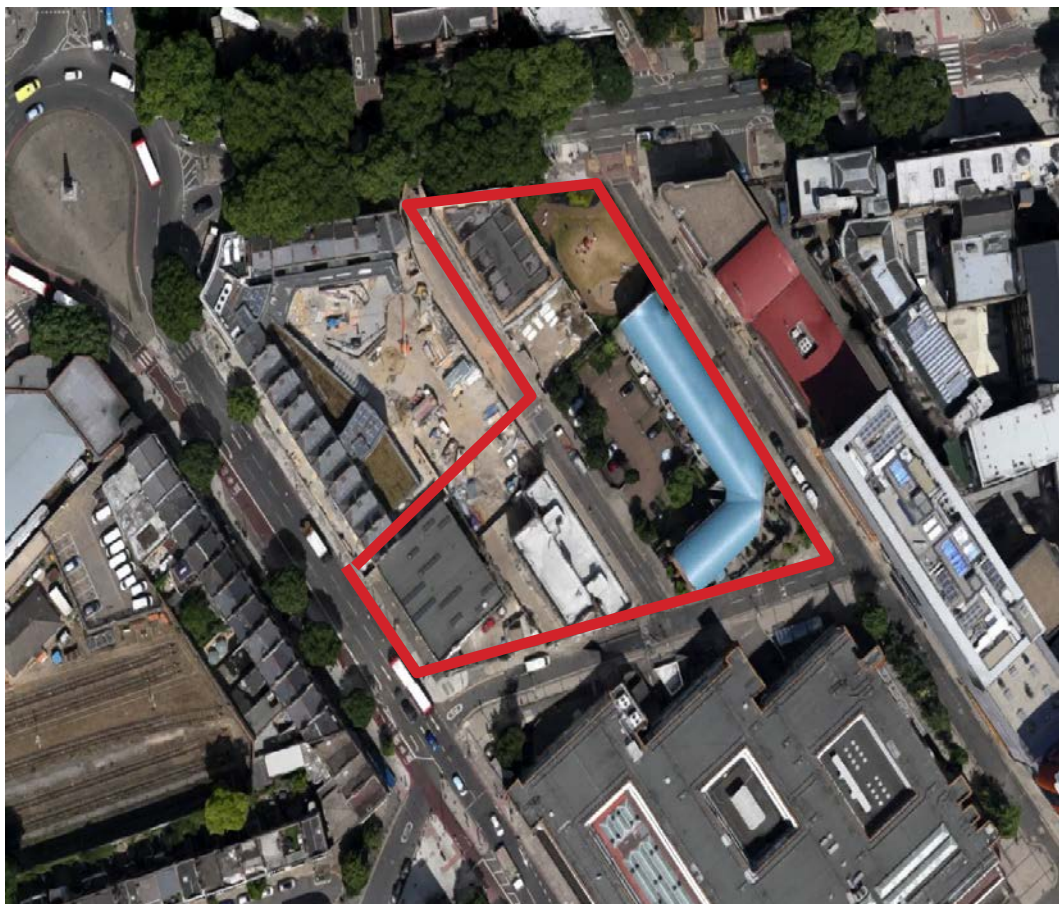
The site is an important location for the University, with public frontages onto Borough Road, London Road, Keyworth Street and Thomas Doyle Street.

An earlier study has determined that the capacity for the site is approximately 15,000 -16,000 m² though recent changes in the Elephant & Castle area may allow this to be challenged with the planning authority. The current constraint on mass and height is predominantly due to the proximity of the listed terraces on London Road and Borough Road together with views from the St George's Circus.

Thomas Doyle Street provides a key route into the heart of the campus and the junction with Keyworth Street has been identified as an important focal hub.

Rotary Street dissects the site and there is potential to link the development either above or below ground to create a single building. For the purpose of this brief, it has been assumed that two separate buildings link at basement level however this should be reviewed, along with massing, at the design stage.

The overall development site comprises two principle sites made up of elements.



The first site comprises:

The former Presbyterian Chapel dating from 1846 together with temporary garden amenity space adjacent, at 109 – 122 Borough Road. The Chapel was listed Grade II in 1972 and the site is within The George’s Conservation Area. This is freehold owned by LSBU being acquired in 1979, with the Chapel having already by then being derelict and barely more than a shell, with very little left internally. The building had been used during the first seventy years of the twentieth century as offices. The Chapel is secure, wrapped from the weather but currently vacant.



Hugh Astor Court a Peabody Trust 4 storey block of social housing on Keyworth Street comprising 32 flats with external parking and garden constructed in 1994. Owned by them leasehold, on a lease for 125 years from 9th March 1992, the freeholder being Bridge House Estates (Corporation of London). The University has agreed to purchase the Peabody Trust’s leasehold interest and are currently working together on due diligence and to finalise Heads of Terms. The intention being for the Peabody Trust to deliver vacant possession within 18 months from the agreement being signed. This site sits outside of the St George’s Conservation Area, but abuts it on its northern edge.

The second site comprises:

The former Rotary Street building with 2 storeys dating from late 19th century and originally built as a school. This building is not listed and sits outside the St George's Conservation Area, but again abuts it on its northern and western edges. This is freehold owned by LSBU and was last used in 2009 as classrooms and offices. Currently the university has live in guardians in the property for protection purposes.

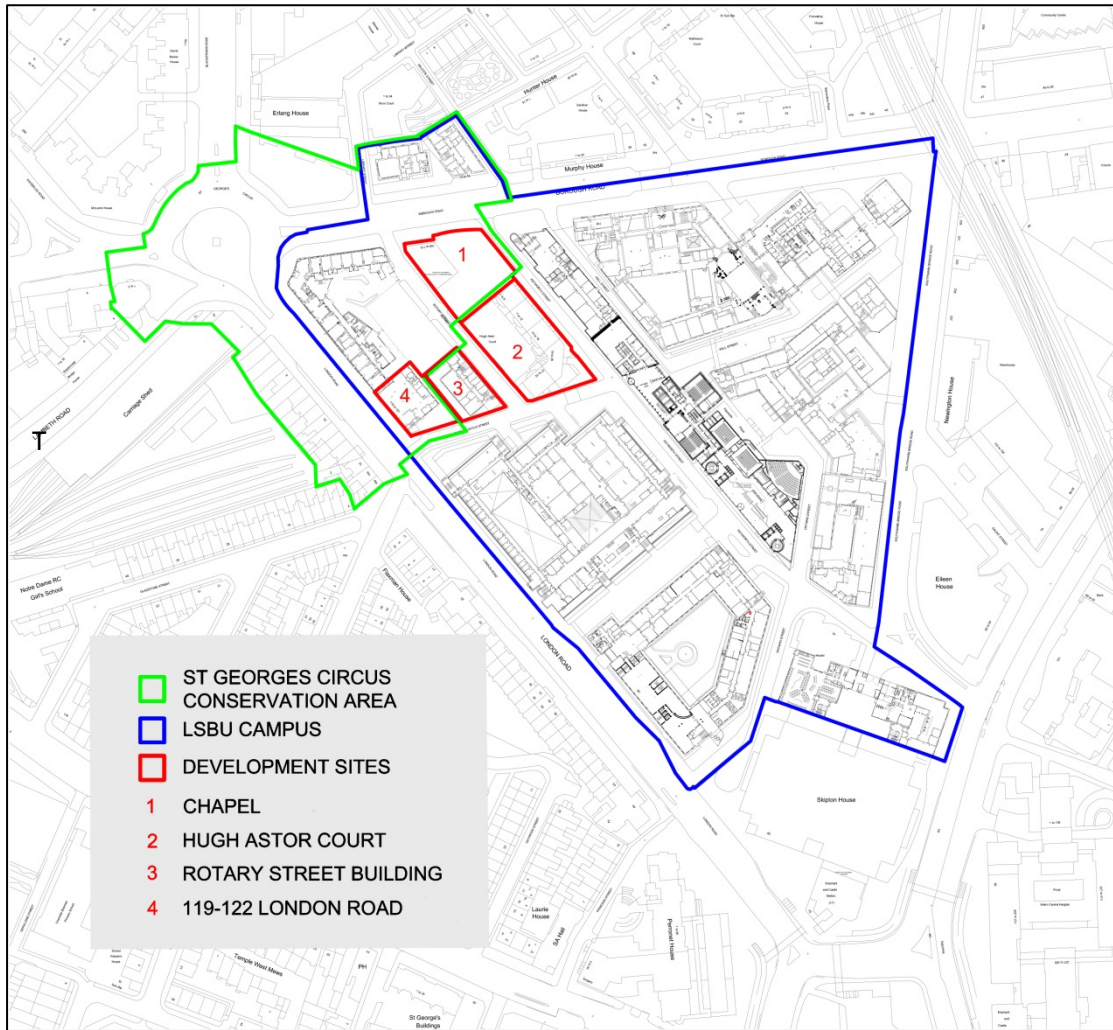
119 - 122 London Road is a 2 storey building dating from 1910, not listed but within the St George's Conservation Area. This is freehold owned by LSBU and currently is let to a retail tenant on the ground floor and an educational tenant on the first floor.

These two sites are currently separated by Rotary Street, a little used, but adopted local authority highway, linking Borough Road to Thomas Doyle Street. On this street there is small amount of pay and display parking bays.

To the north west of the second site is LSBU's Clarence Centre for Enterprise & Innovation, a scheme which reinterpreted 17 Georgian listed buildings with new build to the rear, into an award winning state of the art University run business start-up and incubator facility which opened in 2013. To the rear, between the Clarence Centre and Rotary Street a hard landscaped courtyard external events space was created in 2014 which is to be retained

Planning Context

The LSBU campus lies within the wider Elephant & Castle regeneration area and is covered by Southwark Council's Supplementary Planning Document (SPD) and Opportunity Area Planning Framework (OAPF) March 2102. The development site falls within their designated Enterprise Quarter, but sits outside strategic view protected vistas.



The St George's Circus Conservation Area was established in November 2005 and is covered by Southwark Council's St George's Circus Conservation Area Appraisal.

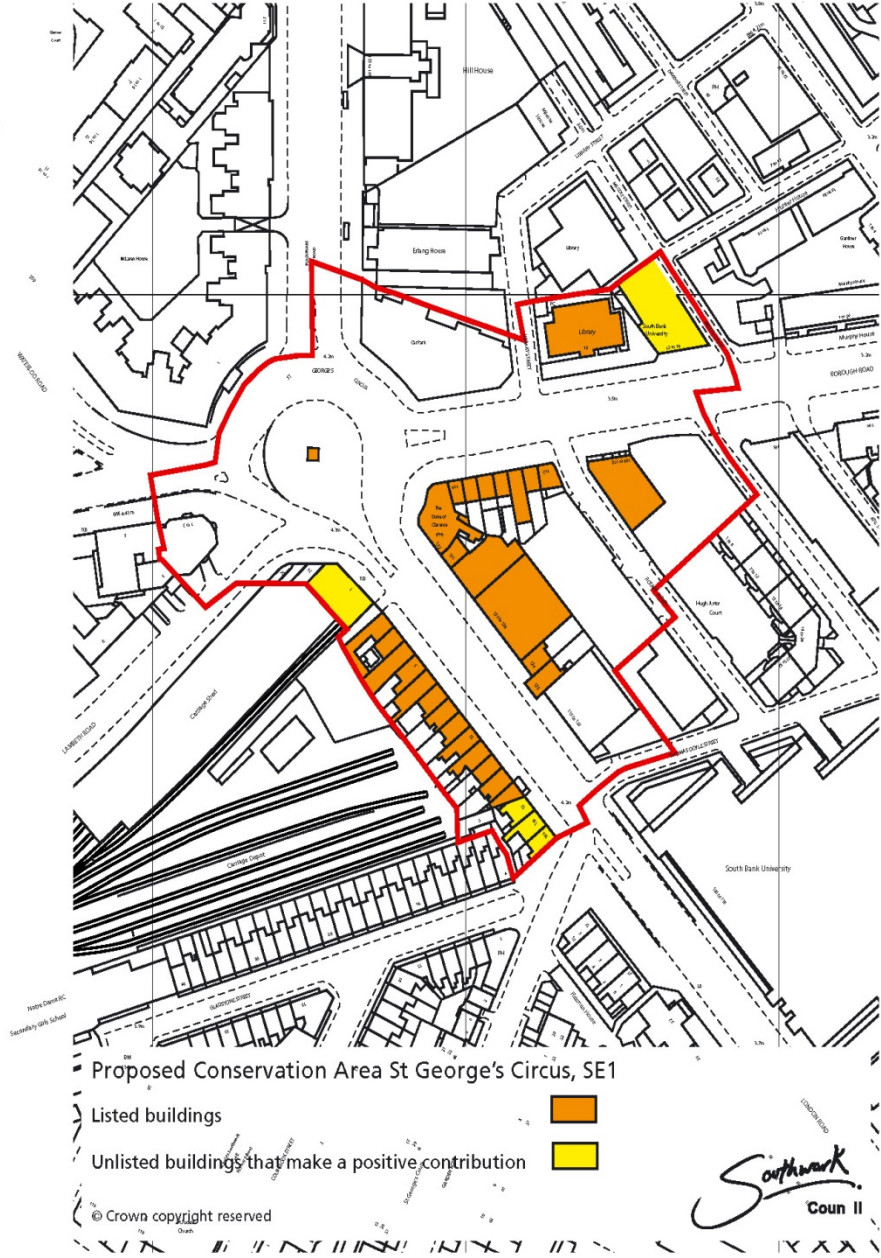
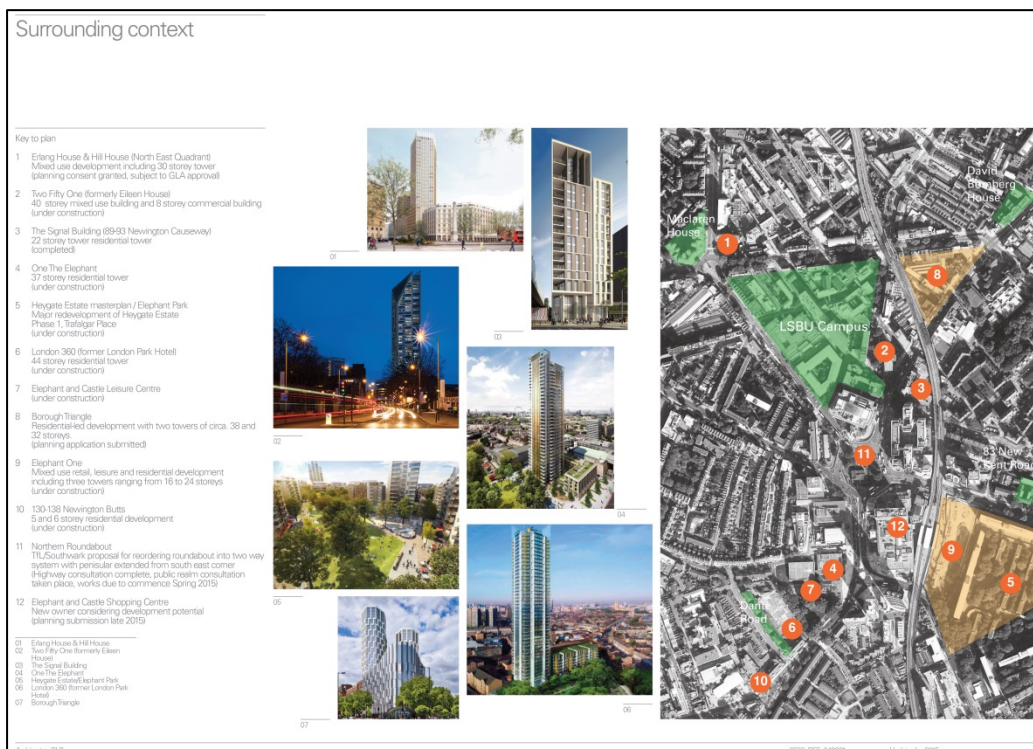


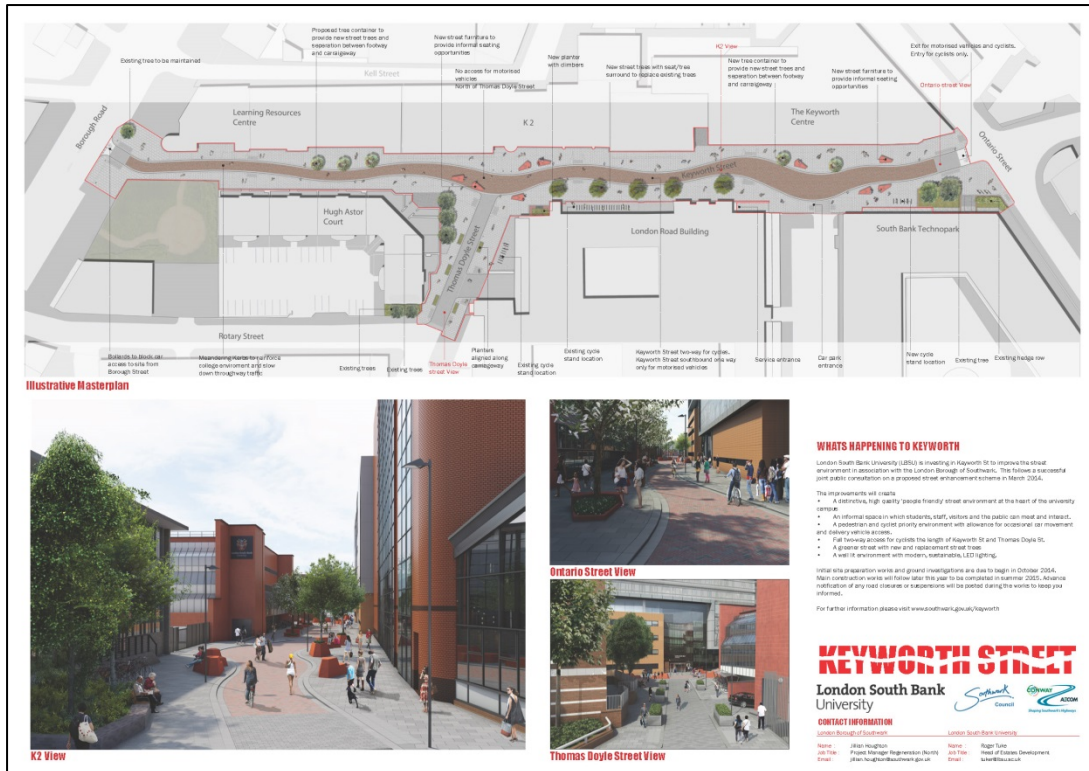
Figure 1 Plan of the Conservation Area

The surrounding areas both at Elephant & Castle and Blackfriars Road are undergoing significant regeneration, largely led by residential and mixed-use developments, many of which are multi storey. In addition, recreation investment is being made by provision of a new leisure centre and park improvements. Transport infrastructure improvements are also being made by TfL, namely to the highway network at the Elephant & Castle northern roundabout and with the North South Cycle Superhighway between Elephant & Castle and Kings Cross. Further transport improvements are planned around the Underground station provision at Elephant & Castle and a possible extension southwards of the Bakerloo Line.



The proposed development will require a delivery point for supplies, catering and refuse collection. It will also be important to provide disabled car parking and secure cycle parking and understand how this will connect into the local highway network. Use of Rotary Street should be explored and the possible stopping up of this roadway evaluated.

As part of the development, the university is keen to further its aspiration to improve the public realm of its campus and reduce vehicular movement. A previously developed scheme to radically improve the public realm to Keyworth Street was prepared jointly with Southwark Council in 2014 but has not yet been implemented and this may be considered as an integral part of this scheme.



Routes of existing below ground utilities and the like will need to be understood fully though the University is not aware of any significant utilities or underground lines affecting the development site. There is an existing electricity sub-station in the external yard of the 119 - 122 London Road building.

6 Key Stakeholders

Key Stakeholders.

The stakeholders for this project are numerous. Their views need to be taken considered in the design in order to ensure a successful project. Within LSBU they include;

- Estates & Academic Environment team.
- Academic Related Resources team
- School of Arts & Creative Industries.
- School of Built Environment & Architecture.
- Safety, Compliance & Business Continuity team
- Marketing, Recruitment & Admissions – Events team.
- Users of the building, students and staff.
- Users of adjacent buildings likely to be effected by construction activity.

External stakeholders include;

- Local businesses.
- Local residents, including residents associations.
- Historic England (in role previously undertaken by English Heritage).
- The Georgian Group.
- Other local conservation and historic building groups; The Albert Association, St George's Circus Group.
- Southwark Council, Planning, Design & Conservation, Archaeology, Highways etc.
- Local Councillors.
- Statutory bodies, utility providers & London Underground.
- GLA.

A communication plan is needed to ensure that information is disseminated to all involved parties. Drawings, models and other information will need to be prepared as the design evolves to aid the communication plan. The design team will need to be actively involved in professional; and open meetings with many of the stakeholders.

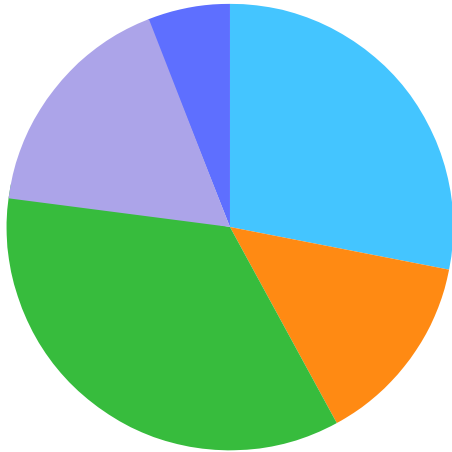
7 Schedule of Spaces

Schedule of Areas

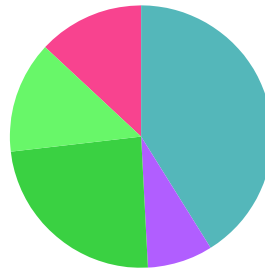
The pie charts below illustrate proportions of different space type (NUA only) and that study space constitutes 62% of Learning Centre NUA.

41% of NUA within the Arts Building is specialist spaces

Learning Centre



Creative and Design Centre



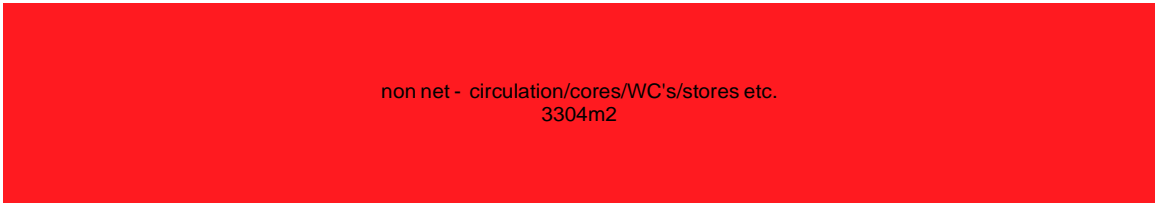
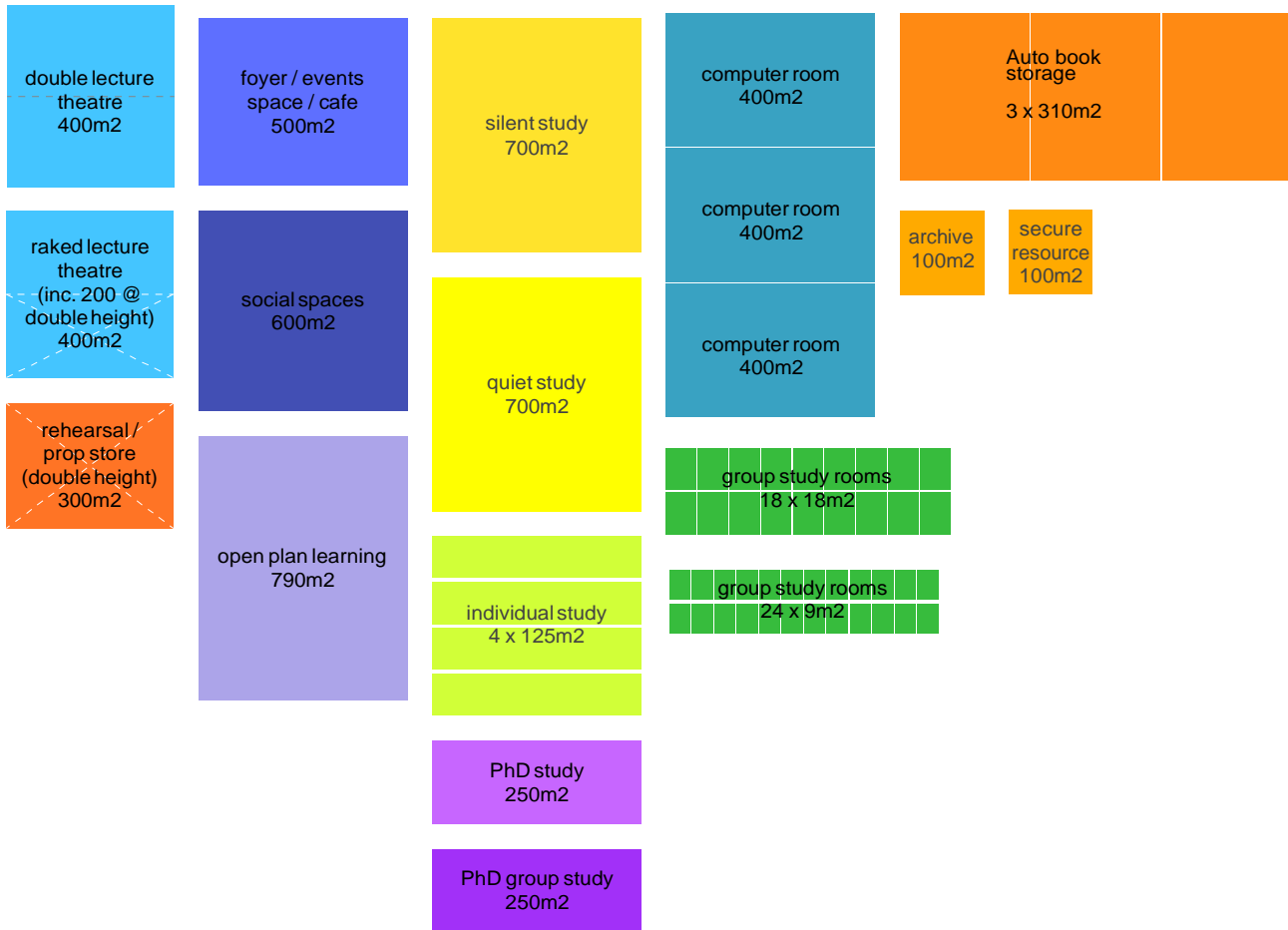
- Specialist Teaching Spaces 28%
- Auto Book Store 14%
- Dedicated study spaces 35%
- Open Plan study spaces 17%
- Foyer/Event Space/ Café 6%

- Specialist Teaching Spaces 41%
- Exhibition/Foyer/Cafe 8%
- Flexible teaching spaces 24%
- Offices (academic and admin) 14%
- Student Centre 13%

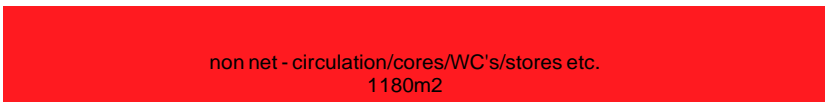
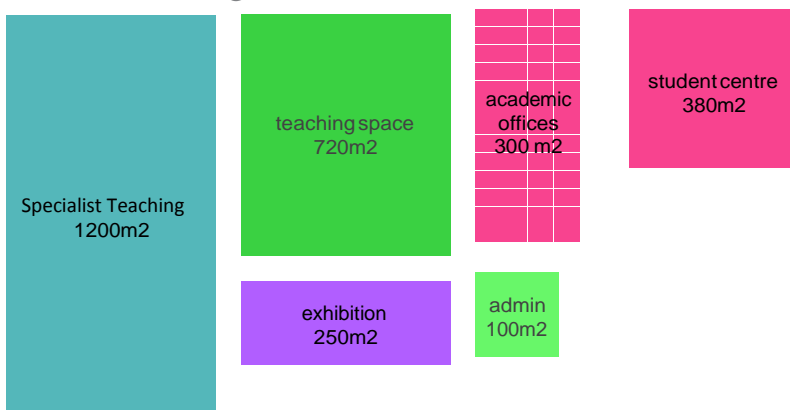
Summary

The drawn schedule illustrates proposed spaces to be included within the Creative and Design Centre Buildings. The GIA is calculated as 140% of NUA. There is the potential for this to be reduced through brief design and design development.

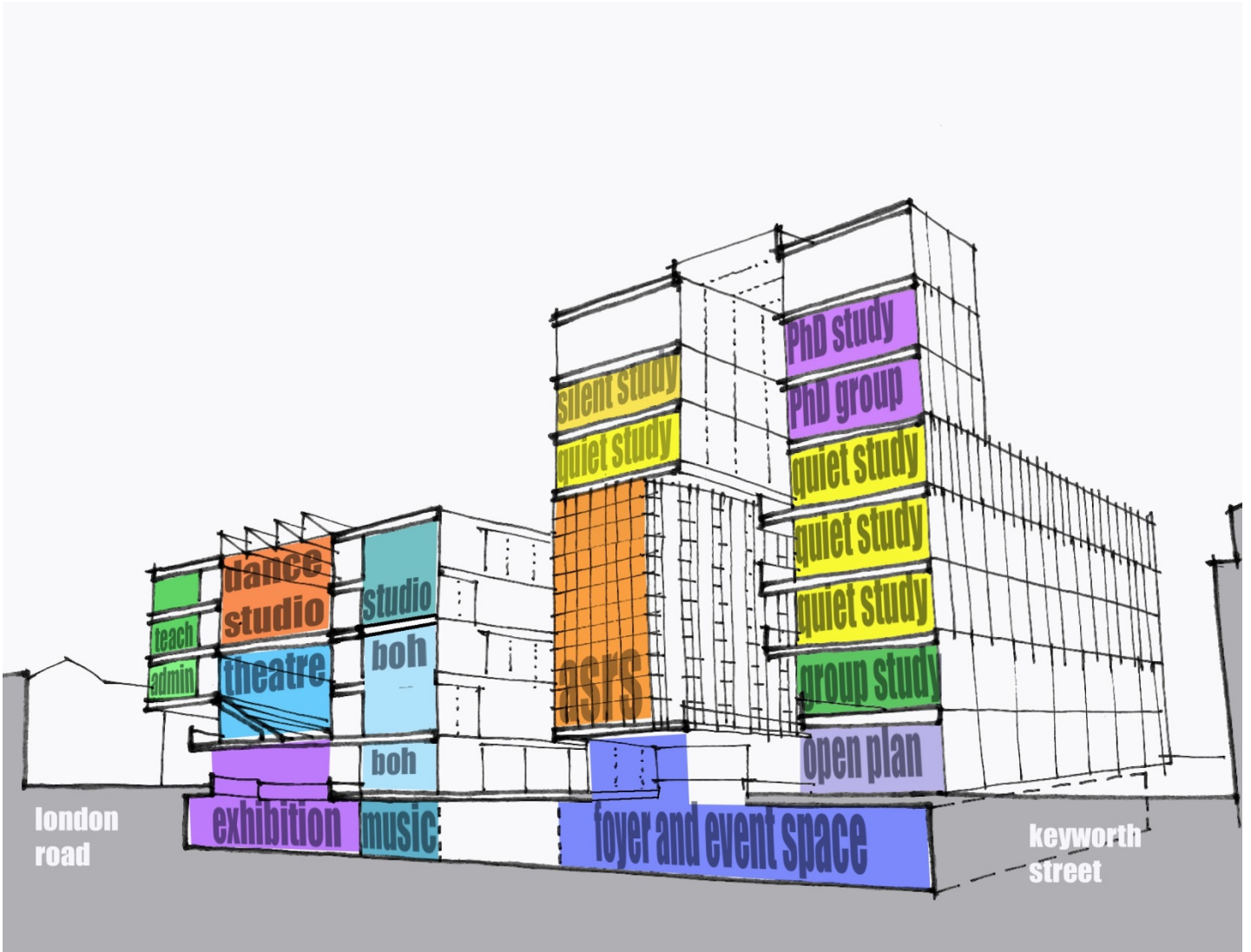
Learning Centre



Creative and Design Centre



Sketch Section

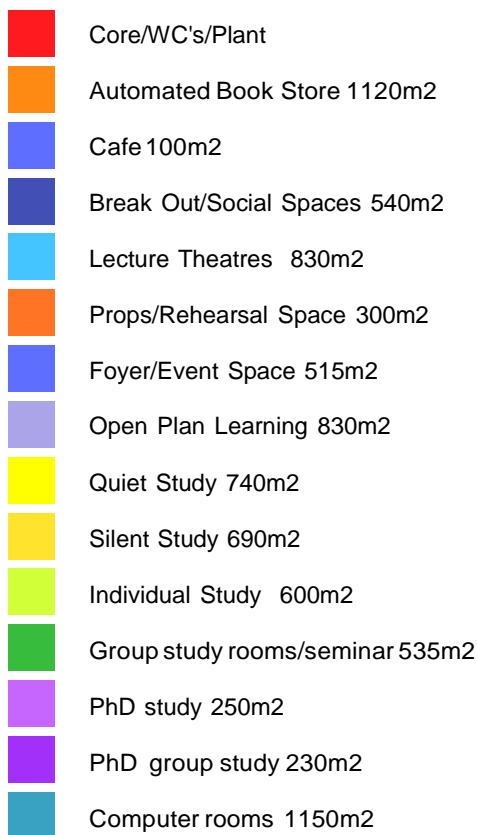
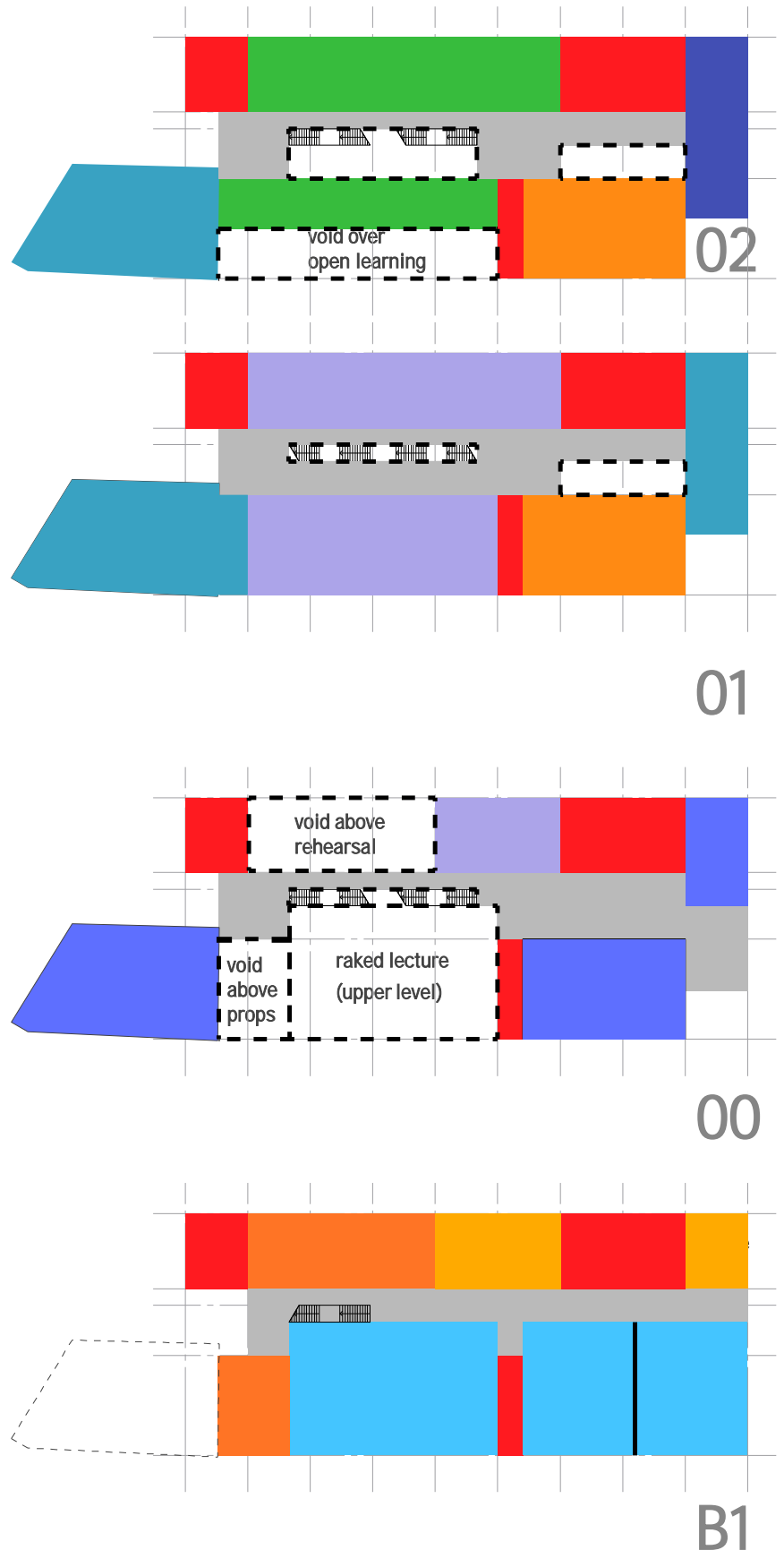


Indicative Learning Centre Plans

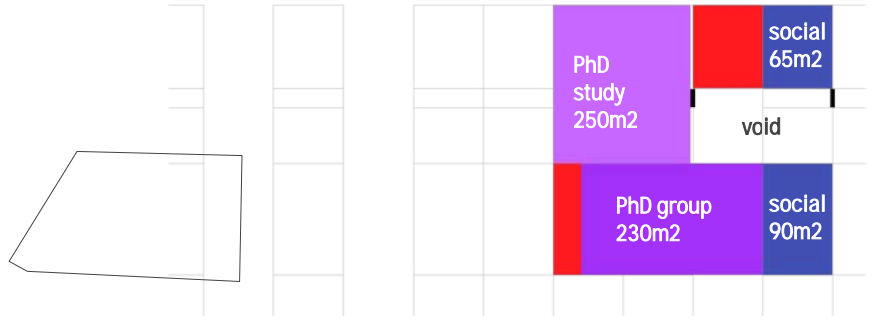
Learning Centre Plans

Points to note:

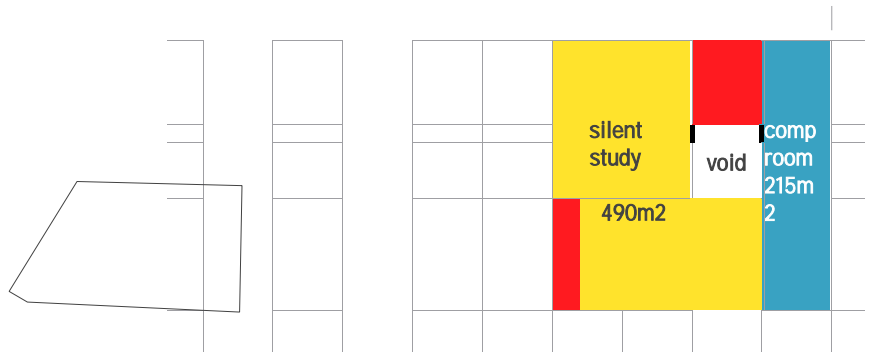
- Lecture Theatres within the basement (including multi purpose raked theatre)
- Foyer/Event space at ground floor
- Upper levels defined by study space type
- Computer rooms within upper levels of Chapel



Learning Centre Plans

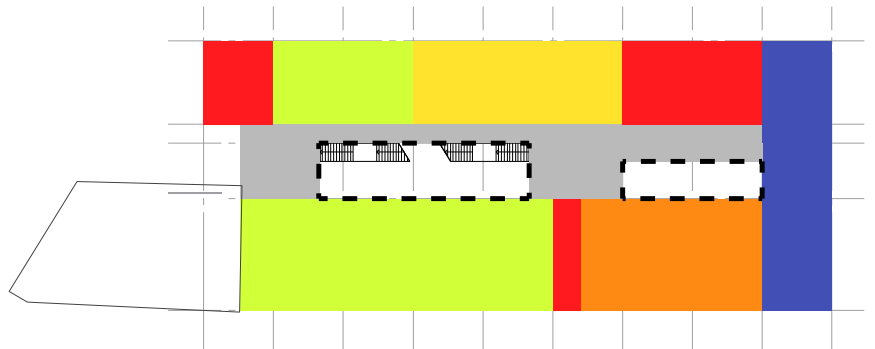


06

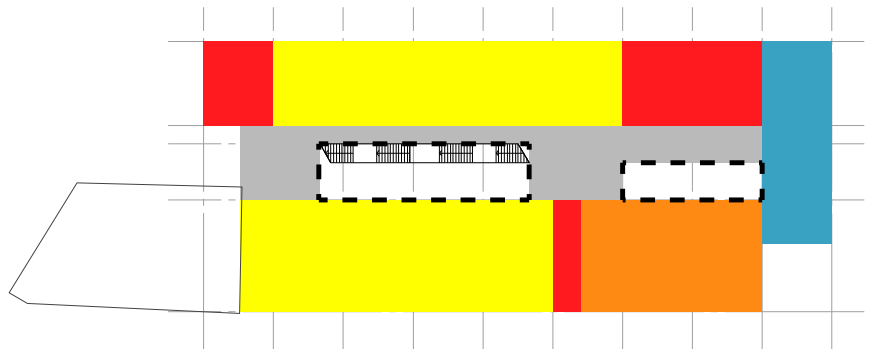


05

- Core/WC's/Plant
- Automated Book Store 1120m²
- Cafe 100m²
- Break Out/Social Spaces 540m²
- Lecture Theatres 830m²
- Props/Rehearsal Space 300m²
- Foyer/Event Space 515m²
- Open Plan Learning 830m²
- Quiet Study 740m²
- Silent Study 690m²
- Individual Study 600m²
- Group study rooms/seminar 535m²
- PhD study 250m²
- PhD group study 230m²
- Computer rooms 1150m²



04

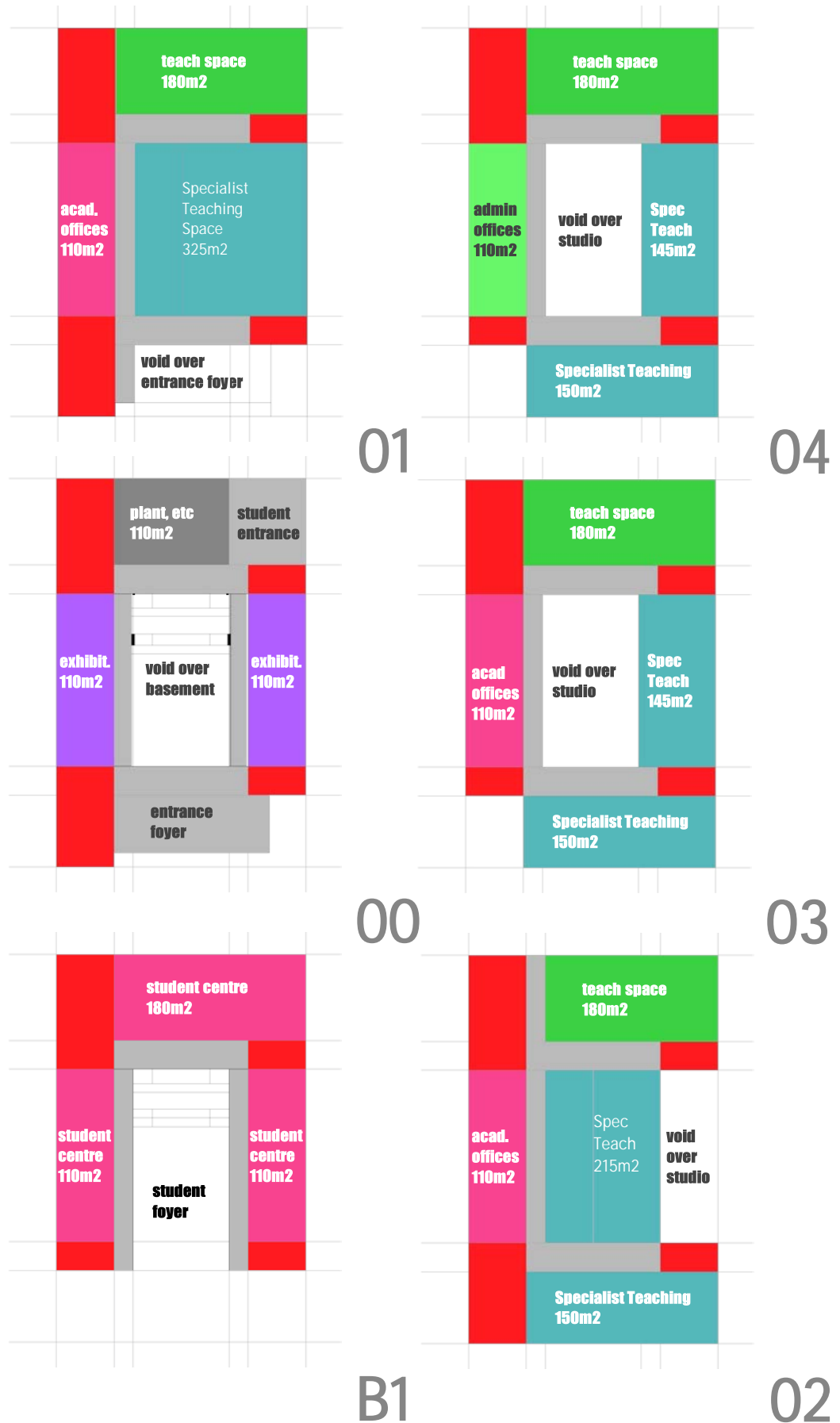


03

Indicative Creative and Design Centre Plans

Points to note:

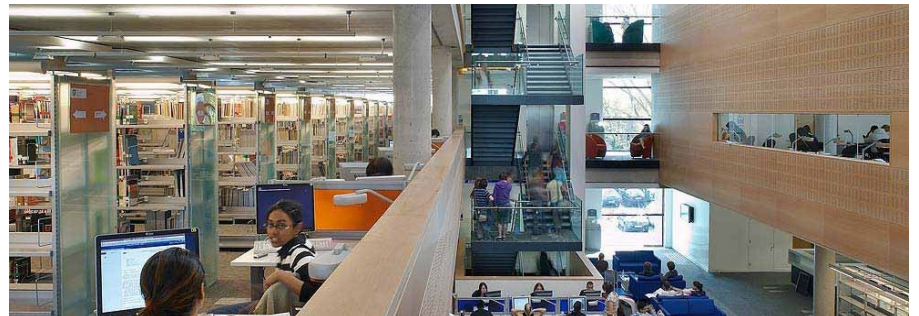
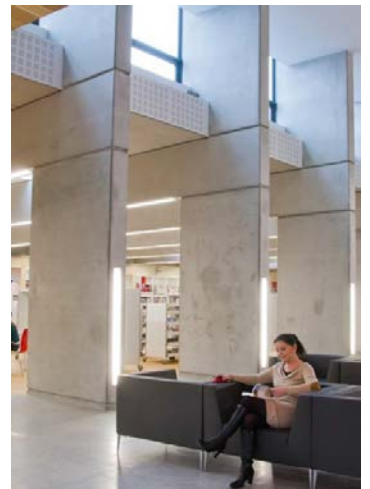
- Student Centre arranged around double height foyer space at centre.
- Exhibition space at ground floor.
- Specialist Teaching Spaces located at centre and facing London Road.
- Teaching space on Rotary Street, the quieter side.



Schedule of Areas

	Space Type	Notes	Space allocation assumption per person [sqm]	Occupancy	single height	double height	TOTAL
Arts Building	Specialist Teaching Space				1200		
	Flexible teaching space	flexible teaching/event/meeting rooms			720		
	Academic offices				300		
	Admin offices				100		
	Galleries/exhibition	accessible to community			250		
	Student Services				380		
	SubTotal NUA				2950	0	2950
SubTotal GIA (140% NUA)							4130
Learning Centre Spaces	Lecture Theatres	200 seat raked theatre that can be used for both lecture and performance	1	200	200	200	
		Two with flexible divide	1	200	200		
	Rehearsal Space					200	
	Prop store etc					100	
	Foyer/Event Space	Large flexible multi-use space on ground floor which could be divided into smaller spaces as required	2	200	400		
	Café	locating on ground floor with seating for 100	1	100	100		
	break out/social spaces	corridors / adjacent to study meet& coffee	2	300	600		
	Silent Study	Reading room, shared tables (no noise)	3.5	200	700		
	Quiet study	Reading room, shared tables (quiet, hushed)	3.5	200	700		
	Individual study	Carrel desks (no noise) say 100station	3.5	143	500		
	PHD Study	Separated from main UG	4.5	56	250		
	PHD Group study	Separate group area	4.5	56	250		
	Group study rooms/ Seminar	Large 8 say 18sqm /18	2.25	144	324		
	Group study rooms	Small < 4 say 9sqm / 24	2.25	96	216		
	Open plan learning	Near café, noisy and active	2	395	790		
	Computer Rooms	relocated from existing LRC			1200		
	Archive	Climate control			100		
	Secure resources	4hr fire and security			100		
	Highrack automated storage	Allowance for up to 500,000 items			930		
				1589			
SubTotal NUA							8260
SubTotal GIA (140% NUA)							11564
Total NIA							11210
Total GIA (140% NUA)							15694

Space Types



18/04/2016

**London South Bank University and
Hollybrook Limited Draft Heads of Terms**

(Subject to Contract)

1) Summary

This proposal provides the University with a means to achieve its long held ambition of redeveloping the Technopark Site to generate for the University a significant capital receipt and provide the University with an option to take back learning space, conference facilities, offices and student accommodation within the new development.

The proposal is structured in such a way that the risk and cost of securing planning consent is carried in full by the Developer and the land price paid by the Developer fully reflects the uplift in land value the planning consent generates. The design of the new development must meet the Minimum Requirements set by the University and the land price must in any event be above a preset Minimum Land price,

In addition the developer provides high quality temporary office accommodation adjacent to the University which will provide the decant space to which the current users of the Technopark building will temporarily relocate and which will in turn allow the refurbishment of the adjoining London Road building to proceed in a timely manner.

The proposal is a land transaction and has been prepared to ensure that the following principles for the University are achieved:

- 1) That the University achieves best value in the disposal of the long leasehold interest in Technopark Site.
- 2) That any works above the relevant thresholds are as required procured in accordance with public procurement law.

2) Background

The University have identified that their **Technopark** building is underutilised and could be redeveloped to provide the University with a significant capital receipt and potentially provide for them commercial conference facilities, learning spaces and lecture halls, office space for their administration departments, and also student accommodation.

In addition the University have identified a need to refurbish and remodel their **London Road Building** to provide a modern home fit for the 21st Century for their Business School and Sports Science Departments.

The above projects can only be achieved if the current occupiers in both of the above buildings can be decanted to allow the extensive works required to take place. Any decant space needs to be in the immediate locality of existing campus to ensure continuity of function and ease of access with the University.

Hollybrook (the Developer) owns **Diary House**, an approximately 50,000 sq ft (4,600 sq m) office building which was the original home to the Letts Diary and until recently was the UK

home to IPSOS MORI. Diary House is located on the same road as the University (Borough Road) and is less than 200 meters from the boundary of the University Campus. The size of Diary House, the quality of the accommodation it can offer and its excellent location uniquely recommend it to the University as the ideal building to provide long term temporary accommodation to facilitate the above works.

The University proposes to decant the current occupants of the Technopark building into Diary House, so that the occupants of the London Road building can be decanted in to the Technopark building while London Road is remodelled and refurbished.

Following those discussions it is proposed that an agreement is reached with Hollybrook for them to provide Diary House to the University and also to redevelop the Technopark Site whereby:

- a) The University occupy Diary House at favourable commercial rates (providing decant space to allow the London Road works to proceed in a timely manner).
- b) Hollybrook at their cost design and secure planning consent for the new building which will in any event need to meet the University's Minimum Requirements.
- c) Subject to a satisfactory planning consent, Hollybrook have the option to acquire the Technopark site for a land price that reflects the planning consent granted and in any event will be above the minimum land price of £35 million.
- d) Prior to works starting on site the University will have an option (but no obligation) to acquire all or part of the new building.
- e) Hollybrook will fund and build the new building (construction works as required procured through the EU procurement process).
- f) On the completion of the project the University will vacate Diary House and occupy those parts of the new building they decide to acquire.

Land Transactions

This land transaction has three elements:

- 1) An agreement to Lease Diary House on Borough Road from Hollybrook Limited (the **Developer**) in favour of London South Bank University (**the University**).
- 2) An Option Agreement between the University and the Developer whereby the Developer at its cost seeks planning consent for the redevelopment of the Technopark site for Commercial Space, Student accommodation and retail space (the **Development**) which will in any event meet the Minimum Requirements. If planning consent is granted and the Developer exercises its Option, this element will be governed by the following documents:
 - a) A Development Agreement that will regulate the design of the Development, the securing of necessary consents and the procurement of the

	<p>Building Contractor.</p> <p>b) A Building Lease that will govern the construction of the Development.</p> <p>c) A 150 year lease to the Developer which will set out the management of the whole of the finished Development on the Technopark Site.</p> <p>3) An Option Agreement between the Developer and the University giving the University the option to acquire the Commercial Space and/or the Student Accommodation within the completed Development.-This Option to be exercised prior to the starting of works on the site.</p>
Property Details	<p>Freehold Land at :</p> <p>(1) 90 London Road known as Technopark London Road edged red on the plan attached and registered at H M Land Registry under absolute title SGL338627</p> <p>(2) Diary House edged blue on the plan attached and registered at H M Land Registry under absolute title number TGL374344.</p>
Minimum Land Price	<p>Minimum Land Price means £35 million (thirty five million pounds).</p>
Minimum Requirements	<p>a) The demolition and redevelopment of the Technopark building to provide at least 1000 student bedrooms and 7,432 sq m (80,000 Sq ft) of Commercial Space.</p> <p>b) The provision by the Developer of 47,000 sq ft of office space in very close proximity to the University Campus which the University can occupy for an extended temporary period (expected 5 to 7 years).</p>
Developer	<p>Hollybrook Limited Mill House 8 Mill Street London SE1 2BA</p> <p>Attention: Justin Elcombe</p> <p>Phone: 0207 232 4550</p> <p>Email: jelcombe@hollybrookhomes.co.uk</p>
Developer's Solicitors	<p>To be advised.</p>
Land Price	<p>The price payable by the Developer to the University for the Long Leasehold interest in the site which in all circumstances</p>

	will at least be equal to the Commercial Works Price or the Minimum Land Price, whichever is the higher.
Residual Appraisal	<p>A residual appraisal to calculate the Land Price, as attached at Appendix 1 carried out by an independent Valuer based on Market Value, prepared in accordance with VPS 4.1.2 of the Professional Standards (Incorporating the International Valuation Standards) January 2014 issued by The Royal Institution of Chartered Surveyors, which is defined as follows:</p> <p>“The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm’s length transaction after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion”</p> <p>Based on the following Special Assumptions: 1) the planning permission that has been granted. 2) sales values at the time of the planning permission 3) expected development and build costs given the programme for construction 4) costs to include the discount to the rent of Diary House over the first 5 years of the Lease to the University 5) a developers allowance of 20% of the Gross Development Value of the Scheme.</p>
University Option	<p>The Option will allow the University to:</p> <ul style="list-style-type: none"> a) Acquire a long leasehold interest in the Commercial Space b) Acquire a long leasehold interest in the Student Accommodation c) Acquire a long leasehold interest in any retail space that is created.
Commercial Works Price	The price of providing to a shell and core specification the Commercial Space stipulated in part a) of the Minimum Requirments.
Commercial Space	Any of the following uses: Offices, Conference Facilities and Learning Space.
University	<p>London South Bank University</p> <p>Address:</p> <p>Attention: Ian Mehrtens</p> <p>Phone: 0207 8156804</p> <p>Email: ian.mehrtens@lsbu.ac.uk</p>

University's Solicitors	To be advised.
Valuer	Colliers International or such other suitably qualified independent chartered surveyor jointly appointed by the parties.
VAT	All prices are exclusive of VAT

A) Lease Terms for Diary House

- 1) Landlord: Hollybrook Homes Limited
- 2) Tenant: London South Bank University
- 3) Net Internal Area of Unit –47,433 sq ft (4406 sq m)
- 4) Planning Use – B1 offices only
- 5) Initial Rent –£35 psf which equates to £1,660,000 plus VAT per annum.
- 6) Lease Term Full Repairing Lease of 10 years, to be completed 10 working days after Practical Completion of the Landlord's Works (see point 9 below).
- 7) Rent Review: Five yearly upward only rent review to market rent.
- 8) Rent Discount – £1,250,000 to be applied at a rate of £250,000 per year for each of the first five years of lease starting from commencement of the lease
- 9) Break Clause: Tenant to have the option to break at any time during the first five years of the lease period on giving 12 months' notice; the Landlord also has the option to break the lease on giving 12 months notice if; a) Planning Consent for the Development is refused b) The University does not exercise its Option under the Development Agreement
- 10) Tenant to be responsible for paying any business rates or any future property tax related to the property from the date of the lease.
- 11) Tenant to be responsible for internal maintenance and repair of building from the date of the lease.
- 12) Landlord to be responsible for planned cyclical external redecoration programme for which the tenant must bear the cost (note programme of cyclical decoration to be agreed with the tenant prior to the lease being signed).
- 13) Landlord to insure the building and recover premium from tenant.
- 14) Landlord's Works at its costs the building will be refurbished to include redecorating of wall and ceiling finishes, refurbishment of lifts, toilets, lighting, power and heating.

- 15) Tenants Works: the tenant at its cost will need to fit out the building prior to its occupation to include, floor finishes, internal partitions and doors, cupboards, tenant signage, reception arrangements, furniture etc.
- 16) Tenant to seek Landlord's approval, not to be unreasonably delayed or approved, for Tenant's works.
- 17) Alienation by Tenant – none other than to a wholly owned subsidiary of the University
- 18) Dilapidations – on expiry or surrender of the lease the Tenant to internal re-insatement of the building to the condition which it took over the property, including redecoration of the building – removing any Tenants Works and reinstate following removal as directed by the Landlord.

B) Development Option Agreement

The University and the Developer will enter into a Development Option Agreement with the following key terms:

1. Scheme Design

- a. Developer at its cost to appoint a Design Team to design and prepare a Planning Application for the Development.
- b. The University will designate an Employers Agent to be its representative and to act as the first point of contact for the Developer.
- c. Throughout the design process the Developer will liaise at regular intervals with the University and have regard to their comments and suggestions in order to ensure that the design will meet the Minimum Requirements.

2. Planning Application and Planning Consent

- a. Two months prior to the intended date of the submission of the Planning Application the Developer will provide to the University a full set of the draft planning drawings and associated supporting information for the Development.
- b. Both parties will jointly appoint a Valuer who will, based on the proposed Draft Planning Application, provide an estimate of the likely Land Price and the University Works Price; in the event that the Land Price is estimated to be below the Minimum Land Price and/or the Commercial Works Price the Developer at its expense will amend the plans as necessary to establish a Land Price equal to or greater than the Minimum Land Price and the Commercial Works Price.
- c. The University will review the planning drawings and associated supporting information and within six weeks of receiving the drawings will confirm whether the design meets the Minimum Requirements. If it does not do so, the Developer will either amend the drawings and resubmit them for approval on the same basis or, if it considers that it cannot accommodate them, the Developer may terminate the Development Option Agreement.

- d. The Developer at its expense will submit a Planning Application for the Development by the later of 31 December 2017 or three months after the University's approval of the drawings in c) above. The planning application will be submitted in the joint names of the University and the Developer.
- e. The Developer will be entitled to appeal any planning decision or non-determination in its entire discretion.
- f. The University as Freeholder will enter into any necessary planning agreement required in connection with the planning application and resolution to grant consent.
- g. Following the grant of planning permission each party will notify the other within three months whether the planning permission is from its perspective a Satisfactory Permission which is free from Onerous Conditions (to be defined). The target date for getting a Satisfactory Permission is by the 31 of December 2018 with a long stop date (including any time for appeal) of the 31st of December 2020.

3. Valuation Stage / Land Price

Within (three months) after the grant of a Satisfactory Planning Permission the parties will jointly appoint a suitably qualified Valuer to undertake a Residual Appraisal to establish the Land Price of the Techopark Site with the benefit of the Satisfactory Planning Permission on two basis:

- a) Assuming that the University do not exercise their Option over the Commercial Space (the **Full Sale Land Price**).
- b) Assuming that the University do exercise their option over the Commercial Space (the **Student Accommodation Land Price**).

The Residual Appraisal to determine the Full Sale Land Price will include the value and cost of the entire Development (including the Student Accommodation and the Commercial Space).

The Residual Appraisal to determine the Student Accommodation Land Price which will include the Student Accommodation but will exclude the Commercial Space.

In any event should the Full Sale Land Price or the Student Accommodation Land Price as determined by the Residual Appraisal be below the estimate of the Commercial Works Price or the Minimum Land Price then the Minimum Land Price or Commercial Works Price will apply whichever is the higher.

Within three months of the Full Sale Land Price and the Student Accommodation Land Price being determined by the Valuer the Developer may notify the University that it will not proceed to acquire the Technopark Site.

4. Procurement Phase

If the Developer has not notified the University that it will not proceed with its option to acquire the Technopark Site it will then:

1. At its expense develop the design of the Development to allow the scheme to be tendered for construction under an appropriate form of building contract.
2. The building contract and tender packages to be approved by the Employers Agent acting reasonably.
3. The contract will be competitively tendered by the Developer and a Contractor(s) will be selected to carry out the works; throughout the tender period the Employers Agent will be kept informed and consulted and his comments and suggestions considered by the Developer; as required the procurement will be carried out in accordance with EU procurement rules.
4. The Developer based on the selected tender returns will provide the University with a Commercial Works Price to construct the Commercial Space to a shell and core finish comprising completed facades to provide a watertight envelope with capped incoming services.
5. The Commercial Works Price will not include a Developers Profit but will include a reasonable allowance to the Developer for administration of the contract, professional fees, insurance, inflation risk, and a general contingency of 5%.

5. University Option to take Leases

- 1) In light of the Commercial Works Price and the value of the residential elements contained in the Residual Appraisal provided by the Valuer the University will decide within 3 months of receiving the Commercial Works Price whether it wants to exercise its Option and:
 1. take a long lease of the Commercial Space from the Developer for the Commercial Works Price and/or
 2. take a long lease of the Student Accommodation for the open market value of the Student Accommodation as valued for the Residual Appraisal (to be netted off the Land Price).
 3. take a long lease of any Retail space at the open market value of that space as valued for the Residual Appraisal (to be netted off the Land Price).
- 2) Any lease to the University will be for a term equal to the Long Lease to the Developer less three days.

6. Developers Option and Building Lease

Within 6 months of the University confirming whether or not it will exercise its option over the Commercial Space and/or the Student Accommodation, the Developer may exercise its option to acquire the Technopark Site.

Subject to the Developer demonstrating to the reasonable satisfaction of the University that it has sufficient funds to carry out the Development (note: step in rights for funder to be provided):

- 1) The Developer will call for the Building Lease

- 2) The University will be given 6 months to provide Vacant Possession of the site and grant the Building Lease.
- 3) The Developer will build out the scheme in one or more phases in accordance with the Satisfactory Planning Permission.
- 4) On the completion of the construction of the Development (or phase of the Development) Practical Completion Certificate(s) will be issued by the Developer to the University as freeholder..
- 5) On the issuing of a valid Completion Certificate the project will then enter the Operational Phase.

7. Long Lease

1. On practical completion of the Development (or phase) to shell and core the University will grant to the Developer a 150 year lease of the whole site (or phase) (to be in a form acceptable to the Developer and its Funder) on a peppercorn rent and the Developer will pay the University the Full Sale Land Price or the Student Accommodation Land Price for that phase (as applicable) (less the market value for the Student Accommodation if applicable).
2. On practical completion of the Development, the Developer will grant back a 150 years lease (less three days) of the Commercial Space on a pepper corn rent within the Development if the University exercised their Option over the same.
3. On practical completion of the fit-out of the Student Accommodation, the Developer will grant a lease for a term equal to its then remaining lease term (less three days) of the Student Accommodation if the University has exercised its Option over the same.

8. VAT

- a. All prices are exclusive of VAT.

Costs

- a. Each party will bear their own legal costs.

9. Timing

- a. A lock out agreement will be signed between the parties for a 6 month period, following committee approvals in April 2016.
- b. Both parties will appoint their solicitors with the aim to agree the legal documentation as soon as possible and in any event to allow an exchange of contracts no later than the 31st of July 2016.
- c. Immediately thereafter in line with EU procurement advice a VEAT notice will be issued to declare the intention of the contract – this runs for six months.

- d. During the six month period of the VEAT notice the Developer will immediately proceed to progress the design of the development up to a maximum budget of £200,000 plus VAT.
- e. If a legitimate objection to the VEAT notice is received then the parties acting in good faith will work together to overcome that objection and if however the objection stands to the point that the project cannot proceed as planned the University will reimburse the Developer 50% of its costs upto a maximum contribution from the University of £100,000 plus VAT.

	PAPER NO: MPI.05(16)
Paper title:	EDISON programme closure
Board/Committee	Major Projects and Investment committee
Date of meeting:	26 April 2016
Author:	Tom Kelly, ICT Customer Engagement Manager
Executive/Operations sponsor:	Ian Mehrtens, Chief Operating Officer Pat Bailey, Deputy Vice Chancellor
Purpose:	To provide an update on completed EDISON projects. This paper reports formal closure of the EDISON programme, following the initial go-live of the final project.
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	EDISON – Enhanced Digital Students Experience – was originally established as the BUILT programme, with business cases approved by Governors in February 2014. The aim was to embed a strategic partnership between LSBU and IBM, delivering on the Technology Enhanced Learning and ICT Strategic Implementation Plans, and supporting the realisation of LSBU strategic objectives.
Recommendation:	The committee is asked to sign off the project

Executive Summary

The 3 components of the EDISON project (suite of tools to support an Enhanced Student Experience, cloud data storage to improve capacity, reliability and resilience, and the access management system) have all been delivered within budget and, with the exception of IAMS, all were delivered on time.

The committee is asked to sign off the project, subject to final resolution of one final bill from IBM (relating to historic invoices which are in dispute, but still within budget).

1. EDISON programme context and outcomes

- 1.1 EDISON – Enhanced Digital Students Experience – was originally established as the BUILT programme, with business cases approved by Governors in February 2014. The aim was to embed a strategic partnership between LSBU and IBM, delivering on the Technology Enhanced Learning and ICT Strategic Implementation Plans, and supporting the realisation of LSBU strategic objectives. Business cases were approved for the implementation of Identity and Access Management System, Data Centre Outsourcing and IBM's Exceptional Student Experience solution.
- 1.2 The project overall has been successfully delivered within overall budget and, with the exception of the IAMS element, on time. Given the scale and complexity of the programme, this is a significant achievement for the University, delivering tools that will ensure the future delivery of its digital agenda and an infrastructure that is robust and protected.
- 1.3 In summary, the project comprised three elements:
 - 1.3.1 Exceptional Student Experience (ESE) has delivered a set of online social and collaboration tools, a master data management solution, a new unified online portal for students, and a predictive analytics solution to identify students at risk of not progressing. This is the framework for delivery of the digital agenda.
 - 1.3.2 Data Centre Outsource (DCO) has delivered the cloud infrastructure needed to host existing systems and support the enhanced digital experience, with applications and data migrated offsite. This ensures that we have a robust backbone to the services being delivered and has back up in the event of a major incident.
 - 1.3.3 Identity and Access Management System (IAMS) is intended to deliver unified authentication and authorisation for information systems access, across LSBU. Following extensive development and integration, the product went live in March 2016. Transition to business-as-usual operation will follow the final development stage, provisioning all staff and student accounts (replacing the previous CAMS system) in May 2016.
- 1.4 As a programme, EDISON comprised a diverse mix of projects, with varying objectives and benefits. The scale of projects, and technical issues to delivery, provided major challenges, especially given the unforeseen complexity of the databases that were held

across the University, and a major additional achievement of the project has been a huge amount of data cleansing for LSBU.

It is also worth pointing out that the University was critically vulnerable, with major ICT breakdowns likely, plus data storage at capacity, and data security an issue prior to the EDISON project.

- 1.4.1 The delivery of DCO and IAMS were essential, in replacing out-dated or redundant technology that could no longer be supported. Delivery of this represents a significant technical achievement, given LSBU's complex technical estate. There have been challenges in the performance and support levels agreed for the outsourced data centres; the identity and access management project took far more effort than was originally scoped, primarily because of the number of databases being operated across the University, and due to inconsistencies between 'common' data held on multiple systems. It is also important to recognise that more effort is required to remediate this complex estate, to accommodate future shifts in technology, and deliver and maintain the systems that will underpin LSBU's strategic objectives.
- 1.4.2 ESE will deliver significant business improvement, and although the IBM tools delivered are not yet fully embedded in our business as usual activity they are owned and championed by LSBU staff or students. As can be seen in the Appendix A, the use of most of the tools significantly exceeds the targets stated in business cases.
- 1.4.3 The predictive analytics tool has been trialled and is full available across the University at course level, giving course directors valuable data to evaluate. There needs to be further consideration of the use of data at an individual level to ensure that the support systems are fit for purpose and meet requirements such as those defined by data protection legislation. Further development of the analytics tool will take place alongside articulation of the learning pathway, so that the information provided by the tool is aligned with the educational support for the students.
- 1.5 An assessment of the programme's overall outcomes is set against the quantitative deliverables (Appendix One) with agreed target volumes. Overall, these targets have been met.
- 1.6 These quantitative deliverables however do not recognise the value of the collaboration and special relationship that now exists between LSBU and IBM, partly as a result of

working together on this. Examples are the provision of high performance computing capability for a research project and student placements within IBM.

- 1.7 The project was not without its challenges and interventions by the DVC and the COO, have been required to keep the project on track throughout. As a result, there have been two levels of engagement, firstly at CEO level and secondly at an operational level. This has resulted in further collaborations in both the digital learning framework and the learning pathway.

2. Learning points

- 2.1 EDISON has been delivered during a period of significant change in strategy, structures and personnel across LSBU. Although a full programme review is limited by the changes in staff throughout the programme, key learning points are summarised below.
- 2.2 **Procurement:** The procurement route adopted for this project using the LUPC Framework and resulted in LSBU contracting with a third party, Insight. This created both barriers and issues in relation to invoicing that impacted at times in the relationship with IBM. This should be avoided in the future by investigating alternative purchasing frameworks.
- 2.3 **Project resourcing:** EDISON was initiated on an input rather than output basis creating the need for additional internal resources to monitor progress and activities of IBM staff. Additionally, the risk was effectively transferred to LSBU in both financial and programme delivery terms. However, close monitoring of the project, and the identification of escalation/resolution approaches when problems arose, allowed significant mitigation of the risk.
- 2.4 **Project Management:** It was clear as the project progressed, that given IBM's silo based management structure, and the overarching scope for this project, that it was essential to have one senior project manager within the company to work with LSBU with the authority to deliver. In the initial stages it was not the case and led to LSBU as the client trying to resolve issues within different parts of the IBM organisation.
- 2.5 **Project definition:** A project of this complexity requires careful and precision definition at an early stage. The naivety of both LSBU in defining such projects, and IBM at delivering a project with this scope, meant that the project definition may have benefitted from external review by technical specialist prior to contract whereas most of the LSBU review focused on legal and finance.

2.6 **Partnership relationship and the MOU:** EDISON represented a flagship programme for LSBU's chosen supplier, IBM. However, the lack of a programme blueprint, and limited buy-in of IBM at an early stage to help deliver strategic outcomes (e.g. via a collaborative pact) has meant that the relationship became a more traditional 'client-supplier' set-up, based heavily on the contracts involved. Nevertheless, the final stages have provided an opportunity to enhance the relationship as a partnership, and this is expected to prove beneficial to both parties going forward.

2 **Future development**

2.1 Having now completed the project, attention can be directed towards developing the special relationship.

2.2 Discussions are underway with IBM in relation to the creation of an Innovative Teaching Room at LSBU which showcases and trials new technologies both for students and staff. In a complementary fashion, IBM are also exploring how their educational development team can interact more extensively with staff at LSBU (through links with our PVC Education & Student Experience), especially to see how the Student Analytics can be aligned with activities and support within our Learning Pathway project.

2.3 The Director of Academic Related Resources is in discussions with IBM for a potential secondee from IBM to work in the ICT Development team which will ensure IBM have a greater understanding the HE sector business and the ICT team will benefit from world leading development expertise.

Appendix One: delivery against original success criteria

The original business cases set deliverables with performance targets against each project. All have now been met. Performance targets have in many cases been significantly exceeded. Achievements are noted below, with specific figures to the end of 31 March 2015. Proxy indicators have been applied where the original targets were not accurately measurable.

Project	Business case: success criteria	Performance			Actual metric applied	Achieved	Notes
		Year 1	Year 2	Year 3			
Portal	Accessibility to the Portal for all learning resources (campus based)	1000	4000	10000	Total new unique users accessing learning resources via MyLSBU portal	4602	unique users accessing my.lsbu 28 January- 20 April 2015 (excludes all other networks)
	Accessibility to the Portal for all learning resources (mobile devices)	0	4000	10000	Total new unique users accessing MyLSBU portal by mobile / tablet device	6093	unique users accessing my.lsbu 28 January- 20 April 2015 (excludes device category desktop)
	Accessibility to the Portal for all student related information (from anywhere)	0	0	10000	Total new unique users accessing MyLSBU portal irrespective of location and device	13352	unique users accessing my.lsbu 28 January- 20 April 2015
	On line submission of assignments (campus based)	6000	12000	18000	Moodle and TurnItIn: total submissions	55563	Total submissions Oct 2014 – April 2015. Online submission (and marking) is mandatory in HSC – to roll out across schools throughout 2015/16 (cannot distinguish whether campus based or not)
Social Collaboration	On line classrooms using webinar facilities	20	100	500	Total number of rooms	18	On track to achieve the stated success criteria
	Ability for students and staff to use instant message facility: number of staff/students using instant messaging	1000	2000	4000	Number of chats initiated	3784	All students and staff can use instant message facilities, but the tool is not set up to monitor the number of users – total number of chats is used as a proxy measure
	Usage of IBM Connections Community facility - % of full time students using communities	5%	10%	40%	Number of unique users (staff and student) of Communities only within connections	Approx 4%	Total users (from October 2014 – April 2015) not split by students/staff, but the connections tool is starting to be used more extensively when its specific features are beneficial.
DCO	Migrate applications to Softlayer (IBM solution)	277				306	
	Decommission	91				130	

London South Bank University

Project	Business case: success criteria	Performance			Actual metric applied	Achieved	Notes
		Year 1	Year 2	Year 3			
	Stay on site	35				48	
	Unknown	42				0	
IAMS	Decommission CAMS system					In progress	Scheduled to be completed May 2016; costs of completion included in budget summary
	Single Sign on for ESE solution					In place	Completed October 2014
	Identity Management via the new system					In place	Completed March 2016
Master Data Management	No of students for whom a consolidated system record has been created and data cleansed	500	2500	7500		In place	Tool installed and handed over to business owner but use has been limited to this point. The tool is available to support the ongoing programme of data management and quality, comparing data sets to consolidate records. Original success criteria assumed that differing sets of student data exist – in fact these are consolidated in QL, with continual data management through Registry.
Predictive Analytics	Predictive Trend Reports available by course.	0	200	All courses		Available for all 345 UG degree courses	Tool was piloted with 60 users from October 2014. Roll out of tool has been put on hold by the business owner, PVC Education and Student Experience, pending further development of the analytics model
	Students prevented from dropping out in year 3 by targeted interventions			33		To early to assess	Year 1 retention alone exceeds target but it is not yet possible to differentiate the impact of this tool vs other linked interventions.
Integration	No of students using the portal to access VLE information	500	2500	8000	Staff logging in to VLE, January-April 2015 Students logging in to VLE, January-April 2015	1,232 17,059	All current students can access VLE via Portal
	No of students using functions	500	2500	8000	Moodle Assignment submissions, January-April 2015 TurnItIn submissions, January-April 2015	19,362 19,106	Moodle and TurnItIn are included as examples of functions available through the portal

London South Bank University

EDISON PROJECT (£'000s)

HIGHLIGHTS

- [a] Project Budget is £15.8m of which £14.5m is allocated as project spend across 3 areas (ESE, DCO, IAM) and £1.3m is contingency
- [b] 13/14 Actuals & 14/15 Actuals spend is £10m, £3.5m and £6.3m respectively
- [c] 15/16 Forecast £0.8m includes £0.1m ESE Software license, £0.4m DCO Running Costs and £0.3m forecast for IAM5
- [d] 16/17-18/19 Forecast £3.4m includes DCO Running Costs (Aug16 - Jan19)
- [e] Full Life Forecast vs. Budget £(990)k project overspend offset with £1.3m contingency leaving a £310k positive variance to budget
- [f] System Team Savings £376k savings yet to be realised

Project	Activity	Project Budget [a]	13/14 Actuals [b]	14/15 Actuals [b]	15/16 Actuals (P1-P8) [c]	15/16 Forecast [c]	16/17-18/19 Forecast [d]	Full Life Forecast	Full Life Forecast vs. Budget [e]	Comments
ESE	USBU Contractors	937	291	1,158	8			1,457	(520)	£(520)k overspend on USBU contractors
	Training / Change Management	60		120				120	(60)	£(60)k offset with Training budget in DCO
	IBM Software maintenance: Mar 14 - Jul 18	580		131	28	112	309	580		
	IBM Software maintenance: Aug 15 - Feb 19	812			183		629	812		
	IBM Software (incl 1st year maintenance)	1,466	1,466					1,466		
	IBM Implementation Services finishes Dec 2014	2,165	370	2,019				2,390	(224)	£(225)k overspend on IBM Consultancy and Opex
	Portal Phase 2 Network				45	26		71	(71)	£(71)k overspend on additional BAU cost picked up by Edison as a result of a saving on DCO running cost
ESE Total		6,020	2,127	3,428	264	138	938	6,895	(875)	
DCO	USBU Contractors	382	278	231	15			524	(142)	£(142)k overspend on USBU contractors
	Training & Change management	60		2				2	58	£60k offset with Training budget in ESE
	Network Set Up incl 10Gb switches & firewall	157	3	76	7			86	71	
	System Team Savings	(376)						0	(376)	[f]
	Network	229	530	(493)	5	42		84	145	
	Migration FP	2,030	515	1,562	37	1		2,115	(85)	£(85)k overspend on IBM Consultants, 2 months overrun
	Infrastructure annual running cost March 2013 - Feb 2019 excl Migration FP	5,626		901	667	308	2,508	4,384	1,242	£5.6m budget (running costs) overstated; £2.5m forecast (16/17-18/19)
DCO Total		8,108	1,326	2,278	731	351	2,508	7,194	914	
IAM	USBU Contractors		42	199	224	22		486	(486)	£(486)k overspend on USBU contractors
	IBM Implementation Services	391	97	393	167	276		932	(542)	£(542)k overspend on IBM consultancy
IAM Total		391	139	592	390	298		1,419	(1,028)	
Grand Total		14,519	3,592	6,297	1,385	787	3,446	15,508	(990)	

Project Forecast (inc. IAMs further Spend)	14,519	3,592	6,297	1,385	787	3,446	15,508	(990)	
Contingency	1,300							1,300	
Project Forecast (inc. Contingency)	15,819	3,592	6,297	1,385	787	3,446	15,508	310	
Additional Costs									
Historic IBM invoices								144	Invoices in dispute with IBM
Total Additional Costs								144	
Project Forecast (inc. Contingency)	15,819	3,592	6,297	1,385	787	3,446	15,508	166	

	CONFIDENTIAL
	PAPER NO: MPI.06(16)
Paper title:	Committee effectiveness
Board/Committee	Major Projects & Investments Committee
Date of meeting:	26 April 2016
Author:	Joanne Vas, Governance Assistant
Board sponsor:	Douglas Denham St Pinnock, Chair of the Committee
Purpose:	Discussion
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	Board effectiveness
Recommendation:	The meeting is requested to discuss the questions on committee effectiveness in order to conduct a 'light-touch' review.

Matter previously considered by:	N/A	
Further approval required?	No	On: N/A

Executive Summary

The governance effectiveness review conducted in May 2015 agreed a number of changes to the committee structure at LSBU, including the creation of the Major Projects & Investment Committee (MPIC). The intention was to reduce duplication between meetings, and to delegate responsibility to committees to allow the Board time to consider strategic matters in more depth.

The purpose of the Committee is to review major capital and revenue investments. It has delegated authority from the Board of Governors to approve investment decisions within authorisation levels as set out in the Financial Regulations, for information in the appendix. The committee reviews investment decisions above its level of authority and recommends approval to the Board.

Members are requested to consider the following questions and use these as discussion points for a 'light-touch' review of the effectiveness of the committee at the meeting.

For information, the Terms of Reference and levels of authority (from the Financial Regulations) for the Committee are also included.

Committee effectiveness review questions to consider

1. Is the Committee addressing its Terms of Reference?
2. Are any amendments to the Terms of Reference required?
3. Are there any skills/experience shortages that can be addressed?
4. Are the topics discussed by the Committee appropriate?
5. Is the quality of papers sufficient for the purpose required?
6. Have the role and responsibilities of the Committee been clearly defined and communicated to all Committee members?
7. Are there sufficient details on how the Committee supports and is accountable to the Board?
8. Is the frequency of meetings sufficient?

Terms of Reference

The Major Projects and Investment Committee is a sub-committee of the Board. It is authorised by the Board to approve investment decisions within authorisation levels as set out in the Financial Regulations. The committee reviews investment decisions above its level of authority and recommends approval to the Board.

1. Remit

1.1 The remit of the committee is to:

- 1.1.1 review capital and revenue investment and significant tenders and, if above delegated authority, recommend approval to Board;
- 1.1.2 when within set authority levels, approve capital expenditure and budgeted revenue expenditure;
- 1.1.3 review 'master-plans' for estate and infrastructure; and
- 1.1.4 review proposals to acquire and/or dispose of land or buildings.
- 1.1.5 review and recommend to the Board approval of capital finance;
- 1.1.6 review and recommend to the Board approval of borrowing raised on the security of the University's assets;
- 1.1.7 review and recommend to the Board approval of lease finance arrangements with a capital value greater than £250,000;
- 1.1.8 review and recommend to the Board approval of borrowings (by loan facility or overdraft) above £0.5 million;
- 1.1.9 monitor delivery of major projects; and
- 1.1.10 consider post investment reviews of major projects.

2. Membership

2.1 Membership shall consist of up to five independent governors including the Chair of the Board, the Vice Chancellor, two student governors and one staff governor.

2.2 A quorum shall consist of at least 3 independent governors.

2.3 The chair shall be an independent governor.

2.4 Members of the committee shall not be members of the Audit Committee.

3. Reporting Procedures

3.1 The minutes (or a report) of meetings of the Committee will be circulated to all members of the Board.

Membership 2015/16

Chairman

Douglas Denham St Pinnock (Chair)

Independent governor members:

Kevin McGrath

Hilary McCallion

Jerry Cope

Carol Hui

Executive:

Vice Chancellor

Abdi Osman (SU President)

Andrea Smith (Student Governor – Chair of Student Council)

Tony Roberts

Approved by the Board of Governors on 14 May 2015

Appendix:

Financial Regulations: levels of authority

Total expenditure value (Inc. VAT)	Capital		Revenue	
	Planned	Unplanned*	Within Budget	Outside Budget
Over £5 million	Board of Governors	Board of Governors	Board of Governors	Board of Governors
from £2 million but less than £5 million	Major Projects and Investments Committee	Board of Governors	Major Projects and Investments Committee	Board of Governors
From £1 million but less than £2 million	Executive Meeting	Board of Governors	Delegated Levels of Authority	Board of Governors
From £500,000 but less than £1 million	Executive	Major Projects and Investments Committee	Delegated Levels of Authority	Major Projects and Investments Committee
Less than £500,000	VC & CFO	VC & CFO	Delegated Levels of Authority	VC & CFO

* Unplanned capital projects should be very rare. The Major Projects and Investment Committee will review masterplans and the majority of capital expenditure will be planned. Expenditure proposals should be submitted to the lowest level of authorisation first, being escalated up through the approval hierarchy on the table above following each approval stage.