

**Meeting of the Policy & Resources Committee**

**4pm on Tuesday, 7 May 2013**  
**In 1B33, Technopark, London Road, SE1**

**Agenda**

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of interest		Chair
3.	Minutes of the previous meeting (for publication)	PR.12(13)	Chair
4.	Matters arising		Chair
5.	<b>Performance Matters</b>		
5.1	Student recruitment update	PR.13(13)	PVC(E)
5.2	NHS Funding position for 2013-14	PR.14(13)	VC
6.	<b>Matters for Noting</b>		
6.1	Capital Investment update	PR.15(13)	EDF
6.2	Key Performance Indicators	PR.16(13)	VC
6.3	Management accounts to 31 March 2013	PR.17(13)	EDF
6.4	Treasury management report	PR.18(13)	EDF
6.5	SU Financial Report	PR.19(13)	PVC(A)
7.	Any other business		Chair
8.	Date of next meeting: 4pm on Tuesday 2 July 2013		

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Members: Sarah Mullally (Chair), David Longbottom (Chairman of the Board), Martin Earwicker (Vice-Chancellor), Anisa Ali, Ken Dytor, Hilary McCallion, Anne Montgomery, Diana Parker and Jon Warwick.

With: Pro Vice Chancellor (Academic), Pro Vice Chancellor (External), Executive Director of Finance, University Secretary, Dean of HSC (for item 5.2) and Governance Officer.

	PAPER NO: PR.12(13)	
Board/Committee:	Policy and Resources Committee	
Date:	7 <sup>th</sup> May 2013	
Paper title:	Minutes of the meeting of 12 March 2013	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Dame Sarah Mullally, Chair of the Committee	
<b>Recommendation:</b>	That the committee approve the minutes and the proposed redactions for publication	
Aspect of the Corporate Plan to which this will help deliver?	N/A	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on the LSBU website	

### **Executive Summary**

The committee is requested to approve the minutes of its meeting of 12<sup>th</sup> March 2013 and the proposed redactions for publication.

Minutes of a Meeting of the Policy and Resources Committee  
held at 4pm on Tuesday, 12 March 2013  
in 1B27, Technopark, London Road, SE1

**Present**

David Longbottom	Chair ( <i>for Dame Sarah Mullally</i> )
Dame Sarah Mullally	( <i>via conference call</i> ) ( <i>for minutes 1-14</i> )
Prof Martin Earwicker	Vice Chancellor
Anisa Ali	
Ken Dytor	
Sir David Melville	( <i>for minutes 1-16</i> )
Diana Parker	
Prof Jon Warwick	( <i>for minutes 6-20</i> )

**In attendance**

Richard Flatman	Executive Director of Finance
Beverley Jullien	Pro Vice Chancellor (External)
Ian Merhtens	Interim Director of Estates and Facilities ( <i>for minutes 10-12</i> )
James Stevenson	University Secretary and Clerk to the Board of Governors

**Welcome and Apologies**

1. Apologies had been received from Anne Montgomery and Dr Phil Cardew.

**Declarations of Interest**

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

**Minutes of the previous meeting**

3. The minutes of the previous meeting were approved as a correct record. The minutes were approved for publication subject to the proposed redactions (paper **PR.01(13)**).

**Matters Arising**

4. There were no matters arising which were not covered elsewhere on the agenda.

### **Student Recruitment Update**

5. The Pro Vice Chancellor (External) updated the committee on student recruitment across the sector for 2012/13 and applications for 2013/14 (paper **PR.02(13)**). It was noted that LSBU performed relatively well in the sector for 2012/13 with accepted applications down 4% compared with 13% across the sector. The enrolment of students from the “tier 1” schools and colleges were noted.
6. The committee noted that Home and EU applications for 2013/14 were up on last year by 5%. An important step was to encourage applicants to convert to accepting their offer. Initiatives including open days were proving useful. An update on applications for nursing courses was requested.

*Prof Jon Warwick joined the meeting.*

### **Revised Five Year Forecasts**

7. The committee noted the revised five year forecasts (paper **PR.03(13)**). The committee noted that the target level of surplus should continue to be 5% of income and that the “target case” assumes growth in the student number control to 2,750 compared with 2,500 in 2012/13 and improvements in year 1 progression from 61% to 65% over the five years.
8. The committee discussed an e-mail dated 5 March 2013 from HEFCE proposing changes to the annual risk letter for LSBU. The changes related to seeking assurances as to how the University is responding to student recruitment challenges and the impact on its future sustainability. The proposed response from the Executive Director of Finance was also noted. The committee approved the proposed response, which included an explanation of the five year forecast.
9. The committee recommended approval of the forecasts to the Board.

### **Perry Library Upgrade**

*Ian Mehrtens joined the meeting.*

10. The committee discussed proposals to enhance the Perry Library entrance and increase the social learning space (paper **PR.04(13)**). It was noted that initial proposals had been discussed by the Property Committee at its meeting of 30 January 2013. It was noted that the Executive considered the investment of £1.9 million to be necessary as the existing entrance to the

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library is inadequate and had the potential to seriously damage student recruitment. Works would take place during the summer 2013 vacation.

11. Governors welcomed the proposal and recommended taking the opportunity to enhance the public realm by seeking contributions from developments adjacent to the campus.
12. The committee recommended the investment of **£1.9 million** to the Board for approval.

*Ian Mehrtens left the meeting.*

## South Bank University Technical College

13. The committee approved the proposal for the University to be the formal lead sponsor of the new South Bank University Technical College, due to open in September 2014 (paper **PR.05(13)**). The commitment from the university would be senior management time rather than financial.

## OFFA Agreement for 2014: General Principles

14. The committee discussed general principles for the 2014 Office for Fair Access (OFFA) agreement which would be submitted to the Board for approval on 21 March 2013 (paper **PR.06(13)**). The committee approved the general principles and recommended to the Board the raising of headline fee to £9000 in 2014 and the adjustment of fee waiver levels in 2013/14 to accommodate only the requirements of the National Scholarship Programme and OFFA.

*Dame Sarah Mullally left the meeting*

## Charitable Funds Review

15. The committee recommended to the Board proposals to amalgamate the University's historic charitable funds and transfer the amalgamated fund to the University, subject to Charity Commission approval (paper **PR.07(13)**). The committee agreed to provide oversight of expenditure of the fund and recommended the winding up of the Charitable Funds Committee to the Board.

**Key Performance Indicators**

16. The committee reviewed the Key Performance Indicators (paper **PR.08(13)**). The committee agreed that: (i) student satisfaction targets should remain at 90%; (ii) full-time undergraduate year 1 progression target should be 70%; and (iii) the KPI relating to the condition of the estate should not be reported as the collection of this data was not mandatory for HEFCE. The changes were recommended to the Board.

*Sir David Melville left the meeting*

**Management Accounts to 31 January 2013**

17. The committee noted the management accounts to 31 January 2013 which showed that the University was on course to deliver a year end surplus of £3.4m (paper **PR.09(13)**).

**Treasury Management Report to 31 December 2012**

18. The committee noted the Treasury Management Report to 31 December 2012 (paper **PR.10(13)**). The committee recommended to the Board the addition of Ralph Sanders, Financial Planning Manager, as an authorised signatory to all bank accounts.

**Annual Health and Safety Report**

19. The committee noted the annual Health and Safety report for the year to 31<sup>st</sup> July 2012. There were no reportable incidents during the period (paper **PR.11(13)**).

**Date of next meeting**

20. The next meeting of the committee will be Tuesday, 7 May 2013 at 4pm.

The Chair closed the meeting.

Approved as a true record:

.....  
Chair



# Committee Action Points

30 April 2013

14:28:42

Committee	Date	Minute	Action	Person Res	Status	
Policy and Resources	12/03/2013	3	Publication of redacted minutes	Secretary		<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	9	Five year forecasts to Board for approval	EDF	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	12	Perry Library Investment case to Board	PVC - A	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	14	OFFA Access agreement to Board for approval	PVC - A	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	15	Charitable Funds recommendations to Board for approval	Secretary	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	16	Changes to KPI's to Board for approval	VC		<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	18	Addition of Ralph Sanders as an authorised signatory to the Board for approval	EDF	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed

	PAPER NO: PR.13(13)	
Board/Committee:	Policy and Resources Committee	
Date:	7 May 2013	
Paper title:	Student Recruitment update	
Author:	Bev Jullien, Pro Vice Chancellor (External)	
Executive sponsor:	Bev Jullien, Pro Vice Chancellor (External)	
<b>Recommendation by the Executive:</b>	To note the report	
Aspect of the Corporate Plan to which this will help deliver?	Student choice	
Matter previously considered by:	Board of Governors	On: 25 April 2013
Further approval required?	<b>None</b>	On:
Communications – who should be made aware of the decision?	No decisions to be made	

### **Executive Summary**

The attached slides from the Board strategy day of 25 April 2013 on student recruitment and plans to meet the targets in the five year forecasts are provided for information.

An update on progress for student recruitment for 2013/14 will be provided at the meeting.



## Core business

increase undergraduate full time enrolled  
SNC numbers  
from 2500 to 2750 - 2890 (+10% - +16%) in  
2013/14 and sustain

Bev Jullien

Early signs are encouraging, with a significant increase in firm acceptances to date in all categories

Level	Firms (UF and CF) - CYTD	Firms (UF and CF) - LYTD	% Change	Offers (UO and CO) - CYTD	Offers (UO and CO) - LYTD	% Change	Total Applications (CYTD)	Total Applications (LYTD)	% Change
UNDERGRADUATE (FULL-TIME)	459	300	53.00%	355	346	2.60%	9,049	8,000	13.11%
<b>UNDERGRADUATE (FULL-TIME - SNC Only)</b>	<b>844</b>	<b>610</b>	<b>38.36%</b>	4,047	3,908	3.56%	9,906	9,418	5.18%
UNDERGRADUATE (PART-TIME)	76	66	15.15%	57	68	-16.18%	307	321	-4.36%
POSTGRADUATE (FULL-TIME)	306	270	13.33%	205	184	11.41%	2,643	2,139	23.56%
POSTGRADUATE (PART-TIME)	93	83	12.05%	31	30	3.33%	217	236	-8.05%
OTHER (FULL-TIME)	3	0		0	0		4	0	
OTHER (PART-TIME)	4	1		0	1		5	4	25.00%

...and LSBU is outperforming the market and competitor group in applications, with particular strength in EU

	2011	2012	2013	% Change 2011/2013	% Change 2012/2013
LSBU Applications	21,857	19,897	20,751	-5.06%	4.29%
UCAS Applications (Nationally)	2,740,082	2,539,817	2,604,618	-4.94%	2.55%
Competitor Applications	161,776	144,674	138,244	-14.55%	-4.44%

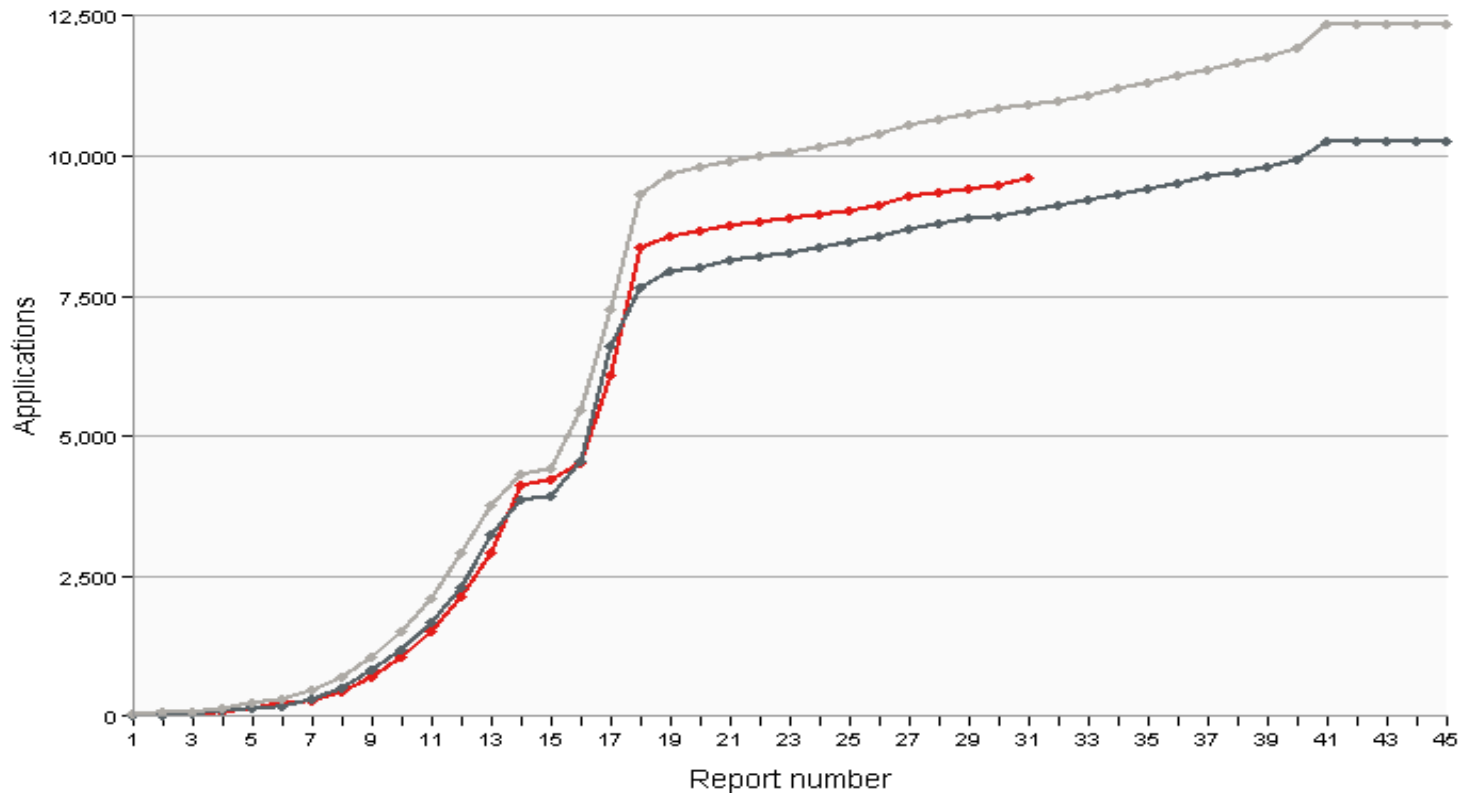
	2011	2012	2013	% Change 2011/2013	% Change 2012/2013
UK Applicants	20,179	18,496	19,031	-5.69%	2.89%
EU Applicants	965	747	1,019	5.60%	36.41%

## A recent survey of new joiners also indicates that perceptions of the university are starting to improve

- 63% selected LSBU as their first choice vs. 50% last year
- overall satisfaction has increased from 79% to 86% (with the major increase in very satisfied)
- “would comment negatively” has gone down from 8% to 4%, and spontaneous recommendations improved from 28% to 34%

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..but to meet target, we must improve conversion in addition to the increase in applications (+6.4% excluding health)



## ..so a significantly stronger conversion programme is in progress

- Extended **EU programme**, particularly with agents & extended **schools and colleges** programme ( 40 institutions now actively engaged, continuing advice and guidance through cycle)
- **30 Applicant day** programmes in place for all students who have received an offer (**1300** students already attended)
- **6 “Head start”** days planned for June/July for those who have accepted an offer & Health **Summer Schools** for offer holders
- Peer support with **student ambassadors** contacting applicants by phone & extended **keep in touch programme** by emails, with information at department level
- **Bespoke PG approach**, with extra resource in business to support conversion
- Extended engagement into the **community**, with 40+events, including speakers on topics of interest (e.g. how to use social media)
- Launch of **Saturday only Business programme** (based on successful model in UWL) & launch of first wave of **Semester 2 Undergraduate starts** – potential for 50 extra home/EU students in 13/14)
- “Co-creation” test of new **website** from May, full roll-out before Clearing

## ..and work has started to sustain & increase applications for 2014/15+

- Open Days. Total attendees + 47% this year compared to last
- New website
- Engaging alumni to support recruitment
- Strengthened EU and Employer engagement
- Strengthened engagement with parents

	PAPER NO: PR.14(13)	
Board/Committee:	Policy and Resources Committee	
Date:	7 May 2013	
Paper title:	NHS Funding position for 2013-14	
Author:	Professor Judith Ellis MBE, Executive Dean, Faculty of Health and Social Care	
Executive sponsor:	Professor Judith Ellis MBE, Executive Dean, Faculty of Health and Social Care	
<b>Recommendation by the Executive:</b>	To note the report	
Aspect of the Corporate Plan to which this will help deliver?	Financial stability	
Matter previously considered by:	University Executive	On:
Further approval required?	<b>None</b>	On:
Communications – who should be made aware of the decision?	No decisions to be made	

### **Executive Summary**

1. NHS funding from 2<sup>nd</sup> April 2013 is being allocated by Health Education England (HEE) via the Local Education and Training Boards (LETB) (3 in London), rather than by the Strategic Health Authority (SHA).
2. Rumour has it that the overall budget given by HEE to the 3 London LETB's has reduced by approx. 40%.
3. Pre-registration commissions have been agreed prior to HEE by the SHA and for Faculty of Health and Social Care (FHSC) are mainly constant with 2012-13 figures.



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4. The Continuing Professional and Personal Development (CPPD) budget for FHSC is currently around £3.8 million. CPPD budgets have only been released in North East North Central (NENC) LETB and are still awaited in South and West LETBs.
5. The indication from the NENC released figures is that:-
  - Indirect budgets for CPPD - given to Trusts to request CPPD modules via the HEI portal have reduced by 10-50 %
  - Direct budget (in the hands of the Trusts to use whenever and wherever) for 1- 4 bands (vocational) has been overall maintained
  - Direct budget (in the hands of the Trusts to use whenever and wherever) for 5-9 bands e.g. post registration has been reduced by 10-50%
  - New money has been given directly to Trusts to 'pay for' nursing and Allied Health Professions placements – this could be used to purchase CPPD modules that support practice placements e.g. mentorship modules.
  - Some money will be available later in the year for improvement projects which may include the purchase of bespoke work by HEI's or modules to support change.
6. **Impact on FHSC, LSBU is unknown but may be:-**
  - Insufficient numbers of CPPD modules purchased to make them viable (less risk for LSBU than competitors as very large provision and this may help LSBU as if other HEI provision not viable the purchasers may revert to LSBU)
  - Need to diversify provision – e.g. tap in to medical CPPD funding which is not affected this year, private sector CPPD provision, etc.
  - Develop overseas activity – Saudi consortium for Allied Health Professions, top up degree, 3+0 and Grad cert being developed in country in Malaysia.
  - Further develop our strong 1-4 activity where there is additional Government investment but no instructions yet on how to access this funding.
  - Further develop our responsive project activity (concern unknown until late in the financial year so staffing will need to be maintained to respond to this activity).
7. All staff being required to diversify and increase responsiveness to demand. A clearer picture will emerge as further 2 LETB's release funding and intent of other HEI's known. Staffing will remain under constant review with immediate freezing of none essential posts.

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	PAPER NO: PR.15(13)	
Board/Committee:	Policy & Resources	
Date:	7 May 2013	
Paper title:	Capital Investment Update	
Author:	Ralph Sanders, Financial Planning Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance,	
<b>Recommendation by the Executive:</b>	The Committee is requested to note the current position	
Aspect of the Corporate Plan to which this will help deliver?	Financial Performance, Creating an environment in which excellence can thrive.	
Matter previously considered by:	Policy & Resources Committee	On:
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?		

## Executive summary

As discussed at the recent Board strategy day, cash flow forecasting and management is the key to future financial sustainability. An essential part of this is tight control of capital expenditure including clarity about longer term vision, costed plans and flexibility, to ensure that adjustments can be made as necessary to reflect ongoing institutional financial performance.

We have summarised in the attached schedule the current level of capital investment together with indicative levels of pipeline and potential future investment. The schedule should be treated in draft at this stage and will be continually updated as the estates strategy evolves.

Business cases are required for all capital investment and this update includes forecast expenditure for those that are currently being prepared as well as more speculative levels of investment.

It should be noted that:

- the University is on track to invest £25m on capital projects in this financial year. This is a substantial level of investment and significantly higher than the normal level of annual spend.
- plans for 2013/14 are currently costed at £21.3m. This is almost exactly in line with the 2013/14 profile capex spend of £22m included within the 5YR forecasts recently approved by the Board. A significant proportion of this (£15.7m) has not yet been approved which provides flexibility to manage actual spend to reflect performance.
- the total spend for 2013/14 (£21.3m) and the next 4 years (£92.9m) is close to the total of £110m assumed in the 5YR forecasts although some prioritisation will be required. Any other major building work however will need to be funded from disposals through estate rationalisation.

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LSBU Capital Forecast: April 2013

Current capital projects

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	Date	status
Remaining costs re student centre	E&F	£7,420,000	£4,772,000			0	Approved by Board previous year
Enterprise Centre	E&F	£13,542,000	£11,648,000	£487,000		May-12	Approved by Board May 12 at budget including contingency £13.5m
Perry Library	E&F	£1,937,000	£774,800	£1,162,200		Mar-13	Approved by Board March 2013
Sports centre entrance	E&F	£369,107	£369,107			Feb-13	Approved by Executive Feb 2013
Refurbishment of E-132 Food & Nutrition lab	E&F	£132,000	£132,000			Nov-12	Considered in Nov 12. Reworked and approved 6/11
Long term maintenance: capital	E&F	£851,347	£851,000			Nov-12	Agreed at Executive meeting Dec 12
EAF Small Projects (detailed on page 5)			£2,353,000				
User environment management	ICT	£35,000	£35,000		£210,000	Mar-13	Total bid £245k. Pilot agreed at cost £35k
Additional storage	ICT	£175,000	£175,000			Feb-13	
Upgrade Havering cabling	ICT	£61,920	£61,920			Feb-13	
Inflobox device renewal	ICT	£110,000	£110,000			Feb-13	
Additional network layer	ICT	£120,000	£120,000			Feb-13	
Projector replacement	ICT	£98,000	£98,000			Feb-13	
Wireless microphones	ICT	£30,000	£30,000			Nov-12	
BUllt Programme (Open sourced hosted VLE project)	ICT	£100,000	£100,000			Nov-12	
PC & Laptop Replacement Programme *	ICT	£2,177,200	£727,200	£725,000	£725,000		
Additional catering equipment for student centre	RCS	£63,000	£63,000			Sep-12	
HSC Clinical simulation support	Other	£94,150	£94,150			Sep-12	
<b>Total</b>			<b>£22,514,177</b>	<b>£2,374,200</b>	<b>£935,000</b>		
<b>Approved pending clarification of available resources</b>							
Kell Street improvements	E&F	£330,000		£330,000		Apr-13	Approved by Executive
Enterprise centre post completion fit out	E&F	£142,000		£142,000		Apr-13	Approved by Executive
Enterprise centre courtyard	E&F	£432,000		£432,000		Apr-13	Approved by Executive
<b>Total</b>			<b>£0</b>	<b>£904,000</b>	<b>£0</b>		
<b>Presented but not yet approved</b>							
Carbon reduction	E&F	£1,000,000			£1,000,000	Nov-12	Further work required
Psychology teaching labs	E&F	£969,000		£969,000		Mar-13	Business case to be updated
Arts and Media teaching spaces	E&F	£937,000		£937,000		Mar-13	Business case to be updated and space issues to be resolved with ESBE
CWP newsroom project	E&F	£352,000		£352,000		Mar-13	Business case to be updated
<b>Total</b>			<b>£0</b>	<b>£2,258,000</b>	<b>£1,000,000</b>		
<b>Current &amp; Pipeline Capital Projects</b>			<b>£22,514,177</b>	<b>£5,536,200</b>	<b>£1,935,000</b>		

LSBU Capital Forecast: April 2013

Closed capital projects

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	Date	status
Demolition of student Union	E&F	£244,000	£244,000				
Borough Road - AHS Rehearsal Space	E&F	£218,900	£15,000				
Refurbishment of the Reception to include works to security barriers, lighting, removal of revolving door and new reception desk.	E&F	£452,000	£477,000				
Convert area to form 2 No Design Studios	E&F	£250,000	£26,000				
Creation of a Food Studies Area	E&F	£132,000	£132,000				
Creation of new VERT and radiation facilities (space to be identified)	E&F	£492,600	£486,600				
Tower Block Borough Rd - Project Based Learning L1 & Quiet Social / Career Gym / Employability Hub	E&F	£600,000	£380,000				
CAFM	E&F	£94,000	£94,000				
Technopark project 1592 (updated scope)	E&F	£2,638,000	£425,000				
Staff file servers Upgrade	ICT	£38,914	£38,914				
Blade Server Replacement	ICT	£140,949	£140,949				
AV Update ( Classroom)	ICT	£217,413	£217,413				
ACD System- re telephone enquiries	ICT	£20,961	£20,961				
Student Portal	ICT	£84,600	£84,600				
CRM Phase 2	ICT	£128,040	£128,040				
Student Life Centre Tracking System	ICT	£89,000	£89,000				
Extend Wireless Network Coverage	ICT	£81,037	£81,037				
Rolling Switch Replacement	ICT	£207,733	£207,733				
Database Performance Project	ICT	£96,000	£96,000				
<b>Total</b>			<b>£3,140,247</b>	<b>£0</b>	<b>£0</b>		
<b>Total Closed, Current &amp; Pipeline Capital Projects</b>			<b>£25,654,424</b>	<b>£5,536,200</b>	<b>£1,935,000</b>		

## Future projects: Likely 13/14 subject to Business Case Approval

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	
Tower Block Borough Rd - Project Based Learning for E&F	E&F	£550,000		£550,000		Awaiting revised business case by ESBE
Replace furniture within teaching spaces	E&F	£1,515,250		£1,515,250		Proposed as part of student experience investment
Enhanced ICT across estate in teaching spaces	E&F	£1,088,000		£1,088,000		Proposed as part of student experience investment
Refurbishment of 46 No toilets	E&F	£2,684,000		£2,684,000		Proposed as part of student experience investment
Refurbishment of main student circulation spaces	E&F	£280,000		£280,000		Proposed as part of student experience investment
Pedestrianisation of Keyworth Street	E&F	£2,000,000		£2,000,000		Proposed as part of student experience investment
Rooms LR C1CD/C2C16/292/C2C15, London Road Building to social study space	E&F	£373,000		£373,000		Proposed as part of student experience investment
Social study space adjacent to café 264 (LR265).	E&F	£180,000		£180,000		Proposed as part of student experience investment
Creation of new MBA study area in London Road (LR208E)	E&F	£103,000		£103,000		Proposed as part of student experience investment
Conversion of 3 no Keyworth pods to social learning space	E&F	£158,000		£158,000		Proposed as part of student experience investment
Creation of new, enhanced central timetabled and social study space on the third floor of Keyworth	E&F	£573,000		£573,000		Proposed as part of student experience investment
Phase 2 of 3 including low carbon solution to first floor teaching spaces at Havering.	E&F	£270,000		£270,000		Proposed as part of student experience investment
Keyworth centre entrance and enhance café	E&F	£650,000		£650,000		Proposed as part of student experience investment
High level space assessment for the future uses of the Borough road Building	E&F	£40,000		£40,000		Proposed as part of student experience investment
Delivery of enhance areas after academics comments from the functional suitability study	E&F	£300,000		£300,000		Proposed as part of student experience investment
<b>Total</b>			<b>£0</b>	<b>£10,764,250</b>	<b>£0</b>	

LSBU Capital Forecast: April 2013

Future projects: Evaluation Stage

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	
National Bakery School Redevelopment	N B S	£1,000,000			£1,000,000	Ideally £2M of which 1/2 from external funding.
Technopark phase 2a and 2b	E&F	£988,000			£988,000	Exact scope and priorities to be agreed with Project Sponsor
Peabody Housing Association Build	E&F	£10,000,000			£10,000,000	
Peabody Housing Association / Hugh Aster - Demolitions (could be revenue)	E&F	£2,000,000			£2,000,000	
Estimate of "BIG" £10M per anum EAF projects	E&F	£40,000,000			£40,000,000	
Small EAF projects at £5M per year	E&F	£20,000,000			£20,000,000	
Confucius Institute relocation Caxton House	E&F	£0				Awaiting approval of fund raising for project with Hanban. DELETED PREVIOUSLY £1.4M
Outcome of the strategic review of student residences.	RCs	£6,400,000			£6,400,000	External review underway commissioned by RCS,
VLE / BUILT	ICT	£400,000			£400,000	
Telephone Systems	ICT	£200,000			£200,000	
Future ICT	ICT	£15,000,000		5,000,000	£10,000,000	
<b>Total</b>			<b>£0</b>	<b>£5,000,000</b>	<b>£90,988,000</b>	
<b>Total Future Projects</b>			<b>£0</b>	<b>£15,764,250</b>	<b>£90,988,000</b>	
<b>Total Closed, Current, Pipeline and Speculative Capital Projects</b>			<b>£25,654,424</b>	<b>£21,300,450</b>	<b>£92,923,000</b>	

LSBU Capital Forecast: April 2013

EAF Small Projects

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	Date
Completion of rolling programme of refurbishment in the L Rd building Priority 6	E&F		£4,000			
Electrical and Emergency lighting	E&F		£25,000			
Comfort Cooling Works	E&F		£50,000			
New Lighting and Controls inc PIR's	E&F		£20,000			
Replace existing Boilers with fuel efficient condensing units	E&F		£20,000			
To look at Building Management System and make more effective in use	E&F		£28,000			
Window and Doors	E&F		£1,000			
Campus Wide - Water Compliance Works	E&F	LTM	£6,000			
E Block, J Block, M Block - Fire Alarm Upgrade Works	E&F	LTM	£134,000			
Heating & hot water services Keyworth Centre, Borough Road, Tower Block & Faraday Wing	E&F		£227,000			
Electrical & lighting works Caxton House, Tower Block, Borough Road, London Road, E & J Blocks	E&F		£269,000			
E, M & J Block - Heating & Hot Water Services.(ph.1of 2)	E&F	LTM	£232,000			
Caxton House - Ventilation, heating and hot water Works.	E&F	LTM	£5,000			
J Block Heating Infrastructure	E&F	Energy Saving	£3,000			
General Lighting upgrades	E&F	Energy Saving	£137,000			
McLaren Heating Controls and Boiler Upgrades	E&F	Energy Saving	£513,000			
General Energy Saving Controls Replace DX Units	E&F	Energy Saving	£85,000			
Borough Road CT Circuits	E&F	Energy Saving	£75,000			
Faraday Wing Chiller Replacement	E&F	Energy Saving	£154,000			
tbc	E&F		£73,000			
Replavement Furniture	E&F		£209,000			
Preparation of the building for occupation by the Confucius Institute - Under consideration	E&F		£20,000			
LLR Refurb & furniture upgrade to Student Learning & Stud Space	E&F		£63,000			
			<b>£2,353,000</b>			



	PAPER NO: PR.16(13)	
Board/Committee:	Policy & Resources	
Date:	7 May 2013	
Paper title:	Corporate Key Performance Indicators (KPI) report	
Author:	John Baker, External Strategic Projects Manager	
Executive sponsor:	Martin Earwicker, Vice Chancellor	
<b>Recommendation by the Executive:</b>	The Executive recommends that the Policy and Resources notes the report.	
Aspect of the Corporate Plan to which this will help deliver?	The corporate KPIs are directly aligned with the corporate plan and allows for the monitoring of targets for the university that have been set in the corporate plan.	
Matter previously considered by:	P&R and Board of Governors	On: Each meeting
Further approval required?	n/a	On:
Communications – who should be made aware of the decision?	n/a	

### **Executive summary**

Since the March P&R committee meeting the report has been updated to reflect the new KPIs (KPI 18 & 24) in this reporting cycle. These show a slight decrease from the 2011/12 results.

P&R is requested to please note the Key Performance Indicator report.

### **Attached**

1. Key Performance Indicators report

**LSBU Corporate Key Performance Indicators (2009/10 - 2012/13)**

**Report date: 30/04/2013**

<b>Financial Sustainability (Check all targets w/Rf)</b>					
	<b>KPI</b>	<b>2009/10 (Actual)</b>	<b>2010/11 (Actual)</b>	<b>2011/12 (Target)</b>	<b>Current Performance (RAG)</b>
<b>Student Numbers &amp; Contracts</b>					
1	Recruitment against HEFCE contract	Within tolerance band	Within tolerance band	Within tolerance band	Predicted within tolerance
2	Recruitment against NHS contract commissions	Within 5%	Within 5%	+/-5%	On target
3	International student income	£11.2m	£10.2m	£10.4m	£9.6m (May 2012 forecast)
<b>Income</b>					
4	Total Income (£)	£143.3m	£144.0m	£135.7m	£137.5m (May 2012 forecast)
5	Research (non-HEFCE) income (£)	£4.3m	£3.4m	£2.2m	£2.2m (May 2012 forecast)
6	Enterprise income (£)	£8.1m	£8.5m	£6.8m	£7.8m (May 2012 forecast)
<b>Surplus</b>					
7	Total Surplus (% of income)	4.4%	7.0%	1.0%	1.6% (May 2012 forecast)
<b>Other Financial Indicators</b>					
8	Cash Balance (£)	£43.8m	£62.6m	£55.4m	£72m (May 2012 forecast)
9	Gearing Ratio	0.47	0.34	0.27	0.3 (June 2012 forecast)
10	Days liquidity	123	179	173	203 (June 2012 forecast)
<b>The Student Experience</b>					
	<b>KPI</b>	<b>2009/10 (Actual)</b>	<b>2010/11 (Actual)</b>	<b>2011/12 (Target)</b>	<b>Current Performance (RAG)</b>
<b>Student Satisfaction</b>					
11	Overall Student Satisfaction - UG (NSS) *	80%	77%	90%	80% (2011/12)
12	Overall Student Satisfaction - PG	74%	75%	90%	78% (2011/12)
<b>Student Retention &amp; Progression</b>					
13	FTUG Year 1 Progression (%)	56%	60%	70%	63% (2011/12)
14	Graduating in intended period (FTUG 3/4yrs) (%)	NEW	53%	65%	52% (2011/12)
<b>Value Added</b>					
15	Employment of graduates (DLHE return) * (Employed, or studying, or both)	73%	82.4%	90%	78.1% (2011/12)
16	No. of first degree students obtaining 1st or Upper 2nd class degrees *	45%	52%	60%	56% (2011/12)
17	No. of first degree students obtaining 1st or 2nd class degrees	81%	89%	80%	90% (2011/12)
<b>Resource Measures</b>					
18	Spend per student (£) * (Academic Services)	NEW	£841	£1,000	£900 (CUG 2014)
19	Spend per student (£) * (Services & Facilities)	NEW	£1,021	£1,000	£1062 (GUG 2012/13)
20	Staff:student ratio *	23.4:1	23.3:1	21:1	22.4:1(2011 HESA)
<b>Brand Profile</b>					
	<b>KPI</b>	<b>2009/10 (Actual)</b>	<b>2010/11 (Actual)</b>	<b>2011/12 (Target)</b>	<b>Current Performance (RAG)</b>
<b>League Table Ranking</b>					
21	The Sunday Times	115 (of 122)	118 (of 122)	Out of bottom 5	114 (of 122) (2012/13 Tables)
22	The Guardian	117 (of 117)	100 (of 119)	Out of bottom 5	104 (of 120) (2012/13 Tables)
23	The Complete University Guide (formerly The Independent)	113 (of 113)	116 (of 116)	Out of bottom 5	119 (of 124) (2012/13 Tables)
24	The Times	NEW	113 (of 116)	Out of bottom 5	111 (of 116) (2012/13 Tables)
<b>Subject League Tables (The Guardian)</b>					
25	No. of subjects in top 75% nationally	NEW	5 (of 18)	5 (of 15)	5 (of 17) (2012/13 Tables)
26	No. of subjects in top 50% of post-1992	NEW	4 (of 18)	5 (of 15)	3 (of 17) (2012/13 Tables)
27	No. of subjects in top 50% of post-1992, London	NEW	6 (of 18)	5 (of 15)	3 (of 17) (2012/13 Tables)
<b>Student Perceptions</b>					
28	Early : late applications (% of FTUG enrolments arising from early/late applications)	75:25	75:25	80:20	74:26 (2011/12)
28	Financial support from donors (cash received, £)	£1.4m	£2.5m	£1.6m	£1.5m (2011/12)
<b>Staff Perceptions</b>					
30	Staff Satisfaction	NEW	NEW	70%	62%

\* Key league table measure

KPI	Notes:	
<b>Student Satisfaction</b>		
11	Overall Student Satisfaction - UG (NSS) *	Data updated once per year in Oct/Nov
12	Overall Student Satisfaction - PG	Data updated once per year in Oct/Nov
13	FTUG Year 1 Progression (%)	Data updated once per year in Oct/Nov
14	Graduating in intended period (FTUG 3/4yrs) (%)	Data updated once per year in Oct/Nov
<b>Value Added</b>		
15	Employment of graduates (DLHE return) * (Employed, or studying, or both)	As reported in the HESA/Hefce (Performance Indicators 10/11). Data updated once per year in June/July
16	No. of first degree students obtaining 1st or Upper 2nd class degrees *	Data updated once per year in Oct/Nov
17	No. of first degree students obtaining 1st or 2nd class degrees	Data updated once per year in Oct/Nov
<b>Resource Measures</b>		
18	Spend per student (£) * (Academic Services)	As reported in the 2014 'Complete University Guide' League Table ( <i>published April 29th 2013</i> )
19	Spend per student (£) * (Services & Facilities)	As reported in The Times 'Good University Guide' League Table (2012/13)
20	Staff:student ratio *	As reported in HESA data
<b>League Table Ranking</b>		
21	The Sunday Times	League Table notes: League table due to be released in September 2012
22	The Guardian	League Table notes: London South Bank University has moved down to 104 in the 2012/13 table but the total number of universities is now at 120 from 119 the year before. Results released May 2012
23	The Complete University Guide (formerly <i>The Independent</i> )	Notes: LSBU is still outside the bottom 5, but # of institutions included has increased to 124 in the 2014 guide, released in April 13 ( <a href="http://www.thecompleteuniversityguide.co.uk/london-south-bank">http://www.thecompleteuniversityguide.co.uk/london-south-bank</a> )
24	The Times	League Table notes: London South Bank University has moved up 2 places to 111 out of 116 institutions in the 2012/13 table Results released June 2012
<b>Subject League Tables (The Guardian)</b>		
25	No. of subjects in top 75% nationally	Top 75% in Computer Science and IT, Engineering (Chemical), Engineering (Electronic and Electrical), Nursing & Paramedical Studies, and Sports Science (2012/13 Guardian League Tables)
26	No. of subjects in top 50% of post-1992	Top 50% of post-1992 in Computer Science and IT, Engineering (Electronic and Electrical) and Nursing & Paramedical Studies (2012/13 Guardian League Tables)
27	No. of subjects in top 50% of post-1992, London	Top 50% of post-1992, London in Computer Science and IT, Engineering (Electronic and Electrical) and Nursing & Paramedical Studies (2012/13 Guardian League Tables)
<b>Student Perceptions</b>		
28	Early : late applications (% of FTUG enrolments arising from early/late applications)	Data updated once per year in Oct/Nov
29	Financial support from donors (cash received, £)	Data updated once per year in Oct/Nov
<b>Staff Perceptions</b>		
30	Staff Satisfaction	Result indicates the percentage of staff that took part in the survey. Survey conducted between October and December 2011

# London South Bank University

		PAPER NO: PR.17(13)
Board/Committee:	Policy & Resources	
Date:	7 May 2013	
Paper title:	Management Accounts	
Author:	Ralph Sanders, Financial Planning Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance,	
<b>Recommendation by the Executive:</b>	The Committee is requested to note the current financial position and full year outlook	
Aspect of the Corporate Plan to which this will help deliver?	Financial Performance	
Matter previously considered by:	Policy & Resources Committee	On: April 2013
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?		

## Executive summary

This paper provides an update on both the Management Accounts for March 2013 and the forecast financial outlook for 2012/13.

As expected, due to changes in both the Undergraduate funding regime and the introduction of a new visa regime for overseas students, this year has been challenging in terms of recruitment for both this University and the wider sector.

This was not unexpected and as previously reported, in addition to the baseline budget, the University reported 2 scenarios to the Board, 'Possible' and 'Pessimistic'. In terms of surplus the University is currently trending ahead of Scenario A with a forecast surplus of £4.3m.

The Committee is requested to note the revised full year outlook.

## 2012 / 13 Budget

The original 2012/13 budget as presented to the P&R Committee assumed as a baseline that the University would achieve its student recruitment targets. It was however recognised that there was a high level of recruitment risk this year due to the introduction of a new funding regime for Home & EU Undergraduate students and the introduction of a new Tier 4 visa regime by the UK Border Agency during 2011/12.

The University recognised the risk in this year's recruitment cycle by outlining 2 potential alternative recruitment scenarios as follows:

	Description	Income (£'M)	Surplus (£ 'M)
Baseline Budget	Optimistic	£142.4	£7.2
Scenario A	Possible	£137.6	£3.4
Scenario B	Pessimistic	£135.8	£1.6

At the time of review in July 2012, approval was on the basis that there would be a mid-year review when there was more clarity on student numbers and likely income flows.

### Revised Income Forecast

After the mid-year review, our forecast income from academic fees, after adjusting for fee waivers, had reduced by a net £6.7M compared with baseline budget. As previously indicated there was still an element of risk in our forecast due to assumptions about the number of students starting in the second semester.

In March 2013 we received notification from HEFCE in terms of our block grant settlement for 2012/13. This was £0.5M favourable compared to the expected position due to additional funding for better than expected level's of progression from 'old regime' undergraduate students. The faculty of Health has also generated additional income and so our income forecast is now £136.6 for the year which places us ahead of scenario B.

There continues to be an element of risk in our income forecast particularly with regard to students withdrawing and we are active in our management of credit control to ensure that this due income is received.

### Revised Surplus Forecast

Our income is £5.9M behind budget and that has a direct impact on the surplus that the University is now forecasting. Our surplus however is now trending towards £4.3M which is £2.9M below target.

This represents a saving of £3M in expenditure compared to budget.

Given the risk still inherent within our income streams the University will continue to look for actions to improve our financial outturn but without impacting our long term gains in student retention and NSS scores.

These have included:

- reducing the in year Investment fund from £3M to £2M (in previous years the investment fund was set at £1m for the year although it was increased this year to £3m. The level of funds committed YTD in 2012/13 is approximately £1.6m)
- identifying immediate actions to capture savings in excess of £2M that will not impact the student experience.

<b>Forecast Changes</b>		<b>£ 'M</b>
Original Budgeted Surplus		£7.2
Reduction In Fee income	(£7.3)	
Increase in other income	£1.4	
Reduced investment fund	£1.0	
Other savings to date	£2.0	
Reforecast Surplus		£4.3

In terms of short term viability we are in a surplus position overall but recognise that this year's forecast level of surplus at 3.2% of income will not be enough to finance future capital investment and maintain our long term sustainability. As a result, our focus over the next few months will be to continue to identify actions that can be taken to generate savings or revenues that will not impact the student experience.

In the longer term, our focus will continue to be on other areas of income generation and on ensuring that our portfolio of programmes and courses is suitable for the emerging marketplace.

Alongside this structural analysis we have revisited the 5 year forecast and this new forecast will be the benchmark for the budget setting process for next year.

## March 2013 Executive Summary

### This Executive Summary reports on the Financial position of London South Bank University as at March 2013 and summarises the changes since the February Forecast

- 1 The Full Year Forecast as of March 2013 is trending towards a contribution of £4.3M. This is an improvement of £0.5M as compared to the February Forecast and moves us to a position ahead of the December 2012 Full Year Forecast which had a forecast surplus of £4M. The key drivers for the change in surplus are increased income from the 2012 / 13 HEFCE Block Grant settlement and additional income generated by the faculty of HSC.
- 2 In terms of income, the University is £5.9M short of budget and this shortfall is driven by under recruitment particularly with regard to undergraduates. As per Appx 3B the shortfall against budget is £3.9M for Home / EU and £470K for Overseas undergraduates. There is also a significant shortfall against postgraduate income of £2.3M against budget which masks some dramatic improvements in part of our Postgraduate portfolio particularly in the faculty of AHS as compared to the 2011 / 12 out turn.
- 3 The forecast reflects the commitment to the Board that we would look for opportunities across the organisation for increased revenue and potential savings, without reducing capability or NSS scores. The University is still trending towards savings against budget of £3.0M primarily driven by staff savings against budget and a reduction of £1M in our investment pot. The Staffing forecast in March represents an increase of just 1.1% against our 2011 /12 out turn. The monthly movement of £0.1M from exceptional represents investments from the investment pot that now appear in other budget lines

The HEFCE Block Grant settlement was an increase of £480k compared to Budget. The allocation to Faculties was based on the HESES12 return and was slightly different to the budgeted allocation which was based on the HESE11 Forecast. The University did better than expected particularly with regard to retention of old regime students. In addition Old Regime band B and C students are being funded at a slightly higher rate than was budgeted. This particularly impacted HSC and benefited AHS and ESBE.

#### 4 Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m	11 / 12	12/13	Feb 12 /	variance	Monthly	Mar 12 /	variance	11 / 12	12/13	12 / 13	variance
	Actual	Budget	13 FYF			to Budget		Move	13 FYF	to Budget	
	YTD	YTD	YTD					YTD	YTD	YTD	Budget
Funding Council Grant	45.4	33.2	33.6	0.5	0.5	34.1	0.9	29.4	22.1	22.7	0.6
Academic Fees & Support Grants	74.7	92.3	84.8	-7.5	0.1	85.0	-7.3	65.9	82.4	76.7	-5.8
Research Grants & Contracts	4.1	3.9	3.1	-0.8	0.0	3.1	-0.8	2.7	2.5	2.1	-0.5
Other Operating	13.9	12.7	13.8	1.0	0.2	13.9	1.2	8.7	8.8	9.6	0.8
Endowments & Interest	0.7	0.3	0.4	0.1	0.0	0.4	0.1	0.3	0.2	0.3	0.1
<b>Income</b>	<b>138.7</b>	<b>142.5</b>	<b>135.8</b>	<b>-6.7</b>	<b>0.8</b>	<b>136.6</b>	<b>-5.9</b>	<b>107.1</b>	<b>116.1</b>	<b>111.4</b>	<b>-4.7</b>
<b>in £'m</b>											
Staff Costs	74.9	77.4	75.7	1.8	0.1	75.8	1.6	49.5	51.8	49.6	2.2
Depreciation	8.0	8.7	8.2	0.6	-0.1	8.0	0.7	5.5	5.8	5.2	0.6
Operating Expenses	43.0	40.6	40.7	-0.1	0.3	41.0	-0.4	22.7	24.5	23.6	0.9
Interest Payable	4.0	4.9	5.0	-0.0	0.0	5.0	-0.0	2.8	3.3	2.4	0.9
Exceptional Items	2.9	3.6	2.6	1.0	-0.1	2.5	1.1	0.0	2.3	0.0	2.3
<b>Expenditure</b>	<b>132.9</b>	<b>135.3</b>	<b>132.0</b>	<b>3.3</b>	<b>0.2</b>	<b>132.2</b>	<b>3.0</b>	<b>80.5</b>	<b>87.6</b>	<b>80.8</b>	<b>6.9</b>
<b>Surplus for the year</b>	<b>5.8</b>	<b>7.2</b>	<b>3.8</b>		<b>0.6</b>	<b>4.3</b>	<b>-2.9</b>				
<b>Surplus as % of income</b>	<b>4.2%</b>	<b>5.1%</b>	<b>2.8%</b>			<b>3.2%</b>		<b>66.1%</b>	<b>66.9%</b>	<b>65.5%</b>	<b>YTD % Staff Costs</b>
<b>Staff cost as % of income</b>	<b>54.0%</b>	<b>54.3%</b>	<b>55.7%</b>			<b>55.5%</b>		<b>52.9%</b>	<b>60.2%</b>	<b>57.5%</b>	<b>YTD % Opex</b>

#### 5 Risks and Contingencies

The Full Year Forecast contains a number of risks particularly with regard to Undergraduate refunds under the new regime. New regime students are still entitled to a refund of a 50% of their fee until the beginning of the 3rd Semester. In terms of contingencies the University is still holding a £0.5M Opex contingency, a restructuring provision of £1.5M and an FRS 17 contingency of £1M. In terms of the investment pot we have currently made revenue awards totalling £1.6M.

In terms of staff costs, these are currently running at 65.5% of forecast which is in better than the position at the end of March 2012. In terms of operating expenses however, we have spent 57.5% of our full year forecast, this is significantly ahead of the same position last year where we had spent just 52.9% of our final year out turn at this point. Operating expenses are slightly ahead of budget but are primarily driven by an increase in the provision for Scholarships and Bursaries.

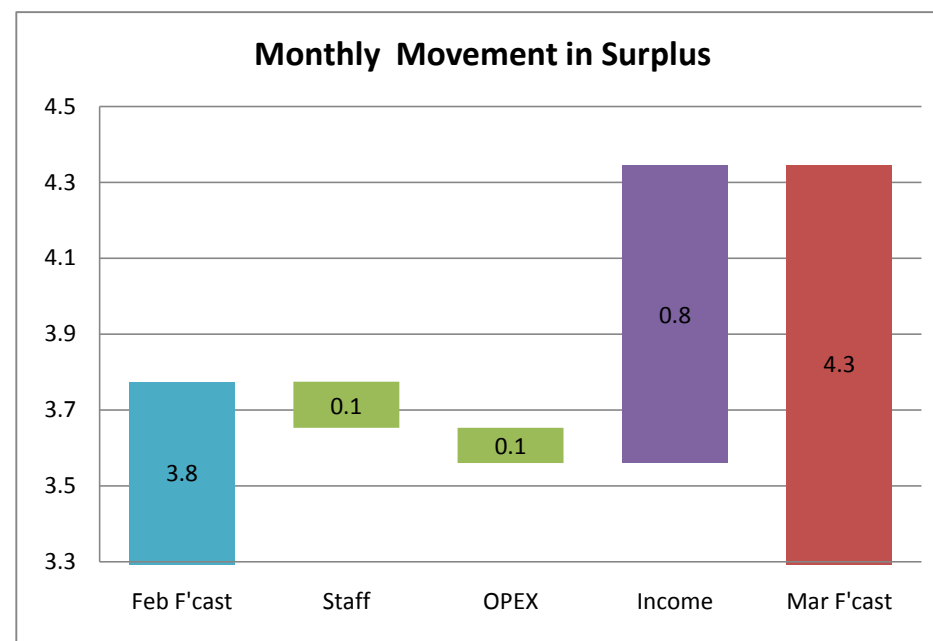
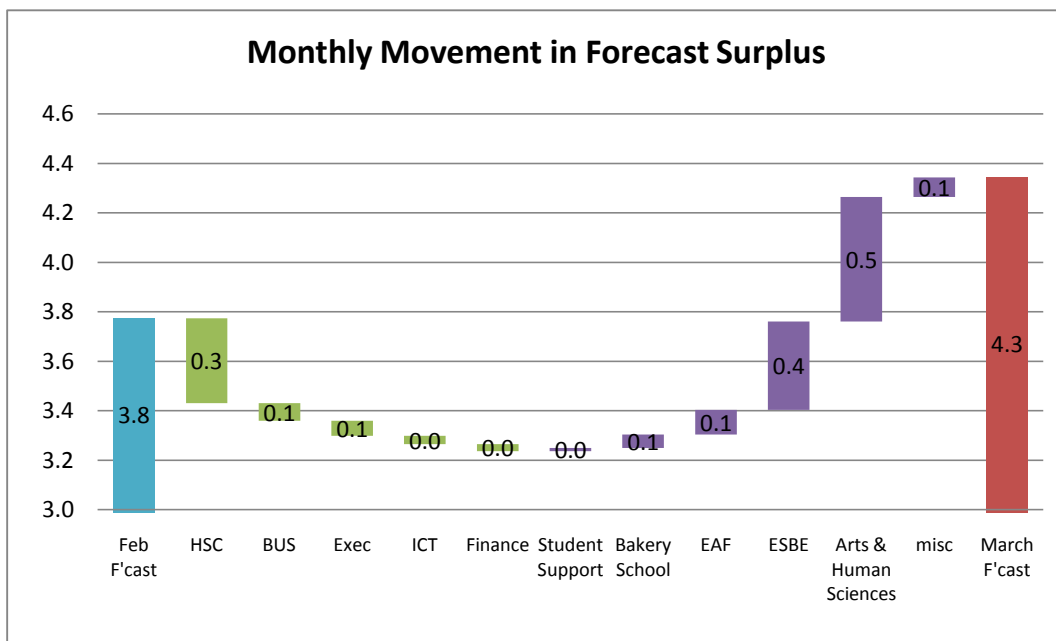
## 6 Academic Fees analysis

in £'m	11 / 12 Actual	12/13 Budget	Feb 12 / 13 FYF	Monthly Move	Mar 12 / 13 FYF to Budget	variance	in £'m	11 / 12 Actual	12/13 Budget	Feb 12 / 13 FYF	Monthly Move	Mar 12 / 13 FYF to Budget	variance
Home & EU Fees - UG	26.8	41.6	37.7	-0.0	37.7	-3.9	Overseas Fees - UG	6.4	5.8	5.4	-0.1	5.4	-0.5
Home & EU Fees - PG	4.9	9.4	7.2	-0.1	7.1	-2.3	Overseas Fees - PG	3.2	3.4	3.1	0.2	3.2	-0.2
<b>Total Home &amp; EU Fees</b>	<b>31.8</b>	<b>51.0</b>	<b>44.9</b>	<b>-0.1</b>	<b>44.8</b>	<b>-6.2</b>	<b>Total Overseas Fees</b>	<b>9.6</b>	<b>9.2</b>	<b>8.5</b>	<b>0.1</b>	<b>8.6</b>	<b>-0.6</b>

Student numbers are included in Appendix 1. The University continues to decline in terms of student headcount, however in terms of Full Time Equivalents the numbers are broadly comparable with the 2011 / 12 out turn. This potentially represents a decline in the number of students studying on a part time basis and a switch towards a more full time mode of study.

In terms of fees, the level of undergraduate income is skewed by the move to the new fee regime, in terms of postgraduates we are forecasting a 46% increase in the level of fees from Home and EU students as compared to the 2011 / 12 out turn. There is a slight reduction in the level of post graduate fees from Overseas students and our overall level of Overseas income is approximately 11% down on our 2011 / 12 out turn. This decline is particularly marked in the faculty of Business

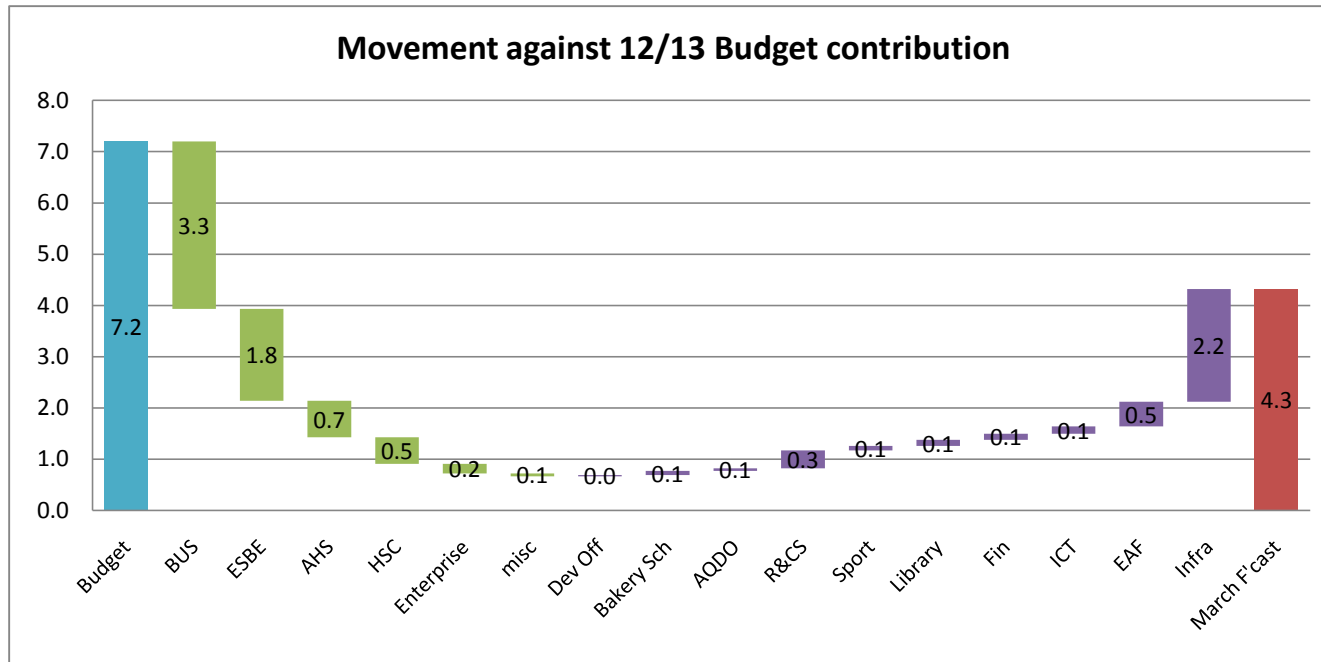
## 7 Variance Analysis on surplus



With regard to the movement in this months surplus and with reference to Appx 4b the key driver for this months move is income and in particular HEFCE Grant Income. There has been an increase in HSC income particularly from consultancy. In terms of expenditure there has been a reduction in the depreciation forecast from EAF and additional investment within AHS. Given the lateness of the details regarding the HEFCE block grant allocation, it is not anticipated that Faculties will be able to react to the shortfall.



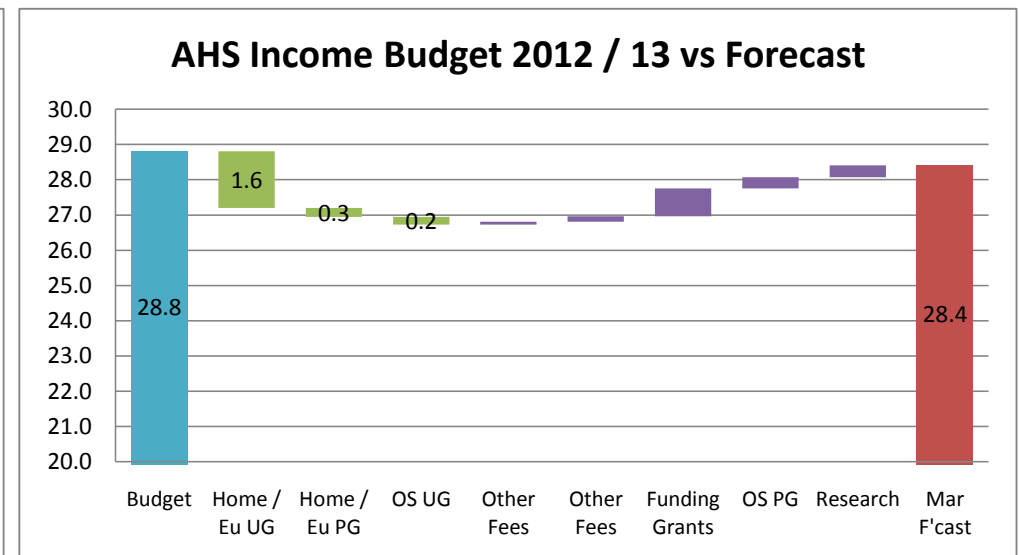
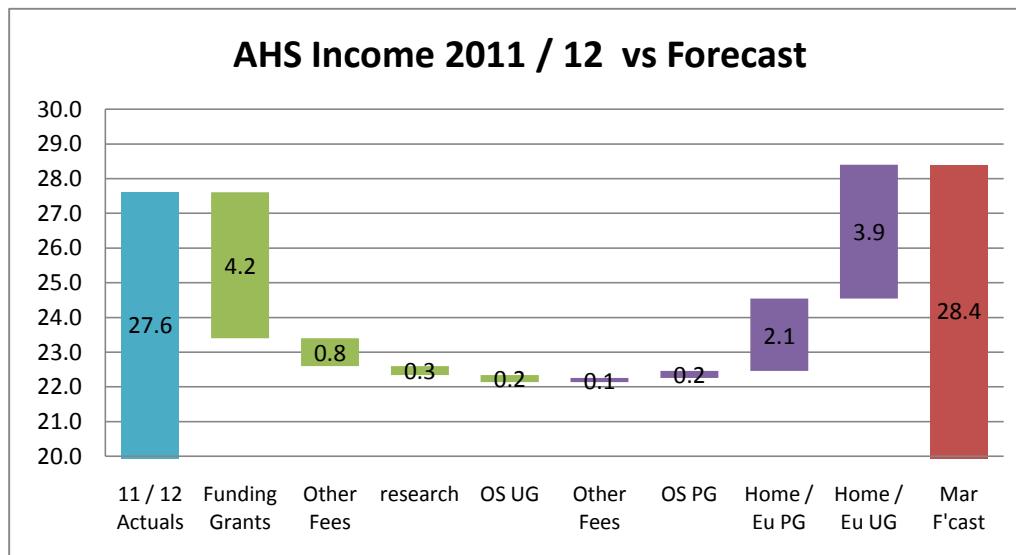
## 8 Contribution Analysis



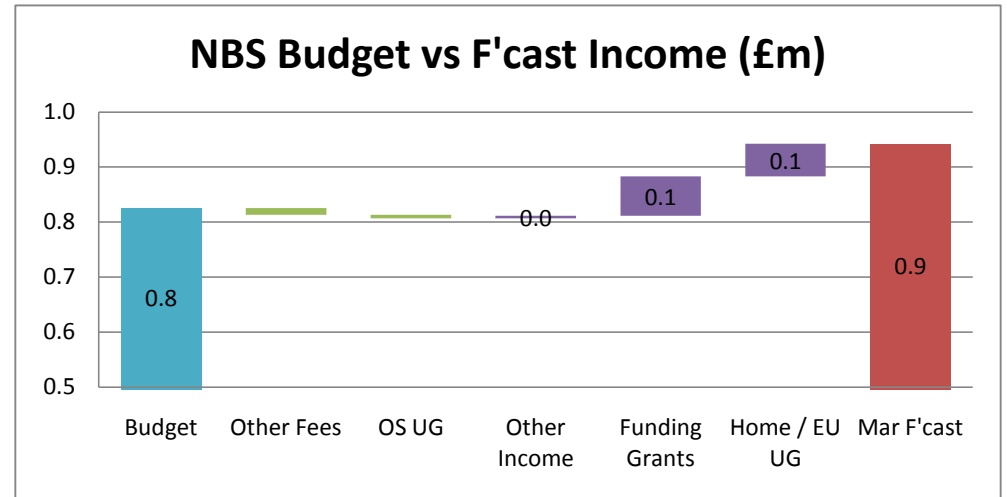
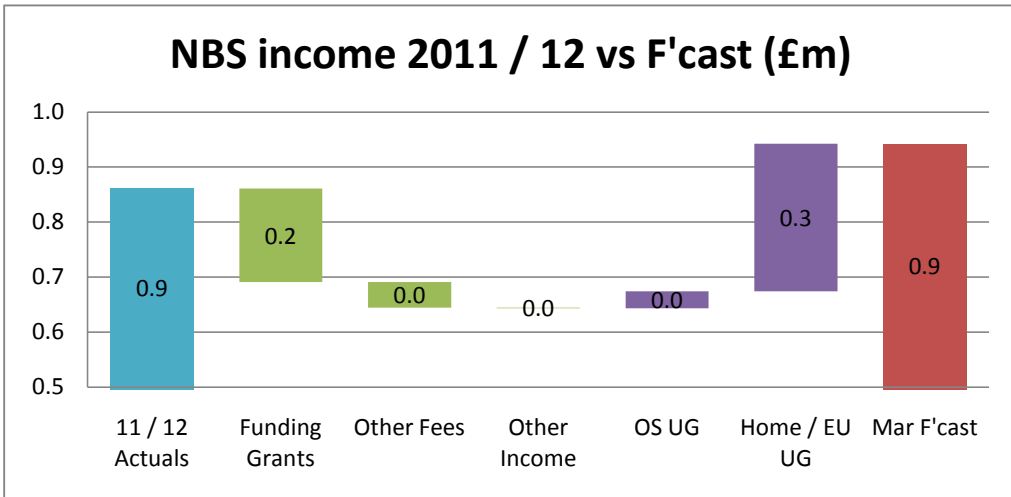
The average Faculty contribution has increased year on year to 40% of income and has increased by £579K compared to the 2011 / 12 outturn. The faculty contribution forecast is behind budget but is driven by different factors within each faculty. In terms of income the analysis is included below.

## Contribution by Faculty

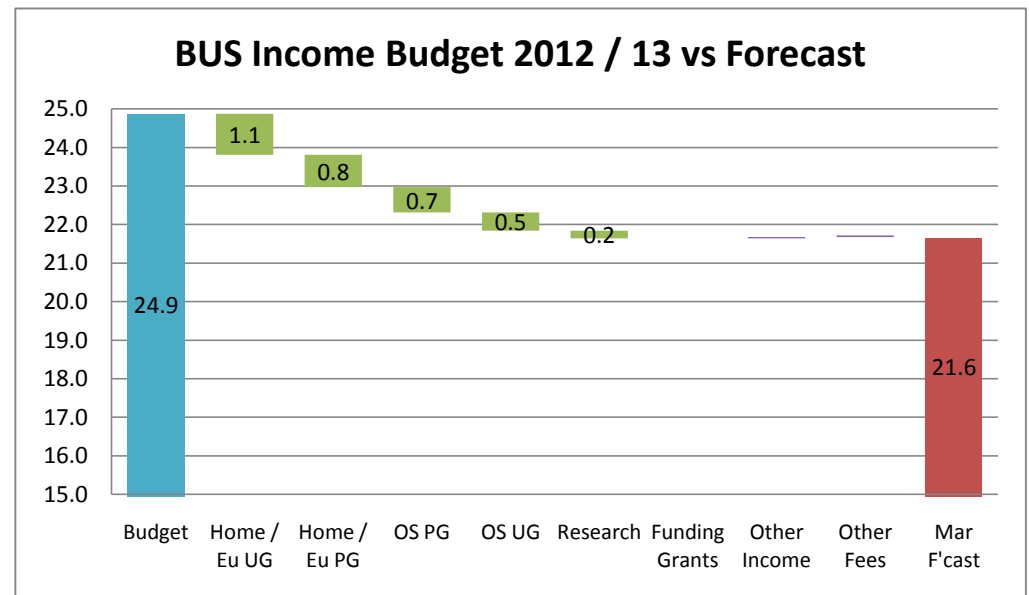
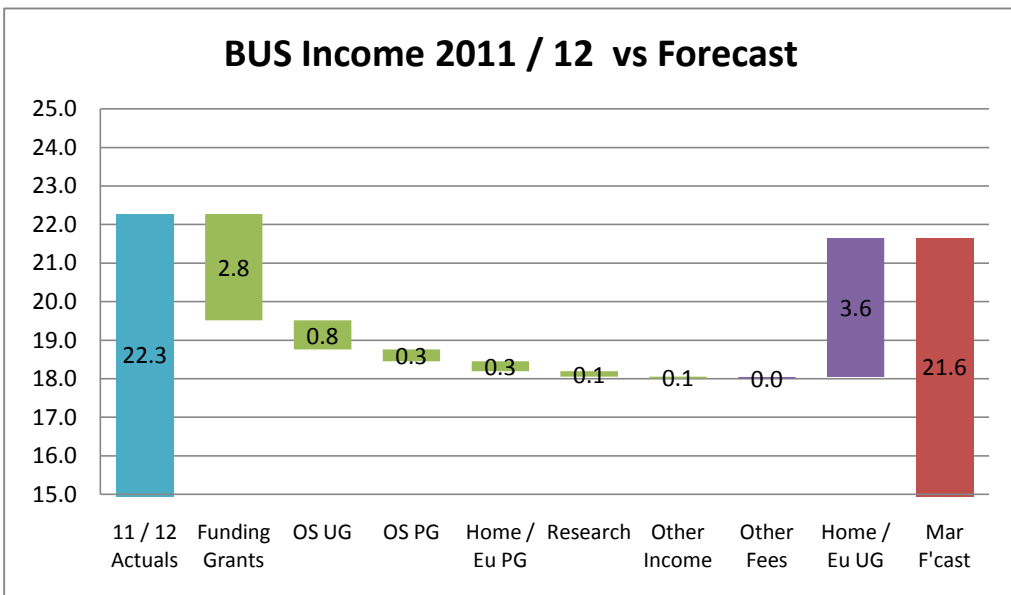
	10 / 11 Actual	11 / 12 Actual	Jan 12 / 13 FYF
<b>AHS</b>			
Income	26.9	27.6	28.4
Expenditure	16.2	16.1	15.7
Contribution	10.7	11.5	12.7
	40%	42%	45%
<b>BUS</b>			
Income	24.5	22.3	21.6
Expenditure	15.8	14.2	13.4
Contribution	8.7	8.1	8.2
	36%	36%	38%
<b>ESBE</b>			
Income	35.5	33.5	34.8
Expenditure	23.1	21.9	21.9
Contribution	12.4	11.7	12.9
	35%	35%	37%
<b>HSC</b>			
Income	37.2	37.3	35.7
Expenditure	22.5	21.4	21.7
Contribution	14.7	15.9	14.0
	40%	43%	39%
<b>Total Income</b>	124.1	120.8	120.5
<b>Total Expenditure</b>	77.7	73.6	72.7
<b>Total Contribution</b>	46.5	47.2	47.8
	37%	39%	40%



AHS has had significant success increasing its Home and EU student income as compared to 2011 / 12 and has recouped all of the lost Funding Grants. However it has not been able to recruit to budget particularly with regard to Home and EU Undergraduates

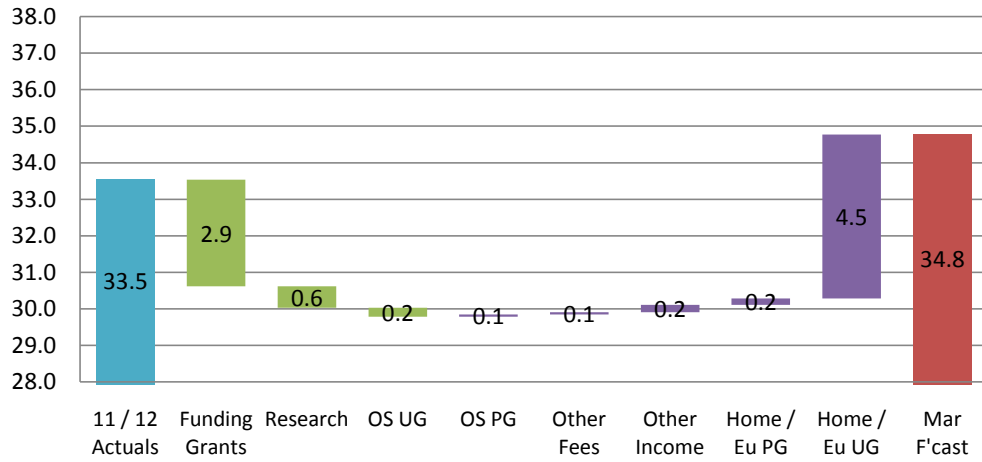


The National Bakery School has been able to offset the reduction in Funding grants with increased Undergraduate income and has exceeded its 2012 / 13 budget in this area

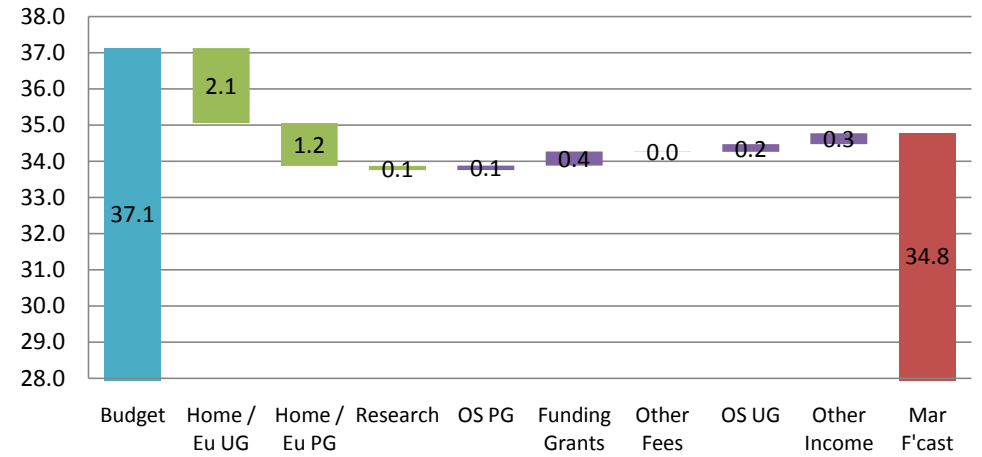


The faculty of Business has been able to recoup all of the lost Funding Council grant funding with additional Home / EU Undergraduate income as compared to 2011 / 12 but has struggled year on year with regard to overseas recruitment. This years income budget for the Business School was extremely challenging as compared to its 2011 / 12 out turn.

**ESBE Income 2011 / 12 vs Forecast**

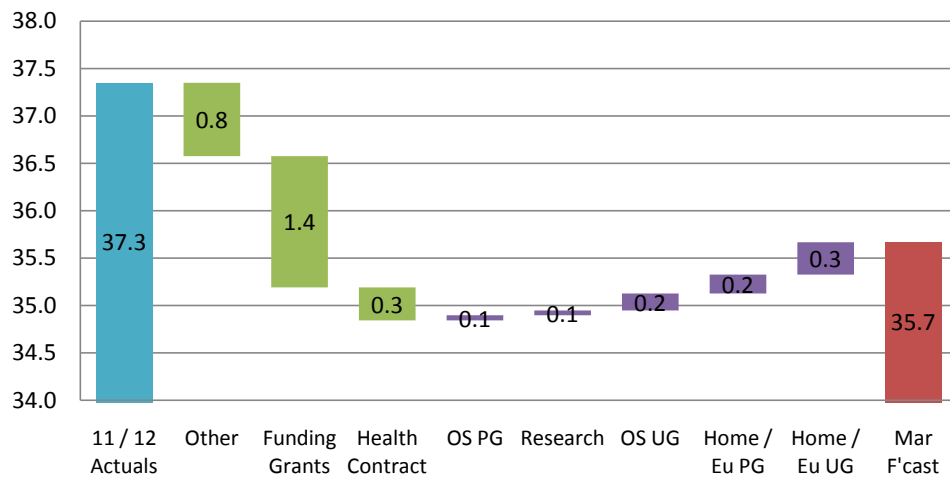


**ESBE Income Budget 2012 / 13 vs Forecast**

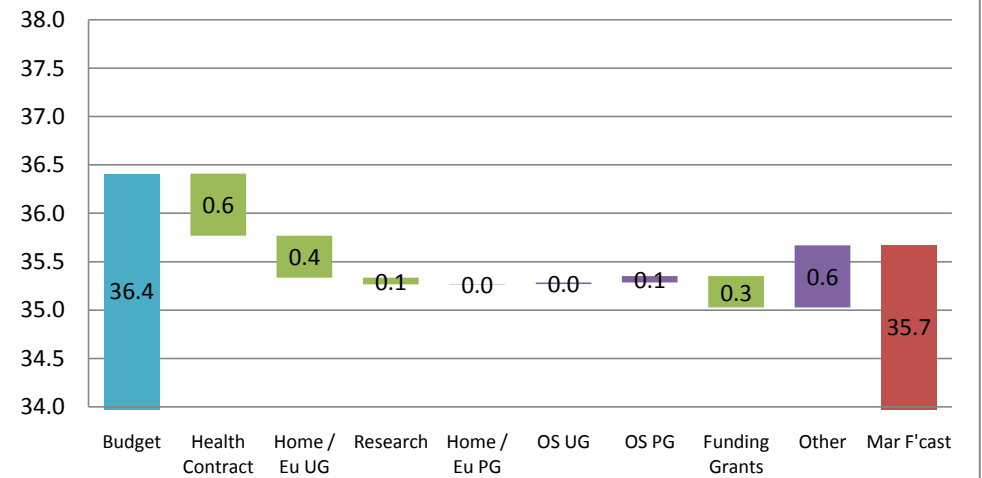


ESBE has improved its income position as compared to the 2011 / 12 out turn and has increased its Fee income ahead of the decline in Funding grants. Again there has been a decline in Overseas income although it has broadly achieved its Overseas income budget.

**HSC Income 2011 / 12 vs Forecast**



**HSC Income Budget 2012 / 13 vs Forecast**



HSC has not been able to offset the year on year decline in Funding Grants with Home / EU undergraduate recruitment and has also come under pressure from falling Health Contract income, it has however done well particularly recently in Post Reg CPD.

Further analysis is provided in the attached Appendices

### Student Numbers and Income Analysis (as at 07/03/2013)

#### Student Head Count

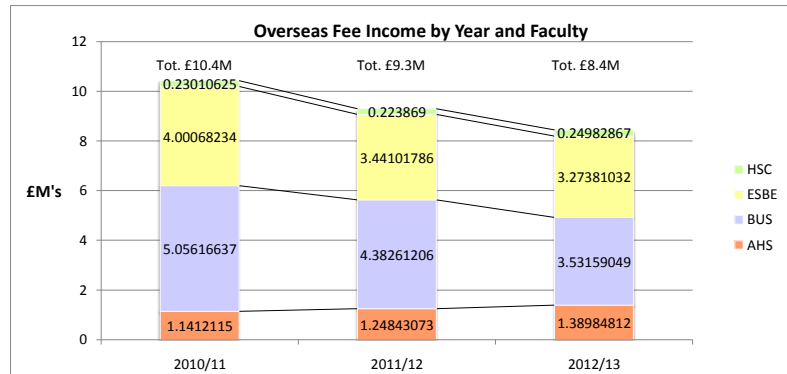
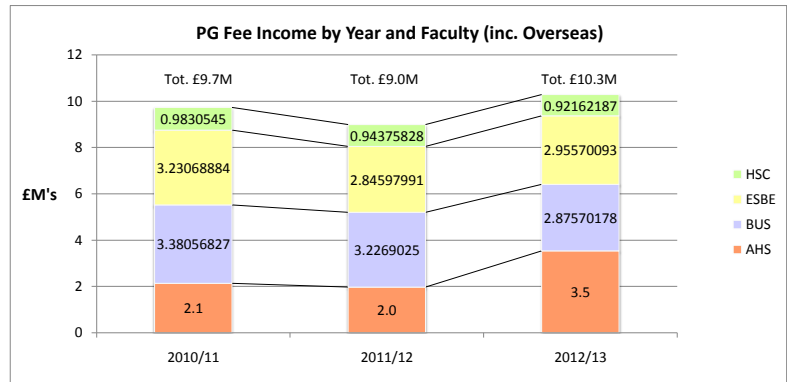
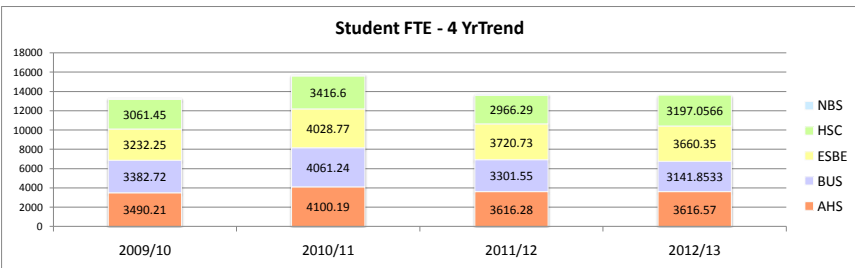
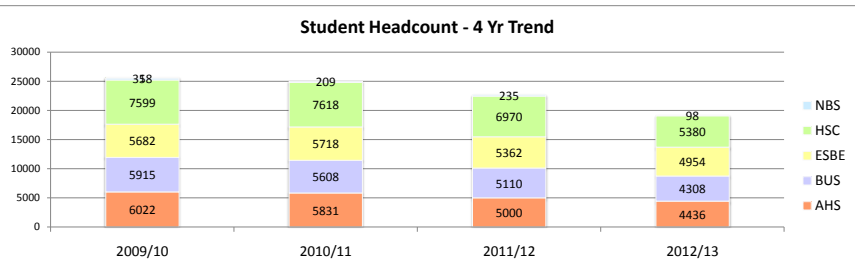
Status	Level/Mode	AHS	BNBS	BUS	ESBE	HSC	Total
Home/EU	UGFT	2,996	89	2,441	2,305	2,287	10,118
	UGPT	153	-	230	1,393	1,922	3,698
	PGFT	467	-	264	314	353	1,398
	PGPT	489	-	591	502	700	2,282
	<b>Total Home/EU</b>	<b>4,105</b>	<b>89</b>	<b>3,526</b>	<b>4,514</b>	<b>5,262</b>	<b>17,496</b>
Oseas	UGFT	144	9	411	265	18	847
	UGPT	1	-	8	8	70	87
	PGFT	104	-	332	144	19	599
	PGPT	82	-	31	23	11	147
	<b>Total Oseas</b>	<b>331</b>	<b>9</b>	<b>782</b>	<b>440</b>	<b>118</b>	<b>1,680</b>
	<b>Total Student HCT</b>	<b>4,436</b>	<b>98</b>	<b>4,308</b>	<b>4,954</b>	<b>5,380</b>	<b>19,176</b>

#### Student FTE

Status	Level/Mode	AHS	BNBS	BUS	ESBE	HSC	Total
Home/EU	UGFT	2,846	89	2,191	2,120	2,060	9,306
	UGPT	88	-	129	746	524	1,487
	PGFT	280	-	132	217	313	942
	PGPT	174	-	240	216	254	884
	<b>Total Home/EU</b>	<b>3,388</b>	<b>89</b>	<b>2,693</b>	<b>3,299</b>	<b>3,151</b>	<b>12,619</b>
Oseas	UGFT	106	9	236	249	17	617
	UGPT	1	-	3	3	7	13
	PGFT	92	-	197	102	18	408
	PGPT	30	-	13	9	5	57
	<b>Total Oseas</b>	<b>229</b>	<b>9</b>	<b>448</b>	<b>362</b>	<b>46</b>	<b>1,095</b>
	<b>Total Student FTE</b>	<b>3,617</b>	<b>98</b>	<b>3,142</b>	<b>3,660</b>	<b>3,197</b>	<b>13,714</b>

#### Student Income

Status	Level/Mode	AHS	BNBS	BUS	ESBE	HSC	Total
Home/EU	UGFT	£13.2	£0.5	£10.3	£10.3	£15.9	£50.2
	UGPT	£0.2	£0.0	£0.4	£2.6	£4.4	£7.7
	PGFT	£2.4	£0.0	£0.6	£1.1	£2.8	£6.8
	PGPT	£0.6	£0.0	£0.8	£0.9	£4.5	£6.7
	<b>Total Home/EU</b>	<b>£16.4</b>	<b>£0.5</b>	<b>£12.1</b>	<b>£14.8</b>	<b>£27.6</b>	<b>£71.4</b>
NHS Contracts						£27.3	£27.3
Oseas	UGFT	£0.8	£0.1	£2.0	£2.3	£0.0	£5.2
	UGPT	£0.0	£0.0	£0.0	£0.0	£0.1	£0.2
	PGFT	£0.5	£0.0	£1.5	£0.9	£0.1	£3.0
	PGPT	£0.0	£0.0	£0.0	£0.1	£0.0	£0.2
	<b>Total Oseas</b>	<b>£1.4</b>	<b>£0.1</b>	<b>£3.5</b>	<b>£3.3</b>	<b>£0.2</b>	<b>£8.5</b>
	<b>income (£m)</b>	<b>£17.8</b>	<b>£0.6</b>	<b>£15.6</b>	<b>£18.1</b>	<b>£27.9</b>	<b>£80.0</b>



Sources: QLS report SNv09 dd 07 Mar 2013 & QLS Report SNv09 for full years 2010/11 & 2011/12  
 \*Including NHS contract income. CPD Split based on Student FTE's Data

2966	3197
3721	3660
3302	3142
3616	3617
13605	13616

LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2012 To The End Of March 2013

SMT Area: All

Cost Centre: %

**London South Bank University**

REF MANSUM

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)		
			2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£) %		Note	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£) %		Note	
<b>(138,741,166)</b>	<b>(107,118,869)</b>	<b>Total Income</b>	<b>(136,563,657)</b>	<b>(142,464,491)</b>	<b>(5,900,834)</b>	<b>(4%)</b>		<b>(111,373,670)</b>	<b>(116,090,886)</b>	<b>(4,717,216)</b>	<b>(4%)</b>		<b>(25,189,988)</b>
74,910,667	49,531,887	<b>Total Staff Costs</b>	75,771,989	77,419,930	1,647,940	2%		49,594,968	51,789,555	2,194,586	4%		26,177,021
8,031,256	5,490,259	<b>Total Depreciation</b>	8,023,113	8,741,574	718,461	8%		5,193,328	5,800,078	606,750	10%		2,829,785
43,017,662	22,736,085	<b>Total Other Operating Expenses</b>	40,972,752	40,663,205	<b>(309,546)</b>	<b>(1%)</b>		23,561,284	24,454,731	893,447	4%		17,411,467
4,018,795	2,754,831	<b>Total Interest Payable</b>	4,953,157	4,942,262	<b>(10,895)</b>	<b>(%)</b>		2,414,185	3,294,841	880,656	27%		2,538,972
2,943,807	9	<b>Total Exceptional Items</b>	2,497,945	3,497,945	1,000,000	29%			2,291,307	2,291,307	100%		2,497,945
		<b>Total Internal Allocations</b>	228	635	407	64%							230
<b>(5,818,980)</b>	<b>(26,605,798)</b>	<b>Contribution</b>	<b>(4,344,473)</b>	<b>(7,198,940)</b>	<b>(2,854,467)</b>	<b>(40%)</b>		<b>(2)</b>	426	428	100%		26,265,433
		Staff costs as % of income	55.5%	54.3%				44.5%	44.6%				
		Contribution %	3.2%	5.1%				27.5%	24.5%				

## LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2012 To The End Of March 2013

SMT Area: All

Cost Centre %

London South Bank  
University

REF MANSUM

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)
			2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	Note	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	Note	
(45,433,613)	(29,416,935)	Funding Grants	(34,138,442)	(33,196,788)	941,653	3%	(22,728,435)	(22,143,061)	585,374	3%	(11,410,007)
(27,714,759)	(18,590,013)	Health Contract	(27,367,454)	(28,009,016)	(641,562)	(2%)	(18,123,983)	(18,779,344)	(655,361)	(3%)	(9,243,471)
(26,838,677)	(27,314,165)	Home & EU Fees - UG	(37,690,669)	(41,615,952)	(3,925,283)	(9%)	(38,639,291)	(41,552,725)	(2,913,433)	(7%)	948,622
(4,935,801)	(4,881,730)	Home & EU Fees - PG	(7,142,293)	(9,412,300)	(2,270,007)	(24%)	(7,162,689)	(9,377,639)	(2,214,950)	(24%)	20,396
(5,607,536)	(5,578,968)	Other Fees	(4,171,378)	(4,049,052)	122,326	3%	(3,988,719)	(3,544,626)	444,093	13%	(182,659)
(6,371,577)	(6,375,654)	Overseas Fees - UG	(5,372,140)	(5,842,258)	(470,118)	(8%)	(5,387,325)	(5,825,583)	(438,258)	(8%)	15,185
(3,202,576)	(3,147,818)	Overseas Fees - PG	(3,210,436)	(3,368,079)	(157,643)	(5%)	(3,367,678)	(3,355,864)	11,814	%	157,242
(4,067,302)	(2,728,350)	Research Grants & Contracts	(3,115,910)	(3,911,110)	(795,200)	(20%)	(2,053,817)	(2,541,440)	(487,624)	(19%)	(1,062,093)
(8,873,998)	(6,343,265)	Other Income - student related	(8,942,543)	(8,883,750)	58,793	1%	(6,320,438)	(6,330,018)	(9,580)	(%)	(2,622,105)
(5,006,817)	(2,402,252)	Other Operating Income	(4,975,214)	(3,852,886)	1,122,328	29%	(3,273,534)	(2,424,288)	849,247	35%	(1,701,680)
(688,509)	(339,719)	Endowment Income & Interest Receivable	(437,178)	(323,300)	113,878	35%	(327,761)	(216,300)	111,461	52%	(109,417)
(138,741,166)	(107,118,869)	<b>Total Income</b>	<b>(136,563,657)</b>	<b>(142,464,491)</b>	<b>(5,900,834)</b>	<b>(4%)</b>	<b>(111,373,670)</b>	<b>(116,090,886)</b>	<b>(4,717,216)</b>	<b>(4%)</b>	<b>(25,189,988)</b>
39,230,655	25,858,256	Academic - Permanent staff	38,447,648	40,042,372	1,594,724	4%	25,360,207	26,808,872	1,448,665	5%	13,087,441
3,647,963	2,140,604	Academic - Temporary staff	3,683,560	3,267,138	(416,422)	(13%)	2,167,730	2,038,209	(129,521)	(6%)	1,515,830
		Interdepartmental Delivery staff	1	(0)	(1)	(833%)		(0)	(0)	(100%)	1
2,837,741	1,915,652	Technicians staff	2,772,788	2,823,940	51,152	2%	1,823,095	1,884,453	61,357	3%	949,693
25,931,564	17,431,969	Support - Permanent staff	27,476,987	28,839,103	1,362,116	5%	17,872,279	19,284,345	1,412,066	7%	9,604,708
523,883	320,584	Support - Temporary staff	435,586	574,685	139,099	24%	273,012	369,476	96,464	26%	162,574
2,738,862	1,864,822	Third party staff	2,955,419	1,872,692	(1,082,727)	(58%)	2,098,644	1,404,199	(694,445)	(49%)	856,775
74,910,667	49,531,887	<b>Total Staff Costs</b>	<b>75,771,989</b>	<b>77,419,930</b>	<b>1,647,940</b>	<b>2%</b>	<b>49,594,968</b>	<b>51,789,555</b>	<b>2,194,586</b>	<b>4%</b>	<b>26,177,021</b>
8,031,256	5,490,259	Depreciation	8,023,113	8,741,574	718,461	8%	5,193,328	5,800,078	606,750	10%	2,829,785
8,031,256	5,490,259	<b>Total Depreciation</b>	<b>8,023,113</b>	<b>8,741,574</b>	<b>718,461</b>	<b>8%</b>	<b>5,193,328</b>	<b>5,800,078</b>	<b>606,750</b>	<b>10%</b>	<b>2,829,785</b>
1,614,567	889,106	Staff Related	1,893,892	1,696,833	(197,060)	(12%)	1,499,570	1,187,240	(312,330)	(26%)	394,323
2,268,935	1,196,165	Marketing and PR	2,522,641	2,480,607	(42,034)	(2%)	1,568,498	1,684,927	116,429	7%	954,143
1,332,647	476,289	Student Recruitment	1,173,367	1,426,496	253,129	18%	330,530	935,355	604,825	65%	842,837
4,357,183	1,740,157	Bursaries and Scholarships	2,695,532	2,526,891	(168,641)	(7%)	1,769,505	986,018	(783,487)	(79%)	926,027
5,293,073	3,100,167	Student Related	5,992,265	5,822,870	(169,396)	(3%)	3,277,992	3,329,255	51,263	2%	2,714,274
713,974	461,890	Equipment	758,848	683,431	(75,418)	(11%)	487,617	471,198	(16,419)	(3%)	271,232
2,402,445	1,398,673	Computing	2,227,999	2,066,346	(161,653)	(8%)	1,431,358	1,424,531	(6,827)	(%)	796,641
3,921,021	2,931,084	Utilities	3,593,693	3,612,161	18,468	1%	2,372,830	2,393,537	20,707	1%	1,220,863
7,825,502	3,241,032	Maintenance & Other Estate	7,295,494	7,211,798	(83,696)	(1%)	3,609,123	3,515,099	(94,024)	(3%)	3,686,372
4,439,259	2,867,198	Cleaning & Security	4,441,162	4,402,238	(38,924)	(1%)	2,933,439	2,901,561	(31,878)	(1%)	1,507,723
1,869,596	211,395	Financial	248,048	203,000	(45,048)	(22%)	12,269	144,000	131,731	91%	235,779
815,371	631,243	Communications	840,033	853,021	12,988	2%	517,962	578,242	60,279	10%	322,071
2,876,010	1,695,736	Legal & Professional	2,436,407	2,711,494	275,088	10%	1,493,076	1,548,732	55,655	4%	943,330
611,194	398,196	Subscriptions and Membership Fees	703,993	682,636	(21,357)	(3%)	435,329	436,687	1,359	%	268,665
1,027,421	565,735	Photocopying and Stationery	979,766	979,196	(569)	(%)	660,575	590,355	(70,220)	(12%)	319,191
1,649,464	876,999	Other	3,112,672	3,238,541	125,869	4%	1,161,612	2,231,553	1,069,941	48%	1,951,060
	55,020	Internal recharges	56,939	65,646	8,707	13%		96,441	96,441	100%	56,939
43,017,662	22,736,085	<b>Total Other Operating Expenses</b>	<b>40,972,752</b>	<b>40,663,205</b>	<b>(309,546)</b>	<b>(1%)</b>	<b>23,561,284</b>	<b>24,454,731</b>	<b>893,447</b>	<b>4%</b>	<b>17,411,467</b>
4,018,795	2,754,831	Interest Payable	4,953,157	4,942,262	(10,895)	(%)	2,414,185	3,294,841	880,656	27%	2,538,972
4,018,795	2,754,831	<b>Total Interest Payable</b>	<b>4,953,157</b>	<b>4,942,262</b>	<b>(10,895)</b>	<b>(%)</b>	<b>2,414,185</b>	<b>3,294,841</b>	<b>880,656</b>	<b>27%</b>	<b>2,538,972</b>
2,943,807	9	Exceptional Items	2,497,945	3,497,945	1,000,000	29%		2,291,307	2,291,307	100%	2,497,945
2,943,807	9	<b>Total Exceptional Items</b>	<b>2,497,945</b>	<b>3,497,945</b>	<b>1,000,000</b>	<b>29%</b>		<b>2,291,307</b>	<b>2,291,307</b>	<b>100%</b>	<b>2,497,945</b>
		Internal Allocations	228	635	407	64%	(2)	426	428	100%	230
		<b>Total Internal Allocations</b>	<b>228</b>	<b>635</b>	<b>407</b>	<b>64%</b>	<b>(2)</b>	<b>426</b>	<b>428</b>	<b>100%</b>	<b>230</b>
(5,818,980)	(26,605,798)	<b>Contribution</b>	<b>(4,344,473)</b>	<b>(7,198,940)</b>	<b>(2,854,467)</b>	<b>(40%)</b>	<b>(30,609,906)</b>	<b>(28,459,948)</b>	<b>2,149,958</b>	<b>8%</b>	<b>26,265,433</b>
		Staff costs as % of income	55.5%	54.3%			44.5%	44.6%			
		Contribution %	3.2%	5.1%			27.5%	24.5%			

## LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2012 To The End Of March 2013  
Full year Forecast v Budget

REF CMANSUMF

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Company Secretary	0	0	0	537,069	537,069	0	445,151	445,151	0	68,564	68,564	0	1,050,784	1,050,784	0
Arts & Human Sciences	-28,406,169	-28,810,508	-404,339	10,587,630	10,452,515	-135,115	2,732,493	2,560,191	-172,302	2,390,632	2,390,632	0	-12,695,414	-13,407,170	-711,756
LLU Plus	0	0	0	0	27	27	0	0	0	0	0	0	0	27	27
Bakery School	-942,505	-825,720	116,785	361,847	323,028	-38,819	63,480	63,480	0	151,440	151,440	0	-365,738	-287,772	77,966
Faculty of Business	-21,646,398	-24,871,639	-3,225,241	9,050,322	9,035,319	-15,003	2,118,100	2,090,874	-27,226	2,238,502	2,238,501	-1	-8,239,474	-11,506,945	-3,267,471
Confucius Institute	-527,333	-550,322	-22,989	233,645	264,926	31,281	237,000	237,000	0	46,725	46,725	0	-9,963	-1,671	8,292
Engineering Science & the Built Environment	-34,771,112	-37,130,106	-2,358,994	13,268,478	13,668,438	399,960	3,357,854	3,523,719	165,865	5,286,491	5,286,899	408	-12,858,289	-14,651,050	-1,792,761
Health & Social Care	-35,667,860	-36,411,270	-743,410	16,370,695	16,704,676	333,981	2,770,815	2,664,120	-106,695	2,560,499	2,560,499	0	-13,965,851	-14,481,975	-516,124
Enterprise	-1,341,083	-2,278,455	-937,372	889,212	1,756,217	867,005	631,069	514,755	-116,314	118,588	118,588	0	297,786	111,105	-186,681
Finance	-602,126	-487,386	114,740	2,733,769	2,677,444	-56,325	1,081,990	1,114,094	32,104	213,238	213,238	0	3,426,871	3,517,390	90,519
Unallocated Infrastructure	1,365,400	2,562,950	1,197,550	234,600	234,600	0	6,305,269	7,305,269	1,000,000	0	0	0	7,905,269	10,102,819	2,197,550
Human Resources	0	0	0	1,443,463	1,443,463	0	622,924	622,924	0	169,114	169,114	0	2,235,501	2,235,501	0
Information Communication Technology De	-60,495	-60,495	0	3,225,259	3,288,765	63,506	3,021,603	3,103,062	81,459	411,841	411,841	0	6,598,208	6,743,173	144,965
Library and Learning	-242,575	-241,150	1,425	2,719,670	2,826,284	106,614	2,174,577	2,185,184	10,607	2,046,515	2,046,515	0	6,698,187	6,816,833	118,646
Nat Puri Institute	-250,000	-250,000	0	200,668	200,668	0	50,000	50,000	0	0	0	0	668	668	0
Estates & Facilities	-1,752,280	-1,758,801	-6,521	2,620,113	2,611,181	-8,932	21,799,669	22,292,777	493,108	-20,602,299	-20,602,299	0	2,065,203	2,542,858	477,655
R & CS	-9,031,200	-8,793,900	237,300	1,580,377	1,553,003	-27,374	2,846,950	2,985,350	138,400	3,294,772	3,294,772	0	-1,309,101	-960,775	348,326
Marketing & UK Student Recruitment	-1,021,784	-1,021,784	0	2,230,055	2,266,056	36,001	2,171,054	2,129,054	-42,000	105,784	105,784	0	3,485,109	3,479,110	-5,999
International Office	-22,560	-7,200	15,360	828,786	853,121	24,335	637,583	604,704	-32,879	213,599	213,599	0	1,657,408	1,664,224	6,816
Academic Quality & Development Office	-23,000	-6,000	17,000	535,428	518,516	-16,912	341,501	395,502	54,001	38,085	38,085	0	892,014	946,103	54,089
Research	-98,541	-98,541	0	253,864	238,140	-15,724	234,146	250,546	16,400	13,435	13,435	0	402,904	403,580	676
Development Office & Alumni Relations	-64,715	-18,800	45,915	399,921	418,914	18,993	308,608	267,900	-40,708	29,920	29,920	0	673,734	697,934	24,200
Registry	-12,000	-12,000	0	1,711,355	1,757,021	45,666	372,424	324,423	-48,001	130,580	130,580	0	2,202,359	2,200,024	-2,335
Academy of Sport	-1,226,499	-1,184,192	42,307	801,811	845,980	44,169	668,849	668,849	0	472,489	472,489	0	716,650	803,126	86,476
Student Support	-218,822	-209,172	9,650	2,086,165	2,090,415	4,250	374,000	360,100	-13,900	229,636	229,636	0	2,470,979	2,470,979	0
Student Union	0	0	0	0	0	0	650,000	650,000	0	290,360	290,360	0	940,360	940,360	0

LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2012 To The End Of March 2013

Full year Forecast v Budget

REF CMANSUMF

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast	2012 Budget	Variance - Forecast to Budget	2012 Forecast	2012 Budget	Variance - Forecast to Budget	2012 Forecast	2012 Budget	Variance - Forecast to Budget	2012 Forecast	2012 Budget	Variance - Forecast to Budget	2012 Forecast	2012 Budget	Variance - Forecast to Budget
Executive Office	0	0	0	867,787	854,146	-13,641	429,856	435,956	6,100	81,718	81,718	0	1,379,361	1,371,820	-7,541
<b>Grand Total</b>	<b>-136,563,657</b>	<b>-142,464,491</b>	<b>-5,900,834</b>	75,771,989	77,419,932	1,647,943	56,446,965	57,844,984	1,398,019	228	635	407	-4,344,475	-7,198,940	-2,854,465



Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Company Secretary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Arts & Human Sciences	-748,430	0	748,430	44,000	0	-44,000	200,500	0	-200,500	0	0	0	-503,930	0	503,930
LLU Plus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bakery School	-54,109	0	54,109	0	0	0	0	0	0	0	0	0	-54,109	0	54,109
Faculty of Business	72,136	0	-72,136	20,000	0	-20,000	-20,000	0	20,000	0	0	0	72,136	0	-72,136
Confucius Institute	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Engineering Science & the Built Environme	-364,363	0	364,363	0	0	0	7,000	0	-7,000	0	0	0	-357,363	0	357,363
Health & Social Care	310,255	0	-310,255	54,000	0	-54,000	-20,814	11,136	31,950	0	0	0	343,441	11,136	-332,305
Enterprise	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance	0	0	0	0	0	0	28,338	6,000	-22,338	0	0	0	28,338	6,000	-22,338
Unallocated Infrastructure	0	0	0	0	0	0	-77,136	-77,136	0	0	0	0	-77,136	-77,136	0
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Communication Technology D	0	0	0	6,000	0	-6,000	27,985	0	-27,985	0	0	0	33,985	0	-33,985
Library and Learning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat Puri Institute	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Estates & Facilities	0	0	0	0	0	0	-100,000	0	100,000	0	0	0	-100,000	0	100,000
R & CS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing & UK Student Recruitment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Academic Quality & Development Office	0	0	0	669	0	-669	0	0	0	0	0	0	669	0	-669
Research	0	0	0	12,950	0	-12,950	-16,400	0	16,400	0	0	0	-3,450	0	3,450
Development Office & Alumni Relations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Registry	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Academy of Sport	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Student Support	0	0	0	-16,250	0	16,250	2,900	0	-2,900	0	0	0	-13,350	0	13,350
Student Union	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Office	0	0	0	0	0	0	60,000	60,000	0	0	0	0	60,000	60,000	0
<b>Grand Total</b>	<b>-784,511</b>	<b>0</b>	<b>784,511</b>	<b>121,369</b>	<b>0</b>	<b>-121,369</b>	<b>92,373</b>	<b>0</b>	<b>-92,373</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-570,769</b>	<b>0</b>	<b>570,769</b>

Faculty/Department	Year to date														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)
Company Secretary	0	0	0	322,022	360,404	38,382	280,723	306,489	25,766	45,709	45,709	0	648,454	712,602	64,148
Arts & Human Sciences	-24,716,615	-25,825,174	-1,108,559	6,738,746	6,983,888	245,142	1,506,380	1,378,359	-128,021	1,617,836	1,689,409	71,573	-14,853,653	-15,773,518	-919,865
LLU Plus	0	0	0	447	27	-420	-336	0	336	0	0	0	111	27	-84
Bakery School	-792,419	-731,363	61,056	251,787	216,358	-35,429	27,149	39,537	12,388	100,960	100,960	0	-412,523	-374,508	38,015
Faculty of Business	-20,046,102	-22,938,198	-2,892,096	6,096,748	6,014,575	-82,173	1,336,295	1,262,339	-73,956	1,483,027	1,625,548	142,521	-11,130,032	-14,035,736	-2,905,704
Confucius Institute	-354,704	-365,949	-11,245	128,300	176,218	47,918	139,285	158,000	18,715	31,150	31,150	0	-55,969	-581	55,388
Engineering Science & the Built Environment	-28,864,195	-31,735,584	-2,871,389	8,772,203	9,114,303	342,100	1,926,532	2,054,441	127,909	3,537,451	3,646,379	108,928	-14,628,009	-16,920,461	-2,292,452
Health & Social Care	-25,459,650	-25,977,829	-518,179	10,780,174	11,188,571	408,397	1,674,285	1,643,662	-30,623	1,756,576	1,735,153	-21,423	-11,248,615	-11,410,443	-161,828
Enterprise	-785,585	-1,518,970	-733,385	508,651	1,109,329	600,678	211,882	357,388	145,506	79,059	79,059	0	14,007	26,806	12,799
Finance	-446,032	-343,551	102,481	1,884,863	1,856,454	-28,409	611,496	521,337	-90,159	142,159	142,159	0	2,192,486	2,176,399	-16,087
Unallocated Infrastructure	-212,037	2,691,150	2,903,187	262,600	156,400	-106,200	1,132,210	4,829,523	3,697,313	0	0	0	1,182,773	7,677,073	6,494,300
Human Resources	0	0	0	889,804	956,345	66,541	410,300	421,283	10,983	112,743	112,743	0	1,412,847	1,490,371	77,524
Information Communication Technology Dept	-81,568	-40,403	41,165	2,161,757	2,196,628	34,871	1,991,146	2,092,270	101,124	274,561	274,561	0	4,345,896	4,523,056	177,160
Library and Learning	-215,006	-177,624	37,382	1,757,729	1,887,353	129,624	1,241,142	1,304,125	62,983	1,364,343	1,364,343	0	4,148,208	4,378,197	229,989
Nat Puri Institute	-53,572	-166,664	-113,092	48,686	134,001	85,315	4,886	33,333	28,447	0	0	0	0	670	670
Estates & Facilities	-1,181,109	-1,172,534	8,575	1,723,756	1,730,619	6,863	13,102,064	13,508,417	406,353	-13,812,496	-14,113,665	-301,169	-167,785	-47,163	120,622
R & CS	-6,350,222	-6,129,760	220,462	1,044,499	1,026,580	-17,919	1,919,777	2,082,407	162,630	2,196,513	2,196,513	0	-1,189,433	-824,260	365,173
Marketing & UK Student Recruitment	-573,121	-616,856	-43,735	1,458,563	1,525,683	67,120	1,381,284	1,377,692	-3,592	70,522	70,522	0	2,337,248	2,357,041	19,793
International Office	-25,433	-4,800	20,633	505,630	568,652	63,022	330,879	368,646	37,767	142,399	142,399	0	953,475	1,074,897	121,422
Academic Quality & Development Office	-22,650	-6,000	16,650	324,581	360,394	35,813	55,985	207,332	151,347	25,390	25,390	0	383,306	587,116	203,810
Research	-65,959	-61,694	4,265	174,512	159,182	-15,330	124,934	168,937	44,003	8,957	8,957	0	242,444	275,382	32,938
Development Office & Alumni Relations	-89,271	-9,650	79,621	257,139	280,388	23,249	205,948	168,933	-37,015	19,946	19,946	0	393,762	459,617	65,855
Registry	-8,449	-8,000	449	1,157,118	1,285,968	128,850	200,490	170,480	-30,010	87,053	87,053	0	1,436,212	1,535,501	99,289
Academy of Sport	-876,479	-812,315	64,164	518,833	565,128	46,295	479,310	469,462	-9,848	314,993	314,993	0	436,657	537,268	100,611
Student Support	-153,489	-139,114	14,375	1,240,399	1,350,944	110,545	165,246	234,264	69,018	153,092	153,092	0	1,405,248	1,599,186	193,938
Student Union	0	0	0	0	0	0	456,990	433,333	-23,657	193,573	193,573	0	650,563	626,906	-23,657

Faculty/Department	Year to date														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)
Executive Office	0	0	0	585,424	585,166	-258	252,522	248,971	-3,551	54,478	54,478	0	892,424	888,615	-3,809
<b>Grand Total</b>	<b>-111,373,667</b>	<b>-116,090,882</b>	<b>-4,717,215</b>	49,594,971	51,789,558	2,194,587	31,168,804	35,840,960	4,672,156	-6	424	430	-30,609,898	-28,459,940	2,149,958

Description	Full Year	FORECAST FULL YEAR																
	2012 Forecast	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Total Income	-136,563,657	-109,834,551	-78,983,713	-318,500	-99,583	-2,808,364	-27,624,390	-4,276,005	-2,044,541	-2,231,464	-7,594,262	-5,073,762	-725,081	-1,795,420	-14,858,840	-7,712,800	-1,318,400	-5,827,640
Total Staff Costs	75,771,989	45,953,193	31,648,306		2,683	1,388,649	12,913,555	2,997,781	1,698,016	1,299,765	2,367,023	1,083,323	450,818	832,882	24,453,992	522,617	670,776	23,260,599
Total Depreciation	8,023,113	304,784	293,648				11,136	37,048	37,048		1,720	1,720			7,679,561	1,029,204		6,650,357
Total Other Operating Expenses	40,972,752	8,091,400	5,778,512	540,955		264,133	1,507,801	1,174,447	542,136	632,311	1,785,981	1,123,202	106,796	555,983	29,920,923	356,650	676,900	28,887,373
Total Interest Payable	4,953,157	3,300,000	3,300,000												1,653,157	721,200		931,957
Total Exceptional Items	2,497,945														2,497,945			2,497,945
Total Internal Allocations	228	11,708,303	9,121,005			289,039	2,298,259	485,249	4,913	480,336	511,787	91,971	118,588	301,228	-12,705,110	2,814,833	430,780	-15,950,723
Contribution	-4,344,473	-40,476,871	-28,842,243	222,455	-96,900	-866,544	-10,893,640	418,520	237,572	180,948	-2,927,750	-2,773,546	-48,878	-105,327	38,641,629	-2,268,297	460,057	40,449,868

Description	Full Year		BUDGET FULL YEAR																
	2012 Forecast	2012 Budget	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
<b>Total Income</b>	-136,563,657	-142,464,491	-116,645,426	-85,824,963	-21,651	-40,000	-2,629,299	-28,129,512	-4,019,361	-1,974,541	-2,044,820	-8,333,872	-4,636,059	-1,571,187	-2,126,626	-13,465,833	-7,336,800	-1,457,100	-4,671,933
<b>Total Staff Costs</b>	75,771,989	77,419,930	46,685,505	32,192,597		10,002	1,384,747	13,098,158	2,930,865	1,689,637	1,241,228	3,267,893	1,066,807	949,967	1,251,118	24,535,667	531,456	664,153	23,340,058
<b>Total Depreciation</b>	8,023,113	8,741,574	304,784	293,648				11,136	27,048	27,048		1,720	1,720		8,408,022	1,029,204		7,378,818	
<b>Total Other Operating Expenses</b>	40,872,752	40,663,205	8,093,585	5,911,235	417,000		248,000	1,517,350	1,057,167	482,136	575,031	1,716,325	1,135,562	366,755	214,009	29,796,128	351,150	811,900	28,633,078
<b>Total Interest Payable</b>	4,953,157	4,942,262	3,300,000	3,300,000												1,642,262	721,200		921,062
<b>Total Exceptional Items</b>	2,497,945	3,497,945														3,497,945			3,497,945
<b>Total Internal Allocations</b>	228	635	11,708,303	9,147,005			289,039	2,272,259	485,249	4,913	480,336	512,195	91,971	118,588	301,636	-12,705,111	2,814,833	430,780	-15,950,724
<b>Contribution</b>	-4,444,473	-7,198,940	-46,553,249	-34,980,477	395,349	-29,998	-707,514	-11,230,610	480,968	229,193	251,775	-2,835,739	-2,339,999	-135,877	-359,863	41,709,080	-1,888,957	449,734	43,148,303

Description	TOTALS		ACTUALS YEAR TO DATE																
	2012 Annual Forecast	2012 YTD Actuals	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Total Income	-136,563,657	-111,373,670	-92,223,054	-70,772,176	-352,228	-89,819	-2,645,628	-18,363,202	-2,725,504	-1,404,105	-1,321,399	-6,090,250	-4,473,177	-447,299	-1,169,773	-10,334,862	-5,384,129	-918,459	-4,032,274
Total Staff Costs	75,771,989	49,594,968	29,948,327	20,791,199	1,387	3,664	705,507	8,446,570	1,971,394	1,059,342	912,052	1,534,469	757,024	311,088	466,357	16,140,779	346,639	429,255	15,364,885
Total Depreciation	8,023,113	5,193,328	151,579	143,287				8,292	41,686	41,686		686	686		4,999,376	695,860			4,303,516
Total Other Operating Expenses	40,872,752	23,561,284	4,537,667	3,290,041	199,939		112,142	935,545	568,127	285,091	283,036	782,924	566,045	180,365	36,514	17,672,566	166,975	538,497	16,967,093
Total Interest Payable	4,953,157	2,414,185	1,315,333	1,315,333												1,098,852	480,676		618,176
Total Exceptional Items	2,497,945																		
Total Internal Allocations	228	-2	7,883,163	6,051,436			183,408	1,648,319	323,499	3,275	320,224	341,041	61,315	79,059	200,667	-8,547,705	1,876,555	287,187	-10,711,447
Contribution	-4,444,473	-30,609,906	-48,386,985	-39,180,881	-150,901	-86,155	-1,644,571	-7,324,476	179,202	-14,711	193,913	-3,431,130	-3,088,108	123,213	-466,235	21,029,006	-1,817,424	336,480	22,509,949

	PAPER NO: PR.18(13)	
Board/Committee:	Policy And Resources	
Date:	7 May 2013	
Paper title:	Treasury Management Report	
Author:	Brian Wiltshire, Treasury Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance	
<b>Recommendation by the Executive:</b>	The Executive recommends that the committee note the contents of this report.	
Aspect of the Corporate Plan to which this will help deliver?	Financial Management /Sustainability	
Matter previously considered by:	Policy & Resources Committee	On: Each Meeting
Further approval required?	N/A	
Communications – who should be made aware of the decision?	N/A	

### **Executive summary**

1. The University's total bank balances were £62.5m at 31 March 2013. This compares to £60.3m at 31 December 2012 and £72.4m at 31 March 2012. Interest earned for 3 months from 1 January 2013 - 31 March 2013 was £190k. Treasury Management during the period has been in compliance with agreed treasury policy.
2. Appendix A shows the monthly summary of closing bank balances and deposits as at 31 March 2013.



## Balances at 31 March 2013

1. The total bank account balance at 31 March 2013 was £62.5m compared to £60.3m at 31 December 2012. Analysis of the balances is as follows:

<b>Banks</b>	<b>Balances at 31 March 13 £m</b>	<b>Balances at 31 December 12 £m</b>
NatWest	17.0	14.6
HSBC	0.3	0.2
Lloyds TSB	10.4 <sup>1</sup>	10.3 <sup>*</sup>
Bank of Scotland	10.9 <sup>2</sup>	10.9 <sup>2</sup>
Barclays	8.6	9.0
Prime Rate Capital Management	5.1 <sup>3</sup>	5.1 <sup>3</sup>
Scottish Widows	10.2	10.2
<b>Total</b>	<b>62.5</b>	<b>60.3</b>

\*£10.4m on 6 month term deposit

<sup>1</sup>£10.4m on 3 month term deposit

<sup>2</sup>£5.2m on 3 month term deposit & £5.7m instant access

<sup>3</sup>£5.1m on Sterling Liquidity instant access

2. A more detailed breakdown showing the individual accounts held is shown in Appendix A.

## Cash Balances and term deposits

3. The table below shows interest received in the 3 months to 31 March 2012 compared to budget and prior year.

<b>Period</b>	<b>Actual to 31 March 13 £'000</b>	<b>Budget to 31 March 13 £'000</b>	<b>Actual to 31 March 12 £'000</b>
Amount	190	79	129

4. Interest received in the 3 months to 31 March 2012 is £111k above budget and £61k Higher than the same period last year. The variance against the prior year is largely due to a 6 months term deposit with LloydsTSB maturing within the period covered by this report.
5. The interest of £190k received in the 3 months to 31 March 2013 is broken down by account below:

Bank	Account Type	Interest Received £'000	YTD Interest Received £'000	Rate of Return (current)
Bank of Scotland	Inst. Access	5.7	26.2	0.40%
	Fixed Deposit	15.3	68.1	0.75%
Lloyds TSB	Inst. Access	0.0	0.0	0.50%
	Fixed Deposit	82.8	184.3	0.64%
Barclays	Inst. Access	6.9	54.1	0.65%
NatWest	Inst. Access	29.5	98.7	0.55%
NatWest Euro	Inst. Access	0.0	0.0	0.00%
HSBC Deposit	Inst. Access	0.0	0.0	0.05%
HSBC €Liq.	Inst. Access	0.0	0.0	0.05%
HSB C Euro	Inst. Access	0.0	0.0	0.20%
Prime Rate £ Liq.	Inst. Access	14.6	91.0	1.02%
Scottish Widows	7 Day Notice	20.2	90.9	1.35%
	Inst. Access	15.1	38.5	1.00%

### Rollover of term Deposits

6. Since the last treasury management report, two fixed term deposit with a value of £15.5m placed with the Lloyds Banking Group matured and was reinvested inclusive of interest for 3 months at the following rates of return:
- LloydsTSB £10.4m at .64%.
  - Bank of Scotland £5.2m at .75%.

### Risk

7. Risk continues to be managed by the continued application of the treasury management procedures agreed by the Board of Governors. These procedures require that our cash deposits are diversified only across UK banks, and that cash is only placed on immediate access, short & medium term deposit. Subject to normal Board approval processes, exceptions are made as considered appropriate as in the case of Federated Prime Rate where £5m was placed in a sterling liquidity funds on 10 January 2011.

### Loans

8. The University's Loan Balance at 31 March 2013 is £30.9m split between AIB and Barclays Bank Plc. The table below shows the balance and repayable period per loan at 31 March 2013.

<b>Bank</b>	<b>Balance 31 March 13 £'000</b>	<b>Repayable Period</b>	<b>Repayable Interest</b>
<b>AIB</b>			
Dante Road	5,472	26.5 yrs to 2027	6.67% pa
<b>Barclays Bank*</b>			
David Bomberg House	5,830	25 yrs to 2032	5.68% pa
McLaren House	0.0	4 yrs to 2013	5.98% pa
K2 Loan 3	5,000	20 yrs to 2029	5.03% pa
K2 Loan 4	8,989	23.25 yrs to 2032	5.32% pa
K2 Loan 5	5,642	23 yrs to 2032	0.7522% pa

\*Total Loan Balance with Barclays is £25.5m

9. The majority of these loans are at fixed rates for varying terms and penalties apply for early repayment. The exception is the variable rate K2 loan 5 where the current balance outstanding is £5.6m. However, the interest rate on this loan is such that we should not consider repayment at this stage.

#### **Bank Mandates**

10. On the 21 March 2013 The Board of Governors approved the recommendation of the Policy and Resources committee to add Ralph Sanders (the new Financial Planning Manager) as a Bank authorised signatory to all University bank accounts. The Bank mandates are currently in the process of being authorised.

*Brian Wiltshire*

*Treasury Manager*

[wiltshbl@lsbu.ac.uk](mailto:wiltshbl@lsbu.ac.uk)

*Telephone: 020 7815 6310*

**Monthly summary of closing bank balances and deposits  
as at 31 March 2013**

Bank / Title	Type of Account	Agresso Account	31 March 2013		31 December 2012		
			Balance Currency	Balance Sterling	Balance Currency	Balance Sterling	
			€	£	€	£	
<b>NatWest</b> [LSBU's Main Trading Account]	Business Current Account	7160		22,192		0	
	Special Interest Bearing Account	7160		11,661,805		9,688,463	
	Euro Currency Account	7163	<b>1,379,475</b>	1,162,732	<b>€ 1,235,759</b>	1,010,072	
<b>NatWest</b> [Charitable Funds]	Business Current Account	7161		720		0	
	Special Interest Bearing Account	7161		2,344,154		2,245,853	
<b>HSBC</b>	Business Current Account	7100		6,581		6,580	
	Euro Currency Account	7111	<b>343,865</b>	289,837	<b>€ 342,128</b>	279,645	
	Euro Liquidity Fund Class A	7115	<b>77</b>	65	<b>€ 77</b>	63	
<b>Lloyds TSB</b>	Corporate Special Account	7166		238		238	
	<b>Treasury Deposit [3Mth F/Dep.]</b>   <b>0.64%</b>			<b>10,357,711</b>		<b>10,274,837</b>	
<b>Bank of Scotland</b>	Corporate Deposit Account	7165		5,514,855		5,509,359	
	<b>Treasury Deposit [3Mth F/Dep.]</b>   <b>0.75%</b>			<b>5,196,252</b>		<b>5,180,908</b>	
	Corporate Instant Access	7164		196,332		196,088	
<b>Prime Rate</b>	<b>Sterling Liquidity Cash Plus [T1 Inst Access]</b>	7105		<b>5,123,348</b>		<b>5,108,755</b>	
	<b>Sterling Liquidity Fund [Inst Access]</b>			1,817		1,814	
<b>Barclays</b>	Business Account	7116		430,868		766,786	
	FIBCA / Platinum Account	7116		8,216,131		8,209,194	
<b>Scottish Widows Bank Plc</b>	<b>Deposit Account No Notice</b>	7104		5,038,504		5,023,395	
	<b>Deposit Account 7 Day Notice</b>	7114		<b>5,180,374</b>		<b>5,160,211</b>	
<b>Total LSBU Funds at Bank</b>				<b>1,723,417</b>	<b>60,744,517</b>	<b>€ 1,577,964</b>	<b>58,662,260</b>
<b>NatWest</b> [Access Fund Account]	Business Current Account	7162		0		0	
	Special Interest Bearing Account			667,748		287,062	
<b>NatWest</b> [SBU Enterprises Ltd]	Business Current Account	7160[SBUEL]		0		0	
	Special Interest Bearing Account			1,122,415		1,389,736	
<b>Total Access &amp; Enterprises Funds</b>				<b>0</b>	<b>1,790,163</b>	<b>0</b>	<b>1,676,798</b>
<b>Total Funds at Bank</b>				<b>1,723,417</b>	<b>62,534,680</b>	<b>€ 1,577,964</b>	<b>60,339,058</b>
<b>Difference Between Financial Periods</b>				<b>145,453.02</b>	<b>2,195,621.45</b>		

	PAPER NO: PR.19(13)	
Board/Committee:	Policy and Resources Committee	
Date:	7 <sup>th</sup> May 2013	
Paper title:	Students' Union Bi-Annual Financial Report	
Author:	London South Bank University Students' Union	
Executive sponsor:	Phil Cardew, pro Vice Chancellor (Academic)	
<b>Recommendation by the Executive:</b>	The committee is asked to note the Students' Union bi-annual financial report.	
Aspect of the Corporate Plan to which this will help deliver?		
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?		

### **Executive summary**

Under the Memorandum of Understanding between the University and the Students' Union, it states

*The Union will provide a monthly report on its income and expenditure against the approved budget. A six monthly financial report and Annual Accounts will be provided to the University's Board of Governors. Copies of six monthly and Annual Accounts will be made available on-line and will include:*

- (i) A list of external organisations to which the Union has made donations in the period to which the report relates; and*
- (ii) Details of those donations.*

The report shows that the Union is performing broadly within its budget overall and expects to remain within it this financial year. Careful budget management will, however, be required for the remainder of the year to ensure this and it will not be possible to introduce any significant further costs.

The committee is asked to note the Students' Union bi-annual financial report.

# London South Bank University Students' Union

## Bi-Annual Finance Report

### 1. Introduction

1.1 This report provides a summary of the Union's financial position to January (Month 6) incorporating an update on financial projections for the financial year (to 31 July).

1.2 The Union started its financial year with £556k in reserves as at 1 August 2012. A break-even budget was prepared for 2012/13 which included a £2k surplus, before exceptional costs of £31k. In summary, the Union expected to utilise £29k from its reserves to finance the costs of staffing changes this year.

### 2. Month 6 Update

2.1 As per its year-to-date budget, the Union expected to incur a deficit of £5k (£36k after restructure costs) at Month 6. Actual figures showed an improvement from this position of a £31k surplus (which translated into an £8k deficit after actual restructure costs). This was broken down as follows:

	<b>Year-to-date Budget £k</b>	<b>Year-to-date Actual £k</b>	<b>Variance £k</b>
Non-Trading Income	381	381	-
Trading Income	66	51	(15)
<b>Total Income</b>	<b>447</b>	<b>432</b>	<b>(15)</b>
Staff Costs	250	236	(14)
Sports	33	35	2
Internal Recharges	24	24	-
NUS Affiliation	20	19	(1)
Cost of Sales	28	14	(14)
Pension Deficit	15	14	(1)
Publicity	8	11	3
Other costs	74	48	(26)
<b>Total Expenditure</b>	<b>452</b>	<b>401</b>	<b>(51)</b>
<b>Surplus/(Deficit)</b>	<b>(5)</b>	<b>31</b>	<b>36</b>
Exceptional Costs	31	39	8

<b>Net Surplus/(Deficit)</b>	<b>(36)</b>	<b>(8)</b>	<b>28</b>
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2.2 The variances relating trading sales and cost of sales relate to the closure of venues earlier in the financial year. The exceptional costs include a combination of redundancy and other transitional costs (including HR support) associated with the closure of commercial venues.

2.3 The year-to-date underspends in relation to staffing relate to temporary vacancies, including the Chief Executive (a delay in recruitment) and in Finance, which have now been filled. The underspends in other costs include a combination of items, including security (associated with trading activity), insurance (approximately £3,000 following the move to the new building) and timing differences.

### 3. Forecast

3.1 The Union is forecasting a year-end position of a £17k surplus (or a £22k deficit after exceptional costs), which compares favourably with the budget:

	<b>Full Year Budget £k</b>	<b>Full-Year Forecast £k</b>	<b>Variance £k</b>
Income	835	816	(20)
Expenditure	833	799	(35)
<b>Surplus/(Deficit)</b>	<b>2</b>	<b>17</b>	<b>15</b>
Exceptional Costs	31	39	8
<b>Net Surplus/(Deficit)</b>	<b>(29)</b>	<b>(22)</b>	<b>7</b>

3.2 This has been achieved mainly due to underspends, which are expected to reduce from the Month 6 position as costs are incurred e.g. in relation to the appointment of unfilled posts.

3.3 The forecasts above are subject to the inherent risks of estimation and changes in activity between now and year-end. Reliance has been placed on assumptions prepared by the predecessor accountant, which may change between now and year-end.

### 4. Balance Sheet Position

4.1 The Union has sufficient cash balances to continue trading for the foreseeable period. Cash balances were in the region of £411k at Month 6.

### 5. Finance Systems Update



5.1 The Union changed its financial arrangements in February. The previous Finance Manager has left and support is now being provided to the in-house accountant on a contract basis by Counterculture Partnership LLP (an approved NUS Supplier of financial support) on a contracted days basis. A saving has been achieved from this change following a reduction in overall days, following the cessation of commercial activity.

## **6. Looking Forward**

6.1 The Union has appointed a new Chief Executive, who will become full-time in May. Discussions have recently started to develop a budget strategy for 2013/14.

## **7. Conclusion**

7.1 The Union is performing broadly within its budget overall and expects to remain within it this financial year. Careful budget management will, however, be required for the remainder of the year to ensure this and it will not be possible to introduce any significant further costs.

7.2 The next step for the Union is to develop a budget strategy for next year, which is a process which has been started and which will continue over forthcoming weeks.

**Meeting of the Policy & Resources Committee**

**4pm on Tuesday, 7 May 2013**  
**In 1B33, Technopark, London Road, SE1**

**Agenda**

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of interest		Chair
3.	Minutes of the previous meeting (for publication)	PR.12(13)	Chair
4.	Matters arising		Chair
5.	<b>Performance Matters</b>		
5.1	Student recruitment update	PR.13(13)	PVC(E)
5.2	NHS Funding position for 2013-14	PR.14(13)	VC
6.	<b>Matters for Noting</b>		
6.1	Capital Investment update	PR.15(13)	EDF
6.2	Key Performance Indicators	PR.16(13)	VC
6.3	Management accounts to 31 March 2013	PR.17(13)	EDF
6.4	Treasury management report	PR.18(13)	EDF
6.5	SU Financial Report	PR.19(13)	PVC(A)
7.	Any other business		Chair
8.	Date of next meeting: 4pm on Tuesday 2 July 2013		

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Members: Sarah Mullally (Chair), David Longbottom (Chairman of the Board), Martin Earwicker (Vice-Chancellor), Anisa Ali, Ken Dytor, Hilary McCallion, Anne Montgomery, Diana Parker and Jon Warwick.

With: Pro Vice Chancellor (Academic), Pro Vice Chancellor (External), Executive Director of Finance, University Secretary, Dean of HSC (for item 5.2) and Governance Officer.

	PAPER NO: PR.12(13)	
Board/Committee:	Policy and Resources Committee	
Date:	7 <sup>th</sup> May 2013	
Paper title:	Minutes of the meeting of 12 March 2013	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Dame Sarah Mullally, Chair of the Committee	
<b>Recommendation:</b>	That the committee approve the minutes and the proposed redactions for publication	
Aspect of the Corporate Plan to which this will help deliver?	N/A	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on the LSBU website	

### **Executive Summary**

The committee is requested to approve the minutes of its meeting of 12<sup>th</sup> March 2013 and the proposed redactions for publication.

Minutes of a Meeting of the Policy and Resources Committee  
held at 4pm on Tuesday, 12 March 2013  
in 1B27, Technopark, London Road, SE1

**Present**

David Longbottom	Chair ( <i>for Dame Sarah Mullally</i> )
Dame Sarah Mullally	( <i>via conference call</i> ) ( <i>for minutes 1-14</i> )
Prof Martin Earwicker	Vice Chancellor
Anisa Ali	
Ken Dytor	
Sir David Melville	( <i>for minutes 1-16</i> )
Diana Parker	
Prof Jon Warwick	( <i>for minutes 6-20</i> )

**In attendance**

Richard Flatman	Executive Director of Finance
Beverley Jullien	Pro Vice Chancellor (External)
Ian Merhtens	Interim Director of Estates and Facilities ( <i>for minutes 10-12</i> )
James Stevenson	University Secretary and Clerk to the Board of Governors

**Welcome and Apologies**

1. Apologies had been received from Anne Montgomery and Dr Phil Cardew.

**Declarations of Interest**

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

**Minutes of the previous meeting**

3. The minutes of the previous meeting were approved as a correct record. The minutes were approved for publication subject to the proposed redactions (paper **PR.01(13)**).

**Matters Arising**

4. There were no matters arising which were not covered elsewhere on the agenda.

### **Student Recruitment Update**

5. The Pro Vice Chancellor (External) updated the committee on student recruitment across the sector for 2012/13 and applications for 2013/14 (paper **PR.02(13)**). It was noted that LSBU performed relatively well in the sector for 2012/13 with accepted applications down 4% compared with 13% across the sector. The enrolment of students from the “tier 1” schools and colleges were noted.
6. The committee noted that Home and EU applications for 2013/14 were up on last year by 5%. An important step was to encourage applicants to convert to accepting their offer. Initiatives including open days were proving useful. An update on applications for nursing courses was requested.

*Prof Jon Warwick joined the meeting.*

### **Revised Five Year Forecasts**

7. The committee noted the revised five year forecasts (paper **PR.03(13)**). The committee noted that the target level of surplus should continue to be 5% of income and that the “target case” assumes growth in the student number control to 2,750 compared with 2,500 in 2012/13 and improvements in year 1 progression from 61% to 65% over the five years.
8. The committee discussed an e-mail dated 5 March 2013 from HEFCE proposing changes to the annual risk letter for LSBU. The changes related to seeking assurances as to how the University is responding to student recruitment challenges and the impact on its future sustainability. The proposed response from the Executive Director of Finance was also noted. The committee approved the proposed response, which included an explanation of the five year forecast.
9. The committee recommended approval of the forecasts to the Board.

### **Perry Library Upgrade**

*Ian Mehrtens joined the meeting.*

10. The committee discussed proposals to enhance the Perry Library entrance and increase the social learning space (paper **PR.04(13)**). It was noted that initial proposals had been discussed by the Property Committee at its meeting of 30 January 2013. It was noted that the Executive considered the investment of £1.9 million to be necessary as the existing entrance to the

# London South Bank University

library is inadequate and had the potential to seriously damage student recruitment. Works would take place during the summer 2013 vacation.

11. Governors welcomed the proposal and recommended taking the opportunity to enhance the public realm by seeking contributions from developments adjacent to the campus.
12. The committee recommended the investment of **£1.9 million** to the Board for approval.

*Ian Mehrtens left the meeting.*

## South Bank University Technical College

13. The committee approved the proposal for the University to be the formal lead sponsor of the new South Bank University Technical College, due to open in September 2014 (paper **PR.05(13)**). The commitment from the university would be senior management time rather than financial.

## OFFA Agreement for 2014: General Principles

14. The committee discussed general principles for the 2014 Office for Fair Access (OFFA) agreement which would be submitted to the Board for approval on 21 March 2013 (paper **PR.06(13)**). The committee approved the general principles and recommended to the Board the raising of headline fee to £9000 in 2014 and the adjustment of fee waiver levels in 2013/14 to accommodate only the requirements of the National Scholarship Programme and OFFA.

*Dame Sarah Mullally left the meeting*

## Charitable Funds Review

15. The committee recommended to the Board proposals to amalgamate the University's historic charitable funds and transfer the amalgamated fund to the University, subject to Charity Commission approval (paper **PR.07(13)**). The committee agreed to provide oversight of expenditure of the fund and recommended the winding up of the Charitable Funds Committee to the Board.

**Key Performance Indicators**

16. The committee reviewed the Key Performance Indicators (paper **PR.08(13)**). The committee agreed that: (i) student satisfaction targets should remain at 90%; (ii) full-time undergraduate year 1 progression target should be 70%; and (iii) the KPI relating to the condition of the estate should not be reported as the collection of this data was not mandatory for HEFCE. The changes were recommended to the Board.

*Sir David Melville left the meeting*

**Management Accounts to 31 January 2013**

17. The committee noted the management accounts to 31 January 2013 which showed that the University was on course to deliver a year end surplus of £3.4m (paper **PR.09(13)**).

**Treasury Management Report to 31 December 2012**

18. The committee noted the Treasury Management Report to 31 December 2012 (paper **PR.10(13)**). The committee recommended to the Board the addition of Ralph Sanders, Financial Planning Manager, as an authorised signatory to all bank accounts.

**Annual Health and Safety Report**

19. The committee noted the annual Health and Safety report for the year to 31<sup>st</sup> July 2012. There were no reportable incidents during the period (paper **PR.11(13)**).

**Date of next meeting**

20. The next meeting of the committee will be Tuesday, 7 May 2013 at 4pm.

The Chair closed the meeting.

Approved as a true record:

.....  
Chair



# Committee Action Points

30 April 2013

14:28:42

Committee	Date	Minute	Action	Person Res	Status	
Policy and Resources	12/03/2013	3	Publication of redacted minutes	Secretary		<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	9	Five year forecasts to Board for approval	EDF	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	12	Perry Library Investment case to Board	PVC - A	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	14	OFFA Access agreement to Board for approval	PVC - A	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	15	Charitable Funds recommendations to Board for approval	Secretary	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	16	Changes to KPI's to Board for approval	VC		<input checked="" type="checkbox"/> Completed
Policy and Resources	12/03/2013	18	Addition of Ralph Sanders as an authorised signatory to the Board for approval	EDF	On 21 March 2013 Board agenda	<input checked="" type="checkbox"/> Completed



	PAPER NO: PR.13(13)	
Board/Committee:	Policy and Resources Committee	
Date:	7 May 2013	
Paper title:	Student Recruitment update	
Author:	Bev Jullien, Pro Vice Chancellor (External)	
Executive sponsor:	Bev Jullien, Pro Vice Chancellor (External)	
<b>Recommendation by the Executive:</b>	To note the report	
Aspect of the Corporate Plan to which this will help deliver?	Student choice	
Matter previously considered by:	Board of Governors	On: 25 April 2013
Further approval required?	<b>None</b>	On:
Communications – who should be made aware of the decision?	No decisions to be made	

### **Executive Summary**

The attached slides from the Board strategy day of 25 April 2013 on student recruitment and plans to meet the targets in the five year forecasts are provided for information.

An update on progress for student recruitment for 2013/14 will be provided at the meeting.

## Core business

increase undergraduate full time enrolled  
SNC numbers  
from 2500 to 2750 - 2890 (+10% - +16%) in  
2013/14 and sustain

Bev Jullien

Early signs are encouraging, with a significant increase in firm acceptances to date in all categories

Level	Firms (UF and CF) - CYTD	Firms (UF and CF) - LYTD	% Change	Offers (UO and CO) - CYTD	Offers (UO and CO) - LYTD	% Change	Total Applications (CYTD)	Total Applications (LYTD)	% Change
UNDERGRADUATE (FULL-TIME)	459	300	53.00%	355	346	2.60%	9,049	8,000	13.11%
<b>UNDERGRADUATE (FULL-TIME - SNC Only)</b>	<b>844</b>	<b>610</b>	<b>38.36%</b>	4,047	3,908	3.56%	9,906	9,418	5.18%
UNDERGRADUATE (PART-TIME)	76	66	15.15%	57	68	-16.18%	307	321	-4.36%
POSTGRADUATE (FULL-TIME)	306	270	13.33%	205	184	11.41%	2,643	2,139	23.56%
POSTGRADUATE (PART-TIME)	93	83	12.05%	31	30	3.33%	217	236	-8.05%
OTHER (FULL-TIME)	3	0		0	0		4	0	
OTHER (PART-TIME)	4	1		0	1		5	4	25.00%

...and LSBU is outperforming the market and competitor group in applications, with particular strength in EU

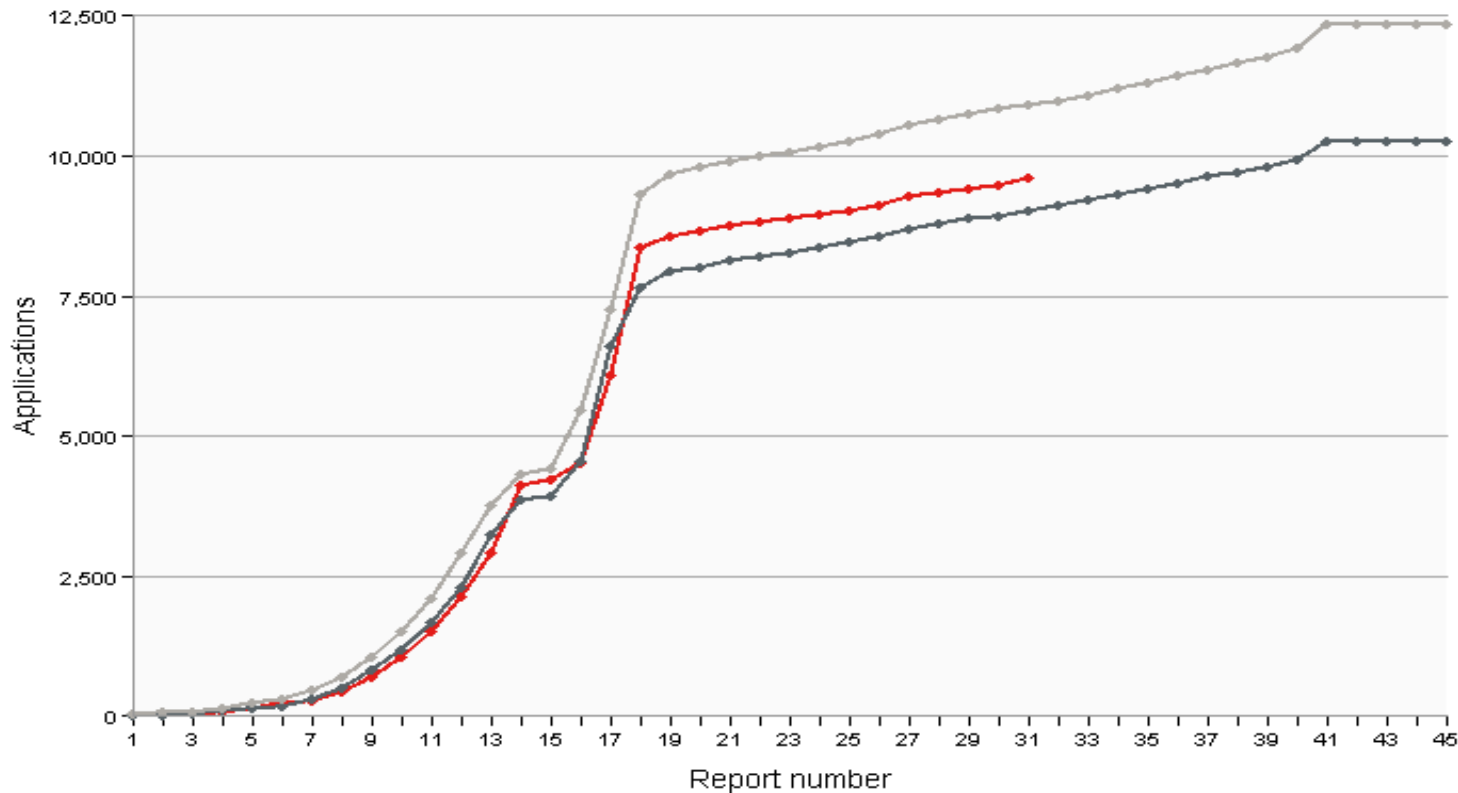
	2011	2012	2013	% Change 2011/2013	% Change 2012/2013
LSBU Applications	21,857	19,897	20,751	-5.06%	4.29%
UCAS Applications (Nationally)	2,740,082	2,539,817	2,604,618	-4.94%	2.55%
Competitor Applications	161,776	144,674	138,244	-14.55%	-4.44%

	2011	2012	2013	% Change 2011/2013	% Change 2012/2013
UK Applicants	20,179	18,496	19,031	-5.69%	2.89%
EU Applicants	965	747	1,019	5.60%	36.41%

## A recent survey of new joiners also indicates that perceptions of the university are starting to improve

- 63% selected LSBU as their first choice vs. 50% last year
- overall satisfaction has increased from 79% to 86% (with the major increase in very satisfied)
- “would comment negatively” has gone down from 8% to 4%, and spontaneous recommendations improved from 28% to 34%

..but to meet target, we must improve conversion in addition to the increase in applications (+6.4% excluding health)



## ..so a significantly stronger conversion programme is in progress

- Extended **EU programme**, particularly with agents & extended **schools and colleges** programme ( 40 institutions now actively engaged, continuing advice and guidance through cycle)
- **30 Applicant day** programmes in place for all students who have received an offer (**1300** students already attended)
- **6 “Head start”** days planned for June/July for those who have accepted an offer & Health **Summer Schools** for offer holders
- Peer support with **student ambassadors** contacting applicants by phone & extended **keep in touch programme** by emails, with information at department level
- **Bespoke PG approach**, with extra resource in business to support conversion
- Extended engagement into the **community**, with 40+events, including speakers on topics of interest (e.g. how to use social media)
- Launch of **Saturday only Business programme** (based on successful model in UWL) & launch of first wave of **Semester 2 Undergraduate starts** – potential for 50 extra home/EU students in 13/14)
- “Co-creation” test of new **website** from May, full roll-out before Clearing

## ..and work has started to sustain & increase applications for 2014/15+

- Open Days. Total attendees + 47% this year compared to last
- New website
- Engaging alumni to support recruitment
- Strengthened EU and Employer engagement
- Strengthened engagement with parents



	PAPER NO: PR.14(13)	
Board/Committee:	Policy and Resources Committee	
Date:	7 May 2013	
Paper title:	NHS Funding position for 2013-14	
Author:	Professor Judith Ellis MBE, Executive Dean, Faculty of Health and Social Care	
Executive sponsor:	Professor Judith Ellis MBE, Executive Dean, Faculty of Health and Social Care	
<b>Recommendation by the Executive:</b>	To note the report	
Aspect of the Corporate Plan to which this will help deliver?	Financial stability	
Matter previously considered by:	University Executive	On:
Further approval required?	<b>None</b>	On:
Communications – who should be made aware of the decision?	No decisions to be made	

### **Executive Summary**

1. NHS funding from 2<sup>nd</sup> April 2013 is being allocated by Health Education England (HEE) via the Local Education and Training Boards (LETB) (3 in London), rather than by the Strategic Health Authority (SHA).
2. Rumour has it that the overall budget given by HEE to the 3 London LETB's has reduced by approx. 40%.
3. Pre-registration commissions have been agreed prior to HEE by the SHA and for Faculty of Health and Social Care (FHSC) are mainly constant with 2012-13 figures.

# London South Bank University

4. The Continuing Professional and Personal Development (CPPD) budget for FHSC is currently around £3.8 million. CPPD budgets have only been released in North East North Central (NENC) LETB and are still awaited in South and West LETBs.
5. The indication from the NENC released figures is that:-
  - Indirect budgets for CPPD - given to Trusts to request CPPD modules via the HEI portal have reduced by 10-50 %
  - Direct budget (in the hands of the Trusts to use whenever and wherever) for 1- 4 bands (vocational) has been overall maintained
  - Direct budget (in the hands of the Trusts to use whenever and wherever) for 5-9 bands e.g. post registration has been reduced by 10-50%
  - New money has been given directly to Trusts to 'pay for' nursing and Allied Health Professions placements – this could be used to purchase CPPD modules that support practice placements e.g. mentorship modules.
  - Some money will be available later in the year for improvement projects which may include the purchase of bespoke work by HEI's or modules to support change.
6. **Impact on FHSC, LSBU is unknown but may be:-**
  - Insufficient numbers of CPPD modules purchased to make them viable (less risk for LSBU than competitors as very large provision and this may help LSBU as if other HEI provision not viable the purchasers may revert to LSBU)
  - Need to diversify provision – e.g. tap in to medical CPPD funding which is not affected this year, private sector CPPD provision, etc.
  - Develop overseas activity – Saudi consortium for Allied Health Professions, top up degree, 3+0 and Grad cert being developed in country in Malaysia.
  - Further develop our strong 1-4 activity where there is additional Government investment but no instructions yet on how to access this funding.
  - Further develop our responsive project activity (concern unknown until late in the financial year so staffing will need to be maintained to respond to this activity).
7. All staff being required to diversify and increase responsiveness to demand. A clearer picture will emerge as further 2 LETB's release funding and intent of other HEI's known. Staffing will remain under constant review with immediate freezing of none essential posts.

# London South Bank University

	PAPER NO: PR.15(13)	
Board/Committee:	Policy & Resources	
Date:	7 May 2013	
Paper title:	Capital Investment Update	
Author:	Ralph Sanders, Financial Planning Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance,	
<b>Recommendation by the Executive:</b>	The Committee is requested to note the current position	
Aspect of the Corporate Plan to which this will help deliver?	Financial Performance, Creating an environment in which excellence can thrive.	
Matter previously considered by:	Policy & Resources Committee	On:
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?		

## Executive summary

As discussed at the recent Board strategy day, cash flow forecasting and management is the key to future financial sustainability. An essential part of this is tight control of capital expenditure including clarity about longer term vision, costed plans and flexibility, to ensure that adjustments can be made as necessary to reflect ongoing institutional financial performance.

We have summarised in the attached schedule the current level of capital investment together with indicative levels of pipeline and potential future investment. The schedule should be treated in draft at this stage and will be continually updated as the estates strategy evolves.

Business cases are required for all capital investment and this update includes forecast expenditure for those that are currently being prepared as well as more speculative levels of investment.

It should be noted that:

- the University is on track to invest £25m on capital projects in this financial year. This is a substantial level of investment and significantly higher than the normal level of annual spend.
- plans for 2013/14 are currently costed at £21.3m. This is almost exactly in line with the 2013/14 profile capex spend of £22m included within the 5YR forecasts recently approved by the Board. A significant proportion of this (£15.7m) has not yet been approved which provides flexibility to manage actual spend to reflect performance.
- the total spend for 2013/14 (£21.3m) and the next 4 years (£92.9m) is close to the total of £110m assumed in the 5YR forecasts although some prioritisation will be required. Any other major building work however will need to be funded from disposals through estate rationalisation.

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LSBU Capital Forecast: April 2013

Current capital projects

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	Date	status
Remaining costs re student centre	E&F	£7,420,000	£4,772,000			0	Approved by Board previous year
Enterprise Centre	E&F	£13,542,000	£11,648,000	£487,000		May-12	Approved by Board May 12 at budget including contingency £13.5m
Perry Library	E&F	£1,937,000	£774,800	£1,162,200		Mar-13	Approved by Board March 2013
Sports centre entrance	E&F	£369,107	£369,107			Feb-13	Approved by Executive Feb 2013
Refurbishment of E-132 Food & Nutrition lab	E&F	£132,000	£132,000			Nov-12	Considered in Nov 12. Reworked and approved 6/11
Long term maintenance: capital	E&F	£851,347	£851,000			Nov-12	Agreed at Executive meeting Dec 12
EAF Small Projects (detailed on page 5)			£2,353,000				
User environment management	ICT	£35,000	£35,000		£210,000	Mar-13	Total bid £245k. Pilot agreed at cost £35k
Additional storage	ICT	£175,000	£175,000			Feb-13	
Upgrade Havering cabling	ICT	£61,920	£61,920			Feb-13	
Inflobox device renewal	ICT	£110,000	£110,000			Feb-13	
Additional network layer	ICT	£120,000	£120,000			Feb-13	
Projector replacement	ICT	£98,000	£98,000			Feb-13	
Wireless microphones	ICT	£30,000	£30,000			Nov-12	
BUllt Programme (Open sourced hosted VLE project)	ICT	£100,000	£100,000			Nov-12	
PC & Laptop Replacement Programme *	ICT	£2,177,200	£727,200	£725,000	£725,000		
Additional catering equipment for student centre	RCS	£63,000	£63,000			Sep-12	
HSC Clinical simulation support	Other	£94,150	£94,150			Sep-12	
<b>Total</b>			<b>£22,514,177</b>	<b>£2,374,200</b>	<b>£935,000</b>		
<b>Approved pending clarification of available resources</b>							
Kell Street improvements	E&F	£330,000		£330,000		Apr-13	Approved by Executive
Enterprise centre post completion fit out	E&F	£142,000		£142,000		Apr-13	Approved by Executive
Enterprise centre courtyard	E&F	£432,000		£432,000		Apr-13	Approved by Executive
<b>Total</b>			<b>£0</b>	<b>£904,000</b>	<b>£0</b>		
<b>Presented but not yet approved</b>							
Carbon reduction	E&F	£1,000,000			£1,000,000	Nov-12	Further work required
Psychology teaching labs	E&F	£969,000		£969,000		Mar-13	Business case to be updated
Arts and Media teaching spaces	E&F	£937,000		£937,000		Mar-13	Business case to be updated and space issues to be resolved with ESBE
CWP newsroom project	E&F	£352,000		£352,000		Mar-13	Business case to be updated
<b>Total</b>			<b>£0</b>	<b>£2,258,000</b>	<b>£1,000,000</b>		
<b>Current &amp; Pipeline Capital Projects</b>			<b>£22,514,177</b>	<b>£5,536,200</b>	<b>£1,935,000</b>		

LSBU Capital Forecast: April 2013

Closed capital projects

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	Date	status
Demolition of student Union	E&F	£244,000	£244,000				
Borough Road - AHS Rehearsal Space	E&F	£218,900	£15,000				
Refurbishment of the Reception to include works to security barriers, lighting, removal of revolving door and new reception desk.	E&F	£452,000	£477,000				
Convert area to form 2 No Design Studios	E&F	£250,000	£26,000				
Creation of a Food Studies Area	E&F	£132,000	£132,000				
Creation of new VERT and radiation facilities (space to be identified)	E&F	£492,600	£486,600				
Tower Block Borough Rd - Project Based Learning L1 & Quiet Social / Career Gym / Employability Hub	E&F	£600,000	£380,000				
CAFM	E&F	£94,000	£94,000				
Technopark project 1592 (updated scope)	E&F	£2,638,000	£425,000				
Staff file servers Upgrade	ICT	£38,914	£38,914				
Blade Server Replacement	ICT	£140,949	£140,949				
AV Update ( Classroom)	ICT	£217,413	£217,413				
ACD System- re telephone enquiries	ICT	£20,961	£20,961				
Student Portal	ICT	£84,600	£84,600				
CRM Phase 2	ICT	£128,040	£128,040				
Student Life Centre Tracking System	ICT	£89,000	£89,000				
Extend Wireless Network Coverage	ICT	£81,037	£81,037				
Rolling Switch Replacement	ICT	£207,733	£207,733				
Database Performance Project	ICT	£96,000	£96,000				
<b>Total</b>			<b>£3,140,247</b>	<b>£0</b>	<b>£0</b>		
<b>Total Closed, Current &amp; Pipeline Capital Projects</b>			<b>£25,654,424</b>	<b>£5,536,200</b>	<b>£1,935,000</b>		

## Future projects: Likely 13/14 subject to Business Case Approval

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	
Tower Block Borough Rd - Project Based Learning for E&F	E&F	£550,000		£550,000		Awaiting revised business case by ESBE
Replace furniture within teaching spaces	E&F	£1,515,250		£1,515,250		Proposed as part of student experience investment
Enhanced ICT across estate in teaching spaces	E&F	£1,088,000		£1,088,000		Proposed as part of student experience investment
Refurbishment of 46 No toilets	E&F	£2,684,000		£2,684,000		Proposed as part of student experience investment
Refurbishment of main student circulation spaces	E&F	£280,000		£280,000		Proposed as part of student experience investment
Pedestrianisation of Keyworth Street	E&F	£2,000,000		£2,000,000		Proposed as part of student experience investment
Rooms LR C1CD/C2C16/292/C2C15, London Road Building to social study space	E&F	£373,000		£373,000		Proposed as part of student experience investment
Social study space adjacent to café 264 (LR265).	E&F	£180,000		£180,000		Proposed as part of student experience investment
Creation of new MBA study area in London Road (LR208E)	E&F	£103,000		£103,000		Proposed as part of student experience investment
Conversion of 3 no Keyworth pods to social learning space	E&F	£158,000		£158,000		Proposed as part of student experience investment
Creation of new, enhanced central timetabled and social study space on the third floor of Keyworth	E&F	£573,000		£573,000		Proposed as part of student experience investment
Phase 2 of 3 including low carbon solution to first floor teaching spaces at Havering.	E&F	£270,000		£270,000		Proposed as part of student experience investment
Keyworth centre entrance and enhance café	E&F	£650,000		£650,000		Proposed as part of student experience investment
High level space assessment for the future uses of the Borough road Building	E&F	£40,000		£40,000		Proposed as part of student experience investment
Delivery of enhance areas after academics comments from the functional suitability study	E&F	£300,000		£300,000		Proposed as part of student experience investment
<b>Total</b>			<b>£0</b>	<b>£10,764,250</b>	<b>£0</b>	

LSBU Capital Forecast: April 2013

Future projects: Evaluation Stage

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	
National Bakery School Redevelopment	N B S	£1,000,000			£1,000,000	Ideally £2M of which 1/2 from external funding.
Technopark phase 2a and 2b	E&F	£988,000			£988,000	Exact scope and priorities to be agreed with Project Sponsor
Peabody Housing Association Build	E&F	£10,000,000			£10,000,000	
Peabody Housing Association / Hugh Aster - Demolitions (could be revenue)	E&F	£2,000,000			£2,000,000	
Estimate of "BIG" £10M per anum EAF projects	E&F	£40,000,000			£40,000,000	
Small EAF projects at £5M per year	E&F	£20,000,000			£20,000,000	
Confucius Institute relocation Caxton House	E&F	£0				Awaiting approval of fund raising for project with Hanban. DELETED PREVIOUSLY £1.4M
Outcome of the strategic review of student residences.	RCs	£6,400,000			£6,400,000	External review underway commissioned by RCS,
VLE / BUILT	ICT	£400,000			£400,000	
Telephone Systems	ICT	£200,000			£200,000	
Future ICT	ICT	£15,000,000		5,000,000	£10,000,000	
<b>Total</b>			<b>£0</b>	<b>£5,000,000</b>	<b>£90,988,000</b>	
<b>Total Future Projects</b>			<b>£0</b>	<b>£15,764,250</b>	<b>£90,988,000</b>	
<b>Total Closed, Current, Pipeline and Speculative Capital Projects</b>			<b>£25,654,424</b>	<b>£21,300,450</b>	<b>£92,923,000</b>	



LSBU Capital Forecast: April 2013

EAF Small Projects

Description	Lead	Budget	2012-13	2013-14	Next 4 Yrs	Date
Completion of rolling programme of refurbishment in the L Rd building Priority 6	E&F		£4,000			
Electrical and Emergency lighting	E&F		£25,000			
Comfort Cooling Works	E&F		£50,000			
New Lighting and Controls inc PIR's	E&F		£20,000			
Replace existing Boilers with fuel efficient condensing units	E&F		£20,000			
To look at Building Management System and make more effective in use	E&F		£28,000			
Window and Doors	E&F		£1,000			
Campus Wide - Water Compliance Works	E&F	LTM	£6,000			
E Block, J Block, M Block - Fire Alarm Upgrade Works	E&F	LTM	£134,000			
Heating & hot water services Keyworth Centre, Borough Road, Tower Block & Faraday Wing	E&F		£227,000			
Electrical & lighting works Caxton House, Tower Block, Borough Road, London Road, E & J Blocks	E&F		£269,000			
E, M & J Block - Heating & Hot Water Services.(ph.1of 2)	E&F	LTM	£232,000			
Caxton House - Ventilation, heating and hot water Works.	E&F	LTM	£5,000			
J Block Heating Infrastructure	E&F	Energy Saving	£3,000			
General Lighting upgrades	E&F	Energy Saving	£137,000			
McLaren Heating Controls and Boiler Upgrades	E&F	Energy Saving	£513,000			
General Energy Saving Controls Replace DX Units	E&F	Energy Saving	£85,000			
Borough Road CT Circuits	E&F	Energy Saving	£75,000			
Faraday Wing Chiller Replacement	E&F	Energy Saving	£154,000			
tbc	E&F		£73,000			
Replavement Furniture	E&F		£209,000			
Preparation of the building for occupation by the Confucius Institute - Under consideration	E&F		£20,000			
LLR Refurb & furniture upgrade to Student Learning & Stud Space	E&F		£63,000			
			<b>£2,353,000</b>			

	PAPER NO: PR.16(13)	
Board/Committee:	Policy & Resources	
Date:	7 May 2013	
Paper title:	Corporate Key Performance Indicators (KPI) report	
Author:	John Baker, External Strategic Projects Manager	
Executive sponsor:	Martin Earwicker, Vice Chancellor	
<b>Recommendation by the Executive:</b>	The Executive recommends that the Policy and Resources notes the report.	
Aspect of the Corporate Plan to which this will help deliver?	The corporate KPIs are directly aligned with the corporate plan and allows for the monitoring of targets for the university that have been set in the corporate plan.	
Matter previously considered by:	P&R and Board of Governors	On: Each meeting
Further approval required?	n/a	On:
Communications – who should be made aware of the decision?	n/a	

### **Executive summary**

Since the March P&R committee meeting the report has been updated to reflect the new KPIs (KPI 18 & 24) in this reporting cycle. These show a slight decrease from the 2011/12 results.

P&R is requested to please note the Key Performance Indicator report.

### **Attached**

1. Key Performance Indicators report

**LSBU Corporate Key Performance Indicators (2009/10 - 2012/13)**

**Report date: 30/04/2013**

<b>Financial Sustainability (Check all targets w/Rf)</b>					
	<b>KPI</b>	<b>2009/10 (Actual)</b>	<b>2010/11 (Actual)</b>	<b>2011/12 (Target)</b>	<b>Current Performance (RAG)</b>
<b>Student Numbers &amp; Contracts</b>					
1	Recruitment against HEFCE contract	Within tolerance band	Within tolerance band	Within tolerance band	Predicted within tolerance
2	Recruitment against NHS contract commissions	Within 5%	Within 5%	+/-5%	On target
3	International student income	£11.2m	£10.2m	£10.4m	£9.6m (May 2012 forecast)
<b>Income</b>					
4	Total Income (£)	£143.3m	£144.0m	£135.7m	£137.5m (May 2012 forecast)
5	Research (non-HEFCE) income (£)	£4.3m	£3.4m	£2.2m	£2.2m (May 2012 forecast)
6	Enterprise income (£)	£8.1m	£8.5m	£6.8m	£7.8m (May 2012 forecast)
<b>Surplus</b>					
7	Total Surplus (% of income)	4.4%	7.0%	1.0%	1.6% (May 2012 forecast)
<b>Other Financial Indicators</b>					
8	Cash Balance (£)	£43.8m	£62.6m	£55.4m	£72m (May 2012 forecast)
9	Gearing Ratio	0.47	0.34	0.27	0.3 (June 2012 forecast)
10	Days liquidity	123	179	173	203 (June 2012 forecast)
<b>The Student Experience</b>					
	<b>KPI</b>	<b>2009/10 (Actual)</b>	<b>2010/11 (Actual)</b>	<b>2011/12 (Target)</b>	<b>Current Performance (RAG)</b>
<b>Student Satisfaction</b>					
11	Overall Student Satisfaction - UG (NSS) *	80%	77%	90%	80% (2011/12)
12	Overall Student Satisfaction - PG	74%	75%	90%	78% (2011/12)
<b>Student Retention &amp; Progression</b>					
13	FTUG Year 1 Progression (%)	56%	60%	70%	63% (2011/12)
14	Graduating in intended period (FTUG 3/4yrs) (%)	NEW	53%	65%	52% (2011/12)
<b>Value Added</b>					
15	Employment of graduates (DLHE return) * (Employed, or studying, or both)	73%	82.4%	90%	78.1% (2011/12)
16	No. of first degree students obtaining 1st or Upper 2nd class degrees *	45%	52%	60%	56% (2011/12)
17	No. of first degree students obtaining 1st or 2nd class degrees	81%	89%	80%	90% (2011/12)
<b>Resource Measures</b>					
18	Spend per student (£) * (Academic Services)	NEW	£841	£1,000	£900 (CUG 2014)
19	Spend per student (£) * (Services & Facilities)	NEW	£1,021	£1,000	£1062 (GUG 2012/13)
20	Staff:student ratio *	23.4:1	23.3:1	21:1	22.4:1(2011 HESA)
<b>Brand Profile</b>					
	<b>KPI</b>	<b>2009/10 (Actual)</b>	<b>2010/11 (Actual)</b>	<b>2011/12 (Target)</b>	<b>Current Performance (RAG)</b>
<b>League Table Ranking</b>					
21	The Sunday Times	115 (of 122)	118 (of 122)	Out of bottom 5	114 (of 122) (2012/13 Tables)
22	The Guardian	117 (of 117)	100 (of 119)	Out of bottom 5	104 (of 120) (2012/13 Tables)
23	The Complete University Guide (formerly The Independent)	113 (of 113)	116 (of 116)	Out of bottom 5	119 (of 124) (2012/13 Tables)
24	The Times	NEW	113 (of 116)	Out of bottom 5	111 (of 116) (2012/13 Tables)
<b>Subject League Tables (The Guardian)</b>					
25	No. of subjects in top 75% nationally	NEW	5 (of 18)	5 (of 15)	5 (of 17) (2012/13 Tables)
26	No. of subjects in top 50% of post-1992	NEW	4 (of 18)	5 (of 15)	3 (of 17) (2012/13 Tables)
27	No. of subjects in top 50% of post-1992, London	NEW	6 (of 18)	5 (of 15)	3 (of 17) (2012/13 Tables)
<b>Student Perceptions</b>					
28	Early : late applications (% of FTUG enrolments arising from early/late applications)	75:25	75:25	80:20	74:26 (2011/12)
28	Financial support from donors (cash received, £)	£1.4m	£2.5m	£1.6m	£1.5m (2011/12)
<b>Staff Perceptions</b>					
30	Staff Satisfaction	NEW	NEW	70%	62%

\* Key league table measure

KPI	Notes:	
<b>Student Satisfaction</b>		
11	Overall Student Satisfaction - UG (NSS) *	Data updated once per year in Oct/Nov
12	Overall Student Satisfaction - PG	Data updated once per year in Oct/Nov
13	FTUG Year 1 Progression (%)	Data updated once per year in Oct/Nov
14	Graduating in intended period (FTUG 3/4yrs) (%)	Data updated once per year in Oct/Nov
<b>Value Added</b>		
15	Employment of graduates (DLHE return) * (Employed, or studying, or both)	As reported in the HESA/Hefce (Performance Indicators 10/11). Data updated once per year in June/July
16	No. of first degree students obtaining 1st or Upper 2nd class degrees *	Data updated once per year in Oct/Nov
17	No. of first degree students obtaining 1st or 2nd class degrees	Data updated once per year in Oct/Nov
<b>Resource Measures</b>		
18	Spend per student (£) * (Academic Services)	As reported in the 2014 'Complete University Guide' League Table ( <i>published April 29th 2013</i> )
19	Spend per student (£) * (Services & Facilities)	As reported in The Times 'Good University Guide' League Table (2012/13)
20	Staff:student ratio *	As reported in HESA data
<b>League Table Ranking</b>		
21	The Sunday Times	League Table notes: League table due to be released in September 2012
22	The Guardian	League Table notes: London South Bank University has moved down to 104 in the 2012/13 table but the total number of universities is now at 120 from 119 the year before. Results released May 2012
23	The Complete University Guide (formerly <i>The Independent</i> )	Notes: LSBU is still outside the bottom 5, but # of institutions included has increased to 124 in the 2014 guide, released in April 13 ( <a href="http://www.thecompleteuniversityguide.co.uk/london-south-bank">http://www.thecompleteuniversityguide.co.uk/london-south-bank</a> )
24	The Times	League Table notes: London South Bank University has moved up 2 places to 111 out of 116 institutions in the 2012/13 table Results released June 2012
<b>Subject League Tables (The Guardian)</b>		
25	No. of subjects in top 75% nationally	Top 75% in Computer Science and IT, Engineering (Chemical), Engineering (Electronic and Electrical), Nursing & Paramedical Studies, and Sports Science (2012/13 Guardian League Tables)
26	No. of subjects in top 50% of post-1992	Top 50% of post-1992 in Computer Science and IT, Engineering (Electronic and Electrical) and Nursing & Paramedical Studies (2012/13 Guardian League Tables)
27	No. of subjects in top 50% of post-1992, London	Top 50% of post-1992, London in Computer Science and IT, Engineering (Electronic and Electrical) and Nursing & Paramedical Studies (2012/13 Guardian League Tables)
<b>Student Perceptions</b>		
28	Early : late applications (% of FTUG enrolments arising from early/late applications)	Data updated once per year in Oct/Nov
29	Financial support from donors (cash received, £)	Data updated once per year in Oct/Nov
<b>Staff Perceptions</b>		
30	Staff Satisfaction	Result indicates the percentage of staff that took part in the survey. Survey conducted between October and December 2011

# London South Bank University

		PAPER NO: PR.17(13)
Board/Committee:	Policy & Resources	
Date:	7 May 2013	
Paper title:	Management Accounts	
Author:	Ralph Sanders, Financial Planning Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance,	
<b>Recommendation by the Executive:</b>	The Committee is requested to note the current financial position and full year outlook	
Aspect of the Corporate Plan to which this will help deliver?	Financial Performance	
Matter previously considered by:	Policy & Resources Committee	On: April 2013
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?		

## Executive summary

This paper provides an update on both the Management Accounts for March 2013 and the forecast financial outlook for 2012/13.

As expected, due to changes in both the Undergraduate funding regime and the introduction of a new visa regime for overseas students, this year has been challenging in terms of recruitment for both this University and the wider sector.

This was not unexpected and as previously reported, in addition to the baseline budget, the University reported 2 scenarios to the Board, 'Possible' and 'Pessimistic'. In terms of surplus the University is currently trending ahead of Scenario A with a forecast surplus of £4.3m.

The Committee is requested to note the revised full year outlook.

## 2012 / 13 Budget

The original 2012/13 budget as presented to the P&R Committee assumed as a baseline that the University would achieve its student recruitment targets. It was however recognised that there was a high level of recruitment risk this year due to the introduction of a new funding regime for Home & EU Undergraduate students and the introduction of a new Tier 4 visa regime by the UK Border Agency during 2011/12.

The University recognised the risk in this year's recruitment cycle by outlining 2 potential alternative recruitment scenarios as follows:

	Description	Income (£'M)	Surplus (£ 'M)
Baseline Budget	Optimistic	£142.4	£7.2
Scenario A	Possible	£137.6	£3.4
Scenario B	Pessimistic	£135.8	£1.6

At the time of review in July 2012, approval was on the basis that there would be a mid-year review when there was more clarity on student numbers and likely income flows.

### Revised Income Forecast

After the mid-year review, our forecast income from academic fees, after adjusting for fee waivers, had reduced by a net £6.7M compared with baseline budget. As previously indicated there was still an element of risk in our forecast due to assumptions about the number of students starting in the second semester.

In March 2013 we received notification from HEFCE in terms of our block grant settlement for 2012/13. This was £0.5M favourable compared to the expected position due to additional funding for better than expected level's of progression from 'old regime' undergraduate students. The faculty of Health has also generated additional income and so our income forecast is now £136.6 for the year which places us ahead of scenario B.

There continues to be an element of risk in our income forecast particularly with regard to students withdrawing and we are active in our management of credit control to ensure that this due income is received.

### Revised Surplus Forecast

Our income is £5.9M behind budget and that has a direct impact on the surplus that the University is now forecasting. Our surplus however is now trending towards £4.3M which is £2.9M below target.

This represents a saving of £3M in expenditure compared to budget.

Given the risk still inherent within our income streams the University will continue to look for actions to improve our financial outturn but without impacting our long term gains in student retention and NSS scores.

These have included:

- reducing the in year Investment fund from £3M to £2M (in previous years the investment fund was set at £1m for the year although it was increased this year to £3m. The level of funds committed YTD in 2012/13 is approximately £1.6m)
- identifying immediate actions to capture savings in excess of £2M that will not impact the student experience.

<b>Forecast Changes</b>		<b>£ 'M</b>
Original Budgeted Surplus		£7.2
Reduction In Fee income	(£7.3)	
Increase in other income	£1.4	
Reduced investment fund	£1.0	
Other savings to date	£2.0	
Reforecast Surplus		£4.3

In terms of short term viability we are in a surplus position overall but recognise that this year's forecast level of surplus at 3.2% of income will not be enough to finance future capital investment and maintain our long term sustainability. As a result, our focus over the next few months will be to continue to identify actions that can be taken to generate savings or revenues that will not impact the student experience.

In the longer term, our focus will continue to be on other areas of income generation and on ensuring that our portfolio of programmes and courses is suitable for the emerging marketplace.

Alongside this structural analysis we have revisited the 5 year forecast and this new forecast will be the benchmark for the budget setting process for next year.

## March 2013 Executive Summary

### This Executive Summary reports on the Financial position of London South Bank University as at March 2013 and summarises the changes since the February Forecast

- 1 The Full Year Forecast as of March 2013 is trending towards a contribution of £4.3M. This is an improvement of £0.5M as compared to the February Forecast and moves us to a position ahead of the December 2012 Full Year Forecast which had a forecast surplus of £4M. The key drivers for the change in surplus are increased income from the 2012 / 13 HEFCE Block Grant settlement and additional income generated by the faculty of HSC.
- 2 In terms of income, the University is £5.9M short of budget and this shortfall is driven by under recruitment particularly with regard to undergraduates. As per Appx 3B the shortfall against budget is £3.9M for Home / EU and £470K for Overseas undergraduates. There is also a significant shortfall against postgraduate income of £2.3M against budget which masks some dramatic improvements in part of our Postgraduate portfolio particularly in the faculty of AHS as compared to the 2011 / 12 out turn.
- 3 The forecast reflects the commitment to the Board that we would look for opportunities across the organisation for increased revenue and potential savings, without reducing capability or NSS scores. The University is still trending towards savings against budget of £3.0M primarily driven by staff savings against budget and a reduction of £1M in our investment pot. The Staffing forecast in March represents an increase of just 1.1% against our 2011 /12 out turn. The monthly movement of £0.1M from exceptional represents investments from the investment pot that now appear in other budget lines

The HEFCE Block Grant settlement was an increase of £480k compared to Budget. The allocation to Faculties was based on the HESES12 return and was slightly different to the budgeted allocation which was based on the HESE11 Forecast. The University did better than expected particularly with regard to retention of old regime students. In addition Old Regime band B and C students are being funded at a slightly higher rate than was budgeted. This particularly impacted HSC and benefited AHS and ESBE.

#### 4 Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m	11 / 12	12/13	Feb 12 /	variance	Monthly	Mar 12 /	variance	11 / 12	12/13	12 / 13	variance
	Actual	Budget	13 FYF					to Budget	Move	13 FYF	
								YTD	YTD	YTD	Budget
Funding Council Grant	45.4	33.2	33.6	0.5	0.5	34.1	0.9	29.4	22.1	22.7	0.6
Academic Fees & Support Grants	74.7	92.3	84.8	-7.5	0.1	85.0	-7.3	65.9	82.4	76.7	-5.8
Research Grants & Contracts	4.1	3.9	3.1	-0.8	0.0	3.1	-0.8	2.7	2.5	2.1	-0.5
Other Operating	13.9	12.7	13.8	1.0	0.2	13.9	1.2	8.7	8.8	9.6	0.8
Endowments & Interest	0.7	0.3	0.4	0.1	0.0	0.4	0.1	0.3	0.2	0.3	0.1
<b>Income</b>	<b>138.7</b>	<b>142.5</b>	<b>135.8</b>	<b>-6.7</b>	<b>0.8</b>	<b>136.6</b>	<b>-5.9</b>	<b>107.1</b>	<b>116.1</b>	<b>111.4</b>	<b>-4.7</b>
<b>in £'m</b>											
Staff Costs	74.9	77.4	75.7	1.8	0.1	75.8	1.6	49.5	51.8	49.6	2.2
Depreciation	8.0	8.7	8.2	0.6	-0.1	8.0	0.7	5.5	5.8	5.2	0.6
Operating Expenses	43.0	40.6	40.7	-0.1	0.3	41.0	-0.4	22.7	24.5	23.6	0.9
Interest Payable	4.0	4.9	5.0	-0.0	0.0	5.0	-0.0	2.8	3.3	2.4	0.9
Exceptional Items	2.9	3.6	2.6	1.0	-0.1	2.5	1.1	0.0	2.3	0.0	2.3
<b>Expenditure</b>	<b>132.9</b>	<b>135.3</b>	<b>132.0</b>	<b>3.3</b>	<b>0.2</b>	<b>132.2</b>	<b>3.0</b>	<b>80.5</b>	<b>87.6</b>	<b>80.8</b>	<b>6.9</b>
<b>Surplus for the year</b>	<b>5.8</b>	<b>7.2</b>	<b>3.8</b>		<b>0.6</b>	<b>4.3</b>	<b>-2.9</b>				
<b>Surplus as % of income</b>	<b>4.2%</b>	<b>5.1%</b>	<b>2.8%</b>			<b>3.2%</b>		<b>66.1%</b>	<b>66.9%</b>	<b>65.5%</b>	<b>YTD % Staff Costs</b>
<b>Staff cost as % of income</b>	<b>54.0%</b>	<b>54.3%</b>	<b>55.7%</b>			<b>55.5%</b>		<b>52.9%</b>	<b>60.2%</b>	<b>57.5%</b>	<b>YTD % Opex</b>

#### 5 Risks and Contingencies

The Full Year Forecast contains a number of risks particularly with regard to Undergraduate refunds under the new regime. New regime students are still entitled to a refund of a 50% of their fee until the beginning of the 3rd Semester. In terms of contingencies the University is still holding a £0.5M Opex contingency, a restructuring provision of £1.5M and an FRS 17 contingency of £1M. In terms of the investment pot we have currently made revenue awards totalling £1.6M.



In terms of staff costs, these are currently running at 65.5% of forecast which is in better than the position at the end of March 2012. In terms of operating expenses however, we have spent 57.5% of our full year forecast, this is significantly ahead of the same position last year where we had spent just 52.9% of our final year out turn at this point. Operating expenses are slightly ahead of budget but are primarily driven by an increase in the provision for Scholarships and Bursaries.

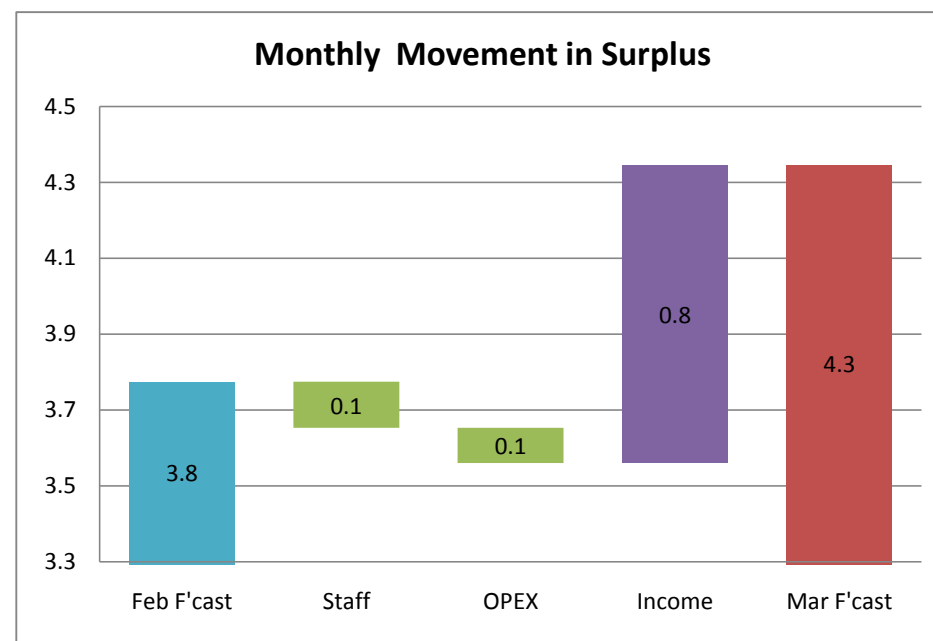
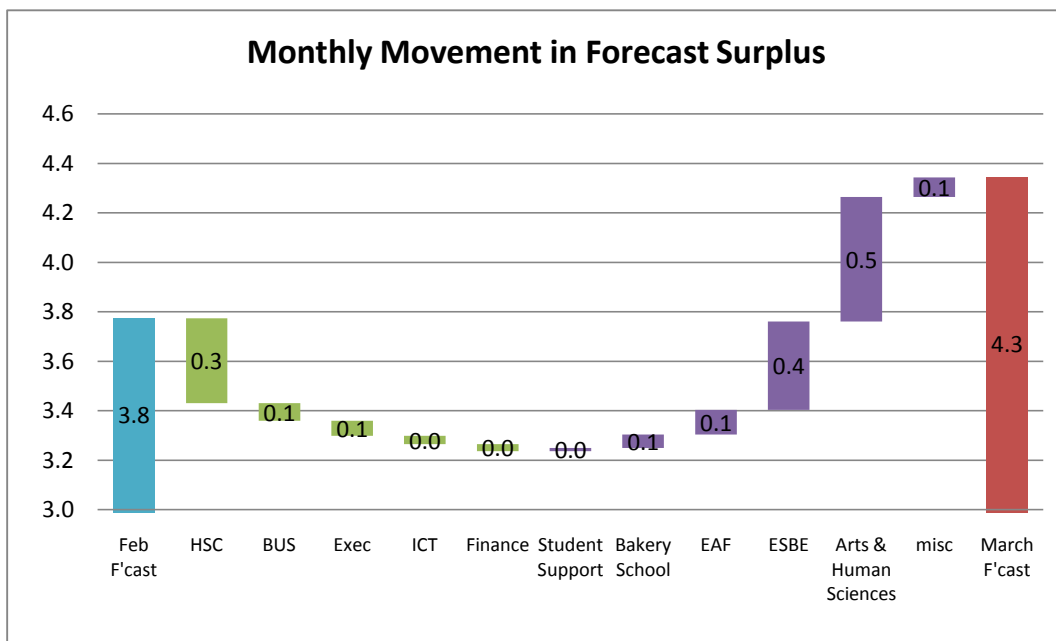
## 6 Academic Fees analysis

in £'m	11 / 12 Actual	12/13 Budget	Feb 12 / 13 FYF	Monthly Move	Mar 12 / 13 FYF to Budget	variance	in £'m	11 / 12 Actual	12/13 Budget	Feb 12 / 13 FYF	Monthly Move	Mar 12 / 13 FYF to Budget	variance
Home & EU Fees - UG	26.8	41.6	37.7	-0.0	37.7	-3.9	Overseas Fees - UG	6.4	5.8	5.4	-0.1	5.4	-0.5
Home & EU Fees - PG	4.9	9.4	7.2	-0.1	7.1	-2.3	Overseas Fees - PG	3.2	3.4	3.1	0.2	3.2	-0.2
<b>Total Home &amp; EU Fees</b>	<b>31.8</b>	<b>51.0</b>	<b>44.9</b>	<b>-0.1</b>	<b>44.8</b>	<b>-6.2</b>	<b>Total Overseas Fees</b>	<b>9.6</b>	<b>9.2</b>	<b>8.5</b>	<b>0.1</b>	<b>8.6</b>	<b>-0.6</b>

Student numbers are included in Appendix 1. The University continues to decline in terms of student headcount, however in terms of Full Time Equivalents the numbers are broadly comparable with the 2011 / 12 out turn. This potentially represents a decline in the number of students studying on a part time basis and a switch towards a more full time mode of study.

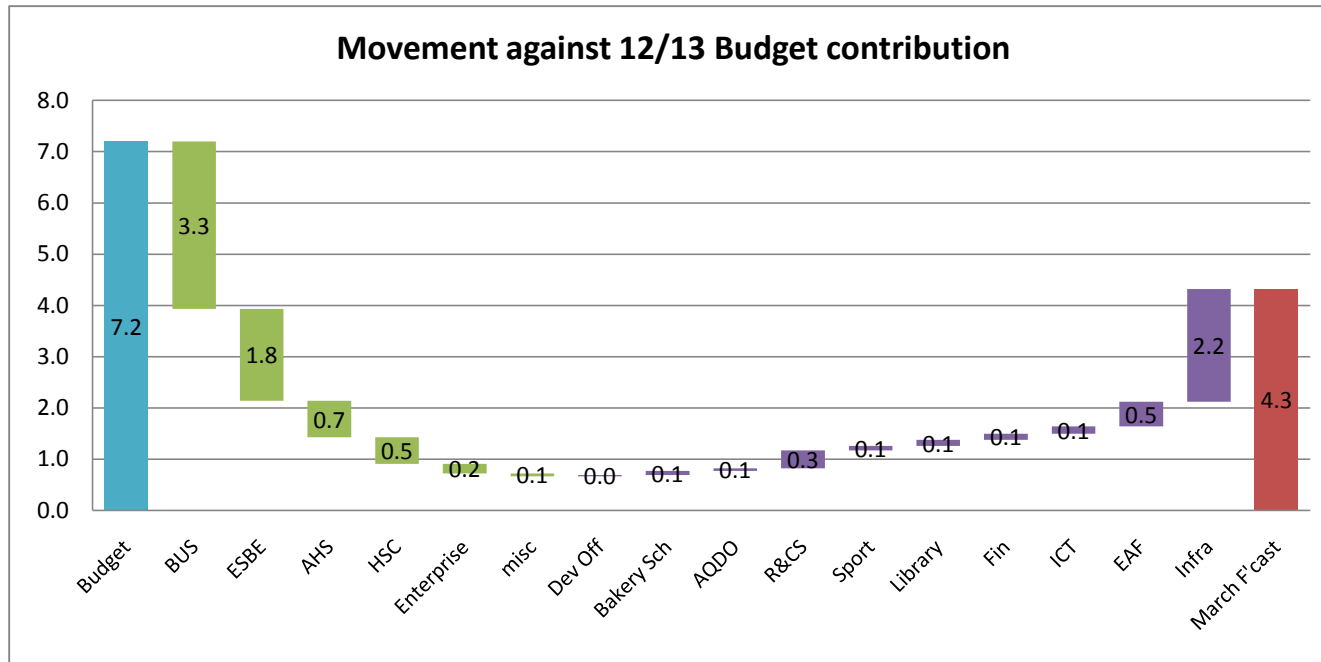
In terms of fees, the level of undergraduate income is skewed by the move to the new fee regime, in terms of postgraduates we are forecasting a 46% increase in the level of fees from Home and EU students as compared to the 2011 / 12 out turn. There is a slight reduction in the level of post graduate fees from Overseas students and our overall level of Overseas income is approximately 11% down on our 2011 / 12 out turn. This decline is particularly marked in the faculty of Business

## 7 Variance Analysis on surplus



With regard to the movement in this months surplus and with reference to Appx 4b the key driver for this months move is income and in particular HEFCE Grant Income. There has been an increase in HSC income particularly from consultancy. In terms of expenditure there has been a reduction in the depreciation forecast from EAF and additional investment within AHS. Given the lateness of the details regarding the HEFCE block grant allocation, it is not anticipated that Faculties will be able to react to the shortfall.

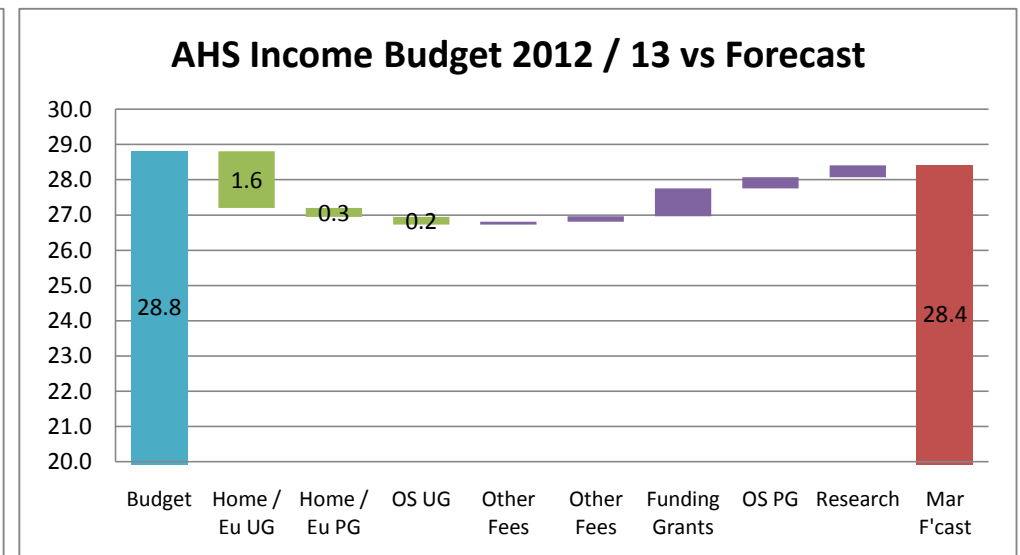
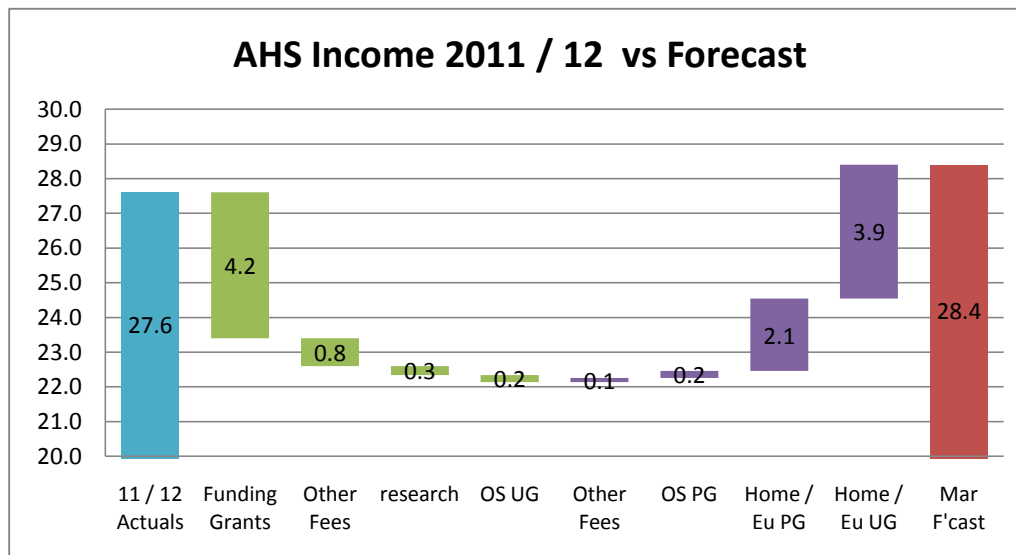
## 8 Contribution Analysis



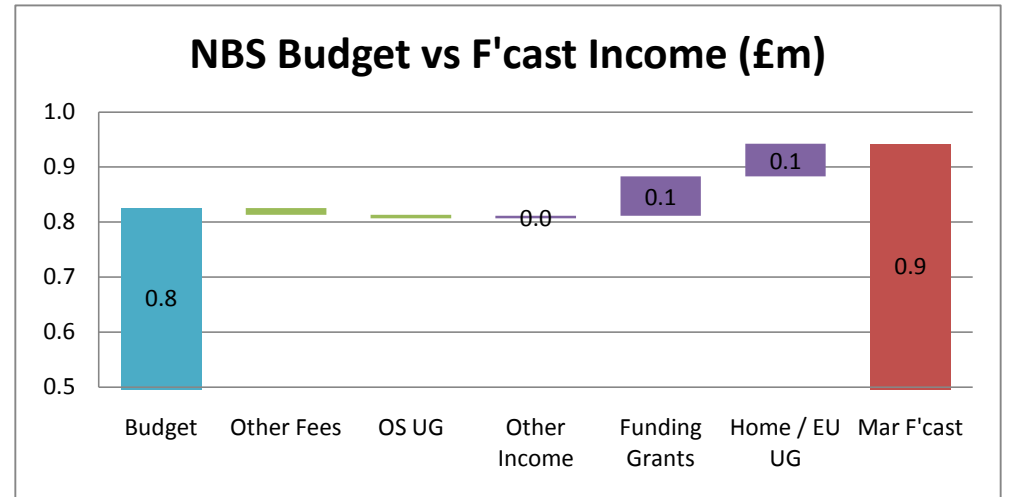
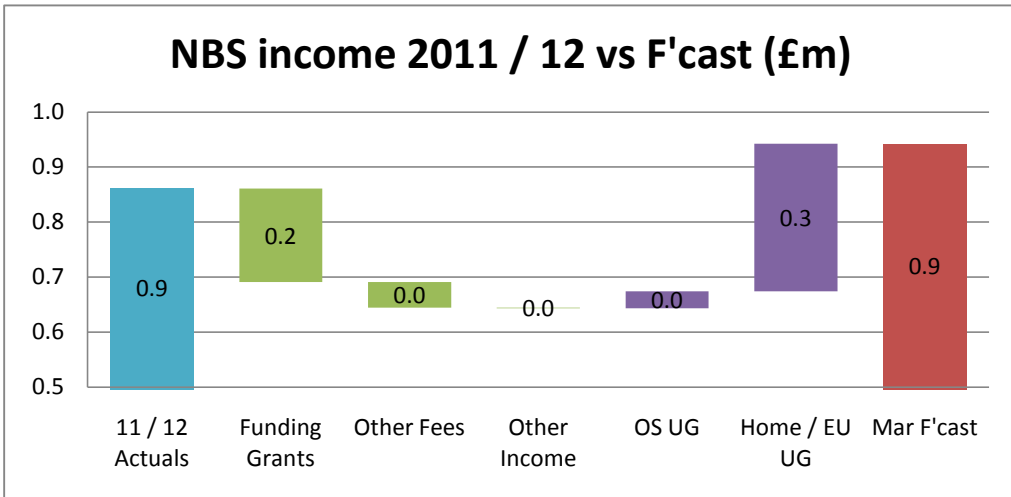
The average Faculty contribution has increased year on year to 40% of income and has increased by £579K compared to the 2011 / 12 outturn. The faculty contribution forecast is behind budget but is driven by different factors within each faculty. In terms of income the analysis is included below.

## Contribution by Faculty

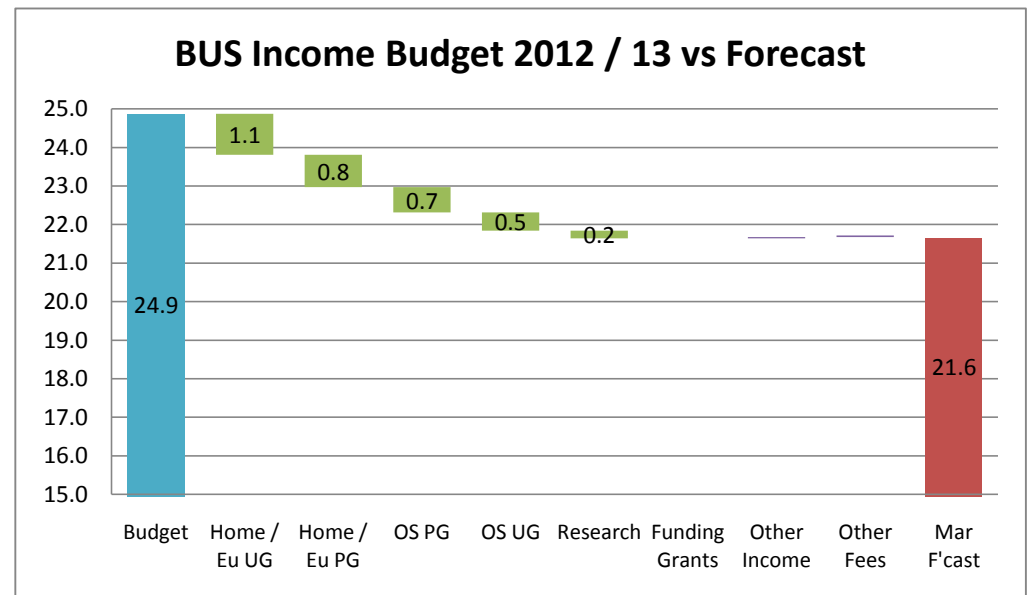
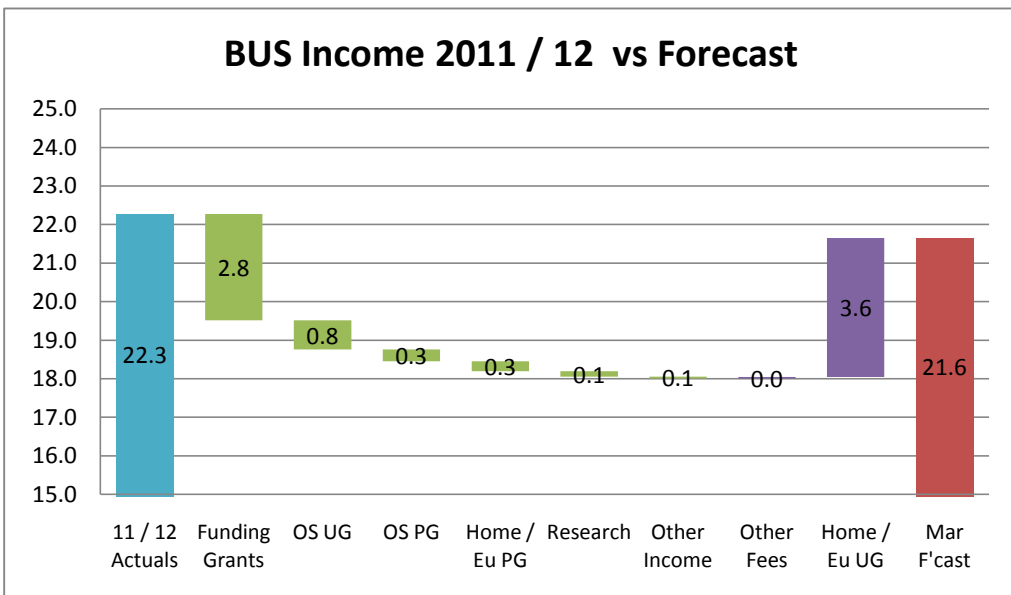
	10 / 11 Actual	11 / 12 Actual	Jan 12 / 13 FYF
<b>AHS</b>			
Income	26.9	27.6	28.4
Expenditure	16.2	16.1	15.7
Contribution	10.7	11.5	12.7
	40%	42%	45%
<b>BUS</b>			
Income	24.5	22.3	21.6
Expenditure	15.8	14.2	13.4
Contribution	8.7	8.1	8.2
	36%	36%	38%
<b>ESBE</b>			
Income	35.5	33.5	34.8
Expenditure	23.1	21.9	21.9
Contribution	12.4	11.7	12.9
	35%	35%	37%
<b>HSC</b>			
Income	37.2	37.3	35.7
Expenditure	22.5	21.4	21.7
Contribution	14.7	15.9	14.0
	40%	43%	39%
Total Income	124.1	120.8	120.5
Total Expenditure	77.7	73.6	72.7
<b>Total Contribution</b>	46.5	47.2	47.8
	37%	39%	40%



AHS has had significant success increasing its Home and EU student income as compared to 2011 / 12 and has recouped all of the lost Funding Grants. However it has not been able to recruit to budget particularly with regard to Home and EU Undergraduates

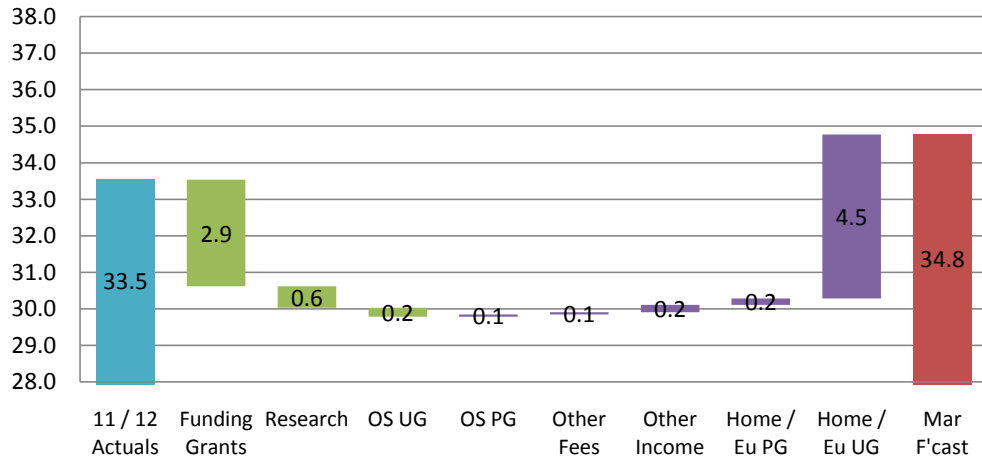


The National Bakery School has been able to offset the reduction in Funding grants with increased Undergraduate income and has exceeded its 2012 / 13 budget in this area

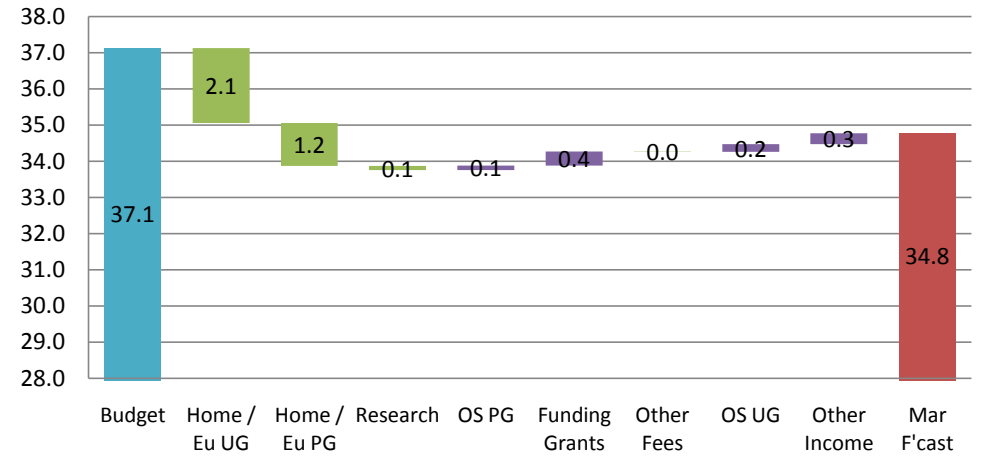


The faculty of Business has been able to recoup all of the lost Funding Council grant funding with additional Home / EU Undergraduate income as compared to 2011 / 12 but has struggled year on year with regard to overseas recruitment. This years income budget for the Business School was extremely challenging as compared to its 2011 / 12 out turn.

**ESBE Income 2011 / 12 vs Forecast**

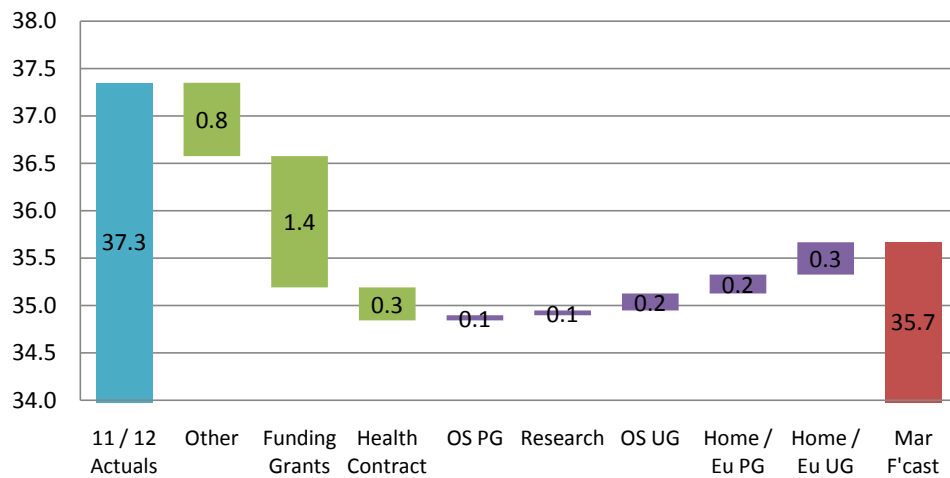


**ESBE Income Budget 2012 / 13 vs Forecast**

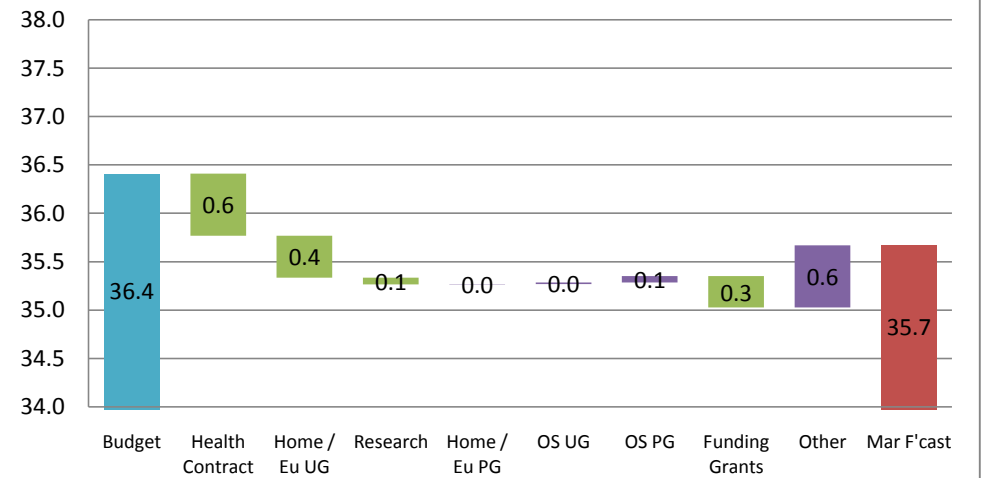


ESBE has improved its income position as compared to the 2011 / 12 out turn and has increased its Fee income ahead of the decline in Funding grants. Again there has been a decline in Overseas income although it has broadly achieved its Overseas income budget.

**HSC Income 2011 / 12 vs Forecast**



**HSC Income Budget 2012 / 13 vs Forecast**



HSC has not been able to offset the year on year decline in Funding Grants with Home / EU undergraduate recruitment and has also come under pressure from falling Health Contract income, it has however done well particularly recently in Post Reg CPD.

Further analysis is provided in the attached Appendices

### Student Numbers and Income Analysis (as at 07/03/2013)

#### Student Head Count

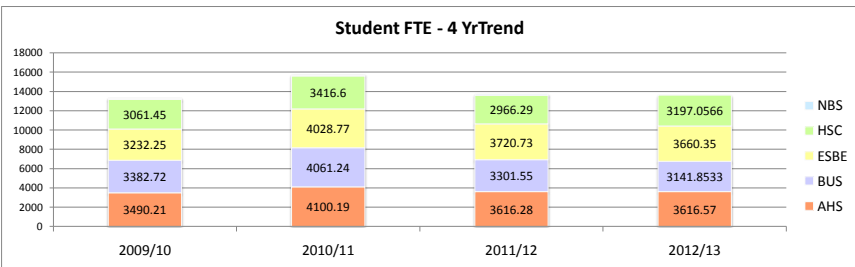
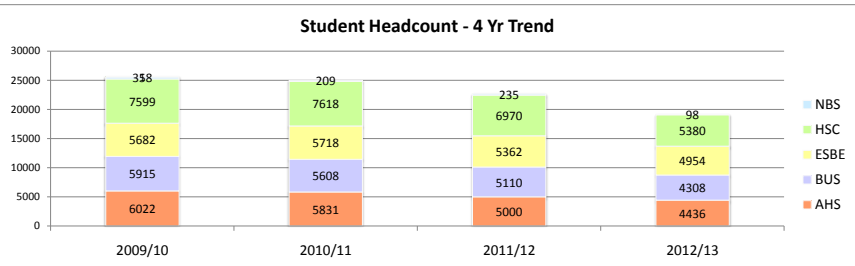
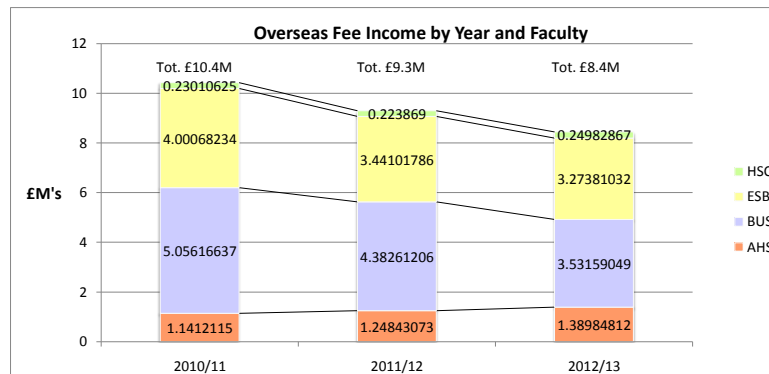
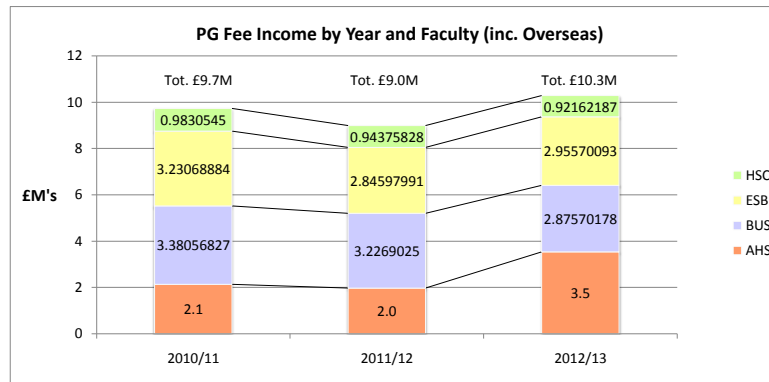
Status	Level/Mode	AHS	BNBS	BUS	ESBE	HSC	Total
Home/EU	UGFT	2,996	89	2,441	2,305	2,287	10,118
	UGPT	153	-	230	1,393	1,922	3,698
	PGFT	467	-	264	314	353	1,398
	PGPT	489	-	591	502	700	2,282
	<b>Total Home/EU</b>	<b>4,105</b>	<b>89</b>	<b>3,526</b>	<b>4,514</b>	<b>5,262</b>	<b>17,496</b>
Oseas	UGFT	144	9	411	265	18	847
	UGPT	1	-	8	8	70	87
	PGFT	104	-	332	144	19	599
	PGPT	82	-	31	23	11	147
	<b>Total Oseas</b>	<b>331</b>	<b>9</b>	<b>782</b>	<b>440</b>	<b>118</b>	<b>1,680</b>
	<b>Total Student HCT</b>	<b>4,436</b>	<b>98</b>	<b>4,308</b>	<b>4,954</b>	<b>5,380</b>	<b>19,176</b>

#### Student FTE

Status	Level/Mode	AHS	BNBS	BUS	ESBE	HSC	Total
Home/EU	UGFT	2,846	89	2,191	2,120	2,060	9,306
	UGPT	88	-	129	746	524	1,487
	PGFT	280	-	132	217	313	942
	PGPT	174	-	240	216	254	884
	<b>Total Home/EU</b>	<b>3,388</b>	<b>89</b>	<b>2,693</b>	<b>3,299</b>	<b>3,151</b>	<b>12,619</b>
Oseas	UGFT	106	9	236	249	17	617
	UGPT	1	-	3	3	7	13
	PGFT	92	-	197	102	18	408
	PGPT	30	-	13	9	5	57
	<b>Total Oseas</b>	<b>229</b>	<b>9</b>	<b>448</b>	<b>362</b>	<b>46</b>	<b>1,095</b>
	<b>Total Student FTE</b>	<b>3,617</b>	<b>98</b>	<b>3,142</b>	<b>3,660</b>	<b>3,197</b>	<b>13,714</b>

#### Student Income

Status	Level/Mode	AHS	BNBS	BUS	ESBE	HSC	Total
Home/EU	UGFT	£13.2	£0.5	£10.3	£10.3	£15.9	£50.2
	UGPT	£0.2	£0.0	£0.4	£2.6	£4.4	£7.7
	PGFT	£2.4	£0.0	£0.6	£1.1	£2.8	£6.8
	PGPT	£0.6	£0.0	£0.8	£0.9	£4.5	£6.7
	<b>Total Home/EU</b>	<b>£16.4</b>	<b>£0.5</b>	<b>£12.1</b>	<b>£14.8</b>	<b>£27.6</b>	<b>£71.4</b>
NHS Contracts						£27.3	£27.3
Oseas	UGFT	£0.8	£0.1	£2.0	£2.3	£0.0	£5.2
	UGPT	£0.0	£0.0	£0.0	£0.0	£0.1	£0.2
	PGFT	£0.5	£0.0	£1.5	£0.9	£0.1	£3.0
	PGPT	£0.0	£0.0	£0.0	£0.1	£0.0	£0.2
	<b>Total Oseas</b>	<b>£1.4</b>	<b>£0.1</b>	<b>£3.5</b>	<b>£3.3</b>	<b>£0.2</b>	<b>£8.5</b>
	<b>income (£m)</b>	<b>£17.8</b>	<b>£0.6</b>	<b>£15.6</b>	<b>£18.1</b>	<b>£27.9</b>	<b>£80.0</b>



Sources: QLS report SNv09 dd 07 Mar 2013 & QLS Report SNv09 for full years 2010/11 & 2011/12  
 \*Including NHS contract income. CPD Split based on Student FTE's Data

2966	3197
3721	3660
3302	3142
3616	3617
13605	13616

LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2012 To The End Of March 2013

SMT Area: All

Cost Centre: %

**London South Bank University**

REF MANSUM

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)		
			2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£) %		Note	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£) %		Note	
<b>(138,741,166)</b>	<b>(107,118,869)</b>	<b>Total Income</b>	<b>(136,563,657)</b>	<b>(142,464,491)</b>	<b>(5,900,834)</b>	<b>(4%)</b>		<b>(111,373,670)</b>	<b>(116,090,886)</b>	<b>(4,717,216)</b>	<b>(4%)</b>		<b>(25,189,988)</b>
74,910,667	49,531,887	<b>Total Staff Costs</b>	75,771,989	77,419,930	1,647,940	2%		49,594,968	51,789,555	2,194,586	4%		26,177,021
8,031,256	5,490,259	<b>Total Depreciation</b>	8,023,113	8,741,574	718,461	8%		5,193,328	5,800,078	606,750	10%		2,829,785
43,017,662	22,736,085	<b>Total Other Operating Expenses</b>	40,972,752	40,663,205	(309,546)	(1%)		23,561,284	24,454,731	893,447	4%		17,411,467
4,018,795	2,754,831	<b>Total Interest Payable</b>	4,953,157	4,942,262	(10,895)	(%)		2,414,185	3,294,841	880,656	27%		2,538,972
2,943,807	9	<b>Total Exceptional Items</b>	2,497,945	3,497,945	1,000,000	29%			2,291,307	2,291,307	100%		2,497,945
		<b>Total Internal Allocations</b>	228	635	407	64%			426	428	100%		230
<b>(5,818,980)</b>	<b>(26,605,798)</b>	<b>Contribution</b>	<b>(4,344,473)</b>	<b>(7,198,940)</b>	<b>(2,854,467)</b>	<b>(40%)</b>		<b>(30,609,906)</b>	<b>(28,459,948)</b>	<b>2,149,958</b>	<b>8%</b>		<b>26,265,433</b>
		Staff costs as % of income	55.5%	54.3%				44.5%	44.6%				
		Contribution %	3.2%	5.1%				27.5%	24.5%				

LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2012 To The End Of March 2013

SMT Area: All

Cost Centre %

REF MANSUM

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)
			2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	Note	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	Note	
(45,433,613)	(29,416,935)	Funding Grants	(34,138,442)	(33,196,788)	941,653	3%	(22,728,435)	(22,143,061)	585,374	3%	(11,410,007)
(27,714,759)	(18,590,013)	Health Contract	(27,367,454)	(28,009,016)	(641,562)	(2%)	(18,123,983)	(18,779,344)	(655,361)	(3%)	(9,243,471)
(26,838,677)	(27,314,165)	Home & EU Fees - UG	(37,690,669)	(41,615,952)	(3,925,283)	(9%)	(38,639,291)	(41,552,725)	(2,913,433)	(7%)	948,622
(4,935,801)	(4,881,730)	Home & EU Fees - PG	(7,142,293)	(9,412,300)	(2,270,007)	(24%)	(7,162,689)	(9,377,639)	(2,214,950)	(24%)	20,396
(5,607,536)	(5,578,968)	Other Fees	(4,171,378)	(4,049,052)	122,326	3%	(3,988,719)	(3,544,626)	444,093	13%	(182,659)
(6,371,577)	(6,375,654)	Overseas Fees - UG	(5,372,140)	(5,842,258)	(470,118)	(8%)	(5,387,325)	(5,825,583)	(438,258)	(8%)	15,185
(3,202,576)	(3,147,818)	Overseas Fees - PG	(3,210,436)	(3,368,079)	(157,643)	(5%)	(3,367,678)	(3,355,864)	11,814	%	157,242
(4,067,302)	(2,728,350)	Research Grants & Contracts	(3,115,910)	(3,911,110)	(795,200)	(20%)	(2,053,817)	(2,541,440)	(487,624)	(19%)	(1,062,093)
(8,873,998)	(6,343,265)	Other Income - student related	(8,942,543)	(8,883,750)	58,793	1%	(6,320,438)	(6,330,018)	(9,580)	(%)	(2,622,105)
(5,006,817)	(2,402,252)	Other Operating Income	(4,975,214)	(3,852,886)	1,122,328	29%	(3,273,534)	(2,424,288)	849,247	35%	(1,701,680)
(688,509)	(339,719)	Endowment Income & Interest Receivable	(437,178)	(323,300)	113,878	35%	(327,761)	(216,300)	111,461	52%	(109,417)
(138,741,166)	(107,118,869)	<b>Total Income</b>	<b>(136,563,657)</b>	<b>(142,464,491)</b>	<b>(5,900,834)</b>	<b>(4%)</b>	<b>(111,373,670)</b>	<b>(116,090,886)</b>	<b>(4,717,216)</b>	<b>(4%)</b>	<b>(25,189,988)</b>
39,230,655	25,858,256	Academic - Permanent staff	38,447,648	40,042,372	1,594,724	4%	25,360,207	26,808,872	1,448,665	5%	13,087,441
3,647,963	2,140,604	Academic - Temporary staff	3,683,560	3,267,138	(416,422)	(13%)	2,167,730	2,038,209	(129,521)	(6%)	1,515,830
		Interdepartmental Delivery staff	1	(0)	(1)	(833%)		(0)	(0)	(100%)	1
2,837,741	1,915,652	Technicians staff	2,772,788	2,823,940	51,152	2%	1,823,095	1,884,453	61,357	3%	949,693
25,931,564	17,431,969	Support - Permanent staff	27,476,987	28,839,103	1,362,116	5%	17,872,279	19,284,345	1,412,066	7%	9,604,708
523,883	320,584	Support - Temporary staff	435,586	574,685	139,099	24%	273,012	369,476	96,464	26%	162,574
2,738,862	1,864,822	Third party staff	2,955,419	1,872,692	(1,082,727)	(58%)	2,098,644	1,404,199	(694,445)	(49%)	856,775
74,910,667	49,531,887	<b>Total Staff Costs</b>	<b>75,771,989</b>	<b>77,419,930</b>	<b>1,647,940</b>	<b>2%</b>	<b>49,594,968</b>	<b>51,789,555</b>	<b>2,194,586</b>	<b>4%</b>	<b>26,177,021</b>
8,031,256	5,490,259	Depreciation	8,023,113	8,741,574	718,461	8%	5,193,328	5,800,078	606,750	10%	2,829,785
8,031,256	5,490,259	<b>Total Depreciation</b>	<b>8,023,113</b>	<b>8,741,574</b>	<b>718,461</b>	<b>8%</b>	<b>5,193,328</b>	<b>5,800,078</b>	<b>606,750</b>	<b>10%</b>	<b>2,829,785</b>
1,614,567	889,106	Staff Related	1,893,892	1,696,833	(197,060)	(12%)	1,499,570	1,187,240	(312,330)	(26%)	394,323
2,268,935	1,196,165	Marketing and PR	2,522,641	2,480,607	(42,034)	(2%)	1,568,498	1,684,927	116,429	7%	954,143
1,332,647	476,289	Student Recruitment	1,173,367	1,426,496	253,129	18%	330,530	935,355	604,825	65%	842,837
4,357,183	1,740,157	Bursaries and Scholarships	2,695,532	2,526,891	(168,641)	(7%)	1,769,505	986,018	(783,487)	(79%)	926,027
5,293,073	3,100,167	Student Related	5,992,265	5,822,870	(169,396)	(3%)	3,277,992	3,329,255	51,263	2%	2,714,274
713,974	461,890	Equipment	758,848	683,431	(75,418)	(11%)	487,617	471,198	(16,419)	(3%)	271,232
2,402,445	1,398,673	Computing	2,227,999	2,066,346	(161,653)	(8%)	1,431,358	1,424,531	(6,827)	(%)	796,641
3,921,021	2,931,084	Utilities	3,593,693	3,612,161	18,468	1%	2,372,830	2,393,537	20,707	1%	1,220,863
7,825,502	3,241,032	Maintenance & Other Estate	7,295,494	7,211,798	(83,696)	(1%)	3,609,123	3,515,099	(94,024)	(3%)	3,686,372
4,439,259	2,867,198	Cleaning & Security	4,441,162	4,402,238	(38,924)	(1%)	2,933,439	2,901,561	(31,878)	(1%)	1,507,723
1,869,596	211,395	Financial	248,048	203,000	(45,048)	(22%)	12,269	144,000	131,731	91%	235,779
815,371	631,243	Communications	840,033	853,021	12,988	2%	517,962	578,242	60,279	10%	322,071
2,876,010	1,695,736	Legal & Professional	2,436,407	2,711,494	275,088	10%	1,493,076	1,548,732	55,655	4%	943,330
611,194	398,196	Subscriptions and Membership Fees	703,993	682,636	(21,357)	(3%)	435,329	436,687	1,359	%	268,665
1,027,421	565,735	Photocopying and Stationery	979,766	979,196	(569)	(%)	660,575	590,355	(70,220)	(12%)	319,191
1,649,464	876,999	Other	3,112,672	3,238,541	125,869	4%	1,161,612	2,231,553	1,069,941	48%	1,951,060
	55,020	Internal recharges	56,939	65,646	8,707	13%		96,441	96,441	100%	56,939
43,017,662	22,736,085	<b>Total Other Operating Expenses</b>	<b>40,972,752</b>	<b>40,663,205</b>	<b>(309,546)</b>	<b>(1%)</b>	<b>23,561,284</b>	<b>24,454,731</b>	<b>893,447</b>	<b>4%</b>	<b>17,411,467</b>
4,018,795	2,754,831	Interest Payable	4,953,157	4,942,262	(10,895)	(%)	2,414,185	3,294,841	880,656	27%	2,538,972
4,018,795	2,754,831	<b>Total Interest Payable</b>	<b>4,953,157</b>	<b>4,942,262</b>	<b>(10,895)</b>	<b>(%)</b>	<b>2,414,185</b>	<b>3,294,841</b>	<b>880,656</b>	<b>27%</b>	<b>2,538,972</b>
2,943,807	9	Exceptional Items	2,497,945	3,497,945	1,000,000	29%		2,291,307	2,291,307	100%	2,497,945
2,943,807	9	<b>Total Exceptional Items</b>	<b>2,497,945</b>	<b>3,497,945</b>	<b>1,000,000</b>	<b>29%</b>		<b>2,291,307</b>	<b>2,291,307</b>	<b>100%</b>	<b>2,497,945</b>
		Internal Allocations	228	635	407	64%	(2)	426	428	100%	230
		<b>Total Internal Allocations</b>	<b>228</b>	<b>635</b>	<b>407</b>	<b>64%</b>	<b>(2)</b>	<b>426</b>	<b>428</b>	<b>100%</b>	<b>230</b>
(5,818,980)	(26,605,798)	<b>Contribution</b>	<b>(4,344,473)</b>	<b>(7,198,940)</b>	<b>(2,854,467)</b>	<b>(40%)</b>	<b>(30,609,906)</b>	<b>(28,459,948)</b>	<b>2,149,958</b>	<b>8%</b>	<b>26,265,433</b>
		Staff costs as % of income	55.5%	54.3%			44.5%	44.6%			
		Contribution %	3.2%	5.1%			27.5%	24.5%			

## LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2012 To The End Of March 2013  
Full year Forecast v Budget

REF CMANSUMF

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Company Secretary	0	0	0	537,069	537,069	0	445,151	445,151	0	68,564	68,564	0	1,050,784	1,050,784	0
Arts & Human Sciences	-28,406,169	-28,810,508	-404,339	10,587,630	10,452,515	-135,115	2,732,493	2,560,191	-172,302	2,390,632	2,390,632	0	-12,695,414	-13,407,170	-711,756
LLU Plus	0	0	0	0	27	27	0	0	0	0	0	0	0	27	27
Bakery School	-942,505	-825,720	116,785	361,847	323,028	-38,819	63,480	63,480	0	151,440	151,440	0	-365,738	-287,772	77,966
Faculty of Business	-21,646,398	-24,871,639	-3,225,241	9,050,322	9,035,319	-15,003	2,118,100	2,090,874	-27,226	2,238,502	2,238,501	-1	-8,239,474	-11,506,945	-3,267,471
Confucius Institute	-527,333	-550,322	-22,989	233,645	264,926	31,281	237,000	237,000	0	46,725	46,725	0	-9,963	-1,671	8,292
Engineering Science & the Built Environment	-34,771,112	-37,130,106	-2,358,994	13,268,478	13,668,438	399,960	3,357,854	3,523,719	165,865	5,286,491	5,286,899	408	-12,858,289	-14,651,050	-1,792,761
Health & Social Care	-35,667,860	-36,411,270	-743,410	16,370,695	16,704,676	333,981	2,770,815	2,664,120	-106,695	2,560,499	2,560,499	0	-13,965,851	-14,481,975	-516,124
Enterprise	-1,341,083	-2,278,455	-937,372	889,212	1,756,217	867,005	631,069	514,755	-116,314	118,588	118,588	0	297,786	111,105	-186,681
Finance	-602,126	-487,386	114,740	2,733,769	2,677,444	-56,325	1,081,990	1,114,094	32,104	213,238	213,238	0	3,426,871	3,517,390	90,519
Unallocated Infrastructure	1,365,400	2,562,950	1,197,550	234,600	234,600	0	6,305,269	7,305,269	1,000,000	0	0	0	7,905,269	10,102,819	2,197,550
Human Resources	0	0	0	1,443,463	1,443,463	0	622,924	622,924	0	169,114	169,114	0	2,235,501	2,235,501	0
Information Communication Technology De	-60,495	-60,495	0	3,225,259	3,288,765	63,506	3,021,603	3,103,062	81,459	411,841	411,841	0	6,598,208	6,743,173	144,965
Library and Learning	-242,575	-241,150	1,425	2,719,670	2,826,284	106,614	2,174,577	2,185,184	10,607	2,046,515	2,046,515	0	6,698,187	6,816,833	118,646
Nat Puri Institute	-250,000	-250,000	0	200,668	200,668	0	50,000	50,000	0	0	0	0	668	668	0
Estates & Facilities	-1,752,280	-1,758,801	-6,521	2,620,113	2,611,181	-8,932	21,799,669	22,292,777	493,108	-20,602,299	-20,602,299	0	2,065,203	2,542,858	477,655
R & CS	-9,031,200	-8,793,900	237,300	1,580,377	1,553,003	-27,374	2,846,950	2,985,350	138,400	3,294,772	3,294,772	0	-1,309,101	-960,775	348,326
Marketing & UK Student Recruitment	-1,021,784	-1,021,784	0	2,230,055	2,266,056	36,001	2,171,054	2,129,054	-42,000	105,784	105,784	0	3,485,109	3,479,110	-5,999
International Office	-22,560	-7,200	15,360	828,786	853,121	24,335	637,583	604,704	-32,879	213,599	213,599	0	1,657,408	1,664,224	6,816
Academic Quality & Development Office	-23,000	-6,000	17,000	535,428	518,516	-16,912	341,501	395,502	54,001	38,085	38,085	0	892,014	946,103	54,089
Research	-98,541	-98,541	0	253,864	238,140	-15,724	234,146	250,546	16,400	13,435	13,435	0	402,904	403,580	676
Development Office & Alumni Relations	-64,715	-18,800	45,915	399,921	418,914	18,993	308,608	267,900	-40,708	29,920	29,920	0	673,734	697,934	24,200
Registry	-12,000	-12,000	0	1,711,355	1,757,021	45,666	372,424	324,423	-48,001	130,580	130,580	0	2,202,359	2,200,024	-2,335
Academy of Sport	-1,226,499	-1,184,192	42,307	801,811	845,980	44,169	668,849	668,849	0	472,489	472,489	0	716,650	803,126	86,476
Student Support	-218,822	-209,172	9,650	2,086,165	2,090,415	4,250	374,000	360,100	-13,900	229,636	229,636	0	2,470,979	2,470,979	0
Student Union	0	0	0	0	0	0	650,000	650,000	0	290,360	290,360	0	940,360	940,360	0



LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2012 To The End Of March 2013  
Full year Forecast v Budget

REF CMANSUMF

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast	2012 Budget	Variance - Forecast to Budget	2012 Forecast	2012 Budget	Variance - Forecast to Budget	2012 Forecast	2012 Budget	Variance - Forecast to Budget	2012 Forecast	2012 Budget	Variance - Forecast to Budget	2012 Forecast	2012 Budget	Variance - Forecast to Budget
Executive Office	0	0	0	867,787	854,146	-13,641	429,856	435,956	6,100	81,718	81,718	0	1,379,361	1,371,820	-7,541
<b>Grand Total</b>	<b>-136,563,657</b>	<b>-142,464,491</b>	<b>-5,900,834</b>	75,771,989	77,419,932	1,647,943	56,446,965	57,844,984	1,398,019	228	635	407	-4,344,475	-7,198,940	-2,854,465

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Company Secretary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Arts & Human Sciences	-748,430	0	748,430	44,000	0	-44,000	200,500	0	-200,500	0	0	0	-503,930	0	503,930
LLU Plus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bakery School	-54,109	0	54,109	0	0	0	0	0	0	0	0	0	-54,109	0	54,109
Faculty of Business	72,136	0	-72,136	20,000	0	-20,000	-20,000	0	20,000	0	0	0	72,136	0	-72,136
Confucius Institute	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Engineering Science & the Built Environme	-364,363	0	364,363	0	0	0	7,000	0	-7,000	0	0	0	-357,363	0	357,363
Health & Social Care	310,255	0	-310,255	54,000	0	-54,000	-20,814	11,136	31,950	0	0	0	343,441	11,136	-332,305
Enterprise	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance	0	0	0	0	0	0	28,338	6,000	-22,338	0	0	0	28,338	6,000	-22,338
Unallocated Infrastructure	0	0	0	0	0	0	-77,136	-77,136	0	0	0	0	-77,136	-77,136	0
Human Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Communication Technology D	0	0	0	6,000	0	-6,000	27,985	0	-27,985	0	0	0	33,985	0	-33,985
Library and Learning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat Puri Institute	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Estates & Facilities	0	0	0	0	0	0	-100,000	0	100,000	0	0	0	-100,000	0	100,000
R & CS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing & UK Student Recruitment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Academic Quality & Development Office	0	0	0	669	0	-669	0	0	0	0	0	0	669	0	-669
Research	0	0	0	12,950	0	-12,950	-16,400	0	16,400	0	0	0	-3,450	0	3,450
Development Office & Alumni Relations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Registry	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Academy of Sport	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Student Support	0	0	0	-16,250	0	16,250	2,900	0	-2,900	0	0	0	-13,350	0	13,350
Student Union	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive Office	0	0	0	0	0	0	60,000	60,000	0	0	0	0	60,000	60,000	0
<b>Grand Total</b>	<b>-784,511</b>	<b>0</b>	<b>784,511</b>	<b>121,369</b>	<b>0</b>	<b>-121,369</b>	<b>92,373</b>	<b>0</b>	<b>-92,373</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-570,769</b>	<b>0</b>	<b>570,769</b>

Faculty/Department	Year to date														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)
Company Secretary	0	0	0	322,022	360,404	38,382	280,723	306,489	25,766	45,709	45,709	0	648,454	712,602	64,148
Arts & Human Sciences	-24,716,615	-25,825,174	-1,108,559	6,738,746	6,983,888	245,142	1,506,380	1,378,359	-128,021	1,617,836	1,689,409	71,573	-14,853,653	-15,773,518	-919,865
LLU Plus	0	0	0	447	27	-420	-336	0	336	0	0	0	111	27	-84
Bakery School	-792,419	-731,363	61,056	251,787	216,358	-35,429	27,149	39,537	12,388	100,960	100,960	0	-412,523	-374,508	38,015
Faculty of Business	-20,046,102	-22,938,198	-2,892,096	6,096,748	6,014,575	-82,173	1,336,295	1,262,339	-73,956	1,483,027	1,625,548	142,521	-11,130,032	-14,035,736	-2,905,704
Confucius Institute	-354,704	-365,949	-11,245	128,300	176,218	47,918	139,285	158,000	18,715	31,150	31,150	0	-55,969	-581	55,388
Engineering Science & the Built Environment	-28,864,195	-31,735,584	-2,871,389	8,772,203	9,114,303	342,100	1,926,532	2,054,441	127,909	3,537,451	3,646,379	108,928	-14,628,009	-16,920,461	-2,292,452
Health & Social Care	-25,459,650	-25,977,829	-518,179	10,780,174	11,188,571	408,397	1,674,285	1,643,662	-30,623	1,756,576	1,735,153	-21,423	-11,248,615	-11,410,443	-161,828
Enterprise	-785,585	-1,518,970	-733,385	508,651	1,109,329	600,678	211,882	357,388	145,506	79,059	79,059	0	14,007	26,806	12,799
Finance	-446,032	-343,551	102,481	1,884,863	1,856,454	-28,409	611,496	521,337	-90,159	142,159	142,159	0	2,192,486	2,176,399	-16,087
Unallocated Infrastructure	-212,037	2,691,150	2,903,187	262,600	156,400	-106,200	1,132,210	4,829,523	3,697,313	0	0	0	1,182,773	7,677,073	6,494,300
Human Resources	0	0	0	889,804	956,345	66,541	410,300	421,283	10,983	112,743	112,743	0	1,412,847	1,490,371	77,524
Information Communication Technology Dept	-81,568	-40,403	41,165	2,161,757	2,196,628	34,871	1,991,146	2,092,270	101,124	274,561	274,561	0	4,345,896	4,523,056	177,160
Library and Learning	-215,006	-177,624	37,382	1,757,729	1,887,353	129,624	1,241,142	1,304,125	62,983	1,364,343	1,364,343	0	4,148,208	4,378,197	229,989
Nat Puri Institute	-53,572	-166,664	-113,092	48,686	134,001	85,315	4,886	33,333	28,447	0	0	0	0	670	670
Estates & Facilities	-1,181,109	-1,172,534	8,575	1,723,756	1,730,619	6,863	13,102,064	13,508,417	406,353	-13,812,496	-14,113,665	-301,169	-167,785	-47,163	120,622
R & CS	-6,350,222	-6,129,760	220,462	1,044,499	1,026,580	-17,919	1,919,777	2,082,407	162,630	2,196,513	2,196,513	0	-1,189,433	-824,260	365,173
Marketing & UK Student Recruitment	-573,121	-616,856	-43,735	1,458,563	1,525,683	67,120	1,381,284	1,377,692	-3,592	70,522	70,522	0	2,337,248	2,357,041	19,793
International Office	-25,433	-4,800	20,633	505,630	568,652	63,022	330,879	368,646	37,767	142,399	142,399	0	953,475	1,074,897	121,422
Academic Quality & Development Office	-22,650	-6,000	16,650	324,581	360,394	35,813	55,985	207,332	151,347	25,390	25,390	0	383,306	587,116	203,810
Research	-65,959	-61,694	4,265	174,512	159,182	-15,330	124,934	168,937	44,003	8,957	8,957	0	242,444	275,382	32,938
Development Office & Alumni Relations	-89,271	-9,650	79,621	257,139	280,388	23,249	205,948	168,933	-37,015	19,946	19,946	0	393,762	459,617	65,855
Registry	-8,449	-8,000	449	1,157,118	1,285,968	128,850	200,490	170,480	-30,010	87,053	87,053	0	1,436,212	1,535,501	99,289
Academy of Sport	-876,479	-812,315	64,164	518,833	565,128	46,295	479,310	469,462	-9,848	314,993	314,993	0	436,657	537,268	100,611
Student Support	-153,489	-139,114	14,375	1,240,399	1,350,944	110,545	165,246	234,264	69,018	153,092	153,092	0	1,405,248	1,599,186	193,938
Student Union	0	0	0	0	0	0	456,990	433,333	-23,657	193,573	193,573	0	650,563	626,906	-23,657

Faculty/Department	Year to date														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)
Executive Office	0	0	0	585,424	585,166	-258	252,522	248,971	-3,551	54,478	54,478	0	892,424	888,615	-3,809
<b>Grand Total</b>	<b>-111,373,667</b>	<b>-116,090,882</b>	<b>-4,717,215</b>	49,594,971	51,789,558	2,194,587	31,168,804	35,840,960	4,672,156	-6	424	430	-30,609,898	-28,459,940	2,149,958

Description	Full Year	FORECAST FULL YEAR																
	2012 Forecast	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Total Income	-136,563,657	-109,834,551	-78,983,713	-318,500	-99,583	-2,808,364	-27,624,390	-4,276,005	-2,044,541	-2,231,464	-7,594,262	-5,073,762	-725,081	-1,795,420	-14,858,840	-7,712,800	-1,318,400	-5,827,640
Total Staff Costs	75,771,989	45,953,193	31,648,306		2,683	1,388,649	12,913,555	2,997,781	1,698,016	1,299,765	2,367,023	1,083,323	450,818	832,882	24,453,992	522,617	670,776	23,260,599
Total Depreciation	8,023,113	304,784	293,648				11,136	37,048	37,048		1,720	1,720			7,679,561	1,029,204		6,650,357
Total Other Operating Expenses	40,972,752	8,091,400	5,778,512	540,955		264,133	1,507,801	1,174,447	542,136	632,311	1,785,981	1,123,202	106,796	555,983	29,920,923	356,650	676,900	28,887,373
Total Interest Payable	4,953,157	3,300,000	3,300,000												1,653,157	721,200		931,957
Total Exceptional Items	2,497,945														2,497,945			2,497,945
Total Internal Allocations	228	11,708,303	9,121,005			289,039	2,298,259	485,249	4,913	480,336	511,787	91,971	118,588	301,228	-12,705,110	2,814,833	430,780	-15,950,723
Contribution	-4,344,473	-40,476,871	-28,842,243	222,455	-96,900	-866,544	-10,893,640	418,520	237,572	180,948	-2,927,750	-2,773,546	-48,878	-105,327	38,641,629	-2,268,297	460,057	40,449,868

Description	Full Year		BUDGET FULL YEAR																
	2012 Forecast	2012 Budget	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
<b>Total Income</b>	-136,563,657	-142,464,491	-116,645,426	-85,824,963	-21,651	-40,000	-2,629,299	-28,129,512	-4,019,361	-1,974,541	-2,044,820	-8,333,872	-4,636,059	-1,571,187	-2,126,626	-13,465,833	-7,336,800	-1,457,100	-4,671,933
<b>Total Staff Costs</b>	75,771,989	77,419,930	46,685,505	32,192,597		10,002	1,384,747	13,098,158	2,930,865	1,689,637	1,241,228	3,267,893	1,066,807	949,967	1,251,118	24,535,667	531,456	664,153	23,340,058
<b>Total Depreciation</b>	8,023,113	8,741,574	304,784	293,648				11,136	27,048	27,048		1,720	1,720		8,408,022	1,029,204		7,378,818	
<b>Total Other Operating Expenses</b>	40,872,752	40,663,205	8,093,585	5,911,235	417,000		248,000	1,517,350	1,057,167	482,136	575,031	1,716,325	1,135,562	366,755	214,009	29,796,128	351,150	811,900	28,633,078
<b>Total Interest Payable</b>	4,953,157	4,942,262	3,300,000	3,300,000												1,642,262	721,200		921,062
<b>Total Exceptional Items</b>	2,497,945	3,497,945														3,497,945			3,497,945
<b>Total Internal Allocations</b>	228	635	11,708,303	9,147,005			289,039	2,272,259	485,249	4,913	480,336	512,195	91,971	118,588	301,636	-12,705,111	2,814,833	430,780	-15,950,724
<b>Contribution</b>	-4,444,473	-7,198,940	-46,553,249	-34,980,477	395,349	-29,998	-707,514	-11,230,610	480,968	229,193	251,775	-2,835,739	-2,339,999	-135,877	-359,863	41,709,080	-1,888,957	449,734	43,148,303

Description	TOTALS		ACTUALS YEAR TO DATE																
	2012 Annual Forecast	2012 YTD Actuals	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Total Income	-136,563,657	-111,373,670	-92,223,054	-70,772,176	-352,228	-89,819	-2,645,628	-18,363,202	-2,725,504	-1,404,105	-1,321,399	-6,090,250	-4,473,177	-447,299	-1,169,773	-10,334,862	-5,384,129	-918,459	-4,032,274
Total Staff Costs	75,771,989	49,594,968	29,948,327	20,791,199	1,387	3,664	705,507	8,446,570	1,971,394	1,059,342	912,052	1,534,469	757,024	311,088	466,357	16,140,779	346,639	429,255	15,364,885
Total Depreciation	8,023,113	5,193,328	151,579	143,287				8,292	41,686	41,686		686	686		4,999,376	695,860			4,303,516
Total Other Operating Expenses	40,872,752	23,561,284	4,537,667	3,290,041	199,939		112,142	935,545	568,127	285,091	283,036	782,924	566,045	180,365	36,514	17,672,566	166,975	538,497	16,967,093
Total Interest Payable	4,953,157	2,414,185	1,315,333	1,315,333												1,098,852	480,676		618,176
Total Exceptional Items	2,497,945																		
Total Internal Allocations	228	-2	7,883,163	6,051,436			183,408	1,648,319	323,499	3,275	320,224	341,041	61,315	79,059	200,667	-8,547,705	1,876,555	287,187	-10,711,447
Contribution	-4,444,473	-30,609,906	-48,386,985	-39,180,881	-150,901	-86,155	-1,644,571	-7,324,476	179,202	-14,711	193,913	-3,431,130	-3,088,108	123,213	-466,235	21,029,006	-1,817,424	336,480	22,509,949



	PAPER NO: PR.18(13)	
Board/Committee:	Policy And Resources	
Date:	7 May 2013	
Paper title:	Treasury Management Report	
Author:	Brian Wiltshire, Treasury Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance	
<b>Recommendation by the Executive:</b>	The Executive recommends that the committee note the contents of this report.	
Aspect of the Corporate Plan to which this will help deliver?	Financial Management /Sustainability	
Matter previously considered by:	Policy & Resources Committee	On: Each Meeting
Further approval required?	N/A	
Communications – who should be made aware of the decision?	N/A	

### **Executive summary**

1. The University's total bank balances were £62.5m at 31 March 2013. This compares to £60.3m at 31 December 2012 and £72.4m at 31 March 2012. Interest earned for 3 months from 1 January 2013 - 31 March 2013 was £190k. Treasury Management during the period has been in compliance with agreed treasury policy.
2. Appendix A shows the monthly summary of closing bank balances and deposits as at 31 March 2013.

## Balances at 31 March 2013

1. The total bank account balance at 31 March 2013 was £62.5m compared to £60.3m at 31 December 2012. Analysis of the balances is as follows:

<b>Banks</b>	<b>Balances at 31 March 13 £m</b>	<b>Balances at 31 December 12 £m</b>
NatWest	17.0	14.6
HSBC	0.3	0.2
Lloyds TSB	10.4 <sup>1</sup>	10.3 <sup>*</sup>
Bank of Scotland	10.9 <sup>2</sup>	10.9 <sup>2</sup>
Barclays	8.6	9.0
Prime Rate Capital Management	5.1 <sup>3</sup>	5.1 <sup>3</sup>
Scottish Widows	10.2	10.2
<b>Total</b>	<b>62.5</b>	<b>60.3</b>

\*£10.4m on 6 month term deposit

<sup>1</sup>£10.4m on 3 month term deposit

<sup>2</sup>£5.2m on 3 month term deposit & £5.7m instant access

<sup>3</sup>£5.1m on Sterling Liquidity instant access

2. A more detailed breakdown showing the individual accounts held is shown in Appendix A.

## Cash Balances and term deposits

3. The table below shows interest received in the 3 months to 31 March 2012 compared to budget and prior year.

<b>Period</b>	<b>Actual to 31 March 13 £'000</b>	<b>Budget to 31 March 13 £'000</b>	<b>Actual to 31 March 12 £'000</b>
Amount	190	79	129

4. Interest received in the 3 months to 31 March 2012 is £111k above budget and £61k Higher than the same period last year. The variance against the prior year is largely due to a 6 months term deposit with LloydsTSB maturing within the period covered by this report.
5. The interest of £190k received in the 3 months to 31 March 2013 is broken down by account below:

Bank	Account Type	Interest Received £'000	YTD Interest Received £'000	Rate of Return (current)
Bank of Scotland	Inst. Access	5.7	26.2	0.40%
	Fixed Deposit	15.3	68.1	0.75%
Lloyds TSB	Inst. Access	0.0	0.0	0.50%
	Fixed Deposit	82.8	184.3	0.64%
Barclays	Inst. Access	6.9	54.1	0.65%
NatWest	Inst. Access	29.5	98.7	0.55%
NatWest Euro	Inst. Access	0.0	0.0	0.00%
HSBC Deposit	Inst. Access	0.0	0.0	0.05%
HSBC €Liq.	Inst. Access	0.0	0.0	0.05%
HSB C Euro	Inst. Access	0.0	0.0	0.20%
Prime Rate £ Liq.	Inst. Access	14.6	91.0	1.02%
Scottish Widows	7 Day Notice	20.2	90.9	1.35%
	Inst. Access	15.1	38.5	1.00%

### Rollover of term Deposits

6. Since the last treasury management report, two fixed term deposit with a value of £15.5m placed with the Lloyds Banking Group matured and was reinvested inclusive of interest for 3 months at the following rates of return:
- LloydsTSB £10.4m at .64%.
  - Bank of Scotland £5.2m at .75%.

### Risk

7. Risk continues to be managed by the continued application of the treasury management procedures agreed by the Board of Governors. These procedures require that our cash deposits are diversified only across UK banks, and that cash is only placed on immediate access, short & medium term deposit. Subject to normal Board approval processes, exceptions are made as considered appropriate as in the case of Federated Prime Rate where £5m was placed in a sterling liquidity funds on 10 January 2011.

### Loans

8. The University's Loan Balance at 31 March 2013 is £30.9m split between AIB and Barclays Bank Plc. The table below shows the balance and repayable period per loan at 31 March 2013.

<b>Bank</b>	<b>Balance 31 March 13 £'000</b>	<b>Repayable Period</b>	<b>Repayable Interest</b>
<b>AIB</b>			
Dante Road	5,472	26.5 yrs to 2027	6.67% pa
<b>Barclays Bank*</b>			
David Bomberg House	5,830	25 yrs to 2032	5.68% pa
McLaren House	0.0	4 yrs to 2013	5.98% pa
K2 Loan 3	5,000	20 yrs to 2029	5.03% pa
K2 Loan 4	8,989	23.25 yrs to 2032	5.32% pa
K2 Loan 5	5,642	23 yrs to 2032	0.7522% pa

\*Total Loan Balance with Barclays is £25.5m

9. The majority of these loans are at fixed rates for varying terms and penalties apply for early repayment. The exception is the variable rate K2 loan 5 where the current balance outstanding is £5.6m. However, the interest rate on this loan is such that we should not consider repayment at this stage.

#### **Bank Mandates**

10. On the 21 March 2013 The Board of Governors approved the recommendation of the Policy and Resources committee to add Ralph Sanders (the new Financial Planning Manager) as a Bank authorised signatory to all University bank accounts. The Bank mandates are currently in the process of being authorised.

*Brian Wiltshire*

*Treasury Manager*

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**Monthly summary of closing bank balances and deposits  
as at 31 March 2013**

Bank / Title	Type of Account	Agresso Account	31 March 2013		31 December 2012		
			Balance Currency	Balance Sterling	Balance Currency	Balance Sterling	
			€	£	€	£	
<b>NatWest</b> [LSBU's Main Trading Account]	Business Current Account	7160		22,192		0	
	Special Interest Bearing Account	7160		11,661,805		9,688,463	
	Euro Currency Account	7163	<b>1,379,475</b>	1,162,732	<b>€ 1,235,759</b>	1,010,072	
<b>NatWest</b> [Charitable Funds]	Business Current Account	7161		720		0	
	Special Interest Bearing Account	7161		2,344,154		2,245,853	
<b>HSBC</b>	Business Current Account	7100		6,581		6,580	
	Euro Currency Account	7111	<b>343,865</b>	289,837	<b>€ 342,128</b>	279,645	
	Euro Liquidity Fund Class A	7115	<b>77</b>	65	<b>€ 77</b>	63	
<b>Lloyds TSB</b>	Corporate Special Account	7166		238		238	
	<b>Treasury Deposit [3Mth F/Dep.]</b>   <b>0.64%</b>			<b>10,357,711</b>		<b>10,274,837</b>	
<b>Bank of Scotland</b>	Corporate Deposit Account	7165		5,514,855		5,509,359	
	<b>Treasury Deposit [3Mth F/Dep.]</b>   <b>0.75%</b>			<b>5,196,252</b>		<b>5,180,908</b>	
	Corporate Instant Access	7164		196,332		196,088	
<b>Prime Rate</b>	<b>Sterling Liquidity Cash Plus [T1 Inst Access]</b>	7105		<b>5,123,348</b>		<b>5,108,755</b>	
	<b>Sterling Liquidity Fund [Inst Access]</b>			1,817		1,814	
<b>Barclays</b>	Business Account	7116		430,868		766,786	
	FIBCA / Platinum Account	7116		8,216,131		8,209,194	
<b>Scottish Widows Bank Plc</b>	<b>Deposit Account No Notice</b>	7104		5,038,504		5,023,395	
	<b>Deposit Account 7 Day Notice</b>	7114		<b>5,180,374</b>		<b>5,160,211</b>	
<b>Total LSBU Funds at Bank</b>				<b>1,723,417</b>	<b>60,744,517</b>	<b>€ 1,577,964</b>	<b>58,662,260</b>
<b>NatWest</b> [Access Fund Account]	Business Current Account	7162		0		0	
	Special Interest Bearing Account			667,748		287,062	
<b>NatWest</b> [SBU Enterprises Ltd]	Business Current Account	7160[SBUEL]		0		0	
	Special Interest Bearing Account			1,122,415		1,389,736	
<b>Total Access &amp; Enterprises Funds</b>				<b>0</b>	<b>1,790,163</b>	<b>0</b>	<b>1,676,798</b>
<b>Total Funds at Bank</b>				<b>1,723,417</b>	<b>62,534,680</b>	<b>€ 1,577,964</b>	<b>60,339,058</b>
<b>Difference Between Financial Periods</b>				<b>145,453.02</b>	<b>2,195,621.45</b>		

	PAPER NO: PR.19(13)	
Board/Committee:	Policy and Resources Committee	
Date:	7 <sup>th</sup> May 2013	
Paper title:	Students' Union Bi-Annual Financial Report	
Author:	London South Bank University Students' Union	
Executive sponsor:	Phil Cardew, pro Vice Chancellor (Academic)	
<b>Recommendation by the Executive:</b>	The committee is asked to note the Students' Union bi-annual financial report.	
Aspect of the Corporate Plan to which this will help deliver?		
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?		

### **Executive summary**

Under the Memorandum of Understanding between the University and the Students' Union, it states

*The Union will provide a monthly report on its income and expenditure against the approved budget. A six monthly financial report and Annual Accounts will be provided to the University's Board of Governors. Copies of six monthly and Annual Accounts will be made available on-line and will include:*

- (i) A list of external organisations to which the Union has made donations in the period to which the report relates; and*
- (ii) Details of those donations.*

The report shows that the Union is performing broadly within its budget overall and expects to remain within it this financial year. Careful budget management will, however, be required for the remainder of the year to ensure this and it will not be possible to introduce any significant further costs.

The committee is asked to note the Students' Union bi-annual financial report.

# London South Bank University Students' Union

## Bi-Annual Finance Report

### 1. Introduction

1.1 This report provides a summary of the Union's financial position to January (Month 6) incorporating an update on financial projections for the financial year (to 31 July).

1.2 The Union started its financial year with £556k in reserves as at 1 August 2012. A break-even budget was prepared for 2012/13 which included a £2k surplus, before exceptional costs of £31k. In summary, the Union expected to utilise £29k from its reserves to finance the costs of staffing changes this year.

### 2. Month 6 Update

2.1 As per its year-to-date budget, the Union expected to incur a deficit of £5k (£36k after restructure costs) at Month 6. Actual figures showed an improvement from this position of a £31k surplus (which translated into an £8k deficit after actual restructure costs). This was broken down as follows:

	<b>Year-to-date Budget £k</b>	<b>Year-to-date Actual £k</b>	<b>Variance £k</b>
Non-Trading Income	381	381	-
Trading Income	66	51	(15)
<b>Total Income</b>	<b>447</b>	<b>432</b>	<b>(15)</b>
Staff Costs	250	236	(14)
Sports	33	35	2
Internal Recharges	24	24	-
NUS Affiliation	20	19	(1)
Cost of Sales	28	14	(14)
Pension Deficit	15	14	(1)
Publicity	8	11	3
Other costs	74	48	(26)
<b>Total Expenditure</b>	<b>452</b>	<b>401</b>	<b>(51)</b>
<b>Surplus/(Deficit)</b>	<b>(5)</b>	<b>31</b>	<b>36</b>
Exceptional Costs	31	39	8



<b>Net Surplus/(Deficit)</b>	<b>(36)</b>	<b>(8)</b>	<b>28</b>
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2.2 The variances relating trading sales and cost of sales relate to the closure of venues earlier in the financial year. The exceptional costs include a combination of redundancy and other transitional costs (including HR support) associated with the closure of commercial venues.

2.3 The year-to-date underspends in relation to staffing relate to temporary vacancies, including the Chief Executive (a delay in recruitment) and in Finance, which have now been filled. The underspends in other costs include a combination of items, including security (associated with trading activity), insurance (approximately £3,000 following the move to the new building) and timing differences.

### 3. Forecast

3.1 The Union is forecasting a year-end position of a £17k surplus (or a £22k deficit after exceptional costs), which compares favourably with the budget:

	<b>Full Year Budget £k</b>	<b>Full-Year Forecast £k</b>	<b>Variance £k</b>
Income	835	816	(20)
Expenditure	833	799	(35)
<b>Surplus/(Deficit)</b>	<b>2</b>	<b>17</b>	<b>15</b>
Exceptional Costs	31	39	8
<b>Net Surplus/(Deficit)</b>	<b>(29)</b>	<b>(22)</b>	<b>7</b>

3.2 This has been achieved mainly due to underspends, which are expected to reduce from the Month 6 position as costs are incurred e.g. in relation to the appointment of unfilled posts.

3.3 The forecasts above are subject to the inherent risks of estimation and changes in activity between now and year-end. Reliance has been placed on assumptions prepared by the predecessor accountant, which may change between now and year-end.

### 4. Balance Sheet Position

4.1 The Union has sufficient cash balances to continue trading for the foreseeable period. Cash balances were in the region of £411k at Month 6.

### 5. Finance Systems Update

5.1 The Union changed its financial arrangements in February. The previous Finance Manager has left and support is now being provided to the in-house accountant on a contract basis by Counterculture Partnership LLP (an approved NUS Supplier of financial support) on a contracted days basis. A saving has been achieved from this change following a reduction in overall days, following the cessation of commercial activity.

## **6. Looking Forward**

6.1 The Union has appointed a new Chief Executive, who will become full-time in May. Discussions have recently started to develop a budget strategy for 2013/14.

## **7. Conclusion**

7.1 The Union is performing broadly within its budget overall and expects to remain within it this financial year. Careful budget management will, however, be required for the remainder of the year to ensure this and it will not be possible to introduce any significant further costs.

7.2 The next step for the Union is to develop a budget strategy for next year, which is a process which has been started and which will continue over forthcoming weeks.