

## Meeting of the Board of Directors of South Bank University Enterprises Ltd

10.00am – 12noon on Tuesday, 26 July 2016  
held in 1B05, Technopark, London, SE1

### Agenda

	<i>Paper No.</i>	<i>Presenter</i>
1. Welcome and Apologies		Chair
2. Declarations of Interest		Chair
3. Minutes of the meeting of 8 March 2016 (to approve)		Chair
4. Matters Arising		Chair
<b>Business Matters</b>		
5. CEO's report (to discuss and note)	UE.06(16)	CEO
6. Management accounts to 31 May 2016 (to discuss and note)	UE.07(16)	CEO
7. Debtors report (to note)	UE.08(16)	Acct
8. Budget 2016/17 (to approve) *	UE.09(16)	Acct
<b>Governance</b>		
9. Composition of Board and future appointments	Verbal	Chair
10. Any other business		Chair
11. Date of next meeting – 3pm on Tuesday 18 October 2016		Chair

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Directors: Paul Ivey (Chair), Richard Flatman, Gurpreet Jagpal (Director of Enterprise) and Hilary McCallion

In attendance: Accountant, Deputy University Secretary

Minutes of a Meeting of the Board of Directors  
of South Bank University Enterprises Ltd  
held at 3pm on Tuesday 8 March 2016  
in Room 1B16, Technopark, London, SE1

**Present**

James Smith            Chair  
Richard Flatman  
Paul Ivey  
Gurpreet Jagpal

**In attendance**

Michael Broadway    Governance Manager  
Rebecca Warren      Accountant for South Bank University Enterprises Ltd.

**Welcome and apologies**

1. The Chair welcomed the directors to the meeting.

**Declarations of interest**

2. No interests were declared in any item on the agenda.

**Minutes of the previous meetings**

3. The Board approved the minutes of the meetings of 15 December 2015.
4. The Board noted that an update on the proposed investment fund provided by the Dr Rami Ranger MBE Fund for Enterprise Excellence.
5. The Board approved the transfer of its one share in London Knowledge Innovation Centre to Business Extra, who currently held the other share in the company (minute 8 refers). Business Extra would then wind up London Knowledge Innovation Centre.

**CEO's report**

6. The Board discussed the CEO's report (paper UE.01(16)), which included updates on an analysis of the enterprise pipeline, the Health and Wellbeing Institute, the Knowledge Exchange Institute, and the Entrepreneurship and Innovation Institute.

## **Management accounts to 31 January 2016**

7. The Board noted the management accounts to 31 January 2016 (paper UE.02(16)).

## **Debtors report**

8. The Board noted the debtors report (paper UE.03(16)).
9. The Board requested the CEO to review whether a policy on late payments by tenants was required.

## **SBUEL governance proposals**

10. The Board discussed the proposed changes to the governance of the company (paper UE.04(16)), which would be considered at the LSBU Board of Governors meeting of 17 March 2016.
11. As part of the proposals the Pro Vice Chancellor (Research and External Engagement) would become Chair of the Board of the company. Up to three non-executive directors and up to three Deans of the University would be recruited to join the Board.

## **Revisions to Financial Regulations**

12. The revisions to LSBU's financial regulations were noted (paper UE.05(16)).

## **Any other business**

### *Gift Aid Policy*

13. The Board noted that the Gift Aid policy had been previously updated following new Charity Commission guidance on Gift Aid. Advice on the new guidance had been requested from Grant Thornton, the external auditors.

### *Staff salaries*

14. The Board noted that HR was reviewing the competitiveness of staff salaries. A policy on regularly reviewing staff salaries against the market rate was being developed.

*Chair of the Board*

15. The Board noted that this was the last meeting for the Chair of the Board who retired from the LSBU Board of Governors and the company Board on 30 April 2016. The directors thanked the Chair for his support and advice.

**Date of the next meeting**

16. The date of the next meeting was noted as Wednesday 22 June 2016 at 3pm.

The Chair closed the meeting.

Approved as a true record:

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Chair

DRAFT

	PAPER NO: UE.06(16)
Board:	SBUEL Board
Date:	26 July 2016
Paper title:	CEO Update Paper
Author:	Gurpreet Jagpal
Recommendation:	For information only – provide an update on SBUEL and Enterprise Activity.

## 1. Financial Summary

**Enterprise Budget for 2015/16:** **£10,210,133**

**Enterprise Income YTD for 2015/16:** **£6,100,291**

**Enterprise Income Analysis for 2015/16:**

<i>(a) Full year budget</i>	<i>£10,210,133</i>
<i>(b) YTD Actuals</i>	<i>£6,100,291</i>
<b>Remainder to be earned in year (a) – (b)</b>	<b>£4,109,843</b>

**To be recognised:**

*Contracted Income* *£3,196,636*

*Shortfall* *£913,207*

**£4,109,843**

1.1. We have secured slightly over £6.1m of income with a further £4.1m to target. Of this £4.1m there is planned activity totalling £3.2m that leaves a shortfall of over £900k. HEIF funding represents £407k of income for the YTD with £136k of income still to recognise.

1.2. The table below analyses income and shortfall by School. Of the £913k shortfall unrepresented by contracted income the majority, at £553k, is from HSC.

See Appendix 1 for additional detail by School including forecast.

Smtareas	Full year budget £ (a)	YTD actuals £ (b)	To be recognised£ (a)-(b)	To be recognised made up of	
				Contracted income £	Shortfall £
CATR	75,000	1,817	73,183	0	73,183
ACI	71,750	33,997	37,753	27,753	10,000
ASC	150,692	9,984	140,708	10,000	130,708
BCM	722,984	510,983	212,001	299,472	(87,471)
BEA	514,513	304,534	209,979	178,177	31,802
CON	52,900	114,759	(61,859)	1,020	(62,879)

Smtareas	Full year budget £ (a)	YTD actuals £ (b)	To be recognised£ (a)-(b)	To be recognised made up of	
				Contracted income £	Shortfall £
ENG	628,782	394,638	234,144	187,036	47,108
HSC	3,816,881	2,362,487	1,454,395	900,746	553,649
LSS	409,698	202,416	207,282	196,804	10,478
ENTR	2,385,314	1,634,973	750,342	702,214	48,128
Library	2,719	2,929	(210)	0	(210)
Marketing	3,000	24,556	(21,556)	2,314	(23,870)
Internationalisation	85,000	14,400	99,400	85,000	14,400
Residences	450,000	171,496	278,504	431,829	(153,325)
Academy of Sport	779,400	316,744	462,656	174,271	288,385
Development Projects	61,500	28,379	33,121	0	33,121
<b>Total</b>	<b>10,210,133</b>	<b>6,100,291</b>	<b>4,109,843</b>	<b>3,196,636</b>	<b>913,207</b>

*Table 1: Enterprise income variance analysis by School*

## **2. Enterprise Pipeline and Performance Analysis**

2.1. The enterprise income pipeline which measures activity levels has a value totalling nearly £8.9m with projected income of £2.4m. This represents a YoY growth of 128%.

2.2. This is divided into £5.7million enterprise projects with Schools including client projects, KTPs and general development projects such as CPD plus £3.2million enterprise Programme bids led by the REI team. (See Appendix 4 for full listing). Table 2 demonstrates pipeline activity growth in all areas versus last year and in particular the reshaping with the significant sector of REI centrally developed regeneration projects.

	2015-16		2014-15	% change YoY
	£'000	%	£'000	
Core enterprise (excluding KTP and Regeneration)	£3,682,000	41%	£2,658,000	39%
KTP	£2,090,000	23%	£1,264,000	65%
Regeneration	£3,173,000	36%	£0	-
<b>Total</b>	<b>£8,945,000</b>	<b>100%</b>	<b>£3,922,000</b>	<b>128%</b>

\*Core enterprise pipeline is defined as enterprise IGA managed through REI staff including: Contract research, consultancy, short courses, university accredited courses, knowledge exchange, events and conferences, letting of facilities. KTP and Regeneration enterprise activities are shown separately.

*Table 2: Year on Year comparison of total enterprise pipeline*

There has also been a reshaping of the pipeline by School with significant growth YoY in BEA and APS. APS has however as yet not established strong conversion rates against their pipeline opportunities.

School	Number	Value		Likely value achieved	
		£	% share	£	% share
ACI	5	£357,000	6%	£122,000	12%
ASC	29	£1,555,000	27%	£192,000	18%
BCM	8	£152,000	3%	£27,000	2%
BEA	10	£670,000	12%	£82,000	8%
ENG	12	£1,285,000	22%	£153,000	14%
HSC	23	£1,288,000	22%	£391,000	37%
LSS	6	£317,000	5%	£57,000	5%
Others	9	£148,000	3%	£39,000	4%
<b>Total</b>	<b>102</b>	<b>£5,772,000</b>	<b>100%</b>	<b>£1,063,000</b>	<b>100%</b>

*Table 3: Pipeline analysis of core enterprise pipeline projects in development*

ERDF programmes with 50% match funding level dominate the central bidding programme. We are still waiting for signoff on the earliest ERDF bids approved for full proposal submission, Simulation for Digital Health (SimDh) and Greentech Access to Innovation.



Programme	Number	Value		Likely value achieved	
		£	% share	£	% share
Interreg B NWE	1	£240,000	8%	£24,000	2%
Erasmus +	3	£296,000	9%	£44,000	3%
ERDF	6	£2,637,000	83%	£1,240,000	95%
<b>Total</b>	<b>10</b>	<b>£3,173,000</b>	<b>100%</b>	<b>£1,308,000</b>	<b>100%</b>

*Table 4: Pipeline analysis of Regeneration projects in development by REI*

2.3. The KTP leads bank remains high but achieving applications to PAG for formal approval has been challenging. There are now a large number of candidate projects pushing for submission to July PAG.

KTP Summary Report	Client	School	BDM	Lead & Support Academic	KTP Advisor	End date or submission date	Comments
Live	First Co	ENG	Neil Pearce	Alessio Corso, Martin Bush	Anne Hartnell	Mar-17	Successful hand over of academics. Exploring H2020 opportunities
	Eppendorf Cryotech	BEA	Howard Thomas	Ed Hammond	Jan Stringer	Aug-16	LMC set up for 26 November. Innovate UK and company informed of change.
	Open Date Equipment	ENG	Richard Moore	Maz Shirkoohi, Zhan Feng Zhao	Terry Corner	Jul-17	Hand over successfully completed
Planned PAG submission (Pipeline)	Academy Class	Eng	Bal Ghoman	Alessio Corso & Aziz	TC	Jul-16	Final Proof Read
	Kite Glass	BEA/ENG	Ashu Choubey	Deborah Andrews & Andy Ford		Jul-16	Waiting for client to calculate financials for EOI - Ashu to phone as no response to emails
	RICS	BEA	Bal Ghoman	Steve Pittard		Jul-16	Advisor wants more info regarding financial benefits to members
	Fire Testing Technology	APS	Ashu Choubey	Clive Steele	TC	Jul-16	Updating financials on pre EOI
	Signature Flatbreads	APS	Ashu Choubey	Chris Brock		TBC	Second meeting to be scheduled. NP to chase. Client gone quiet
	Davin Foods	APS	Bal Ghoman	Adri Bester & Mandy Maidment	TC	Jul-16	Awaiting final numbers for pre-application from client
	Redrose Property Services	ENG	Bal Ghoman	Jeffrey Chang, Aziz Ait-Braham	Gerry O'Hagan	Jul-16	Company Visit on 14th June

	Kelvion	BEA	Ashu Choubey	Graeme Maidment	Steven Woodhouse	Jul-16	Application complete and being edited with Advisor
	Freed of London	BEA	Bal Ghoman	Shushma Patel	TC	Jul-16	Client supplying final figures for pre-application
<b>W.I.P (Pipeline)</b>	Apperception	ENG	Bal Ghoman	Daqing Chen	TC		Waiting for client to write outline brief
	ATC Ltd	ENG/BU S	Neil Pearce	Shushma			Mres to be offered to client
	Tender Nurseries	Eng	Bal Ghoman	TBC			Client meeting set for 27 May to workshop EOI
	Footprint Scenery	ACI	Bal Ghoman	TBC			2nd Client Meeting for 2nd June
	Nicholas & Harris	APS	Ashu Choubey	Chris Brock			Looks like will be on hold till next FY
	GI	Eng	Ashu Choubey				Looks like will be on hold till next FY
		Stratox Limited	Eng	Ashu Choubey	Graeme Maidment		
	The Shadow Robot Company Ltd	Eng	Ashu Choubey	Barney Townsend			
	Geomex Engineering Ltd	Eng	Ashu Choubey	Elsa Aristodemou			
	Demand Logic	Eng	Ashu Choubey	Sandra			
	Langley UK Ltd	Eng	Ashu Choubey	Suela Kellici			
	Royal Society of Needlework	Eng	Bal Ghoman	TBC			Brainstorming
	Butterworth Labs	Eng	Bal Ghoman	TBC			Parked for Now

Table 5: KTP status analysed as at 31<sup>st</sup> May 2016

2.4. In terms of performance assessment sales closed for the YTD total £1,917k versus £1,381k for 2014-15 YTD. Conversion rates average 31% by value for the year, significantly improved over historic which was 17% for the financial year 2014-15. HSC and BEA performances are outstanding.

	YTD		% change
	2015-16 £	2014-15 £	
Core enterprise excluding KTP and Regeneration	£1,917,000	£1,231,000	56%
KTP	£0	£150,000	-
European programmes	£0	£0	-
<b>Total</b>	<b>£1,917,000</b>	<b>£1,381,000</b>	<b>39%</b>

Table 6: Performance analysis, sales by enterprise segment

	YTD 2015- 16						YTD 2014- 15					
	Closed won		Closed lost		Conversion %		Closed won		Closed lost		Conversion %	
	Volume	Value £'000	Volume	Value £'000	Volume	Value	Volume	Value £'000	Volume	Value £'000	Volume	Value
ACI	0	£0	2	£146	0%	0%	1	£8	1	£130	50%	6%
ASC	4	£291	68	£959	6%	23%	2	£3	8	£381	20%	1%
BEA	10	£678	7	£1,637	59%	29%	8	£109	11	£253	42%	30%
BCM	0	£0	2	£50	0%	0%	8	£373	16	£1,499	33%	20%
ENG	5	£33	12	£1,043	29%	3%	5	£150	14	£1,834	26%	8%
HSC	21	£882	7	£206	75%	81%	8	£474	22	£1,157	27%	29%
LSS	2	£11	3	£140	40%	7%	3	£105	3	£263	50%	29%
Other	7	£22	3	£135	70%	14%	18	£159	7	£534	72%	23%
<b>Total</b>	<b>49</b>	<b>£1,917</b>	<b>104</b>	<b>£4,316</b>	<b>32%</b>	<b>31%</b>	<b>53</b>	<b>£1,381</b>	<b>82</b>	<b>£6,051</b>	<b>39%</b>	<b>19%</b>

\*Enterprise sales analysis including KTP, but excluding centrally led Regeneration category of University generic bids to European funders

Table 7: Performance analysis of sales by School

### 3. Directors Update

3.1. Income targets remain challenging; despite reductions in HEIF and no one-off major projects enterprise income is projected to grow YoY, including core enterprise activity.

3.2. The significant increases being achieved this year in new sales closed YoY feed primarily into 2016-17 income.

3.3. We recognise the need to link our new comprehensive reporting structure and abilities (enterprise approval process; Raisers Edge prospective sales management; Agresso and Cognos reporting tool) to future timed income streams. There is a requirement to create financial assurance that the ambitious future 2020 targets for research and enterprise will be achieved.

#### **4. Health and Wellbeing Institute (HWI)**

4.1. Following HWI supporting the submission in January of a £500k proposal to run the next cohort of Darzi Fellowships, we are delighted to confirm we won the work. As delivery starts next academic year Prof Malby has taken immediate lead on content, academic process and recruitment.

4.2. HWI is supporting the submission of a £3m proposal to the Nursing and Midwifery Council (NMC) for clinical consultancy. This involves the provision of objective structured clinical examination facilities and associated services. Due to volume in delivery we will propose a hub and spoke working model.

4.3. In February HWI supported the submission of two proposals to NHS Future Focused Finance special function. We successfully won the first, exploring organisational culture worth £10,844. The findings will inform the second proposal for leadership skills development programmes, worth circa £120k. Decision for the second proposal due now.

4.4. HWI has supported the submission of a £204k bid to Department of Education in partnership with Grayin Consultants. This is to fund knowledge exchange (provided by Graydin) to enhance HSC Social Work curriculum. A coaching approach will be embedded in faculty using a Train the Trainer model for transfer onto student learning.

4.5. HWI is still waiting on final decision following submission of a £1.3m ERDF bid around simulation and testing for digital health SMEs.

4.6. An HWI-supported project (£290K) for Allen Carr on smoke cessation was awarded.

## **5. Sustainable Communities Institute (SCI)**

5.1.1.1. Further sales with ARS Electronica (the first for DARLAB), Advanced Engine Research Ltd has taken the value of sales this financial year to £925k (31 May).

5.2.1.2. The opportunities pipeline remains strong and includes opportunities with Southwark Council and United Visual Artists (further projects with DARLAB), Allo Rejuvenation (a research project), Drayson Technologies and Hughes Electronics having potential to close by year end. Opportunities identified into 16-17 now exceed £350k. This excludes the ERDF funded "Access to Innovation" (A2i) project (worth £644k) which the GLA advised at a meeting 26th May has a high probability of being funded

5.3. Innovate UK have now issued the formal unconditional grant offer letter for Project BEN – the Balanced Energy Network (worth £575k over next two years). The kick off meeting, attended by all partners was held successfully at LSBU May 25th.

5.4. The Sustainability debates are proving to be a marketing asset seeing increased traffic to our webpage. The first debate had 40 attendees and has resulted in Arup and the BRE enquiring into opportunities with us. The second debate is on the 30th June and already has 120 sign ups plus speakers and support staff. The third debate is being prepared currently.

## **6. Knowledge Exchange Institute**

- 6.1. The new team have now been fully assimilated into REI and are already, making a valuable contribution. The pipeline is now the strongest for some time and academic engagement is also at its highest.
- 6.2. KTP submission for May was rejected due to a technical issue caused by Advisor error. The rejected application plus 3 more will be submitted July. Due to Advisor issues and issues with the new on line application process there were only 5 applications from SE universities in May (usual average 30+).
- 6.3. The 4 KE Voucher bursaries have been awarded, 1 LSS, 1APS, 2 ENG
- 6.4. Launch event for Takeparts was successful with over 100 attendees. This brought in new contacts for both the project and BIM.

## **7. Entrepreneurship and Innovation Institute**

- 7.1. A new Business Solutions Centre opened at the Clarence Centre in March 2016 which provides an interface between the local business community and LSBU's services. The Centre will be formally launched in the Autumn.
- 7.2. On 28<sup>th</sup> April, we held our annual Celebrate Enterprise event to celebrate the achievements of our entrepreneurial students. Natwest's Business Bus visited the campus and a pop up market took place in the Clarence Centre
- 7.3. We have successfully delivered the Ignite project funded by the Intellectual Property Office (IPO) engaging over 1,500 students in IP education.

## **8. Strategic Projects**

- 8.1. Working with HWI and SCi we currently have 2 ERDF bids at full application stage. Very positive talks have commenced with the GLA regarding both of these applications, working towards a funding agreement being agreed and signed as soon as possible.
- 8.2. Of the 4 ERDF bids that were submitted into the 3rd round of calls, 2 have been invited to go forward to full application stage - 1 Lewisham Borough Council led and 1 Newham College led both with LSBU as delivery partner. We are working with the lead partners ahead of submission of the full application in July.
- 8.3. Further ERDF calls are expected in the coming months and it is possible further outline proposals will be submitted.

The Strategic Projects team have successfully launched Cohort 1 of the Momentum programme, a free programme of business support for growing London SME's. Cohort 1 (28 SME's) is due to finish on Thursday with a demo day at NatWest. Cohort 2 (29 SME's) started on May 18<sup>th</sup>.

## **9. Tenants**

- 9.1. Occupancy in the Clarence Centre stands at 90% on an increased lettable space of 10,077 square feet. The two remaining units are under offer.
- 9.2. Technopark stands at 90% occupancy with a number of internal moves and new tenants pencilled in.
- 9.3. Engagement has increased to include a Knowledge Exchange Voucher awarded to Silicon Thoughts which will introduce a new area of study to LSBU (Satellite Navigation Systems), a £5m bid to H20/20 for games based learning and a student taken on by a tenant as a part-time employee.



9.4. LSBU Venue hire services transferred to RE&I in February 2016 on a business as usual basis and work is in progress to relaunch the services in 2016/17.

## **10. Compliance and Systems**

- 10.1. We have developed an issue register and accompanying template that ensures significant failures are fully investigated and documented and we make appropriate changes.
- 10.2. The team is starting to provide support for the new University Ethics Panel and School-based ethics system. This has highlighted the requirement for fuller consideration of the requirement for ethics approval in relation to our commercial proposals.
- 10.3. Audits highlighted the requirement for significant changes in the management of Research Grant projects, covering process, policy and guidance and central oversight. Our approach is to develop standardised systems across both research and enterprise projects. Shared R&E manuals will be available from September; an overview for academic staff, plus an annotated version detailing the complex supporting tasks required from Finance BSMs and REI staff.

## Appendix 1: Financial Forecast (Research & Enterprise) @ end April 2016

Smtareas (T)	Full year budget	Full year forecast	Full year variance to budget	YTD actuals	To recognise	Shortfall to budget @ end April
Catering	(75,000)	(75,000)	0	(1,817)	(73,183)	(73,183)
School of Arts & Creative Industries	(71,750)	(61,750)	(10,000)	(33,997)	(27,753)	(37,753)
School of Applied Sciences	(150,692)	(154,581)	3,889	(9,984)	(144,597)	(140,708)
School of Business	(722,984)	(722,984)	0	(510,983)	(212,001)	(212,001)
School of the Built Environment & Architecture	(514,513)	(474,142)	(40,371)	(304,534)	(169,607)	(209,979)
Confucius	(52,900)	(107,800)	54,900	(114,759)	6,959	61,859
School of Engineering	(628,782)	(628,782)	(0)	(394,638)	(234,144)	(234,144)
School of Health & Social Care	(3,816,881)	(3,274,131)	(542,750)	(2,362,487)	(911,644)	(1,454,395)
School of Law & Social Science	(409,698)	(382,178)	(27,520)	(202,416)	(179,762)	(207,282)
Enterprise	(2,385,314)	(2,385,314)	0	(1,634,973)	(750,342)	(750,342)
Library & Learning Resources	(2,719)	(2,719)	0	(2,929)	210	210
Marketing, Recruitment & Admissions	(3,000)	(19,690)	16,690	(24,556)	4,866	21,556
Internationalisation	(85,000)	(85,000)	0	14,400	(99,400)	(99,400)
Residences	(450,000)	(603,325)	153,325	(171,496)	(431,829)	(278,504)
Academy of Sport	(779,400)	(569,951)	(209,449)	(316,744)	(253,207)	(462,656)
Development Projects	(61,500)	(28,379)	(33,121)	(28,379)		(33,121)
<b>Total Enterprise</b>	<b>(10,210,133)</b>	<b>(9,575,725)</b>	<b>(634,408)</b>	<b>(6,100,291)</b>	<b>(3,475,435)</b>	<b>(4,109,843)</b>

## Appendix 2: Enterprise pipeline by School/project @ end April 2016

Department	Project Name	Client	Category	Project value	Likelihood %	Likely project value	Date Started
ACI - Arts & Performance	Rough Fiction	ENTR General Business Development Opportunities PH	Short Courses	£10,800	50	£5,400	04/02/2016
ACI - Film & Media	Actors Film Lab	ENTR General Business Development Opportunities PH	Short Courses	£6,200	50	£3,100	04/02/2016
ACI - Film & Media	Interactive documentary apps.	Tomas Raw lings Bristol Games Hub	Contract Research	£200,000	50	£100,000	29/01/2016
ACI - Creative Technologies	Design and build a fully VR integrated portable Blackbox	Footprint Scenery Ltd	Knowledge Exchange	£140,000	10	£14,000	29/01/2016
ACI - Film & Media	LSBU Arts Festival 2016	ENTR General Business Development Opportunities PH	Events And Conferences	£0	10	£0	03/02/2015
<b>Total ACI</b>	<b>5</b>			<b>£357,000</b>		<b>£122,500</b>	
APS - Food Sciences	H258_Rental_Valsemollen	Valsemollen	Letting Of Facilities	£10,000	5	£500	28/04/2016
APS - Psychology	H256_AppRes_Packaging and Emotions	ENTR General Business Development Opportunities MG	Contract Research	£60,000	5	£3,000	22/04/2016
APS - Food Sciences	H253_AppRes_Fermentation	ENTR General Business Development Opportunities MG	Contract Research	£3,000	5	£150	18/04/2016
APS - Food Sciences	H254_AppRes_Clean Green and Serene_Organic Food development	ENTR General Business Development Opportunities MG	Contract Research	£3,000	5	£150	18/04/2016
APS - Psychology	H229_AppRes_ESRC_Addiction	ESRC	Research Proposal	£500,000	10	£50,000	07/04/2016
APS - Food Sciences	H240_AppRes_Precious Minds Ltd_Water research	Precious Minds	Contract Research	£5,000	5	£250	16/03/2016
APS - Food Sciences	H234_AppRes_Kelly Greene_Food development	ENTR General Business Development Opportunities MG	Contract Research	£3,000	5	£150	08/03/2016
APS - Food Sciences	H233_AppRes_Rose Milburn_Nutritional Analysis	ENTR General Business Development Opportunities MG	Contract Research	£3,000	5	£150	08/03/2016
APS - Psychology	H235_AppRes_the wellbeing project_resilience at work	The Wellbeing Project	Contract Research	£10,000	10	£1,000	08/03/2016
APS - Food Sciences	H225_AppRes_The Real Loaf_Food development	The Real Loaf	Contract Research	£5,000	5	£250	01/03/2016
APS - Human Science	H202_AppRes_DHCSTC_CIANS	DHCSTC	Contract Research	£26,135	50	£13,067	05/02/2016
APS - Psychology	H198_AppRes_Care Trade_Autism	Care Trade UK	Contract Research	£15,200	50	£7,600	29/01/2016
APS - Food Sciences	Recipe development	Signature Flatbreads	Knowledge Exchange	£140,000	10	£14,000	15/01/2016
APS - Psychology	H148_AppRes_Play consult_Addiction	Play Consult	Contract Research	£5,000	20	£1,000	14/01/2016
APS - Psychology	H162_AppRes_APS_Children and sweets	ENTR General Business Development Opportunities MG	Contract Research	£50,000	15	£7,500	14/01/2016
APS - Psychology	H118_Event_APS_Conference young people's transition to adulthood	ENTR General Business Development Opportunities MG	Events And Conferences	£4,000	15	£600	14/01/2016
APS - Psychology	H168_AppRes_APS_CPD challenging behaviour	ENTR General Business Development Opportunities MG	Short Courses	£10,000	10	£1,000	14/01/2016
APS - Food Sciences	Food development_shelf life improvement	Nicholas & Harris Ltd	Knowledge Exchange	£140,000	10	£14,000	13/01/2016
APS - Human Science	H150_AppRes_APS_NIHR addiction	NIHR	Contract Research	£100,000	10	£10,000	06/01/2016
APS - Human Science	H101_AppRes_AMAC_Chair Based Exercises Testing	AMAC	Contract Research	£50,000	15	£7,500	01/12/2015
APS - Human Science	H131_Other_APS_mentorship in radiography	ENTR General Business Development Opportunities MG	Events And Conferences	£15,000	75	£11,250	27/11/2015
APS - Psychology	H114_Research_APS_Alcohol Research UK	ENTR General Business Development Opportunities MG	Contract Research	£50,000	15	£7,500	25/11/2015
APS - Food Sciences	H089_CPD_APS_Nutrition for GPs	ENTR General Business Development Opportunities MG	Short Courses	£4,000	33	£1,320	25/11/2015
APS - Psychology	H143_Research_NHS_Medication errors	ENTR General Business Development Opportunities MG	Contract Research	£50,000	20	£10,000	25/11/2015
APS - Food Sciences	H102_CPD_APS_Sensory analysis	ENTR General Business Development Opportunities MG	Short Courses	£4,000	33	£1,320	18/11/2015
APS - Food Sciences	Recipe development and reduction of waste product	Davin Foods	Knowledge Exchange	£140,000	10	£14,000	03/11/2015
APS - Human Science	H090_AppRes_BugSnacks_BugSnacks	BugSnacks	Contract Research	£5,000	10	£500	14/10/2015
APS - Human Science	Fire and heat sensory app development	Fire Testing Technology Ltd	Knowledge Exchange	£140,000	10	£14,000	09/09/2015
APS - Psychology	Provide content from a psychological perspective for training courses in the close security industry	3S Partnerships	Short Courses	£5,000	5	£250	23/01/2015
<b>Total APS</b>	<b>29</b>			<b>£1,555,335</b>		<b>£192,007</b>	

BEA - Architecture	Sci035_Bea_Cons_ARS Electronica_Berlin trade show support	ARS Electronica	Consultancy	£7,100	10	£710	28/04/2016
BEA - Civil & Building Services Engineering	SCI033_BEA_ExFund_SME Instrument_Solar Polar_Phase2	Solar Polar Ltd	Contract Research	£42,000	20	£8,400	22/04/2016
BEA - Civil & Building Services Engineering	SCI029_ExFund_SME Instrument_Energy Transitions_Low Emissivity Transpired Solar Collectors	Energy Transitions Ltd	Contract Research	£7,000	25	£1,750	25/02/2016
BEA - Civil & Building Services Engineering	KTP Heat Exchanger	Kelvion Searle	Know ledge Exchange	£140,000	10	£14,000	19/02/2016
BEA - Architecture	SCI028_BEA_ExFund_H2020_ChoiceGmbH_Urban Mobility	Choice GmbH	Contract Research	£113,500	10	£11,350	15/02/2016
BEA - Construction, Property, & Surveying	Component Lifecycle Measurement and Construction Sustainability	Royal Institute of Chartered Surveyors	Know ledge Exchange	£140,000	10	£14,000	12/02/2016
BEA - Civil & Building Services Engineering	SCI018_BEA_Cons_Aquaten and solion_Water rentension product testing	aquaten	Consultancy	£0	0	£0	12/11/2015
BEA - Civil & Building Services Engineering	Heat recycling for glass manufacturing	Kite Glass Ltd	Know ledge Exchange	£140,000	10	£14,000	30/10/2015
BEA - Architecture	SCI010_BEA_AppRes_Ministry of Sound_Digital spatial models, kiosk design, artw ork and CGI/Animation	Ministry of Sound	Contract Research	£35,000	25	£8,750	20/07/2015
BEA - Architecture	SCI009_BEA_Cons_MITIE_Best practise process for housing stock maintenance	MITIE	Consultancy	£45,000	20	£9,000	24/04/2015
<b>Total BEA</b>	<b>10</b>			<b>£669,600</b>		<b>£81,960</b>	
BUS - Management, Marketing & People	Delivery of marketing module	Hanze University of Applied Sciences	Contract Research	£14,000	5	£700	30/03/2016
BUS - Accounting & Finance	ACCA P-Papers	ACCA	Short Courses	£40,000	20	£8,000	08/12/2015
BUS - Management, Marketing & People	Summer Schools for online German University 2	Euro FH	Short Courses	£36,000	20	£7,200	08/12/2015
BUS - Accounting & Finance	Collaboration on training programmes	Crow n Agents	Short Courses	£5,000	20	£1,000	08/12/2015
BUS - Business & Enterprise	SROI Framew ork	British Council	Consultancy	£5,000	5	£250	08/12/2015
BUS - Business & Enterprise	English for NHS Trainee Nurses	ENTR General Business Development Opportunities TI-BUS	Short Courses	£19,400	20	£3,880	08/12/2015
BUS - Management, Marketing & People	Training Gatew ay	ENTR General Business Development Opportunities TI-BUS	Short Courses	£25,000	20	£5,000	08/12/2015
BUS - Management, Marketing & People	Training seminars for local councillors and cabinet	Haringey Council	Short Courses	£7,500	15	£1,125	20/04/2015
<b>Total BUS</b>	<b>8</b>			<b>£151,900</b>		<b>£27,155</b>	
ENG - Chemical & Petroleum Engineering	SCI032_Eng_Cons_Solar Polar_New ton India fund Mamata Energy	Solar Polar Ltd	Consultancy	£1,500	20	£300	17/04/2016
ENG - Electrical & Electronic Engineering	Sci034_Eng_ExFund_WelcomeTrust_SurgicVision	SurgicVision	Consultancy	£190,000	15	£28,500	13/04/2016
ENG - Computer Science & Informatics	SCI027_Eng_ExtFund_UA_E Car Club_Plug and Play	E-Car Club	Consultancy	£117,027	10	£11,703	31/03/2016
ENG - Computer Science & Informatics	H203_AppRes_DHCSTC_CETEE	QinetiQ	Consultancy	£4,850	15	£728	08/03/2016
ENG - Computer Science & Informatics	Complete supply chain development tool	Redrose Property Services	Know ledge Exchange	£140,000	10	£14,000	28/01/2016
ENG - Computer Science & Informatics	Bio plant tracking and softw are development for plant sample placement	Tendercare Nurseries Ltd	Know ledge Exchange	£140,000	10	£14,000	15/01/2016
ENG - Computer Science & Informatics	Data mining	Apperception Services Ltd	Know ledge Exchange	£140,000	10	£14,000	30/10/2015
ENG - Mechanical Engineering & Design	Product Development of pumps for maritime use	GI Group	Know ledge Exchange	£140,000	10	£14,000	10/07/2015
ENG - Mechanical Engineering & Design	KTP around w orkflow and process	Freed of London	Know ledge Exchange	£140,000	10	£14,000	15/06/2015
ENG - Mechanical Engineering & Design	Membrane testing	MelDerm Ltd	Contract Research	£1,660	75	£1,245	18/03/2015
ENG - Mechanical Engineering & Design	Improvement of MIS to better automate the production process to improve OEE	ATC Ltd	Know ledge Exchange	£140,000	10	£14,000	13/02/2015
ENG - Computer Science & Informatics	Design and Build a Virtual Learning System	Academy Class	Know ledge Exchange	£130,000	20	£26,000	28/04/2014
<b>Total ENG</b>	<b>12</b>			<b>£1,285,037</b>		<b>£152,475</b>	

HSC - Adult Nursing & Midwifery	H247_LoF_ICHP_Pop Up Lab	Imperial College Health Partners	Letting Of Facilities	£1,715	85	£1,458	11/04/2016
HSC - Allied Health Sciences	H176_AppRes_Gaia Technologies_3d TCM	Innovate UK	Contract Research	£160,000	20	£32,000	31/03/2016
HSC - Adult Nursing & Midwifery	H245_Consultancy_PA	ENTR General Business Development Opportunities NG	Knowledge Exchange	£120,000	50	£60,000	24/03/2016
HSC - Institute of Vocational Learning	H231_Short Courses_KCH	King's College Hospital NHS Foundation Trust	Short Courses	£39,795	50	£19,898	17/03/2016
HSC - Adult Nursing & Midwifery	H228_Short Courses_FFF	Future Focused Finance	Short Courses	£100,000	50	£50,000	11/03/2016
HSC - Mental Health & Learning Disability	H217_Other_BAT	Burgess Autistic Trust	Other IGA	£110,000	75	£82,500	19/02/2016
HSC - Adult Nursing & Midwifery	H219_CPD_NIHR	ENTR General Business Development Opportunities NG	Short Courses	£2,000	50	£1,000	19/02/2016
HSC - Primary & Social Care	H212_Other_e40	e40	Other IGA	£0	25	£0	16/02/2016
HSC - Primary & Social Care	H163_Other_Consus	Consus International	University Accredited Courses	£10,000	50	£5,000	16/02/2016
HSC - Primary & Social Care	H213_CPD_CC_PHE	Croydon Council	Short Courses	£40,000	5	£2,000	16/02/2016
HSC - Primary & Social Care	H211_Contract Research_DoH_Supporting a Culture of Openness in the NHS - A Policy Evaluation	Department of Health	Contract Research	£320,000	25	£80,000	15/02/2016
HSC - Adult Nursing & Midwifery	H186_AppRes_Barts_Nurse Research Methods Project	Barts Health NHS Trust	Contract Research	£22,000	5	£1,100	18/01/2016
HSC - Adult Nursing & Midwifery	H187_Cons_North West Leadership Academy_Health Lab	ENTR General Business Development Opportunities NG	Consultancy	£40,000	20	£8,000	18/01/2016
HSC - Adult Nursing & Midwifery	H133_NMC Nursing Revalidation	ENTR General Business Development Opportunities NG	Short Courses	£20,000	50	£10,000	13/01/2016
HSC - Mental Health & Learning Disability	H117_Open Dialogue	ENTR General Business Development Opportunities NG	University Accredited Courses	£0	50	£0	13/01/2016
HSC - Primary & Social Care	H076_Rental_Pulse Medic_Lab hire for emergency training 2	Pulse Medic	Letting Of Facilities	£1,500	10	£150	22/10/2015
HSC - Primary & Social Care	H069_CPD_HENCEL_health coaching and self-care implementation programme	Health Education North Central & East London	Consultancy	£90,000	10	£9,000	06/07/2015
HSC - Adult Nursing & Midwifery	H068_Research_Council of Deans_Literature review on supporting Nursing, Midwifery and AHP Students to Raise Concerns	Council of Deans of Health	Contract Research	£6,300	5	£315	03/07/2015
HSC - Mental Health & Learning Disability	H067_AppRes_SLAM_Integrated Care Project	South London And Maudsley (SLAM) NHS Trust	Consultancy	£25,000	10	£2,500	03/07/2015
HSC - Primary & Social Care	H065_AppRes_IGLYO_Inclusion of Intersectional Identities	International Lesbian, Gay, Bisexual, Transgender, Queer Org	Contract Research	£3,200	50	£1,600	23/06/2015
HSC - Mental Health & Learning Disability	H060_Other_EU Social Innovation Fund_Peoples Academy	European Commission	Regeneration Programme	£37,000	5	£1,850	12/05/2015
HSC - Primary & Social Care	H052_AppRes_SRNIHFT_Demand, flow & staffing model	Salford Royal NHSFT	Contract Research	£40,000	33	£13,200	27/02/2015
HSC - Adult Nursing & Midwifery	H008_CPD_Saudi Arabia_Primary Health Services_Workforce Development Education & Training	ENTR General Business Development Opportunities PB	Short Courses	£100,000	10	£10,000	10/06/2014
<b>Total HSC</b>	<b>23</b>			<b>£1,288,510</b>		<b>£391,570</b>	
LSBU Match funded	SP_005 Entrepreneurial Training for Enterprise Educators (ETEE)	Erasmus+	Regeneration Programme	£96,000	10	£9,600	31/03/2016
LSBU Match funded	SP_001 Simulation for Digital Health (SimDh)	ERDF	Regeneration Programme	£651,065	75	£488,299	11/03/2016
LSBU Match funded	SP_002 Greentech Access To Innovation (Greentech A2i)	ERDF	Regeneration Programme	£644,136	75	£483,102	11/03/2016
LSBU Match funded	SP_004 University Entrepreneurial Ecosystems (UEE)	Erasmus+	Regeneration Programme	£141,000	20	£28,200	26/02/2016
LSBU Match funded	SP_010 Innovation Catalyst (IC)	ERDF	Regeneration Programme	£420,580	20	£84,116	19/02/2016
LSBU Match funded	SP_009 Social Enterprise Escalator (SEE)	ERDF	Regeneration Programme	£382,859	20	£76,572	19/02/2016
LSBU Match funded	SP_011 The deK Growth Programme	ERDF	Regeneration Programme	£297,971	20	£59,594	19/02/2016
LSBU Match funded	SP_012 ENTERPRISE STEPS	ERDF	Regeneration Programme	£240,000	20	£48,000	19/02/2016
LSBU Match funded	SP_008 Enhancing graduate employability through internationalisation (EGETI)	Erasmus+	Regeneration Programme	£59,500	10	£5,950	09/02/2016
LSBU Match funded	SP_003 Cold Water Heat Networks (CWHN)	Interreg B NWE	Regeneration Programme	£240,000	10	£24,000	04/10/2015
<b>Total REI Strategic Projects</b>	<b>10</b>			<b>£3,173,111</b>		<b>£1,307,433</b>	

LSS - Social Sciences	Book Writing	National council for Voluntary Organisations	Contract Research	£90,000	15	£13,500	31/03/2016
LSS - Law	SP_013 Innovative Solutions for Practicality and Impact in Refugee and migration oriented Education (INSPIRED)	Erasmus+	Regeneration Programme	£41,750	15	£6,263	31/03/2016
LSS - Social Sciences	Science Film	Edomol UK	Letting Of Facilities	£156	50	£78	27/11/2015
LSS - Social Sciences	Rogers research bid	positively UK	Contract Research	£75,000	20	£15,000	06/10/2015
LSS - Law	Bribery Corruption Act Training	Mayfields Legal Training Ltd	Short Courses	£0	0	£0	07/05/2015
LSS - Social Sciences	Brixton history project	ENTR General Business Development Opportunities PH	Contract Research	£110,000	20	£22,000	03/02/2015
<b>Total LSS</b>	<b>6</b>			<b>£316,906</b>		<b>£56,841</b>	
SBUEL	Fee for the Hire of the LSBU	Frantic Theatre Company Ltd	Letting Of Facilities	£1,008	100	£1,008	26/04/2016
SBUEL	BBC Trust me i am a doctor filming	BBC Panorama	Letting Of Facilities	£900	100	£900	20/04/2016
SBUEL	video and performance event at Edric Theatre	SoulandJazz.com Ltd	Letting Of Facilities	£1,440	100	£1,440	11/04/2016
SBUEL	Gumball Animation	Location Works	Letting Of Facilities	£1,440	85	£1,224	04/02/2016
SBUEL	Cyber Awareness training	MBA Learning Ltd	Short Courses	£10,000	50	£5,000	07/01/2016
SBUEL	Innovation Voucher	3S Partnerships	Knowledge Exchange	£5,000	50	£2,500	03/02/2015
SBUEL	Bollywood Filming Opportunity - Siharta (6 days shoot)	Flame Visuals	Letting Of Facilities	£8,400	33	£2,772	07/01/2015
SBUEL	MEDIAS	Somers Ltd	Intellectual Property	£120,000	20	£24,000	27/08/2014
SBUEL	PerSent diabetic neuropathy identification jv (£50k)	Per Cent	Contract Research	£0	33	£0	03/06/2014
<b>Total SBUEL</b>	<b>9</b>			<b>£148,188</b>		<b>£38,844</b>	
	<b>112</b>			<b>£8,945,587</b>		<b>£2,370,785</b>	

## Appendix 3: KPIs for the half year

Research, Enterprise and Innovation KPIs & Pls 2015-16 (Q1 &2)																			
	Total 2014-15	YTD 2015-16		ACI		APS		BEA		BUS		ENG		HSC		LSS		Other	
			% LY	YTD	Qtr 2	YTD	Qtr 2	YTD	Qtr 2	YTD	Qtr 2	YTD	Qtr 2	YTD	Qtr 2	YTD	Qtr 2	YTD	Qtr 2
<b>RESEARCH</b>																			
Research Grant Applications Submitted (Value £000's)	£13,304	£6,902	52%	£167		£598		£627		£6		£4,531		£661		£313		£0	
Research Grant Applications Submitted (Number)	97	46	47%	2		5		3		1		21		10		4		0	
Research Grant Awards (Value £000's)	£974	£1,506	155%	£0		£0		£1,479		£0		£0		£27		£0		£0	
Research Grant Awards % conversion (Value)	7%	22%	298%	0%		0%		100%		0%		0%		64%		0%		0%	
Research Grant Awards (Number)	29	3	10%	0		0		1		0		0		2		0		0	
Research Grant Awards % conversion (Number)	30%	21%	72%	0%		0%		100%		0%		0%		67%		0%		0%	
Research Grant Award average value £ (Value £000's)	£34	£502	1476%	£0		£0		£1,479		£0		£0		£14		£0		£0	
Total Research Income £000's	£1,950																		
<b>ENTERPRISE</b>																			
REI New opportunities Identified (Value £000's)	£9,307	£10,687	115%	£346	£340	£1,847	£1,200	£1,295	£1,121	£159	£119	£995	£385	£450	£284	£75	£0	£5,520	£735
REI New opportunities Identified (Number)	152	144	95%	3	2	72	59	13	6	8	6	9	5	23	14	2	1	14	6
REI Enterprise sales (Value £'000's)	£1,427	£431	30%	£0	£0	£0	£0	£68	£62	£0	£0	£5	£5	£348	£151	£2	£0	£8	£8
REI Enterprise sales % conversion (Value)	17%	17%	99%	0%	0%	0%	0%	5%	5%	0%	0%	1%	3%	79%	64%	100%	0%	91%	94%
REI Enterprise sales (Number)	58	27	47%	0	0	2	2	5	3	0	0	2	1	13	7	1	0	4	4
REI Enterprise sales % conversion (Number)	38%	29%	76%	0%	0%	4%	5%	56%	60%	0%	0%	22%	25%	76%	64%	50%	0%	67%	80%
Number of active KTPs	5	4	80%	0	0	0	0	1	1	0	0	3	3	0	0	0	0	0	0
Income by HEBCS category (B-1-1e Collaborative Research) - £000's	£872					£7		£56				£368		£21					
Income by HEBCS category (B-1-1e Collaborative Research)	£872					£6,981		£56,443				£368,366		£20,885					
Income by HEBCS category (B-1-2h Contract Research) - £000's	£842			£1		£4		£34				£171		£156		£2		£1,090	
Income by HEBCS category (B-1-2h Contract Research)	£842			£1,263		£4,153		£34,104				£170,624		£156,020		£2,005		£1,090,136	
Income by HEBCS category (B-2a Consultancy) - £000's	£372					£2		£20				£1		£64					
Income by HEBCS category (B-2a Consultancy)	£372					£2,368		£20,106				£1,260		£64,277					
Income by HEBCS category (B-2-2 Facilities & Equipment related) - £000's	£1,437			£9				£6										£1,088	
Income by HEBCS category (B-2-2 Facilities & Equipment related)	£1,437			£8,661				£6,167										£1,088,045	
Income by HEBCS category (B-2-3 CPD) - £000's	£3,880							£67		£31				£1,345				£194	
Income by HEBCS category (B-2-3 CPD)	£3,880							£67,001		£30,552				£1,344,836				£194,012	
Income by HEBCS category (B-3 Regeneration and development fund) - £000's	£191																	£123	
Income by HEBCS category (B-3 Regeneration and development fund)	£191																	£122,695	
Income by HEBCS category (B4-3 fIP)	£7																		
Total Enterprise Income £000's	£0																		
<b>CIVIC UNIVERSITY &amp; STUDENTS</b>																			
Number of student/graduate learner hours	5687	5459.25	96%																
Number of students/graduates with business ideas advised 1-2-1	130	31	24%																
Number of REI workshops delivered to staff	20	116	580%																
Number of enterprise related training participants	3835	56	1%	9	9	2	2	2	2	1	1	15	15	5	5	1	1	1	1
Number of research related training participants	749	189	25%	32	32	34	34	10	10	11	11	38	38	21	21	18	18	25	25

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Board:	Board of Directors
Date:	26 July 2016
Paper title:	Management Accounts to 31 May 2016
Author:	Keith Would, Reporting Business Support Manager – Enterprise
<b>Recommendation:</b>	That the Board note the management accounts to 31 May 2016

### **Executive summary**

The Board is requested to note the management accounts to 31 May 2016.



Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)	
			2015 Forecast (£)	2015 Budget (£)	Variance - Forecast to Budget (£) %		Note	2015 Actuals (£)	2015 Budget (£)	Variance - Actuals to Budget (£) %		Note
(536,590)	(447,158)	Enterprise - Funding Grants	(543,157)	(543,157)		%		(452,631)	(452,631)		%	(90,526)
(162,621)	(134,540)	Enterprise - Research Related Activities	(89,694)		89,694			(55,496)		55,496		(34,198)
(1,485,291)	(1,123,268)	Enterprise - Other	(1,799,100)	(1,559,424)	239,676	15%		(1,340,527)	(1,291,186)	49,341	4%	(458,573)
(3,406)	(3,123)	Endowment Income & Interest Receivable	(4,200)	(4,200)		%		(1,175)	(3,500)	(2,325)	(66%)	(3,025)
(2,187,907)	(1,708,089)	<b>Total Income</b>	(2,436,152)	(2,106,781)	329,371	16%		(1,849,830)	(1,747,317)	102,512	6%	(586,322)
177,028	143,554	Academic - Permanent staff	92,727	4,000	(88,727)	(2,218%)		74,231		(74,231)		18,496
13,062	1,783	Academic - Temporary staff	11,878		(11,878)			7,869		(7,869)		4,009
755,808	623,654	Support - Permanent staff	1,145,559	1,145,559		%		883,865	954,785	70,920	7%	261,693
8,063	6,184	Support - Temporary staff	11,841	10,200	(1,641)	(16%)		963	8,500	7,537	89%	10,878
52,584	38,041	Third party staff	49,608	44,408	(5,200)	(12%)		40,567	25,133	(15,434)	(61%)	9,041
1,006,544	813,217	<b>Total Staff Costs</b>	1,311,612	1,204,167	(107,445)	(9%)		1,007,495	988,419	(19,077)	(2%)	304,116
20,487	1,049	Staff Related	80,857	82,000	1,143	1%		29,837	75,658	45,821	61%	51,020
17,320	5,286	Marketing and PR	156,951	156,951		%		43,341	128,664	85,322	66%	113,609
		Bursaries and Scholarships	19,750	16,000	(3,750)	(23%)						19,750
916	416	Student Related	8,379	1,400	(6,978)	(498%)		5,768	167	(5,602)	(3,360%)	2,610
2,197	1,298	Equipment						9,727		(9,727)		(9,727)
126,467	70,620	Computing	9,600	9,600		%		6,985	8,000	1,015	13%	2,615
364,298	325,191	Utilities	328,500	378,500	50,000	13%		234,022	378,500	144,478	38%	94,478
68,202	13,724	Maintenance & Other Estate	35,996	35,996		%		29,515	47,330	17,815	38%	6,481
6,866	535	Cleaning & Security	12,900	12,900		%		10,483	16,400	5,917	36%	2,417
385,737	429	Financial	(7,820)		7,820			(10,598)		10,598		2,778
11,637	7,467	Communications	13,000	13,000		%		10,219	15,000	4,781	32%	2,781
77,334	49,113	Legal & Professional	141,300	118,800	(22,500)	(19%)		39,441	36,667	(2,775)	(8%)	101,859
16,402	13,152	Subscriptions and Membership Fees	40,140	40,140		%		3,058	38,817	35,759	92%	37,082
2,614	2,133	Photocopying and Stationery	1,597		(1,597)			2,658		(2,658)		(1,060)
20,763	16,685	Other	74,920	57,400	(17,520)	(31%)		88,999	69,667	(19,333)	(28%)	(14,079)
	53	Internal Recharges	1,700	200	(1,500)	(750%)		743		(743)		957
1,121,239	507,151	<b>Total Other Operating Expenses</b>	917,770	922,887	5,117	1%		504,198	814,869	310,671	38%	413,572
(60,124)	(387,721)	<b>Contribution</b>	(206,770)	20,272	227,042	1,120%		(338,136)	55,970	394,107	704%	131,366
		Contribution %	8.5%	(1.0%)				18.3%	(3.2%)			

	PAPER NO: UE.09(16)
Board:	South Bank University Enterprises Ltd
Date:	26 July 2016
Paper title:	Aged debtors report
Author:	Rebecca Warren
<b>Recommendation:</b>	The Board is requested to note the aged debtors.

The first section of the attached report shows the aged debtors on the sales ledger, up-to-date as 1 June 2016.

The second section shows historical arrears for several Technopark tenants.

All debts dated 30 April 2015 or earlier were provided for in the 2015 accounts, if not already provided for.

CustID	CustID (T)	current	1-30 days	31-60 days	61-90 days	90+	TOTAL
2488	Active Communities Network	5,137.50	5,115.00	-	-	-	10,252.50
1862	ALLWAG PROMOTIONS LTD	-	-	-	745.56	-	745.56
2464	ALTERLINE RESEARCH LTD	841.50	895.50	841.50	45.00	-	2,623.50
2480	Andres Jimenez	60.00	-	-	-	-	60.00
2221	ARIADNE DESIGNS	120.00	-	60.00	60.00	-	240.00
2501	ARUP LTD	1,524.06	-	-	-	-	1,524.06
2442	ASPYRE GROUP LTD	120.00	45.36	60.00	294.00	60.00	579.36
2412	ASSURED EVENTS	689.52	-	-	-	-	689.52
1918	BADMINTON ENGLAND	1,425.97	-	-	-	75.86	1,501.83
1568	BARTS AND THE LONDON NHS TRUST	-	-	-	30,676.80	-	30,676.80
2222	BIOX LTD	1,560.00	-	-	-	-	1,560.00
2223	BLACK STAR GLOBAL	-	-	-	-	796.50	796.50
2283	BREATHE ART HEALTH RESEARCH	1,598.17	-	-	-	-	1,598.17
2465	BYRON ALEXANDER TABULA	120.00	-	60.00	60.00	-	240.00
2374	CALDER CONFERENCES	-	-	666.46	-	876.62	1,543.08
2225	CAMERON WILDING	4,958.77	-	198.00	-	-	5,156.77
2407	Canterbury Christ Church University	1,200.00	-	450.00	450.00	-	2,100.00
1479	CARA (Council for Asisting Refugee Acdmics)	90.00	-	-	-	-	90.00
2503	CAREER TEACHERS	234.00	-	-	-	-	234.00
2292	CareTrade Charitable Trust	3,868.20	882.00	180.00	705.00	1,500.60	7,135.80
2492	CHESTERFIELD HOMES LTD	60.00	-	-	-	-	60.00
2364	Christine Green Author's Agent	1,591.00	-	-	-	-	1,591.00
1470	CIBSE	558.50	-	-	-	-	558.50
2502	CITIZEN ADVICE	1,563.96	-	-	-	-	1,563.96
2411	CLARITY TRAVEL MANAGEMENT	180.00	-	636.96	-	-	816.96
2388	Clinical Science & Technology Ltd	1,788.00	-	-	-	-	1,788.00
2226	COGITARE	2,639.06	15.84	-	-	-	2,654.90
2445	COLLABORATE	453.66	-	-	-	878.46	1,332.12
2363	College of Contemporary Health	7,768.00	-	-	-	-	7,768.00
1341	COSTAIN CONSTRUCTION LTD	-	-	-	-	837.00	837.00
2467	DATIX LTD	47,952.00	-	-	-	-	47,952.00
2228	DISABILITY SPORT COACH LTD	-	-	-	-	1,722.01	1,722.01
2268	DISABILITY SPORTS COACH	3,714.02	60.00	1,872.01	1,782.01	1,817.60	5,610.44
2299	DOING SOCIAL	240.00	288.00	240.00	-	-	192.00
2469	ENDO ENTERPRISES (UK) ITD	-	-	-	3,264.00	-	3,264.00
2484	EUCLID NETWORK	787.50	787.50	-	-	-	1,575.00
2395	F & F Business Strategies Ltd	1,539.00	-	769.50	1,539.00	769.50	4,617.00
2229	FIRST THOUGHT IP	5,309.18	31.68	5,340.86	-	13,272.95	23,954.67
2274	FOREAGSEKONOMISKA INSTITUET	1,474.20	-	-	-	-	1,474.20
2493	FUTURE SPACE TECHNOLOGIES	60.00	-	-	-	-	60.00
2145	GRAYROCK LTD	1,474.26	-	-	-	-	1,474.26
2496	GREENGAGE	739.74	-	-	-	-	739.74
2451	Health Education North Central & East London	-	-	-12,000.00	6,000.00	6,000.00	-
1724	ICAN DISTRICT UK	396.00	-	-	-	-	396.00
2231	IHRA	3,593.30	-	-	-	348.49	3,941.79
2251	IMAGES & CO	2,289.36	528.00	67.08	-	58.50	2,808.78
2321	INPUD	4,819.20	120.00	-	-	140.60	5,079.80
2303	INSTITUTE OF FINANCIAL ACCOUNTANTS	366.60	411.90	-	-	-	778.50
2185	INTERACTIVE	-	-	-	-	765.60	765.60
2232	INTERACTIVE	-	-	-	-	7,227.99	7,227.99
2242	Jevon Davies T/a Silicon Thoughts	745.30	-	-	-	18.00	763.30
2339	JOHNSON RIBOLLA LTD	-	-	-	-	-	-
2359	KBM Training & Recruitment Ltd	2,951.12	2,484.24	72.00	2,484.24	4,320.13	12,311.73
2234	KINASE LTD	5,983.01	-	-	-	-	5,983.01
2105	KINGSTON UNIVERSITY	681.72	-	1,897.38	-	-	2,579.10
2405	LONDON HIGHER EDUCATION FORUM	-	556.37	-	-	-	556.37
1364	LONDON UNDERGROUND LTD	21,570.00	-	-	-	-	21,570.00
2233	LONDON YOUTH GAMES	3,889.92	18.00	754.20	-	-	4,662.12
2062	MAJOR ENERGY USERS COUNCIL	-	1,381.20	-	-	-	1,381.20
2330	Michael G Elhert Property Investment	-	-	-	-	967.68	967.68
2235	MILLION+	400.44	-	-	-	44.54	444.98
1516	MOORFIELDS EYE HOSPITAL	54,000.00	-	-	-	-	54,000.00
2314	MPS WORKS LTD	2,916.70	-	-	-	-	2,916.70
2357	Mykindacrowd Limited	11,304.00	192.00	10,800.00	-	5,400.00	27,696.00
2218	Naked Creativity	5,701.84	-	-	-	-	5,701.84
2236	NEW MEDICA	4,779.72	756.72	4,984.50	9,123.00	8,727.20	28,371.14
2485	NHS CHOICES	-	-	857.88	-	-	857.88
2157	NHS PROPERTY SERVICES	7,369.50	-	-	-	1,421.28	8,790.78
2420	NOTTING HILL HOUSING	-	-	-	-	778.68	778.68
1651	NURSING & MIDWIFERY COUNCIL	-	-	-	-	1,020.00	1,020.00
2237	OAK SOLICITORS	-	655.20	-	1,310.40	-	655.20
1656	OXFORD UNIVERSITY	428.20	-	-	-	-	428.20
1252	PEABODY TRUST	3,202.50	-	-	-	1,135.44	4,337.94
2418	PLACE AND SPACE RESEARCH	-	-	-	-	957.60	957.60
2294	POST OFFICE LTD	-	-	-	-	64.75	64.75
2312	PROPIA LTD	-	-	-	-	564.19	564.19
2239	PROTIMOS FOUNDATION	1,647.36	63.36	849.60	63.36	14,994.20	17,617.88

2297 PULSE MEDIC SERVICES LTD	729.00	969.00	909.00	1,149.00	6,757.68	10,513.68
2427 PULSE MEDIC SERVICES LTD	-	-	-	-	500.00	500.00
2286 R J METIS LTD	-	-	162.96	1,842.60	1,548.84	3,554.40
2271 READY CACHE TECHNOLOGIES	-	-	-	-	1,483.00	1,483.00
2149 RED HAT INC	-	-	-	-	8,445.60	8,445.60
2358 RED LANTERN DIGITAL MEDIA LTD	794.64	-	-	-	-	794.64
2450 REGENT'S UNIVERSITY LONDON	-	-	-	-	396.00	396.00
2466 Reliant Building & Developments Ltd	-	-	-	-	0.60	0.60
2288 REVOLVING DOORS AGENCY	2,632.80	5,061.00	-	-	-	7,693.80
2475 RICHARD HAWKINS	120.00	-	60.00	-	-	180.00
2489 RIO FERDINAND FOUNDATION	1,333.20	-	-	-	-	1,333.20
2336 SCHOOL EXPLAINED LTD	3,768.82	516.00	341.04	-	508.38	5,134.24
2387 SCHOOL OF WOK	829.70	-	-	-	-	829.70
2240 SELF ENERGY	-	-	-	-	1,446.00	1,446.00
2195 SHARP CLOUD SOFTWARE	-	-	-	-	2,468.81	2,468.81
2241 SHARPCLOUD	5,708.42	-	2,959.21	2,944.21	5,572.51	17,184.35
2394 SISKIN PROPERTY INVESTMENTS LTD	-	-	-	-	209.73	209.73
2508 SOLAR POLAR	7,000.00	-	-	-	-	7,000.00
2462 SOLAR POLAR LTD (TENANTS)	- 10,000.00	5,000.00	-	-	-	5,000.00
1927 SOLION LTD	-	-	-	-	5,883.98	5,883.98
1787 Southwark & Lambeth Integrated Care	-	431.70	-	-	-	431.70
2436 Spectrecom Films Ltd	-	-	-	-	1,440.00	1,440.00
2401 SQUARE 2 MARKETING	-	-	-	-	568.80	568.80
2482 SQUIRE PATTON BOGGS ( UK) LLP	-	4,200.00	-	-	-	4,200.00
2452 Stanton Pyschological Services Limited	1,998.78	-	-	-	-	1,998.78
2337 STOKE AND DAGGER	3,042.92	-	-	-	-	3,042.92
2398 STRATOS INTERNATIONAL LTD	-	-	-	-	7.00	7.00
2446 TAKEPARTS LTD	7,500.00	-	-	-	-	7,500.00
2474 The College of Contemporary Health Ltd	-	-16,389.60	-	16,389.60	-	-
1949 THE ENERGY INSTITUTE	-	4,446.00	-	-	-	4,446.00
2434 THE POWER TO CHANGE	6,975.80	790.40	3,265.08	-	193.92	11,225.20
2392 THREE HANDS LTD	2,907.00	437.76	-	-	27.00	3,371.76
2245 TOCA TRAINING	1,439.26	15.84	- 695.87	- 695.87	28.80	92.16
1439 TOMORROW'S PEOPLE	-	187.44	-	-	-	187.44
2246 TRYTAG RUGBY	3,149.03	2,520.00	60.00	-	1,507.55	7,236.58
2198 UK POWER NETWORK SERVICES	3,089.70	-	-	-	-	3,089.70
2021 UNIVERSITY OF BRISTOL	-	-	-	-	81.72	81.72
2273 Valiant Business Media Ltd	-	-	-	-	1,086.97	1,086.97
2247 VANGUARDIA	9,954.72	137.52	5,061.60	47.52	4,883.16	20,084.52
2248 WINE FUSION	3,035.82	90.00	-	-	1,442.76	4,568.58
	<b>298,485.17</b>	<b>21,814.53</b>	<b>31,646.79</b>	<b>80,279.43</b>	<b>108,098.66</b>	<b>540,324.58</b>

**Arrears from 2012-13**

Self Energy	2,148
Protimos	5,486
Seyhan Tezel	5,060
<b>TOTAL</b>	<b>12,694</b>