

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

3pm on Wednesday, 18 March 2015
held in DCG07, Clarence Centre for Enterprise and Innovation,
London South Bank University

Agenda

	<i>Paper No.</i>	<i>Presenter</i>
1. Welcome and Apologies		Chair
2. Declarations of Interest		Chair
3. Minutes of the meeting of 10 December 2014 (to approve)		Sec
4. Matters Arising <ul style="list-style-type: none"> • Resignation of Julian Beer as a director 		Chair
 Business Matters		
5. Formation of South Bank Collective CIC (to approve)	UE.01(15)	CEO
6. SBUEL budget, 2014/15 (to approve)	UE.02(15)	Acct
7. CEO's report (to discuss and note)	UE.03(15)	CEO
8. Management accounts to 28 February 2015 (to discuss and note)	UE.04(15) *	CEO
9. Gift Aid policy (to approve)	UE.05(15)	Acct
10. Intellectual property and spin out company matters (to discuss and note)	UE.06(15)	CEO
11. Travel policy (to note)	UE.07(15)	Acct
12. Any Other Business		Chair
13. Date of Next Meeting – Wednesday 17 June 2015 at 3pm		Chair

* paper to follow

Directors: James Smith (Chair), Richard Flatman, Paul Ivey and Gurpreet Jagpal (Interim CEO).

In attendance: Accountant, Governance Assistant, Governance Manager and Head of Student Enterprise (for item 5).

Minutes of a Meeting of the Board of Directors
of South Bank University Enterprises Ltd
Held at 3pm on Wednesday 10 December 2014
in Room DCG08, Clarence Centre for Enterprise and Innovation,
St George's Circus, London, SE1

Present

James Smith Chairman
Richard Flatman
Paul Ivey
Gurpreet Jagpal Interim CEO

Apologies

Julian Beer

In attendance

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

Welcome and apologies

1. The Chairman welcomed the Paul Ivey to his first meeting. Apologies had been received from Julian Beer.

Declarations of interest

2. No interests were declared in any item on the agenda.
3. The Chairman reiterated to the Board that he was Chairman of the Carbon Trust and Chairman of the Conservatoire of Dance and Drama. Both interests had previously been declared and authorised by the Board.

Minutes of the meeting of 5 November 2014

4. The Board approved the minutes of the meeting of 5 November 2014.

Matters arising

5. All matters arising from the last meeting had been completed.

Appointment of Paul Ivey as a director

6. The Board appointed Paul Ivey as a director of the company with immediate effect (paper **UE.25(14)**).

Future role of the company

7. The Board discussed Prof Paul Ivey's, Pro Vice Chancellor (Research and External Engagement), initial thinking on the future role of the company, which included: 1) managing international partnerships; 2) managing "spin in" companies; and 3) developing student enterprise opportunities. A further update would be provided at the meeting of 18 March 2015.

CEO's report

8. The Board discussed the CEO's report, which updated the Board on the business development pipeline, the ERDF project and occupancy rates of Clarence Centre for Enterprise and Innovation (paper **UE.26(14)**).
9. The Board noted the management accounts to 30 November 2014 and requested the next level of detail in future reports.
10. The Board noted the risk register for University Enterprise.

Outline ideas for European Structural Investment Fund (ESIF)

11. The Board discussed six project ideas to bid for ESIF funding in 2015 (paper **UE.27(14)**). The projects were aligned to current enterprise activity at the University.

Intellectual property and spin out company matters

12. The Board noted an update on intellectual property (IP) and spin out company matters (paper **UE.28(14)**). The management of IP and the format of the report would be reviewed.

South Bank University Enterprises Ltd bank signatories

13. The Board approved proposed amendments to bank signatories which would bring the company in line with the University (paper **UE.29(14)**). The Board approved Natalie Ferer and Ralph Sanders as group A signatories and Paul Ivey as a group B signatory.

Date of the next meeting

14. The date of the next meeting was noted as 18 March 2015 at 3pm.

The Chairman closed the meeting.

Approved as a true record:

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Chairman

	PAPER NO: UE.01(15)
Board:	Board of Directors
Date:	18 March 2015
Paper title:	Incorporation of South Bank Collective CIC
Author:	Linsey Cole, Head of Student Enterprise
Recommendation:	To approve the incorporation of South Bank Collective CIC

Executive summary

This paper seeks the approval of the SBUEL Board for the set-up of South Bank Collective, a Community Interest Company (CIC) limited by guarantee, with a 12% interest from LSBU.

Secretary's note following Board meeting of 18 March 2015: the 12% interest would be from SBUEL not LSBU.

South Bank Collective CIC will be a creative agency offering high quality photographic services at competitive prices. The Collective will be run by students on the BA (Hons) Photography course at LSBU, supported by staff from the Research, Enterprise and Innovation team and staff within the School of Arts and Creative Industries (ACI). The Collective will operate as a CIC as any profits will support students at LSBU to continue to develop their skills, by funding exhibitions, gallery visits and professional showcase events. The Collective will also offer its services to local charities and student societies at no charge and/or discounted rates, to support the local SE1 community.

The Board should be aware of SBUEL's interests in the CIC and that the proposed activities of the CIC South Bank Collective CIC is not intended to be an income generating activity for SBUEL. The activities of the CIC align with LSBU's corporate goal of supporting students to gain real world experience during their studies.

The CIC will receive a small amount of seed funding from LSBU each year to support its activities.

The risks of the CIC's activities will be managed through regular Directors meetings and reporting to the CEO of South Bank University Enterprises Ltd.

The Board is requested to approve the incorporation of South Bank Collective CIC.

Incorporation of South Bank Collective CIC

Purpose of paper

This paper seeks the approval of the SBUEL Board for the set-up of South Bank Collective, a Community Interest Company (CIC) limited by guarantee, with a 12% interest from South Bank University Enterprises Ltd.

South Bank Collective

South Bank Collective CIC will be a creative agency offering high quality photographic services at competitive prices. The collective will be run by students on the BA (Hons) Photography course at LSBU, supported by staff from the Research, Enterprise and Innovation team and staff within the School of Arts and Creative Industries (ACI). Commissioned services will include the production of site-specific artwork, studio and location photography, portraiture, events, weddings and product photography. The Collective will also offer retouching and printing services. The Collective will operate as a CIC as any profits will support students at LSBU to continue to develop their skills, by funding exhibitions, gallery visits and professional showcase events. The Collective will also offer its services to local charities and student societies at no charge and/or discounted rates, to support the local SE1 community.

Prior to the incorporation of the CIC, a team of students from the BA (Hons) Photography course have been scoping out the proposed activities for the CIC and developing their skills so that they are ready to deliver client-facing work and run a small enterprise. A website and supporting marketing materials are currently being developed. They have been supported by a recent LSBU graduate working as an intern, Daniel Alexander (Course Director, BA (Hons) Photography/Digital Photography) and Linsey Cole, Head of Student Enterprise.

South Bank Collective CIC is not intended to be an income generating activity for SBUEL. The activities of the CIC align with LSBU's corporate goal of supporting students to gain real world experience during their studies. The Collective will give students experience of working in a photography agency, giving them valuable employability skills and enhancing the student experience. Students will be encouraged to take on a role within the Collective – for example, Communications, Finance or Curation – thereby increasing their engagement in the activities and supporting the sustainability of the Collective.

Considerable research into the establishment of a CIC has also been undertaken – independent legal advice from a Company Law specialist has been sought and we are confident that the South Bank Collective will meet the requirements of the Office of the Regulator of Community Interest Companies, thereby passing the Community Interest Test.

The CIC will build on and further enhance LSBU's community links and relationships. It will be a new way of engaging with the local creative and business community, providing an additional service for partners to engage with. The Collective will seek out grant funding from organisations such as UnLtd and corporate partners to supplement revenue from client work.

Students who work on client jobs will be paid on a freelance basis by the CIC. All students will sign a Contributors Agreement on joining South Bank Collective which will confirm Intellectual Property ownership/image use and their terms of membership of the Collective. Any student who breaches the terms of the Contributors Agreement will be asked to leave the Collective by the Directors.

Set up of a Community Interest Company

We are proposing to incorporate the CIC following approval from the SBUEL Board.

The CIC will be established as a company limited by guarantee with each member's liability limited to £1. The founding members will be:

- Daniel Alexander (LSBU – Digital Photography Programme Leader)
- Linsey Cole (LSBU – Head of Student Enterprise)
- Lisa Drew
- Samuel Steventon
- South Bank University Enterprises Ltd (SBUEL)

There will be four Directors of the CIC. To ensure oversight of the activities of the CIC, and to give the students involved assurance that they will be supported, it is proposed that Daniel Alexander and Linsey Cole should be Directors of the CIC, in their capacity as LSBU staff members. The other Directors will be the two student Chairs of the South Bank Collective, who will hold their position for 12 months (or to the point of graduation). The Chairs will be elected by the Student Contributors. Each Director will have a 22% voting right. SBUEL's interest in the CIC will be limited to 12% of voting rights. The four Directors will meet regularly to ensure oversight of the CIC's activities, forming the CIC's Management Committee.

Regular meetings will take place between the Student Directors and Collective Contributors to allocate work, review pipeline activity and agree the future focus of the Collective's work.

LSBU's Governance and Legal Services will support with the incorporation of the CIC, including Memorandum and Articles of Association, the Contributors and Members Agreement and will check annual returns for the CIC. The students involved will be encouraged to engage in LSBU's student enterprise activities. The CIC will be based at LSBU's Clarence Centre for Enterprise and Innovation.

If SBUEL approve the incorporation of South Bank Collective CIC, we will

- Apply to Companies House to establish the CIC, including preparing a 'community interest statement', for approval by the Community Interest Company Regulator
- Create an 'asset lock'- a legal promise stating that the South Bank Collective's assets will only be used for its social objectives, and setting limits to the money it can pay to shareholders

Annual reports will be shared with SBUEL to keep the SBUEL Board updated on the progress of the CIC.

Linsey Cole
Head of Student Enterprise

	PAPER NO: UE.02(15)
Board:	Board of Directors
Date:	18 March 2015
Paper title:	South Bank University Enterprises Ltd Budget, 2014/15
Author:	Rebecca Warren, Accountant
Recommendation:	The Board is requested to approve the budget of South Bank University Enterprises Ltd, subject to points which will be discussed at the meeting.

The budget on the following page is the budget of the company South Bank University Enterprises Ltd (as opposed to the budget for University Enterprise, which was approved by the Board in October 2014). There are some points which remain outstanding, which will be discussed at the meeting before the budget is approved.

Description	2014 Budget
	(£)
Funding Grants	(536,590)
Enterprise - Research Related Activities	(106,389)
Consultancy Income	
Functions Catering Income	
Letting of Facilities	(192,600)
Other project income	(12,000)
Property Rental Income	(1,245,656)
Sale of Materials	(4,000)
Enterprise - Other	(1,454,256)
Other - Operating Income	0
Endowment Income & Interest Receivable	0
Total Income	(2,097,235)
Academic - Permanent staff	109,975
Academic - Temporary staff	0
Support - Permanent staff	883,921
Support - Temporary staff	6,000
Third party staff	0
Total Staff Costs	999,896
Staff Related	0
Marketing and PR	18,000
Student Related	0
Equipment	0
Computing	68,400
Estate Charges	
Rates	152,004
Rent	702,000
Utilities	854,004
Maintenance & Other Estate	0
Cleaning & Security	3,000
Financial	0
Communications	18,000
Legal & Professional	106,004
Subscriptions and Membership Fees	0
Photocopying and Stationery	0
Other	149,196
Internal Recharges	0
Total Other Operating Expenses	1,216,604
Contribution	119,265

	PAPER NO: UE.03(15)
Board/Committee	SBUEL Board Meeting
Date of meeting:	16 March 2015
Paper Title:	CEO's report
Author:	Gurpreet Jagpal, Interim CEO
Recommendation:	For information: to provide an update on Enterprise Activity

1. Business Development

1.1. We are maintaining our monthly Business Development reporting, using data extracted from Raiser's Edge, and Schools are using this as the base to review their enterprise opportunities monthly with their BDM.

BUSINESS DEVELOPMENT TEAM SUMMARY ENTERPRISE REPORT:				Feb-15			
(1) Open opportunities analysis by School							
	Number	Value	%	Expected value	%		
ACI	2	£ 100,000	2%	£ 20,000	1%		
AOS	2	£ 116,000	2%	£ 5,300	0%		
APS	7	£ 83,647	2%	£ 3,324	0%		
BEA	7	£ 262,400	5%	£ 49,600	4%		
BUS	12	£ 538,500	11%	£ 202,275	14%		
ENG	11	£ 1,540,000	31%	£ 504,900	36%		
HSC	14	£ 1,819,206	36%	£ 474,586	34%		
LSS	1	£ -	0%	£ -	0%		
Other	9	£ 567,440	11%	£ 143,180	10%		
Total	65	£ 5,027,193		£ 1,403,165			
(2) Closed Opportunities analysis YTD							
ANALYSIS OF CLOSED ENTERPRISE OPPORTUNITIES: FEBRUARY 2015/LSBU							
Closed opportunity category	Month			YTD		Percentage	
	Number	Potential value		Number	Potential value	% by no.	% by value
Closed Lost - Project did not proceed - Client Withdrew	1	£7,680		37	£2,446,386	38%	49%
Closed Lost - To Competitor	1	£20,000		14	£869,413	14%	17%
Closed Lost - LSBU Withdrew	2	£10,000		14	£725,000	14%	14%
Closed Lost - LSBU Withdrew - Lack of Internal Resource	1	£3,000		2	£18,000	2%	0%
Total Closed Lost	5	£40,680		67	£4,058,799	68%	81%
Closed Won	5	£155,120		31	£951,001	32%	19%
Total	10	£195,800		98	£5,009,800		
(3) Opportunities analysis YTD by School							
	Closed won		Closed lost				
	Number	Value	Number	Value			
ACI	0	£ -	1	£ 130,000			
AOS	0	£ -	0	£ -			
APS	2	£ 3,245	6	£ 305,680			
BEA	4	£ 22,717	9	£ 171,300			
BUS	4	£ 320,900	16	£ 1,364,000			
ENG	4	£ 138,000	9	£ 683,000			
HSC	6	£ 400,360	19	£ 1,033,319			
LSS	1	£ 1,200	4	£ 302,000			
Other	10	£ 64,579	3	£ 69,500			
Total	31	£ 951,001	67	£ 4,058,799			

1.1. Sales performance YTD and anticipated

YTD the Business Development team working with the Schools have now closed sales totalling £951k. The value of the gross pipeline is now £5.0m, so at the top end of our typical range of £4-5m. Our net pipeline, i.e. the expected sales we will achieve from the gross pipeline prospects has been showing consistent increases, and has now moved sharply upward to £1.4m. This 28% expected conversion level is at the top end of our performance levels which typically sit in the 20-30% band. Achieving this level of sales would mean the BDM team deliver sales level of over 4x the previous financial year.

1.2. Sales profile

Sales to date have been primarily driven by two Schools, HSC (£400k) and BUS (£321k). Going forward there is a change in the projected sales ratios between Schools. HSC opportunities have strengthened further to £475k net, and BUS is stable at £202k (mainly KTPs). However, the biggest contribution is now from ENG at £505K driven primarily by a large value prospect for lab hire, operation of equipment and supporting research.

1.3. The KTP sales profile continues to slip with the challenge being to get proposals finally approved; there have been no dropouts. Current WIP status is 3 for proposals, 2 for EOI, 7 attractive prospects. We had a KTP Advisor rejection of a project at EOI stage in February; however the client has now agreed to fund this project as consultancy; this is one of several examples where rejected KTP prospects have generated other value for the University. We are working to increase prospect numbers and quality with the telesales agency using both bought in data and tranche of our own internal contact data. Each sale is worth around £150k.

1.4. Our relationship with Southwark Council has progressed well. We have completed the funded pilot for high street market research which established a framework for rolling this out as a curriculum-based live market research project for 100 students a year. Our academics are using this data to produce professional reports on eight Southwark High Streets.

2. Programme Management

2.1. There are circa 225 approved SMEs registered on the programme. Approximately 40% of referrals are from London Small Business Centre and 60% are from the IE project team's marketing and comms activity which includes external engagement with Enterprise Agencies, BIDs, Local Councils and other business and community focused organisations. Out of 225 approved SMEs 130 are actively participating in workshops, networking events and/or business advice sessions.

2.2. The relationship with London Small Business Centre (LSBC) as a provider of Business Advice and Access to Finance coaching is working well with 130 hours of support delivered to date. Collaboration on future ESIF bids is highly recommended and there is some discussion around the potential of LSBC taking space at the Clarence Centre to deliver the service.

2.3. By end March 2015 25 workshops run by Academics from LSBU's Business School would have been held at the Clarence Centre with an average attendance (to date) of 10 SMEs per session. There is clearly a high demand for LSBU led workshops and feedback so far is positive. Academic support is largely coming from Management, Finance and Informatics departments at present.

- 2.4. Student consultancy is now live and contracts have been offered to circa 30 students to date. 35 briefs have been received from SMEs for consultancy projects and a process of matching student skills to SMEs needs is now underway with delivery expected from April.
- 2.5. Profiled ERDF outputs and results; 12 hours support (200), jobs safeguarded (16), jobs created (40), engaged in access to finance programme (20), finance raised (£1m) and sales in new markets (24) has been re forecast to project end. A meeting has been fixed for March 24th with GLA to negotiate a re profile on results for finance raised to £500,000 and jobs created to 20.
- 2.6. Claim 5 £99,057 (Oct-Dec 14) has been approved for payment bringing total expenditure claimed to £213k leaving a potential £577k to claim over 4 quarters for 2015.
- 2.7. Current profiled expenditure to year and project end is £762k which leaves a potential underspend of £28k as total grant available is £790k.
- 2.8. Key risks are 1) obtaining agreement from GLA to scale down on results without reducing total grant value, mitigation is clear rationale and justification of re forecast costs presented to EMPU and 2) collating required evidence from SMEs on outputs and results, mitigation PM currently building capacity within team to optimise supporting admin systems.

3. Student/Graduate Enterprise

- 3.1. A new start-up scheme, LSBU Rocket, launched last month. The 6 month accelerator programme is led by entrepreneurs and will support 7 LSBU students and alumni to develop their business ideas into sustainable businesses.
- 3.2. To date, over 3,000 students have engaged in enterprise activities this academic year. We are supporting 55 businesses to validate their ideas through start-up programmes.
- 3.3. Intellectual Property: LSBU was one of 10 universities to be awarded a Studentship Award by the Intellectual Property Office. We have secured £77,000 for the Ignite project to support IP education at LSBU and the commercialization of ideas.

4. Tenants

- 4.1. Clarence Centre fully occupied and the Legal Advice Centre and Business Advice Centre opened for business in February 2015. Occupancy for the Centre is 91% against a target of 85% within the first 36 months of operations. Average per square foot rate stands at £42.47 and rent reviews are taking place for those licences due for a review. Any property becoming available is being let at £50 per square foot.

- 4.2. Technopark occupancy stands at 84% with a further 2,449 square feet removed from the market with firm offers in February 2015. The second floor refurbishment, redecoration and carpeting works are now complete. Rent reviews now taking place for tenants already in residence and future tenants will be charged £45 per square foot.
- 4.3. Feedback from the tenant led Business School student project can be found attached to these papers.
- 4.4. Current and recent tenant engagement projects can be found attached to these papers.
- 4.5. Tenancy team are working with Southwark Council to reduce the business rates liability for the Clarence Centre (currently £100K) and the same process will be used to reduce the business rates liability for the Technopark (figures to be confirmed).

Tenants: links to University

School	Tenant	Project
Engineering	Engineering/ACI	Links with Product Design courses and Arts and Festival Management course. Currently running a FP7 project for Smart Cities with Camden. H20/20 and other funding partnerships opportunities to be explored.
HSC	College of Contemporary Health	LSBU are validating their Obesity Care course through HSC. Further opportunities being explored.
All	MyKindaCrowd Brighter Futures	In discussions with Employability and Student Enterprise to develop a programme of events to link LSBU students with employers using their industrial challenges. In touch with Marketing to possibly share their databases of Schools with LSBU for recruitment purposes.
Engineering	Jevon Davies T/A Silicon Thoughts	Boutique electrical engineering consultancy and spin out from University of Cape Town and John Hopkins University with University of Western Sydney. Provides internship opportunities, and currently employs a LSBU PG graduate (a case study is being developed). PhD/Horizon 20/20 funding opportunities being explored.
Engineering	Solion	University spin-out making solar panel arrays. Now in contact with PG Marketing course for possible placement. A re-engagement strategy is being formulated for our spin-outs.
Business	School Explained Learning Ladders	Set industrial challenge for 1st year BSc Informatics students. Feedback received and shared. May have a placement for one of the students he met during the project (Case study being developed)
ACI	School Explained Learning Ladders	Fully funded LSBU internship ongoing, they will not be able to offer the intern full time employment at the end of the placement due to the nature of their work, but they will be using him on a freelance basis.
Engineering	Digital Detox	KTP/TSB Funding opportunities identified and are being explored. Now in contact with Informatics academics and are meeting regularly to explore further opportunities. Identified a student they want to offer a placement to (recruitment process underway).
Health	Breathe Arts Health Research	Clinical placements for two OT students have just begun. Also had a part funded intern.

	PAPER NO: UE.04(15)
Board:	Board of Directors
Date:	18 March 2015
Paper title:	Management Accounts to 28 February 2015
Author:	Keith Would, Reporting Business Support Manager – Enterprise
Recommendation:	That the Board note the management accounts to 28 February 2015

Executive summary

The Board is requested to note the management accounts to 28 February 2015.

LONDON SOUTH BANK UNIVERSITY									
Management Summary Report from August 2014 To The End Of February 2015									
All Enterprise - YTD Actuals									
	1	2	3	4		1+3	2+4		
	LSBU	LSBU	SBUEL	SBUEL	TOTAL ENTERPRISE				
	University Enterprise	School - Other	University Enterprise	School - Other	Total Enterprise	Total University Enterprise	Total School		
	(£)	(£)	(£)	(£)	(£)	(£)	(£)		
A Enterprise Project Income	(136,842)	(2,576,413)	(655,499)	(233,562)	(3,602,316)	(792,341)	(2,809,975)		
B Enterprise Support Income	(307,816)	0	(313,011)	(0)	(620,827)	(620,827)	(0)		
Total Income	(444,659)	(2,576,413)	(968,510)	(233,563)	(4,223,144)	(1,413,168)	(2,809,975)		
A Enterprise Project Costs	36,546	983,699	115,879	111,037	1,247,161	152,425	1,094,737		
B Enterprise Support Costs	(78,412)	0	902,978	4,374	828,941	824,566	4,374		
Total Costs	(41,866)	983,699	1,018,857	115,412	2,076,102	976,991	1,099,111		
A Grand Total Enterprise Project	(100,296)	(1,592,714)	(539,620)	(122,525)	(2,355,155)	(639,917)	(1,715,239)		
B Grand Total Enterprise Support	(386,228)	0	589,967	4,374	208,113	203,739	4,374		
Grand Total	(486,524)	(1,592,714)	50,347	(118,151)	(2,147,042)	(436,177)	(1,710,865)		

LONDON SOUTH BANK UNIVERSITY									
Management Summary Report from August 2014 To The End Of February 2015									
All Enterprise - Annual Forecast									
	1	2	3	4		1+3	2+4		
	LSBU	LSBU	SBUEL	SBUEL	TOTAL ENTERPRISE				
	University Enterprise	School - Other	University Enterprise	School - Other	Total Enterprise	Total University Enterprise	Total School		
	(£)	(£)	(£)	(£)	(£)	(£)	(£)		
A Enterprise Project Income	(725,936)	(6,147,652)	(1,285,256)	(377,034)	(8,535,878)	(2,011,192)	(6,524,686)		
B Enterprise Support Income	(520,926)	0	(548,590)	0	(1,069,516)	(1,069,516)	0		
Total Income	(1,246,862)	(6,147,652)	(1,833,846)	(377,034)	(9,605,394)	(3,080,708)	(6,524,686)		
A Enterprise Project Costs	280,773	1,834,237	595,870	148,975	2,859,856	876,644	1,983,212		
B Enterprise Support Costs	25,246	0	1,630,150	0	1,655,396	1,655,396	0		
Total Costs	306,019	1,834,237	2,226,021	148,975	4,515,252	2,532,040	1,983,212		
A Grand Total Enterprise Project	(445,163)	(4,313,416)	(689,386)	(228,059)	(5,676,022)	(1,134,548)	(4,541,474)		
B Grand Total Enterprise Support	(495,680)	0	1,081,560	0	585,880	585,880	0		
Grand Total	(940,843)	(4,313,416)	392,175	(228,059)	(5,090,142)	(548,668)	(4,541,474)		

LONDON SOUTH BANK UNIVERSITY									
Management Summary Report from August 2014 To The End Of February 2015									
All Enterprise - Annual Budget									
	1	2	3	4		1+3	2+4		
	LSBU	LSBU	SBUEL	SBUEL	TOTAL ENTERPRISE				
	University Enterprise	School - Other	University Enterprise	School - Other	Total Enterprise	Total University Enterprise	Total School		
	(£)	(£)	(£)	(£)	(£)	(£)	(£)		
A Enterprise Project Income	(816,936)	(6,444,703)	(1,285,256)	(263,389)	(8,810,284)	(2,102,192)	(6,708,092)		
B Enterprise Support Income	(520,926)	0	(548,590)	0	(1,069,516)	(1,069,516)	0		
Total Income	(1,337,862)	(6,444,703)	(1,833,846)	(263,389)	(9,879,800)	(3,171,708)	(6,708,092)		
A Enterprise Project Costs	280,773	1,510,169	595,870	109,975	2,496,788	876,644	1,620,145		
B Enterprise Support Costs	25,246	0	1,630,150	0	1,655,396	1,655,396	0		
Total Costs	306,019	1,510,169	2,226,021	109,975	4,152,185	2,532,040	1,620,145		
A Grand Total Enterprise Project	(536,163)	(4,934,534)	(689,386)	(153,414)	(6,313,496)	(1,225,548)	(5,087,948)		
B Grand Total Enterprise Support	(495,680)	0	1,081,560	0	585,880	585,880	0		
Grand Total	(1,031,843)	(4,934,534)	392,175	(153,414)	(5,727,616)	(639,668)	(5,087,948)		

LONDON SOUTH BANK UNIVERSITY									
Management Summary Report from August 2014 To The End Of February 2015									
All Enterprise - Variance Forecast vs Budget									
	1	2	3	4		1+3	2+4		
	LSBU	LSBU	SBUEL	SBUEL	TOTAL ENTERPRISE				
	University Enterprise	School - Other	University Enterprise	School - Other	Total Enterprise	Total University Enterprise	Total School		
	(£)	(£)	(£)	(£)	(£)	(£)	(£)		
A Enterprise Project Income	(91,000)	(297,051)	0	113,645	(274,406)	(91,000)	(183,406)		
B Enterprise Support Income	0	0	0	0	0	0	0		
Total Income	(91,000)	(297,051)	0	113,645	(274,406)	(91,000)	(183,406)		
A Enterprise Project Costs	0	(324,067)	0	(39,000)	(363,067)	0	(363,067)		
B Enterprise Support Costs	0	0	0	0	0	0	0		
Total Costs	0	(324,067)	0	(39,000)	(363,067)	0	(363,067)		
A Grand Total Enterprise Project	(91,000)	(621,119)	0	74,645	(637,474)	(91,000)	(546,474)		
B Grand Total Enterprise Support	0	0	0	0	0	0	0		
Grand Total	(91,000)	(621,119)	0	74,645	(637,474)	(91,000)	(546,474)		

LONDON SOUTH BANK UNIVERSITY (SU)

Management Summary Report from August 2014 To The End Of February 2015

LSBU: Segment (row)

Source	Source (Description)	Annual Forecast			YTD Actuals		
		Total Income	Total Costs	Grand Total	Total Income	Total Costs	Grand Total
		(£)	(£)	(£)	(£)	(£)	(£)
	REGENERATION PROGRAMMES	(223,104)	150,594	(72,510)	(57,006)	23,701	(33,305)
	KNOWLEDGE TRANSFER	(229,159)	150,131	(79,028)	(164,427)	112,674	(51,753)
	OVERSEAS PARTNERSHIPS	(1,004,150)	215,797	(788,353)	(181,235)	77,717	(103,518)
	LETTING OF FACILITIES	(448,500)	0	(448,500)	(193,910)	0	(193,910)
	STUDENT ENTERPRISE	(250,000)	316,583	66,583	(147,026)	145,198	(1,828)
	EVENTS & CONFERENCES	(9,597)	1,500	(8,097)	(12,844)	4,499	(8,345)
	SHORT COURSES	(475,494)	104,155	(371,339)	(285,682)	72,637	(213,045)
	UNIVERSITY ACCREDITED COURSES	(2,791,325)	483,542	(2,307,783)	(1,172,373)	283,528	(888,845)
	OTHER INCOME GENERATING ACTIVITIES	(1,692,259)	1,009,291	(682,969)	(645,778)	445,490	(200,289)
	ENTERPRISE SUPPORT	(270,926)	(291,337)	(562,263)	(160,790)	(223,610)	(384,400)
	Grand total LSBU	(7,394,514)	2,140,256	(5,254,258)	(3,021,071)	941,833	(2,079,238)

LONDON SOUTH BANK ENTERPRISES (SL)

Management Summary Report from August 2014 To The End Of February 2015

SBUEL: Segment (row)

Source (Code)	Source (Description)	Annual Forecast			Actuals Ytd		
		Total Income	Total Costs	Grand Total	Total Income	Total Costs	Grand Total
		(£)	(£)	(£)	(£)	(£)	(£)
	CONSULTANCY	(24,066)	15,733	(8,333)	(22,383)	3,743	(18,641)
	COMMERCIAL RESEARCH	(154,323)	133,243	(21,080)	(119,906)	100,439	(19,468)
	REGENERATION PROGRAMMES	0	72,509	72,509	0	40,402	40,402
	LETTING OF FACILITIES	(218,645)	3,000	(215,645)	(97,607)	6,656	(90,951)
	OTHER INCOME GENERATING ACTIVITIES	(4,000)	0	(4,000)	(4,220)	0	(4,220)
	ENTERPRISE SUPPORT	(548,590)	1,630,150	1,081,560	(313,011)	907,353	594,341
	PROPERTY RENTAL	(1,261,256)	520,361	(740,895)	(644,944)	75,677	(569,267)
	Grand total SBUEL	(2,210,880)	2,374,996	164,116	(1,202,072)	1,134,269	(67,804)

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				
			2014 Forecast (£)	2014 Budget (£)	Variance - Forecast to Budget		2014 Actuals (£)	2014 Budget (£)	Variance - Actuals to Budget		
					(£)	%			(£)	%	
(536,590)	(313,011)	Funding Grants	(536,590)	(536,590)				(313,011)	(313,011)		
(159,397)	(264,882)	Enterprise - Research Related Activities	(178,389)	(106,389)	72,000	68%	(139,540)	(62,060)	77,479	125%	
(1,271,988)	(616,390)	Enterprise - Other	(1,495,901)	(1,454,256)	41,645	3%	(746,791)	(847,878)	(101,088)	(12%)	
(12,486)	0	Other - Operating Income	0	0			0	0			
(5,037)	(2,911)	Endowment Income & Interest Receivable	0	0			(2,731)	0	2,731		
(1,985,499)	(1,197,195)	Total Income	(2,210,880)	(2,097,235)	113,645	5%	(1,202,072)	(1,222,949)	(20,877)	(2%)	
227,344	115,549	Academic - Permanent staff	148,975	109,975	(39,000)	(35%)	99,414	70,960	(28,454)	(40%)	
8,944	9,242	Academic - Temporary staff	0	0			1,616	0	(1,616)		
673,422	370,300	Support - Permanent staff	883,921	883,921			435,401	515,620	80,220	16%	
6,106	0	Support - Temporary staff	6,000	6,000			3,227	3,500	273	8%	
32,837	2,173	Third party staff	0	0			29,842	0	(29,842)		
948,652	497,264	Total Staff Costs	1,038,896	999,896	(39,000)	(4%)	569,499	590,080	20,582	3%	
31,372	5,611	Staff Related	0	0			(2,511)	0	2,511		
18,301	3,702	Marketing and PR	18,000	18,000			5,068	11,500	6,432	56%	
721	15	Student Related	0	0			144	0	(144)		
9,731	10,720	Equipment	0	0			763	0	(763)		
14,211	2,924	Computing	68,400	68,400			70,226	39,900	(30,326)	(76%)	
608,026	264,223	Utilities	853,500	853,500			448,874	567,875	119,001	21%	
233,874	1,156	Maintenance & Other Estate	0	0			(13,390)	0	13,390		
5,740	0	Cleaning & Security	3,000	3,000			535	1,750	1,215	69%	
(10,624)	(13,429)	Financial	0	0			117	0	(117)		
17,463	8,238	Communications	18,000	18,000			5,156	10,500	5,344	51%	
105,732	46,501	Legal & Professional	106,004	106,004			24,882	70,169	45,287	65%	
2,370	620	Subscriptions and Membership Fees	0	0			13,098	0	(13,098)		
4,718	2,187	Photocopying and Stationery	0	0			2,258	0	(2,258)		
51,046	24,519	Other	149,196	149,196			9,496	124,531	115,035	92%	
901	0	Internal Recharges	0	0			53	0	(53)		
1,093,582	356,988	Total Other Operating Expenses	1,216,100	1,216,100			564,770	826,225	261,455	32%	
56,735	(342,943)	Contribution	44,116	118,761	74,645	63%	(67,804)	193,356	261,160	135%	
		Staff costs as % of income	47.0%	47.7%			47.4%	48.3%			
		Contribution %	(2.0)%	(5.7)%			5.6%	(15.8)%			

	PAPER NO: UE.05(15)
Board:	South Bank University Enterprises Ltd
Date:	18 March 2015
Paper title:	South Bank University Enterprises Ltd: Gift Aid policy
Author:	Rebecca Warren, Accountant
Recommendation:	The Board is requested to note the changing requirements on making Gift Aid donations to the University, and take the stated actions to avoid the possibility of unlawful distributions in future.

South Bank University Enterprises Ltd has, for the years 2007-8 onwards (see Appendix), made a taxable profit, which it has donated to the University by Gift Aid, thereby eliminating a corporation tax charge.

Although for the first four years this involved distributing negative reserves, at the time this was regarded as acceptable by the Charities Commission, who had a guidance note (CC 35) to the effect that the donation by a trading subsidiary to the parent was not a distribution.

But this note has been withdrawn, and, pending further guidance from HMRC, it is possible that these distributions may be classified as unlawful, and that this may apply looking back up to six years (the box in the Appendix). The issue has been raised with Grant Thornton, and we await further guidance.

At the advice of Grant Thornton, SBUEL recapitalised in the year 2011-12, and does not currently have negative reserves.

To avoid the possibility of making unlawful distributions in the future, the Board is requested to take the following actions:

a) The Gift Aid policy, which was approved in June 2012, is as follows:

"South Bank University Enterprises Ltd (SBUEL) is the trading subsidiary of London South Bank University (the University), and is entirely owned by the University. Each year, the taxable profit of SBUEL is calculated alongside the calculation of the accounting profit. Normal policy is that once the accounts have been finalised, the

taxable profit is paid by SBUEL to the University by Gift Aid, thereby eliminating all taxable profits of SBUEL in year and avoiding any corporation tax charges. However, subject to agreement by LSBU, the directors of SBUEL may recommend retaining an element of the taxable profits within SBUEL, and paying the associated corporation tax charge. [*] Gift Aid payments must be made within nine months of the year-end (so if the year-end is July, the payment must be made by the end of the following April). The corporation tax return, which must be submitted to HMRC within one year of the year end, is prepared after the Gift Aid has been paid".

The Board is requested to insert the following additional sentence at *:

"Additionally, a Gift Aid payment will not be made which causes the reserves of SBUEL to become negative, or if the reserves are already negative".

b) The accounting policy, which appears in the statutory accounts, is as follows:

"The Company makes a Gift Aid payment to London South Bank University sufficient to reduce any taxable profit for the year to zero [*]. Taxable profit differs from the net profit/(loss) as reported in the profit and loss account because it excludes items of income or expenditure that are taxable or deductible in other years and it further excludes items that are never taxable or deductible".

The Board is requested to continue the sentence at *:

"... subject to the requirement not to cause the reserves of the Company to become negative".

c) The Board is requested to plan for the future of SBUEL in a way that will not cause the reserves to become negative. If SBUEL does not budget to make a loss, since fluctuations between the taxable profit and the accounting profit are generally minor (such as timing differences with regard to fixed assets) this is primarily a matter of avoiding large non-tax-deductible expenses such as the write-off of loans, or bearing the corporation tax charge if such expenses occur.

If reserves are negative (or a distribution would cause the reserves to become negative), Gift Aid can be paid only if SBUEL is recapitalised to avoid negative reserves.

Appendix

Historical profit and reserves of SBUEL

	Accounting Profit/loss	Gift aid	Profit/loss after gift aid	Reserves at year- end	Comments
2005-6	(169,529)	-	(169,529)	(569,262)	
2006-7	(166,533)	-	(166,533)	(735,795)	
2007-8	338,624	244,698	93,926	(641,869)	Rental income started to be included in SBUEL.
2008-9	282,400	208,983	73,417	(568,452)	
2009-10	397,915	404,418	(6,503)	(574,955)	
2010-11	546,065	559,886	(13,821)	(588,776)	
2011-12	652,533	648,240	4,293	115,517	The recapitalisation took place this year.
2012-13	564,139	533,560	30,579	146,096	
2013-14	(56,878)	-	(56,878)	89,228	

	PAPER NO: UE.06(15)
Board:	Board of Directors
Date:	18 March 2015
Paper title:	Update on SBUEL IP, Spin-Outs & Spin-Ins
Author:	Syeda Rahimunnessa, IP Manager
Recommendation:	Update to Board of current SBUEL Spin-Outs and Spin-In Companies and IP portfolio

Executive summary

This paper provides an update to the Board of the current list of SBUEL Spin-Out and Spin-In companies and IP portfolio.

The Board should be aware that it is intended to review the SBUEL portfolio of companies. The review will look at their current market and financial position with a view to making an assessment on the value of SBUEL retaining them. The review should be completed for the next SBUEL Board meeting.

The Board should also be aware that SBUEL has had little or no contact with these companies in the period January 2012-2014 hence the requirement for an update and review.

The IP portfolio is provided for information. Two new patents have been granted within the last 12 months – Professor Basu Saha’s Continuous Process for producing epoxides was granted a USA patent last summer and in March 2015 the Chinese patent has been granted. The SBUEL portfolio now has 7 granted patents.

SBUEL Spin-In and Spin-Out Companies

Company Name	Company Number	Date Incorporated	Director	SBUEL Shares	Share Date	Other Information
BBM Technology Ltd	5639160	29/11/2005	Roger Brown/Graham Bratton	40 shares	Feb-11	Spin-In
Solar Polar	6356310	30/08/2007	Robert Edwards	4.5% share	2009	Spin-In
Solion Ltd	4363750	30/01/2002	Loey Salam	Share Certificate No. 17 (45 Shares)	22/05/2007	
Engineering Surfaces Ltd	4643997	22/01/2003	David Gawne	Share Certificates (15 shares)	30/10/2003	
Biox Systems Ltd	4087213	10/10/2000	Bob Imhoff	Share Certificate No. 6 (24 Shares)	22/03/2001	
About Time Design Ltd	5319147	22/12/2004	James Barnham	Certificate No. 055, 229 shares	04/04/2008	

Patents Year 2014/15			
Patent	Academic	Territories	Status
Measuring Vapour Flux	Professor Bob Imhof	UK	Granted
		Japan	Granted
		France	Granted
		Germany	Granted
		USA	Granted
Method for Continuous Epoxides	Professor Basu Saha	Europe	Application
		India	Application
		USA	Granted Summer 2014
		China	Granted March 2015
Sous Vide	Dr Chris Brock	UK	Application
Thiopeptides Patents	Professor Pat Bailey	Europe	To be transferred from Keele to LSBU
		USA	To be transferred from Keele to LSBU

Design Registrations

Date	Inventor	Type	Design Registration of	Applicant Name	Country	Registration Number	Status	Date Granted	Deadline to pay publication fee	Amount £	Design Expiry Date	1st Renewal Deadline	Renewal Cost
2011	Arnold du Toit	Graduate Entrepreneur	Rolleygolf	SBUEL	EU/Community	001915000	Defer Publication	09/09/2011	09/12/2013	£300+VAT	09/09/2036	09/09/2016	
2011	Arnold du Toit	Graduate Entrepreneur	Rolleygolf	SBUEL	South Africa			Mar-12					
2011	Arnold du Toit	Graduate Entrepreneur	Rolleygolf	SBUEL	USA			Mar-12					
2011	Such & Such	Graduate Entrepreneur	Bridgit	SBUEL	EU/Community								
2011	Such & Such	Graduate Entrepreneur	Bridgit	SBUEL	USA								
2011	Such & Such	Graduate Entrepreneur	Duo	SBUEL	EU/Community								
2011	Such & Such	Graduate Entrepreneur	Duo	SBUEL	USA								
28/08/2014	Peter Hadfield (lead)	Commerialisation Project	APAD Measuring Diabetes Device	SBUEL	UK	002527150							

*Arnold du Toit Design Registrations

Trade Marks

Last Updated Jan 2015

	Inventor		Trade Mark(s)	Country	Date of Application	Applied in Name of	Application Number	Goods & Service Classes	Status	Trade Mark Number	Registration Certificate Received & Date
	Paul Jones	Technician	SocketLockit	UK	27/06/2011	SBUEL		9	Granted	2585880	Yes, 14/10/2011
			Socket Lockit								
2	Arnold Du Toit	Graduate Entrepreneur	Drive Daddy Ltd	UK	16/08/2011	SBUEL	2591558	12, 39, 42	Granted	2591558	Yes, 21/02/2012
3	Arnold Du Toit	Graduate Entrepreneur	Rolleygolf	UK	17/08/2011	SBUEL	2591774	9, 12, 25, 28, 39	Granted	2591774	Yes, 13/01/2012

*Arnold du Toit Design Registrations will go once an agreement has been reached with Rolleygolf.

Active Licence Agreements

Licensee	Licence Start Date	Product	Payment Terms	Update
Such & Such (Graduate of LSBU and student enterprise scheme)	6 th November 2013	Disability Products – Crutch Clip & Cup Holder (Design Registrations) – product development & commercialisation licence	5% royalty payment once net sales receipt is above £50k	Company in process of negotiations to sell retail side of business
Larissa Fradkin/Sound Mathematics Ltd (Academic)	1 st August 2011	Software, mathematical & teaching techniques, teaching materials	7.5% royalty payment of Gross Receipts pa (payment of royalties expires once £50k is reached)	
Bob Imhoff/Biox (Academic)	Jan-03	Patent Licence	Annual Royalty Payments 4% net sales	

Royalties

Biox Royalty Payments

Annual Royalty Payment	Year Ending	Royalty Payment Received
4% of net sales	31/10/2014	Awaiting EoY Accounts
	31/10/2013	£12,088.56
	31/10/2012	£6,680.22
	31/10/2011	£9,831.46
	31/10/2010	£6,514.09
	31/10/2009	£6,214.99
	31/10/2008	£5,427.34
	31/10/2007	£3,433.11
	31/10/2006	£3,420.80
Total		£53,610.57

Patents

Agreement that LSBU will pay the renewals and Biox will reimburse the costs.

PhD Student

Biox are funding a PhD student this academic year

	PAPER NO: UE.07(15)
Board:	South Bank University Enterprises Ltd
Date:	18 March 2015
Paper title:	South Bank University Enterprises Ltd: Travel and Expenses policy
Author:	Natalie Ferer, Financial Controller
Recommendation:	The Board is requested to approve the adoption by SBUEL of the University's travel and expenses policy.

Previously the Boards of both the University and SBUEL agreed that SBUEL would have its own travel and expenses policy. This is slightly different to the University policy and allowed for some flexibility around what could be claimed. A list of the differences is shown below. The University Travel policy has now been updated to include a provision for exceptions, allowing SBUEL and other staff to make claims outside normal policy as long as these have been approved in advance.

It is proposed that SBUEL adopt the University's travel policy. It will retain its separate financial regulations in respect of purchasing and procurement and its own HR policies. An appendix to the University policy will be added to reflect the scheme of authorisation for SBUEL.

SBUEL policy

All staff incurring expenses which will be claimed from SBUEL

Does not include section for visitors to the University

Exceptions authorised in advance by SBUEL CEO

Congestion charge can be claimed when there is demonstrated business need

University Policy

All staff incurring expenses which will be claimed from the University

Includes section for visitors to the University

Exceptions authorised in advance by VC or CFO or Financial Controller

Congestion charge cannot be claimed (unless authorised in advance as an exception)

Proposed Appendix:

For SBUEL the following amendments apply:

1. *Scope of Policy*

This policy is applicable to all employees and visitors, irrespective of the source of funding. This policy applies regardless of payment method, and therefore applies to expense claims, purchasing card expenditure and invoiced expenditure. In exceptional circumstances where a particular business need to operate outside this policy arises, approval must be sought in advance from the CEO or another member of the SBUEL board.

5. *Authorisation*

The authorisation hierarchy for Travel Authorisation forms, car user application forms and expenses claims is as follows:

Traveller	Authoriser
All staff except CEO	Line Manager
CEO	Chair of Board of Governors

TRAVEL, SUBSISTENCE AND EXPENSES POLICY

Originating Department:	<i>Finance/Procurement Services</i>
Enquiries to:	<i>Natalie Ferer – Financial Controller</i> <i>Penny Green – Head of Procurement</i>
Approving Committee/Body:	<i>Executive, Policy and Resources Committee</i>
Version No:	2
Last Approved:	23 rd Sept 2014
Next due for approval:	<i>One Year</i>
Document Type (delete as appropriate):	POLICY
Mandatory Target Audience:	<i>All staff</i>
Also of Relevance to:	<i>Externals claimants</i>
Brief Summary of Purpose:	The University's travel, subsistence and expenses policy is in place to ensure value for money is achieved, whilst ensuring the safety of University employee's at all times.

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Annex 1: Maximum Travel and Subsistence Rates

Annex 2: Travel, Subsistence and expenses for visitors to the University

Introduction

Travel, subsistence and other expenses incurred by employee's accounts for around £1m of spend per annum. The University's travel, subsistence and expenses policy is in place to ensure value for money is achieved, whilst ensuring the safety of University employee's at all times.

The Policy applies to all employees and visitors to the University. All employees and other claimants must adhere to the Policy when incurring travel and associated expenditure on behalf of the University.

Adherence to this policy (and policy annex) is mandatory and non-compliance constitutes a breach of the University's financial regulations.

Policy Objectives:

- To obtain maximum **value for money** from the University's expenditure on travel, subsistence and other expenses
- To **inform employees** and other claimants of procedures to be undertaken when arranging travel
- To ensure that the University's expenditure on travel and subsistence represents only the **necessary and reasonable costs** incurred by or on behalf of staff who are on University business
- To ensure **safe and healthy travel**
- To **minimise the cost of administration**, including the time spent by members of staff making travel arrangements, processing approvals and submitting expense claims
- To enable budget holders to **control expenditure, manage and monitor staff safety** and adherence to policy and procedures
- To rationalise business travel to minimise the **environmental impact** of travel

1. Definitions

Official Business:	Authorised, necessary business undertaken in relation to, or on behalf of, the University and its subsidiary companies which, for legitimate reasons, cannot be carried out at or within the University's premises.
Domestic Travel:	Travel on Official Business, to any location within UK Territorial Limits.
Overseas Travel:	Travel on Official Business, to any location outside the UK Territorial Limits, and which commences from within the UK Territorial Limit.
Non Domicile	
Overseas Travel:	Travel on Official Business, to any location inside or outside the UK Territorial Limit, which commences from outside the UK Territorial Limit, and pertains to a non-domicile employee.
Entertaining:	The necessary and reasonable cost incurred in entertaining third parties and staff for an approved purpose
Subsistence:	The necessary and reasonable cost of meals and/or accommodation incurred by or on behalf of University employees engaged in Official Business.
The Policy:	The University's Travel and Subsistence Policy and related guidelines
Staff:	Where reference is made to 'staff', provisions equally apply to external visitors travelling or entertaining on University business or claiming expenses.

2. Scope of Policy

This policy is applicable to all employees and visitors, irrespective of the source of funding. This policy applies regardless of payment method, and therefore applies to expense claims, purchasing card expenditure and invoiced expenditure. In exceptional circumstance where a particular business needs to operate outside this policy arises, approval must be sought in advance from either the Vice Chancellor, Chief Financial Officer or Financial Controller

3. Travel Avoidance

Staff should only travel when there is no viable business alternative. Before making a booking, staff should consider whether it is necessary, or whether there are practical alternatives by which business objectives could be achieved without the need to travel. This could include video-, audio-, or web- conferencing, or where only one member of a team attends. Where only one member of the team attends, they should share the outcome of the meeting with other interested parties or members of staff.

It is the responsibility of all line managers and budget holders to ensure that staff are travelling only where there is a priority business need and no practical business alternative. Where such practical alternatives exist these should be adopted.

Only staff with a genuine business need should attend meetings. Meetings should have pre-agreed agendas and all items should be covered, where possible, to reduce the need for further follow-up meetings. Meetings should be arranged at a location that will keep to a minimum the amount of travel required by the attendees as a whole. The use of third-party meeting facilities that incur an additional cost to the Department should be kept to a minimum. Where practical, meeting locations should be selected within close walking distance of public transport links. Meeting times should be selected on the basis of enabling staff to make full use of public transport.

4. No Personal Gain

Employees will be reimbursed the actual travel and associated expenses incurred solely and necessarily in the performance of their duties. The rules contained within this policy ensure that employees neither gain nor lose financially in relation to expenditure and reimbursement on travel, subsistence and other expenses.

The University is also required to demonstrate to HMRC that adequate controls are in place to ensure compliance with the rules and requirements for tax dispensations. Provided they are followed, the rules and guidance contained within this policy will ensure that no taxable benefit in kind will arise on the employee.

Home to work travel expenses

Travel between home and an employee's normal work place is regarded as private and cannot be claimed as business expenses. If employees travel straight from their home or return direct to their home after a business event off the University site:

- In the case of private cars, mileage claimed must be the lesser of the actual mileage and the mileage which would have been incurred if the journey had started and finished at the normal work place
- In the case of public transport, the cost claimed must be the lesser of the cost of the journey from home to destination or normal work base to destination.

Promotional Incentives

The purchasing decision shall not be influenced by any promotional incentives such as airline mileage credits or personal credit card discounts or rebates.

Spouse and partner expenses

Partners, spouses or other persons not connected with the University shall not travel at the University's expense except when their presence is required and authorised for a bona fide business purpose. All such expenditure must be approved in advance by the Vice Chancellor, or the Chair of the Board of Governors in the case of the Vice Chancellor.

However, a spouse/partner may accompany a member of staff on University business at their own expense, and with prior approval. In such instances, the University will pay only for the costs of the Employee, and must not be charged for more than if the member of staff had travelled alone. An employee travelling with a spouse/partner should obtain the hotel room rate that would have applied had they been travelling alone. Only this cost rather than the actual cost of the room will be paid by the University. Private insurance must be taken out to cover the spouse/partner's travel.

A Travel Authorisation Form (See section 5) must be completed for all travel accompanied by a spouse/partner.

'Trading down' of travel tickets, i.e. travelling by a lower class in order to claim an extra ticket for a spouse/partner is not permitted and is considered to be a serious offence.

Holidays Linked to Business Trips

An employee may stay in the destination travelled to for business purposes for additional days before or after the completion of University business. The University will not meet any of the travel costs, accommodation or subsistence for days taken as holiday linked to a business trip. Private insurance must be taken out to cover the private part of the journey.

Holidays linked to business trips are subject to the following restrictions:

- It must be clear that the reason for travel to the destination was for a business purpose and that the holiday period was a secondary consideration.
- There is no deviation from the most direct journey required to fulfil the business objectives of the trip.
- The time spent on holiday must not exceed the time that was required for business purposes.

If it is adjudged that the above have not been complied with, the University will not meet any of the costs of the trip. The deliberate spacing of business activities to artificially inflate the business element of the trip is strictly prohibited. This is in accordance with HMRC rules. In such cases the decision of the University will be final.

Excess baggage charges

Staff should meet excess baggage charges personally unless these are due to items being taken for business reasons, and this has been agreed in advance.

5. Authorisation

All travel must be authorised in advance in accordance with the hierarchy set out in the table below. By authorising travel, signatories are certifying that the expenditure is necessary, that the mode of transport has been given prior approval, that the necessary funding is available, that risk assessment has been completed and demonstrates that travel is safe, and that all other Policy requirements have been met.

A [Travel Authorisation Form](#) must be submitted for the following travel types:

- All overseas travel
- Travel accompanied by a spouse/partner

- UK travel exceeding £300.

UK travel likely to cost less than £300 does not require the use of the Travel Authorisation Form, but there must be clear agreement from the budget holder (e.g. a brief exchange of e-mails or memos, or a standing delegated authority) that the costs will be met. Without such agreement the budget holder may refuse to authorise the payment of claims or invoices relating to the journey.

All overseas travel must be preceded by a Risk Assessment approved by Health and Safety Services.

The authorisation hierarchy for Travel Authorisation forms, car user application forms and expenses claims is as follows:

Traveller	Authoriser
Professional Service Group staff	Head of Professional Service Group
School Staff	Dean
Dean	Deputy Vice Chancellor
Member of Executive	Deputy Vice Chancellor or Vice-Chancellor
Vice-Chancellor	Chair of Board of Governors

Members of staff cannot authorise their own Travel Authorisation Forms.

Where more than one member of staff is travelling, the most senior member of staff must submit the Travel Authorisation Form, detailing the other staff members.

6. *Booking of travel & subsistence*

Travel and subsistence expenditure may be booked in three ways:

- 1) Via the University's approved Travel Management Company. This is the preferred method, ensures that the University obtains the best value for money and reduces the need for staff to spend time researching fare options
- 2) Directly by the employee, with payment made from personal funds and subsequently reclaimed through the expense reimbursement system
- 3) Directly by the employee with payment made by University purchasing card.

If travel is booked via The Travel Management Company, no comparison quotes are required. However if travel is booked directly by the employee, a minimum of three quotes must be obtained to demonstrate that the University is obtaining Value for Money. One of these quotes must be from the Travel Management Company. This applies to all bookings; travel with a low cost carrier does not remove the need for this step.

If travel is booked via The Travel Management Company (TMC), the TMC automatically compiles a report of employees who are travelling, their location and their contact numbers, enabling the University to contact and assist staff in an emergency.

Where any business travel (UK or overseas) is booked directly by the employee and The Travel Management Company is not used, the employee must ensure that the travel details relating to their trip are registered on the [Travel Location Register](#) prior to travel. This will ensure that records are available to the University in order to contact employees.

The following details must be entered as a minimum on the [Travel Location register](#):

- Name of Traveller
- Dept or School
- Traveller's contact number
- Alternative Emergency Contact
- Type of Journey
- Departure Date

-
- | | |
|--|---|
| <ul style="list-style-type: none">• Departing From• Travelling To• Countries Visited• Business Activity• Hotel Name and Number• Multi Destination Details | <ul style="list-style-type: none">• Return Date• Returning From• Returning To• Booking Details• Carrier Name• Travel with Students |
|--|---|

7. *Lowest Logical Cost, Advance Booking and Reduced Fare Opportunities*

Expenditure should be kept to the minimum consistent with the effective performance of work on behalf of the University.

Where possible, staff should plan trips at the 'lowest logical cost' to take advantage of reduced fare opportunities including, but not limited to:-

- Excursion fares
- Promotional fares
- Fares with restrictions which can be accepted for the planned trip
- "Academic Status" fares which are sometimes available

The Lowest Logical Cost should take into account all related costs, including fares, travel to and from airports/station, car park charges, mileage costs and other related expenditure.

Full advantage is to be taken of advance, consolidated or discount fares. Rail travel, wherever possible, should be booked in advance to take advantage of early booking concessions.

Travel should be planned in advance with as much certainty as possible. Last minute and 'open' tickets are expensive and should be avoided. Employees are required to use advance purchase restricted tickets, accepting a reasonably flexible time window around requested departure and arrival times. The University accepts that employees may have to occasionally pay an additional fare should they miss their timed departure; however employees should manage meetings and travel times to reduce the risk of additional fares, where possible.

Travellers will not be expected to take unnecessary connections or travel unreasonable distances to leave from a less expensive departure point.

8. *Mode of Travel*

Selecting the right mode of transport

Assessing the right mode of transport for the journey is important. The mode of transport selected for Official Business travel should give consideration to the following:

- Environmental impact of the journey
- Time available to make the journey
- Health, safety, and well-being of the employee and their individual needs
- Opportunity to share transportation

Walking

Staff should walk where they feel that time, convenience and personal safety allow. It is considered that a journey of less than 2 miles is a reasonable walking distance. Route planning tools should be used to select the safest walking route. The following route planners are recommended:

<http://walkit.com/cities/london>

<http://www.tfl.gov.uk/gettingaround/walking>

Cycling

Cycling should be considered for local journeys where staff feels that convenience and personal safety allow.

Consideration should be given to the following:

- Competence of the cyclist and training received. The individual is to judge whether they are a competent cyclist. Cycle training is available free to staff on all campuses from their respective local authorities and can be booked through Estates and Facilities.
- Fitness and health of the cyclist. The individual is to judge whether there are fitness or health reasons which affect their ability to cycle.
- Suitability and condition of cycle used. The individual is to judge whether their bicycle is road-worthy. If unsure, they should visit a cycle shop prior to making their journey.
- Use of safety equipment. The individual is to ensure that appropriate safety equipment, such as a cycle helmet, high visibility clothing and lights, is used for the duration of their journey
- Route planning to reduce cycle risks. Route planning tools should be used to select the safest cycle route, avoiding main roads where possible. The following route planner is recommended: <http://www.tfl.gov.uk/roadusers/cycling/11598.aspx>

A mileage rate of 20p/mile will apply for all journeys made by bicycle. Distances should be estimated using the road/cycle network unless the cycle used is fitted with an odometer, when the actual mileage recorded should be claimed. Mileage should be claimed using the mileage section of the expense claim form (See section 15).

LSBU encourages cycling through the [Cycle to Work Scheme](#) which allows employees to buy a bicycle tax free.

Rail travel

Staff are encouraged to use public transport. Rail travel should be by standard class unless a first class ticket is cheaper at the point of purchase, and evidence can be provided to prove that this was the case. Rail tickets should be purchased as far in advance as possible in order to take advantage of discounted fares. The purchase of 'walk-on' tickets for long distance rail journeys should be avoided.

London Underground and Bus travel

Staff are encouraged to use public transport. Where an employee holds a season ticket or travelcard, only travel costs incurred over and above the cost of the season ticket or travelcard should be claimed.

Journeys should be paid for using Oyster pre-pay, as paper ticket fares are significantly higher than Oyster pre-pay fares.

Expense claims for Oyster pre-pay fares should include a copy of the Oyster usage statement showing the journeys claimed for. These statements can be obtained by registering the Oyster card at www.tfl.gov.uk/oyster and following the instructions on that website.

If a University purchasing card is used to add pre-pay credit to an employee's Oyster card, a journey usage log must be provided with the relevant receipt to demonstrate that all of the credit has been used to fund business related travel. Any credit not used must be refunded to the University by the card holder. For this reason, it is recommended that purchasing cards are not used in this way unless the exact cost of the journeys to be taken is known in advance.

Air travel

Booking of travel

Air travel should be either booked through the University's approved Travel Management Company or directly by the employee. The preferred method is to use the Approved Travel Management Company. This will ensure that the University obtains the best value for money, reduces the need for staff to spend time researching fare options, and is able to trace the location, and advise, its business travellers through a single source.

Where air travel is booked directly by an employee, staff must provide evidence that they have booked the cheapest available fare. This evidence should include quotes from at least three

airlines to demonstrate that the cheapest option was taken. One of these quotes must be from the Travel Management Company.

Class of travel

Travel should normally be in economy class. Premium economy class may be booked only for flights exceeding 6 hours, and only with prior approval set out in section 5 of this policy. Business class may only be booked where premium economy is not available and under the same circumstances detailed above. However, free upgrades to premium economy or business class may be taken if offered at check-in.

Taxis

Taxis should only be used in the following circumstances:

Journeys within the M25 boundary:

- Travel home if you are occasionally required to work until such a time where public transport is no longer operating. Late working that follows a predictable pattern (e.g. every Friday) or occurs frequently (more than 60 occasions per year) does not qualify.
- Travel whilst carrying heavy or bulky University materials and equipment.
- Journeys to and from London airports on University business if the luggage to be carried makes travel by public transport impractical, or if the journey is outside public transport operating hours.

Journeys outside the M25 boundary

- Whilst on a UK or overseas overnight stay on University business, taxis may only be used if the journey is business-related (e.g. travel from a hotel to a conference venue & travel from hotel to an airport); and there is no practical public transport alternative.

A receipt showing the name of the taxi company, the start and end point of the journey and the cost of the journey must be obtained.

Private vehicles

Private vehicles should only be used for business travel when it can be demonstrated that the destination is difficult to access by public transport, or when heavy or bulky equipment has to be carried.

Staff wishing to use a private vehicle on University business should do the following before any use takes place:

- Complete a [car user application form](#). This should be authorised by as set out in section 5 of this policy.
- Obtain comprehensive insurance which includes use of the car in connection with the employee's business. Business use will not be included in most standard car insurance policies and it is likely there will be an additional premium to extend policies to cover business use. This additional premium will not be reimbursed by the University.
- Submit the authorised car user application form to the Finance Department together with a copy of the insurance certificate stating that cover for business use has been obtained.

Once the above steps have been completed, staff may submit expense claims for mileage. Claims should be submitted on the standard expense claim form with details of the journey, date, reason, departure point and destination. The amount to be claimed in each tax year is as follows:

- Up to 10,000 miles 45p per mile
- Over 10,000 miles 25p per mile
- Motor cycles or mopeds 24p per mile

The tax year runs from 6 April to 5 April. Staff claiming mileage should keep a cumulative record of mileage in order to claim accurately.

The University will not accept any liability for incidents arising from the use of a private vehicle being used on University business. In addition to arranging insurance covering business usage, it is the responsibility of the individual to ensure that their vehicle is legally roadworthy with a valid MOT certificate (when applicable), is taxed and is suitable for business use.

Parking or other fines will not be paid. The London Congestion Charge will not be paid as there is no justification for using a private vehicle to travel in central London. Car parking and bridge/tunnel tolls may be claimed.

University purchasing cards must **NOT** be used to purchase fuel for private vehicles as this is included in the mileage rates.

Standard Mileages

Certain journeys are undertaken frequently by University staff and those have been allocated standard distances which should be used on your claims. They are:

- Southwark to Havering (Essex) 21 miles

Hire cars

For road journeys over 100 miles, employees may hire a car rather than use a private vehicle as this will often represent better value for money, and will remove the need to go through the steps required for private car usage. The University will meet the hire and fuel costs.

The size of the vehicle hired should be no larger than the minimum required to comfortably transport the employee(s) and required luggage.

The level of carbon emission should be considered in selecting a vehicle within the same class of vehicle. Band A and Band B vehicles offer optimum performance. Lower carbon emissions is currently not a justification for the hire of higher class of vehicle where that hire attracts an increase in price.

9. Accommodation

Hotels

Claimants may stay in hotels when on University business away from home if the journey time plus the time spent conducting University business is 12 hours or more. Claimants may also stay in hotels when part of a multi-day conference.

The maximum limit for bed & breakfast accommodation in the UK is £100 per night per person (£150 in London). Hotels should normally be booked via the University's approved travel provider who will have pre negotiated rates with suitable hotels, including hotels close to London South Bank University.

Where hotel accommodation is booked directly by the claimant using either personal funds or a University Purchasing card, every effort should be made to find the cheapest accommodation of an acceptable standard. 'Acceptable standard' means cleanliness, privacy, personal security and the availability of breakfast. This would normally correspond to hotels with a UK 3 star rating. The University will only reimburse up to £100 (£150 in London) with the claimant being responsible for any spend above this amount.

The claim limits for hotel accommodation overseas are on a country-specific basis and will be updated periodically to reflect exchange rate fluctuations. See [Annex 1](#) for current limits.

Staying with friends/relatives

An allowance of up to £25 per night can be claimed to meet the cost of hospitality provided by a friend or relative as an alternative to staying in hotel accommodation. On each occasion a claim is made, it must be supported by a statement from the claimant confirming that payment of the sum claimed was made to the third party.

10. Subsistence

Meal allowances

The following daily limits apply when away from the University and engaged in University business in the UK for more than 5 hours:

- Business requiring between 5-7 hours away from the workplace – up to £10, e.g. the cost of lunch and other refreshments
- Business requiring 7-12 hours away from the workplace, including travel time – Up to £15.
- Business requiring 12+ hours away from the workplace, and when overnight bed & breakfast accommodation has been booked – up to £40, with a maximum of £25 for the evening meal.

Evening meals may only be taken when staying away from home overnight in circumstances outlined in the 'Hotels' section.

Claimants may claim a maximum of £25 per head per night for an evening meal. This may include a modest amount of alcohol, e.g. a glass of wine, pint of beer. Any alcohol consumed above this allowance is a personal expense. Receipts must be obtained for all expenditure and submitted with the relevant expense claim/purchasing card statement.

The claim limits for meal allowances overseas are on a country-specific basis and will be updated periodically to reflect exchange rate fluctuations (see [Annex 1](#)).

Other subsistence costs

A daily limit of up to £5 in the UK and up to £10 overseas will be paid to cover personal expenses such as laundry, internet access and private phone calls. Receipts must be provided in all cases. Payment for set fee internet access for business uses will not be included in this allowance when overseas, provided that the set fee was the best value option for business purposes.

Items to be paid for by the claimant

Personal items, including those below, may not be paid for using a University purchasing card or claimed through the expense system:

- Luggage
- Clothing
- Cosmetics
- Toiletries
- Personal books, magazines and CDs
- Access to premium airport lounges
- Electronic equipment such as cameras, mobile phones and memory sticks
- Alcoholic drinks over and above the evening meal allowance shown above
- Mini bar alcoholic drinks and snacks
- Films
-
- Treatments in hotel leisure facilities

11. *Passports, Visas and Vaccinations*

Employees are responsible for ensuring that they have a valid passport for overseas business travel, and the necessary visas and vaccinations. Advice on requirements for travel destinations is available through the Travel Management Company. For any journey, the expiry date of the passport should be at least 6 months after the date of returning to the United Kingdom. Employees must ensure that they meet all passport and visa requirements for their travel destination. It is expected that employees have passports for their own personal use; therefore the cost of a passport will not be met by the University. Neither will the University meet the cost of replacing lost or stolen passports. If a second or replacement passport is required for official business purposes, due to a very high volume of business travel, the University will meet the expense of a second or replacement passport.

Employees are responsible for ensuring that they have the necessary visas and vaccinations for the areas they will be travelling to. The cost of visas, vaccinations and any required medication (e.g. anti-malarial tablets) will be met by the University.

12. Travel Insurance

Policy Cover

The University will maintain travel insurance to cover employees and students travelling on Official Business. Details of the University's current insurance cover are on the Health and Safety web pages <http://www1.lsbu.ac.uk/safety/HSpolicies/policies.shtml>

For the purpose of travel insurance employees are categorised as follows:

- Type 1 - Business travel within the UK territorial limits (i.e. road or rail travel with an overnight stay, or a journey made via domestic flight within the same working day)
- Type 2 - Business travel to a foreign destination which originates within the UK
- Type 3 - Business travel to a foreign destination which originates outside of the UK and relates to Official Business of non-domicile employees

Each type of travel may vary in the level of insurance cover in place.

Type 3 cover is not generally available except by arrangement with the Procurement Services prior to travel, and on an individual traveller basis

Full policy details are held by the Procurement Services. Employees are required to review the University's travel insurance prior to travel to ensure that they comply with all insurance requirements and to ensure that sufficient cover is in place for their upcoming business related travel, including any University materials and equipment to be carried.

Private Travel Insurance

Employees must arrange adequate private travel insurance to cover any private travel that they have arranged in conjunction with official business travel (such as extra days linked to the business trip, accompanied by partner, etc.). The University will not reimburse additional personal insurance costs.

Materials and Equipment

When University materials and equipment are carried, members of staff should check with Procurement Services, that these items are covered by the University's insurance policies. If they are not covered, the Procurement Services will arrange special cover where appropriate.

When members of staff carry their own materials and equipment, they are responsible for arranging any insurance cover.

Lost Luggage

The University's travel insurance policy provides cover in the event of lost luggage. Employees may purchase minimal, essential replacements as detailed in the University insurance policy. Any items over and above this will be regarded as personal items and their cost will not be met by the University.

13. Emergency Travel

Employees must ensure that they have followed the necessary booking processes and completion of [registers](#) to ensure that the University can locate and contact them in the case of an emergency (see Booking of Travel Section 6). In the case of an emergency, staff who have booked using the University's Travel Management Company should contact the Travel Management Company who will provide support as required.

Staff who have booked directly should contact their line manager. If the line manager cannot be contacted, staff should contact the University's emergency control room on number +44 207815 6666 or via the Travel Management Company's own emergency contact number. Staff will be

reimbursed for necessary and reasonable additional travel and subsistence costs incurred during an emergency.

14. Cancellations

Travelling employees are responsible for cancelling reservations within the timeframes permitted in the booking arrangement, either by contacting the University's Travel Management Company or dealing direct with the booking agent. Written evidence of cancellation should be provided and a cancellation reference obtained.

'No show' charges are not reimbursable by the University and the traveller will be held responsible for these costs.

Under circumstances where the reason for cancellation is outside the control of the business traveller the cost of cancellation may be submitted as an insurance claim to the University's insurer. In providing evidence of the cancellation the business traveller is required to attempt to mitigate the cost of cancellation as far as possible by transfer of the booking to a later date or to another employee.

15. Payment for travel, accommodation and subsistence

Travel and/or accommodation may either be booked through the University's Travel Management Company or directly by the claimant. When travel and/or accommodation is booked through the Travel Management Company, payment will be made directly by the University to the Travel Management Company.

If travel and/or accommodation is booked by the claimant, payment will either be made using personal funds and subsequently reclaimed (See Expense Claim Procedure section below), or by University procurement card.

Subsistence costs will be incurred directly by the claimant. Payment will be made either by using personal funds and subsequently reclaiming (See section Expense Claim Procedure section below), or by University procurement card.

Payment by the University

When travel and accommodation is paid direct by the University, an authorised purchase order must be raised before travelling in accordance with the Financial Regulations.

Purchasing Card

When travel, accommodation and subsistence costs are paid for using a University purchasing card, all receipts must be retained and uploaded to Spendvision. All payments made by Purchasing Card must be in accordance with the University's Purchasing Card User Guide (located on the [Procurement Services web page](#)).

Expense claim procedure

When travel, accommodation and subsistence costs are paid for using personal funds, all receipts must be retained and an expense claim must be submitted within 3 months of the trip. An expense advance may be requested where expenditure is estimated to be over £200. There are separate procedures on the finance department intranet setting out how to obtain an advance. An expense claim must be submitted within 2 weeks of receiving the related advance.

All expense claims must be made using the LSBU [expense claim form](#) and submitted to the Finance Department. This form should be used to claim for actual travel, subsistence and other expenses incurred, and to claim mileage in accordance with the guidance set out in section 12. All claims for actual expenses incurred (i.e. not mileage) must be supported by a receipt. Note that credit and debit card receipts alone are not sufficient; a receipt clearly showing the item paid for must be provided. Claims submitted without receipts will not be paid.

Expense claims must be submitted within three months of the expenditure being incurred. Claims received after this deadline will not be paid.

Expense claims relating to overseas travel, travel with spouse/partner and UK travel costing over £300 must be accompanied by a Travel Authorisation Form (See section 5).

The expense claim system is intended to refund travel and subsistence expenditure that could not be met directly by the University. The expense claim system should not be used to purchase items such as technical equipment, subscriptions and membership fees or to pay supplier invoices. These items should be purchased directly by the University via purchasing card or purchase order. Expense claims submitted for these items will not be paid.

The expense claimant is responsible for ensuring that their claim abides with this Policy.

All expense claims must be authorised by another member of staff according to the hierarchy shown below. The person authorising the claim must check that the claim abides with this policy. Claimants must not authorise their own expense claims.

Expense claimant	Authoriser
Departmental / School staff	Head of Department/ Dean
Head of Academic Department	Dean
Head of Support Department	Appropriate Member of the Executive
Member of Executive	Vice-Chancellor
Vice-Chancellor	Chair of Board of Governors

Provided that the above steps are complied with, and the expenditure claimed for is in accordance with the Policy, the claim will be paid, usually directly into a claimant's bank account. The cut-off deadline for payment in the next pay day is the first day of the month. Any claims received after this will be paid in the following month's payroll.

Claims should be made only for expenses personally incurred. Expenses incurred by another employee or third party cannot be reimbursed through the expenses system.

Claims for expenditure in foreign currencies should be converted into sterling. Evidence of the exchange rate used (a commission slip or copy of an entry on a credit card bill) must accompany the claim; otherwise the rates prevalent at the date the claim is processed may be applied. Commission charged on currency exchange is reimbursable as a separate amount and should not be included when calculating the exchange rate.

Items to be funded by employees

The following may not be paid for using a University purchasing card or claimed through the expense system. They should be funded by personal employee contributions.

- Leaving and retirement functions and gifts
- Other gifts of a personal nature
- Floral gifts – other than on the death or serious illness of an employee, student or an employee's partner or child
- Christmas decorations
- Tea and coffee for office use
- Radios for office use

16. Staff entertaining

Modest staff events or functions may be provided by the University at the discretion of delegated budget holders. The majority of staff entertaining will result in a tax liability which, by agreement with HMRC, is met by the University rather than the employee.

This charge is around **50%** of the cost of the entertaining and will be applied to the relevant School /department at the end of the financial year. Holders of delegated budget authority should consider this extra cost when organising staff entertaining events.

17. Non-staff entertaining

It is recognised that the entertaining of third parties is a necessary part of achieving University and departmental objectives. When entertaining, staff should ensure that the amount spent is proportional to the strategic importance of the event and within the following limits:

- Breakfast: £15 per head
- Lunch: £25 per head
- Dinner: £35 per head
- Gifts: £20 per head

These limits should only be exceeded with prior approval of a member of the Executive.

The number of University employees should not normally exceed the number of individuals being entertained.

18. Enforcement and Consequences of Non-Compliance with this policy

Claimants' who do not comply with this policy may be subject to:

- Withheld/reduced expense claim payment
- Withdrawal of University purchasing card
- Appropriate disciplinary action in accordance with HR policies in place

Annex 1

Hotel and Subsistence rates

Period: From June 2014

Region/ Country	General Subsistence (per day)	Hotels (per night)
Africa (General)	£40	£160
Ghana	£45	£160
Kenya	£40	£160
Mauritius	£40	£160
Nigeria	£55	£280
Uganda	£40	£150
Asia (General)	£30	£130
China	£50	£160
Malaysia	£30	£130
Singapore	£40	£160
Thailand	£30	£130
Vietnam	£35	£130
Europe (General)	£35	£120
Russia	£80	£250
Turkey	£45	£180
Middle East (General)	£40	£200
Kuwait	£40	£210
Oman	£40	£200
Qatar	£40	£200
Saudi Arabia	£55	£220
UAE	£40	£150
Saudi Arabia	£55	£220
South Asia (General)	£30	£130
Bangladesh	£30	£100
India	£33	£140
India (Delhi)	£33	£180
India (Mumbai)	£33	£180
Sri Lanka	£33	£135
USA (General)	£30	£100
UK	Up to £40 depending on no. of hours away on business	£100 (£150 in London) Bed and breakfast

Annex 2

Travel, Subsistence and expenses for visitors to the University

The University's Travel, Subsistence and expenses policy is applicable to visitors to the University. This appendix is meant as a quick guide for visitors – further information is contained in the main policy

1. Visitors will be reimbursed the actual travel and associated expenses incurred solely and necessarily in connection with their visit to the University.
2. Travel and accommodation can be booked by LSBU through our authorised travel provider, Ian Allan Travel – ask the person inviting you to LSBU to arrange this.
3. If you have to book your own travel, visitors should use public transport whenever possible. Try to take advantage of discounted advance fares – we would normally expect you to travel by standard or economy class.
4. If you have to use your own private vehicle to travel to LSBU we can reimburse you at 45p per mile. You should ensure your own insurance policy includes business travel as LSBU will not be liable for any incident resulting from use of your private car when on LSBU business. We cannot pay parking or other fines or the congestion charge but will pay for tolls and, with prior approval, parking charges.
5. Once you are in London, the most economical way to travel is by public transport. The Cheapest fares are using an Oyster card and you should keep a record of the journeys made in order to claim your fare.
6. You can claim a maximum of £40 per day for meals during your visit to LSBU, of which £25 can be for an evening meal, including a modest amount of alcohol. We cannot reimburse you for any other alcohol or for meals costing over £40 in a day.
7. We cannot reimburse you for personal items including clothing, cosmetics, toiletries, mini bar drinks and snacks or films
8. Keep all receipts as we will not be able to reimburse expenses without them

Claim your expenses using an external expenses form – your contact at LSBU can send you the appropriate form.