

Meeting of the South Bank University Enterprises Ltd Board

2.00 - 4.00 pm on Tuesday, 14 July 2020
via MS Teams

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		PI
2.	Declarations of interest <i>Members are requested to declare any interest in any item on the agenda.</i>		PI
3.	Minutes of the previous meeting	3 - 6	PI
4.	Matters arising <ul style="list-style-type: none"> • Employment agency update 	7 - 8	PI
Items to discuss			
5.	CEO Report	9 - 16	LC
6.	Management accounts <ul style="list-style-type: none"> • Management charge 	To Follow	KW
7.	Shareholdings update	17 - 20	LC
8.	Enterprise Advisory Board	21 - 44	PI
Items to note			
9.	REI update	45 - 66	LC

Date of next meeting
tbc

Members: Paul Ivey (Chair), Michael Cutbill and Richard Flatman

Apologies: Rebecca Warren

In attendance: Kulvinder Biring (item 4 only), Michael Broadway, Linsey Cole, Rosie Holden (item 4 only), Kerry Johnson and Keith Would

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**Minutes of the meeting of the South Bank University Enterprises Ltd Board
held at 2.00 pm on Thursday, 30 April 2020
MS Teams**

Present

Paul Ivey (Chair)
Michael Cutbill
Richard Flatman

Apologies

Michael Broadway
Rebecca Warren

In attendance

Keith Would
Linsey Cole
Kerry Johnson
Deepa Shah

1. Welcome and apologies

The Board noted the above apologies.

2. Declarations of interest

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

3. Minutes of the previous meeting

The Board approved the minutes of the meeting of 12 November 2019.

4. Matters arising

The Board noted the matters arising from the previous meeting. The SBE business plan was postponed until the July 2020 Board meeting, and all other items were noted as complete.

5. CEO Report

The Board discussed the CEO report, in particular the activities taking place to retain income and deliver on contracts during the ongoing coronavirus pandemic.

The Board noted that SBUEL had gone to tender for a consultant to carry out a piece of work to articulate the value brought to South London by LSBU, to inform future bids for funding and partnerships.

It was noted that a more detailed shareholdings update, including recommendations, would be presented at the July meeting of the Board.

6. Management accounts

The Board discussed the March 2020 management accounts, which reported a positive income variance versus budget on 'business as usual' of £640k. It was noted that, overall, the management accounts showed a positive income variance of £240k, reduced due to the potential loss of tenant income through April-July 2020.

The Board noted that the impact of the coronavirus pandemic on project delivery and income was being reviewed.

7. Enterprise income update

The Board noted the update on SBUEL income and REI enterprise performance and activity up to March 2020.

The additional detail on bids and projects, as requested at the November 2019 meeting, was noted. It was agreed that a refined version of these appendices, with graphical representation, would be presented in future.

8. Budget 2019/20 update and management charge

It was noted that the forecast deficit was £93k, compared with a budgeted deficit of £267k. SBUEL would be required to move towards a surplus position, to be achieved by the July 2020 Board meeting, as a deficit position would not be accepted. It was noted that this would be enabled by correctly capturing the employment costs for the employment agency.

The Board agreed that a review of the employment agency plus future business case would come to the July 2020 Board meeting.

It was agreed that the basis of a management charge would be agreed and circulated to the Board ahead of the next meeting.

9. Tenant report

The Board discussed the update on tenancy activity to 30 April 2020, noting in particular the actions taken relating to potential impact of covid-19. The increased likelihood of tenant debt was noted as many tenants had furloughed staff or indicated decreased income. Strong occupancy figures prior to the pandemic were noted, and the Board were advised of the effective relationships between SBUEL's Tenant Manager and the existing tenants.

It was noted that small businesses and entrepreneurs may reconsider their need for traditional office space, and that more flexible spaces on campus may be required in the future.

10. **IP update**

The IP and commercialisation update was noted.

**Date of next meeting
2.00 pm, on Tuesday, 14 July 2020**

Confirmed as a true record

..... (Chair)

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SOUTH BANK UNIVERSITY ENTERPRISES LTD BOARD – TUESDAY 14 JULY 2020
ACTION SHEET

Agenda No	Agenda/Decision Item	Action	Officer	Action Status
4.	Matters arising	SBE business plan to come to next meeting	Governance	Business plan and format under discussion – see agenda item 8
5.	CEO report	Shareholdings update to come to next meeting	Linsey Cole	Complete – see agenda item 7
8.	Budget 2019/20 update and management charge	SBUEL to move towards a surplus position by the time of July 2020 Board meeting.	Keith Would	See agenda item 6
8.	Budget 2019/20 update and management charge	Review of employment agency plus future business case to come to July 2020 Board meeting	Paul Ivey/Nicole Louis	Update to be provided under matters arising
8.	Budget 2019/20 update and management charge	Basis of management charge to be agreed and circulated to the Board ahead of July 2020 Board meeting	Keith Would	See agenda item 6

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Agenda Item 5

CONFIDENTIAL - RESTRICTED TO MEETING PARTICIPANTS	
Paper title:	CEO Report
Board/Committee:	SBUEL Board
Date of meeting:	14 July 2020
Author(s):	Linsey Cole, Acting Director Research, Enterprise and Innovation
Sponsor(s):	Paul Ivey, Managing Director SBUEL and Chief Business Officer and Deputy Vice Chancellor Innovation
Purpose:	For Information
Recommendation:	For information and discussion

Executive Summary

The Board is asked to note the update on activity between April and July 2020

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SBUEL Board – CEO Update July 2020

This report provides operational updates on SBUEL activity between April and July 2020.

SBUEL colleagues have continued to support academics across Schools and liaise with funders and clients to mitigate risks associated with the Covid-19 pandemic. The team have been liaising with colleagues from across LSBU to secure access to specialist on campus facilities to support the delivery of contracted projects. The team have also been responding to new funding opportunities associated with Covid-19. For example, the GLA have recently published new European Social Fund (ESF) calls with a mid-July deadline with a focus on youth unemployment: LSBU will be submitting two proposals related to STEM and the creative industries, with a number of partners from the private and public sector. There will be a negative impact on both research and enterprise income for the remainder of 19/20 and 20/21 due to changes in both funding priorities and client's willingness to invest at this challenging time. We are continuing to prepare for the submission of the Research Excellence Framework (REF) and Knowledge Exchange Framework (KEF) and this is progressing well through using virtual collaboration tools.

Engagement with Schools

Activity continues to support interdisciplinary collaboration across LSBU's Schools linked to Covid-19. An online workshop was held with representation from across Schools and Research Centres to consider the LSBU approach to bidding for Covid-19 related funding calls. MS Teams continues to support the identification and submission of Covid-19 proposals from across the University.

In response to the Covid-19 pandemic, there have been a number of new funding calls released to support research and innovation activities linked to the UK's response. The Business Development teams have supported with activities including proposal submissions from HSC, BEA, ENG and LSS to the value of £2.1m, including nine to InnovateUK.

Other activities with Schools include:

- Continued development work on three KTPs (submission date August 2020)
- Signing NDAs with both Vodafone and Verizon to support future collaboration with the Schools of ACI and ENG. We have identified both specific opportunities to bid for funding and wider opportunities for collaboration.
- The development of four new CPD courses related to digital disruption from the Business School for online delivery.
- Work with the School of Engineering to reshape the Innovation Centre. The original investor has been re-engaged and a proposal is being prepared for an initial 6 month Proof of Concept project (value £500k) which, if successful, will act as a precursor to the main project.
- ACI is in the final stages of negotiation on a £6.2m European Regional Development Fund (ERDF) project R&D for SMEs. The project will be led by LSBU, working in partnership with Screen South, Creative Folkestone and Canterbury Christchurch University, and will deliver innovation support to creative sector SMEs through three geographical hubs in Folkestone, Canterbury and Maidstone. The Funding agreement is due to be issued in July 2020.
- The Funding Agreement for the £1.9m ESF funded Agile project has been signed. LSBU leads this project in partnership with Brandmovers and Ravensbourne.

Engagement with Students

Since April 2020, delivery of all student-facing enterprise events and activities has moved online. Events, curriculum sessions, cohort based start-up programmes and pitching events have all been held virtually. Based on the team's experience to date and the positive feedback received from students and colleagues participating in online sessions, we have developed guides to support the continued delivery of engaging online sessions.

A group of student Enterprise Ambassadors were invited to participate in a series of focus groups to share reflections and ideas. The insights and outcomes place the student voice at the core of planning and delivery of a new online offer for 20/21.

We received 37 applications to the summer Research Internships scheme. Students will work alongside academics on projects with commercial potential remotely. Eight interns were recruited and they have started working on research projects running across BEA, ENG & HSC.

The second Idea Hub programme, which supports students and recent alumni to validate an idea for a new business, finished in early June. All sessions were delivered online. The programme culminated with the new entrepreneurs presenting their progress in an Instagram Live event that had viewers from across the world.

Engagement with Tenants

The Technopark reopened on 2nd June with limited access: to date, three of the businesses have been using their offices on a regular basis. Tenants were required to provide evidence to SBUEL that they had made their offices 'Covid Safe' in line with Government guidance. There were initial plans to reopen the Clarence Centre and Blackwell's during June, but these plans were pushed back following advice from the Health, Safety and Resilience team.

Rental invoices are continuing to be raised during this period of closure. Notice has been received from another tenant (bringing the total to three during lockdown). We are reshaping our Business Lounge offer to reflect future operations post Covid-19. This will include a more flexible offer for those who wish to access space occasionally.

Tenant engagement has paused at this time, as tenants have been focused on revenue generation and survival during a difficult trading period.

Engagement with Community

LSBU has been supporting local businesses impacted by the closure of the Elephant and Castle shopping centre. Through the Business Solutions Centre, Business School students and academics have been collaborating with social enterprise Tree Shepherd to deliver two online workshops to businesses preparing for relocation. Individual follow-up sessions with the traders gave students practical consulting experience with support from academic colleagues.

Other community-facing activity includes:

- The development of a Covid-19 Toolkit for SMEs
- Securing contract extensions for the European Regional Development Fund (ERDF) projects SimDh and A2i to September 2023 with combined additional ERDF funding of £1.2m. The outcome of an application for an additional £500k of funding for the ERDF project London Agri Food Innovation Clinic (LAFIC) which would extend the project to September 2023 is pending.
- The continued delivery of ERDF business and innovation support activity virtually. For example, online workshops and one-to-one support sessions have been delivered to SMEs across all seven ERDF programmes.
- Supporting the LSBU Sustainability and Climate event by involving SMEs from the low carbon ERDF projects to showcase the impact of LSBU's support on their business performance.
- Supporting almost 100 SMEs from across London through the Digital Grid project to increase their understanding of the value of digital skills.
- Creating 29 student placements with the digital SMEs through the Digital Grid programme.
- Continuing to establish the CEDaCI project as a leading network in Europe for the circular economy. The network now includes 70 companies and organisations from across Europe and has been cited as an example of good practice on the European Circular Economy Stakeholder Platform.

Operations and systems

The team's transition to remote working has been relatively straightforward. We now have only limited requirements for additional hardware to increase the efficiency of remote working, as we recognise this will continue to be required for an extended period for all REI staff.

Update on development projects:

- We continue to invest in the development of Haplo the university's core system for managing research and enterprise proposals, projects and

research students. We have completed the update of standard in Haplo reports and are now working on changes that will improve the quality of both user data entry and management of legal queries.

- Academic testing continues with the Haplo Bio/Profile module, which puts academics in charge of their own external profile management. Marketing have now developed the initial design concepts for the LSBU website where PeopleFinder will be replaced with the direct output from Haplo.
- We are progressing use of MS PowerBI as the analytic /visioning tool to transform R&E reporting. We are focusing initially on four discrete areas for reporting trials with our priority the reporting on research and enterprise activity for Schools and Research Centres (RCs). We showed the PowerBI concept to RC Heads at their last meeting and have now sent a draft specification for the online dashboard/reports for RCs to obtain comments from stakeholders. This dashboard/report set goes into development shortly and we plan to share the initial visualisation with RCs to ensure the final presentation format is accessible to everyone. REI is at the forefront of LSBU Group developments in MS PowerBI and we have been supporting discussions on future use with ICT and other PSGs.
- REI HR project development is ongoing with the current focus on developing banks of standard REI recruitment questions and testing.
- We are about to go live with HubSpot, a CRM, to support both Strategic Projects management of the primarily micro businesses on our ERDF business and innovation support programmes and the client-facing business development team. Phase 2 to follow will be the integration with Haplo Research Manager module, which currently has a very basic organisational front end.
- PowerHouse Hub is the system that will deliver the public face and administration for CPD. We have completed the initial marketing review and

are now finalising the content and development roadmap completion required to achieve the target of an early September launch.

- Work on the Differentiated Services project which will change our approach to proposal and project management to deliver greater value continues. In parallel, we are developing the processes through which Schools can work with REI to triage and route proposals approved for development to the optimum REI resource.

CONFIDENTIAL - RESTRICTED TO MEETING PARTICIPANTS	
Paper title:	Review of SBUEL share holdings
Board/Committee:	SBUEL Board
Date of meeting:	14 July 2020
Author(s):	Neil Pearce, Head of Enterprise Institutes
Sponsor(s):	Paul Ivey, Managing Director SBUEL and Chief Business Officer and Deputy Vice Chancellor Innovation
Purpose:	For Information
Recommendation:	For information and discussion

Executive Summary

This paper provides a summary of the status of current SBUEL shareholdings with a recommendation on actions to be taken. Recommendations are provided on how these companies should be managed going forward.

Current Status

Appendix 1 provides a review of the companies in which SBUEL holds shares, through a Dunn & Bradstreet analysis carried out on 29th June 2020. The companies are colour coded:

- Green – active and providing a return: There are two companies in this category. Biox Systems Ltd paid a dividend of £4000 to SBUEL in the last Financial Year. Solar Polar are a useful research partner for grant funding.
- Yellow – active but require decision on SBUEL's continued participation. There are three companies in this category.
- Red – no longer trading. There are three companies in this category

Recommendations

SBUEL, through REI, undertakes a review of the companies in the Green and Yellow categories. We will review the companies' financial forecasts and expectations for growth and identify how they intend to achieve their goals from both a strategic and

operational perspective. Once the initial reviews have been carried out, the SBUEL Board can then make a decision as to how they wish to continue, if at all.

It is also important for the SBUEL Board to state what their expectations of the companies in which it holds shares are (Board representation, financial return, SBUEL/LSBU value etc). This will allow the Board to make an informed decision on SBUEL's continued involvement with the companies.

Going forward, for the companies in which SBUEL maintains an interest and for any new shareholdings, formal reviews should take place on an annual basis. It is recommended that these are carried out on presentation of draft accounts before filing and consider the following elements: mission, finance, strategy, operational plan and value for SBUEL/LSBU.

It should be noted that in preparation of this paper, there were no shareholder agreements available for review. We will look to obtain and review these as part of the next phase of work.

Actions

- Board to agree expectations from shareholdings
- Board to write to companies notifying them that a review will be carried out
- Board to request any documents, agreements and meeting minutes relating to shareholding
- Head of Enterprise Institutes to be instructed to carry out reviews and provide recommendations.

SBUEL Shareholding Analysis June 2020																			
Company Name	Company Number	Date Incorporated	Scope	Web Site/Contact	LSBU related Director(s)	LSBU relationship	Tenant	SBUEL Shares	SBUEL % Shareholding	Share Date	Latest Tangible Net Worth	Date of last filed accounts	D&B Business Risk	Summary	Other information	Recommendation - Withdraw, Review	Companies House		
BBM Technology Ltd	5639160	29/11/05	Other research and experimental development on natural sciences and engineering	http://www.bbtechnology.com/	Roger Brown Graham Bratton	Spin in		40 shares	9.61%	01/02/11	£ 27,599	30/11/17	Moderate to high risk	June 2015 report saw £0-4000 value. However NAV jumped significantly 2014-15	After a recent court case BBM transferred the body of IP relating to the Fripora™ cooking oil treatment filter to Fripora Ltd. Company appears to be effectively defunct as it retains no IP	Withdraw - OUT OF BUSINESS	https://beta.companieshouse.gov.uk/company/05639160	status: active	Shareholding 4: 40 ordinary shares (SBUEL) as of 20-12-2015
Solar Polar	6356310	30/08/07	Solar Cooling Other research and experimental development on natural sciences and engineering.	01733 553784	Robert Edwards Edward Leek Michael Reid	Spin in			5%	2009	£ 5,212	31/08/19	Moderate	Performance declining in last year. Still actively engaged with working on projects with LSBU so carries a value not recognised in financial statements	Significant losses and negligible assets at 2016 however asset value increased by 2018. Small projects funding won with LSBU support in 2016. Graeme Maidment listed as Technical Advisor. Homepage on web has Imperial College branding	Review	https://beta.companieshouse.gov.uk/company/06356310	status: active	shareholding 4: 347 Ordinary shares (SBUEL) as of 02-09-2018
Solion Ltd	4363750	30/01/02	Solar mounting for flat roofs Other research and experimental development on natural sciences and engineering	http://www.solion.co.uk/	Loey Salam	Spin out	x	Share Certificate No. 17 (45 Shares)	16.36%	22/05/07	£ 70,340	31/12/19	Moderate to high risk	Large losses and deteriorating net asset value from 2013 onwards		Review	https://beta.companieshouse.gov.uk/company/04363750	status: active	Shareholder 1: 45 ordinary shares (SBUEL) as of 12-02-2016
Engineering Surfaces Ltd	4643997	22/01/03	Specialist research and consultancy in engineering Data processing, hosting and related activities		David Gawne	Spin out Staff		Share Certificates (15 shares)	15%	30/10/03	£ 2,396	31/01/19	Moderate	Position has deteriorated significantly in last three years with NAV decline of £7988. Estimate in June 2015 at PE of 3 was £9472. 5 year continuous decline in all Financial measures.		Review	https://beta.companieshouse.gov.uk/company/04643997	status: active	Shareholding 4: 15 Ordinary shares (SBUEL) as of 03-02-2016
Biox Systems Ltd	4087213	10/10/00	Manufacture of other electrical equipment Skin bioengineering perspiration sensing	http://www.biox.biz/index.php	Bob Imhoff (retired from LSBU 2009) Perry Xiao	Spin out Staff	x	Share Certificate No. 6 (24 Shares)	24%	22/03/01	£ 469,989	31/10/19	Moderate	TNW on increase over last 5 years. Healthy cash position and profit.	Sponsored PhD studentship commenced 14/06/16 Royalty payment £4k last financial year Measuring Vapourflux patent (UK, France, Germany, USA, Japan)	Review	https://beta.companieshouse.gov.uk/company/04087213	status: active	Shareholding 4: 24 ordinary shares (SBUEL) held as of 12-08-2015
About Time Design Ltd	5319147	22/12/04	Bath overflow prevention Other business support service activities	http://nova-flo.com/	James Barnham	Spin out Staff		Certificate No. 055, 229 shares	5.89%	04/04/08	£ 94,238	31/12/19	Moderate	NAV relatively stable. Original valuation comment on highly valued intangibles with SBUEL value only realisable if satisfactory sale. A warning however in that for each of last five years the company has made losses consistently of circa £650k	Trading under Nova Flow	Review	https://beta.companieshouse.gov.uk/company/05319147	status: active	Shareholding 4: 5000 ordinary shares (SBUEL) / Shareholding 28: 11259 ordinary shares (SBUEL) held as of 04-01-2018
Drive Daddy Ltd	7068516	06/11/09	Multi purpose, lightweight, autonomous vehicles, originally golf specialist Manufacture of other general-purpose machinery	http://www.drive-daddy.com/	Arnold du Toit	Student			9.43%	12/02/10				Out of business	Rolley Golf design registrations. Drive Daddy Ltd and Rolley Golf trademarks assigned.	Withdraw - OUT OF BUSINESS	https://beta.companieshouse.gov.uk/company/077068516	status: dissolved 26-02-2019 / Final Gazette: dissolved via company strike off	Shareholding 2: 100000 shares (SBUEL) held as of 07-02-2018
Such and Such Design Ltd	5566712	19/09/05	Product design concept, prototype, implementation Manufacture of other plastic products	http://www.suchandsuchdesign.co.uk/		Student			5%	07/10/10					Bridgit and Duo design registrations Licences: Disability Products – Crutch Clip & Cup Holder (Design Registrations) – product development & commercialisation licence 5% royalty payment once net sales receipt is above £50k	Withdraw - OUT OF BUSINESS	https://beta.companieshouse.gov.uk/company/055566712/filing-history	status: dissolved 23-01-2018 / Final Gazette: dissolved via company strike off	Shareholding 3: 5 Ordinary shares (SBUEL) held as of 06-10-2015

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	CONFIDENTIAL
Paper title:	Enterprise Advisory Board
Board/Committee:	SBUEL Board
Date of meeting:	14 July 2020
Author(s):	Professor Paul Ivey – Deputy Vice Chancellor and Chief Business Officer
Sponsor(s):	Professor Paul Ivey – Deputy Vice Chancellor and Chief Business Officer
Purpose:	For Review
Recommendation:	The Board is asked to support the establishment of an Enterprise Advisory Board and consequent amendments to the governance of SBUEL as set out in appendices 1-4.

Executive Summary

Enterprise Advisory Board

The importance of ‘third party income’ to UK Universities is accepted, not wanting for reported evidence and the LSBU group certainly can participate in this developing national agenda. What is required is a process for capturing the entire wealth of group business engagement, a structured approach to B2B engagement, the commercial exploitation of data and the oversight to drive the ambition for a comprehensive delivery of ‘place and impact’ as envisaged in the LSBU Group Corporate Plan.

For oversight of enterprise operations, and to challenge group B2B development and thinking, an Enterprise Advisory Board is recommended; this board would work to both the Executive and Governors directly, and whilst having no governance responsibility would hold, through external membership, an advisory authority.

This paper sets out the relevant background, the board purpose, terms of reference, and suggested membership. Also set out is an associated structure to develop a comprehensive approach to group B2B activity including suggestions for a B2B operational board, operational principles, indicated workflows and the linking structure for B2B with this proposed Enterprise Advisory Board.

SBUEL governance arrangements

The current SBUEL Board is composed of one LSBU governor and two executive members and has a number of powers as set out in its articles, Schedule of Matters Reserved and the LSBU financial regulations. The current governance arrangements

are set out in a *Statement of Governance*. A revised *Statement* to reflect the proposed changes is included as appendix 1.

Decisions of SBUEL Board

With the creation of the Enterprise Advisory Board, the SBUEL Board will lose its oversight role for group enterprise activity. The SBUEL Board will need to continue to exist in some form to satisfy requirements under the Companies Act and charity law. It is proposed that the SBUEL Board's powers are delegated to management as much as possible under the Companies Act and the company's articles. Decisions of the directors could be taken by written resolution rather than always requiring a formal Board meeting. It is proposed that this approach is taken except for approval of the annual accounts in November which should be considered at a meeting.

There are a number of approvals for specific decisions required from the SBUEL Board in the LSBU Financial Regulations and in the SBUEL Schedule of Matters Reserved. Proposed changes to these documents are set out in appendices 2 and 3.

Composition of the Board of Directors

At least two directors are required under the articles. It is proposed that the Board is reduced to two directors and that these are members of the Group Executive.

Proposed changes to the *Composition of the Board of Directors* is set out in appendix 4.

Charity Law implications

In addition, there are charity law considerations that have been reviewed, mainly the expectation of independence on the subsidiary company's board to manage any conflicts of interest for transactions between LSBU and SBUEL. The proposals have been tested against charity commission requirements (appendix 5).

Recommendation

The Board is asked to support the establishment of an Enterprise Advisory Board and consequent amendments to the governance of SBUEL.

1. Introduction.

South Bank University Enterprise Ltd. (SBUEL) has a long standing role to ensure the charitable status of LSBU. It does this by conducting business that is of a more commercial nature and consequently is limited to operating 'by exception.' In seeking to increase so-called third stream income, South Bank Enterprise (SBE) was considered as a replacement commercial offer having the attributes of an asset management company. This was decided against and instead SBUEL will continue to operate by exception and SBE will develop as the group transformation of the current University Research, Enterprise and Innovation directorate (REI).

It has also been decided to adopt an expanded definition of 'enterprise' activity, and consequently to develop a comprehensive group approach to B2B engagement. For oversight of enterprise operations, and to challenge group B2B development and thinking, an Enterprise Advisory Board is recommended; this board would work to both the Executive and Governors directly, and whilst having no governance responsibility would hold, through external membership, an advisory authority.

2. Background.

The importance of 'third party income' to UK Universities is accepted and not wanting for evidence: the Wilson review in 2012 looked at business university collaboration, the Witty review in 2013 examined how to encourage a British invention revolution, and the Dowling review in 2015 characterised business-university research collaboration.

The LSBU group can participate in this national agenda; the UK wide introduction of the Knowledge Exchange Framework establishes a reputational and commercial imperative for doing so, there is sufficient to build on with an established environment for research, a reputation for enterprise and a developing data driven commercial vehicle for knowledge exchange. However what is not in place is a process for capturing the entire wealth of group business engagement, a structured approach to B2B engagement, the commercial exploitation of data and the necessary management / oversight to drive the ambition for a comprehensive delivery of 'place and impact' as envisaged in the LSBU Group Corporate Plan.

3. The Enterprise Advisory Board - Purpose

The purpose of Enterprise Advisory Board is to advise directly both the executive and governors and by this advice provide expert oversight of the conduct and direction of all third party income activity as well as reporting on this activity in terms of effective commercial and corporate governance. Drawing on expertise from within the group and without, the board will help inform strategic priorities, oversee delivery, and drive sustainable exploitation to advance the relevant elements of the group corporate plan. This board will have authority in an advisory capacity only.

4. The Enterprise Advisory Board - Terms of Reference

- Provide market insight and specific knowledge on key topics
- Support business planning and alignment to LSBU group strategic goals
- Enhance community engagement and provide market introductions
- Provide diverse expert level advice to the executive and governors
- Provide thought leadership, insight and intelligence on opportunities and risks
- Raise the profile of LSBU group, identify partners and facilitate networks
- Appraise significant business opportunities including mergers and spin outs
- Help identify and review progress of strategic priorities, and any risk mitigation
- Receive and review quarterly business reports (SBE, LSBU Global etc.)

5. The Enterprise Advisory Board – Membership and Schedule

- Chair – VC / group Chief Executive Officer
- 2 Governors and at least 3 additional external members
- DVC / group Chief Business Officer
- Group Chief Financial Officer
- Report to, and align with the schedule for, board of governors meetings

Inputs (not exhaustive)

- Provost LSBU
- PVC / Principal SBC / SBA
- PVC Institute of HSC
- Director SBE
- Assoc. PVC LSBU Global
- Governance / Finance

6. SBE Operations - B2B Board (not exhaustive)

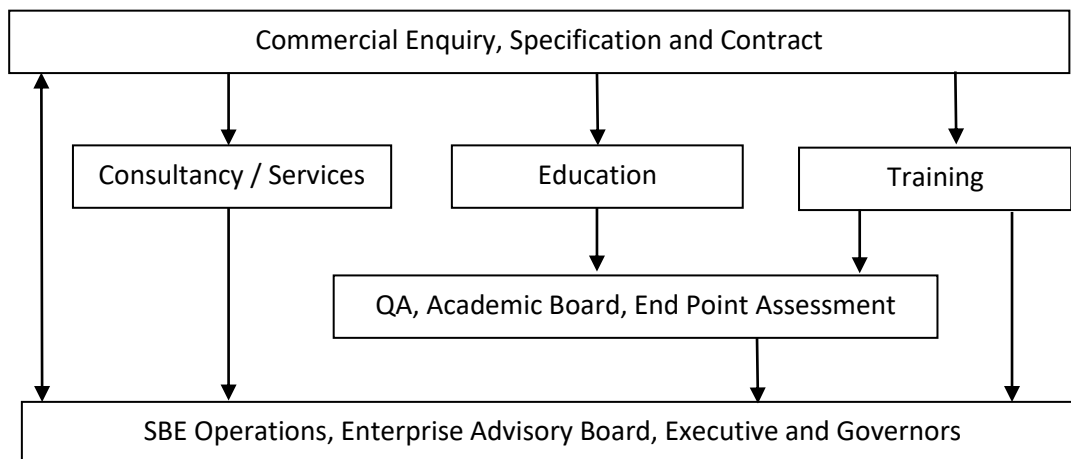
- Chair – DVC / group Chief Business Officer
- Director SBE (UK KE) - COO
- Assoc. PVC LSBU Global (global KE)
- Director Engagement (Innovation districts / ecosystems)
- Director Caxton House (China portal)
- Director Passmore Centre (Apprenticeships)

7. B2B Principles

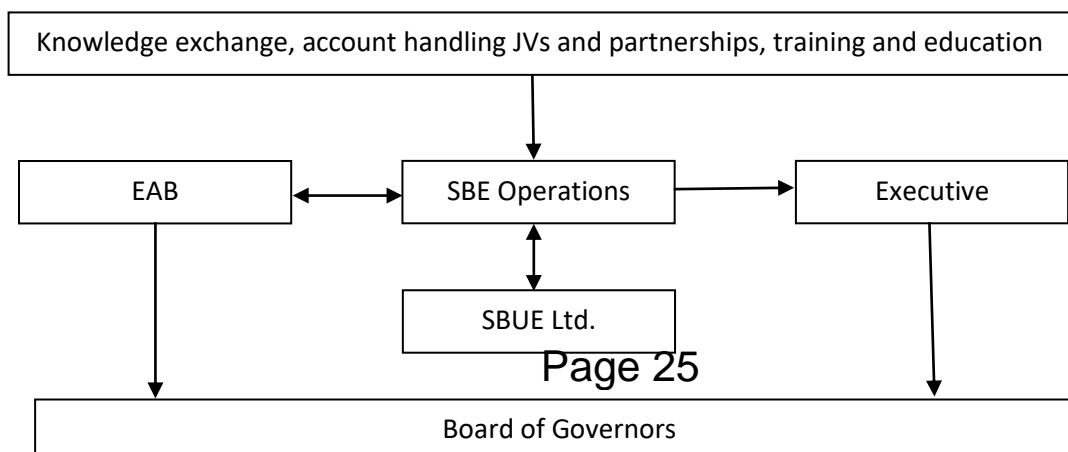
It is felt these 5 principles or characteristics drive operations.

- Global knowledge exchange delivers income diversification and sustainability.
- The focus is the curation of activity / data not control of initiative.
- New business criteria is margin not only competence / opportunity.
- Flexible and responsive group academic assurance is a market USP.
- Effective account handling and relationship management are competence gaps.

8. B2B Workflow



9. Group B2B Operations



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Statement of governance for SBUEL

South Bank University Enterprises Ltd (SBUEL) is a wholly owned subsidiary of London South Bank University and is the vehicle through which the University accounts for its commercial activity. It is a company limited by shares and is a separate legal entity and therefore subject to its own governance arrangements.

LSBU follows the Charity Commission Guidance for charities with a connection to a non-charity.

~~As a matter reserved to the board, the LSBU board of governors is responsible for setting the governance processes relating to SBUEL. The proposed governance model is that SBUEL operates at arm's length from the university as a small or medium enterprise (SME).~~

~~Delegation and Powers reserved to LSBU as sole member shareholder~~

~~The LSBU delegates to the SBUEL board of directors, so that SBUEL may operate substantially as an autonomous SME. This delegation is subject to such powers reserved to LSBU as are necessary to retain overall control.~~

~~In relation to SBUEL, powers reserved to LSBU as the sole shareholder include:~~

- ~~• the power to appoint the independent governor director of the SBUEL board;~~
- the power to amend SBUEL's articles of association;
- the power to change the company's name;
- the power to restrict the issue of additional shares;
- the power to wind up SBUEL; and
- an overriding power to restrict activities of SBUEL if it sees fit.

These powers are set out in the SBUEL articles or in legislation and are exercised by LSBU as the sole member shareholder of SBUEL.

SBUEL Board

~~SBUEL is controlled by its board of directors. The SBUEL Board has delegated a number of its powers to the Group Executive and the Managing Director as set out in the SBUEL Schedule Matters of Reserved. The composition of the board of directors is set out in the Composition of the Board of Directors. ~~led by a chair who is also LSBU's Pro Vice Chancellor (Research and External Engagement). The board is then composed, of the University's Chief Financial Officer (ex officio), an independent governor of the University, the Director of Enterprise (ex officio), up to three Deans from the University and up to three external non-executive directors.~~~~

Delegated Powers

~~The overarching principle of delegation to SBUEL is that, subject to the reserved powers, LSBU delegates as fully as possible the operation of SBUEL to its Board of Directors.~~

~~SBUEL will remain subject to the University's Financial Regulations except where these explicitly exempt SBUEL. The powers delegated to the SBUEL Board are set out in a Schedule of Matters Reserved to the SBUEL Board. There is a unified process shared by LSBU and SBUEL for contract and investment approval.~~

~~The SBUEL board will set its own HR policies and make decisions within the delegations granted by the LSBU board of governors.~~

Visibility of acquisitions

Matters of significant expenditure, risk or reputation should be referred to the Group Executive, the Major Projects and Investment Committee, and the LSBU Board of Governors as appropriate.

Audit Arrangements

~~As an SME, SBUEL board will not have sub-committees.~~ As a wholly-owned subsidiary of LSBU, it will be subject to LSBU's internal audit arrangements. In addition, SBUEL's external auditors will continue to be ~~KPMG~~ (LSBU's auditors). KPMG ~~The external auditors~~ will report to SBUEL board in relation to the annual external audit and to LSBU as part of the consolidation into LSBU's group accounts.

Reporting to the University

~~There will be a monthly report of the enterprise pipeline activity, including activity carried out through SBUEL, presented to the Operations team to ensure that the Executive remains fully informed of progress.~~ Enterprise activity is covered in the Management Accounts (which will include SBUEL) and KPIs which are considered by the Finance, Planning and Resources Committee (F,P&R) at each meeting.

Financial Control

LSBU financial regulations, ~~unless specific provision is made~~, apply to SBUEL activities. ~~Separate financial procedures for SBUEL cover:~~

~~Expenditure – set out in the SBUEL expenditure procedure (approved by the SBUEL Board)~~

~~Delegated authorities – set out in the SBUEL letter of delegated authority~~

~~HR policies (to be approved by the SBUEL Board).~~

~~General points regarding SBUEL Financial procedures:~~

- ~~• Changes to these financial procedures will be approved by the SBUEL board~~
- ~~• The board of SBUEL will consider an annual budget for the Company, which will be approved by the LSBU board as part of the overall University budget approval process. Performance against budget will be reviewed by the SBUEL Board, F,P&R and the main board as part of the monthly management accounts~~

~~University enterprise, which includes SBUEL, risks are reported in the operational risk register for Research, Enterprise and Innovation, part of the University's risk framework.~~

~~Approved by the LSBU Board of Governors on 17 March 2016[16 July 2020].~~

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Appendix 2 – Changes proposed to the Financial Regulations

In order to reflect the new approach to oversight of enterprise activity and the change in the role of the SBUEL Board it is proposed that appendix D 'Specific procedures relating to SBUEL' of the Financial Regulations is removed. This appendix currently covers: expenditure, delegated authorities, HR policies and debtors' policy. The whole of the Financial Regulations will apply to SBUEL.

HR policies will be set by P&OD following Group arrangements in liaison with the Acting Director, Research, Enterprise and Innovation.

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Schedule of Matters Reserved to the Sole Member, Board of Directors and to Management

The following schedule sets out the matters reserved respectively to the ~~members~~shareholder, board and ~~the Managing Director~~chief executive of South Bank University Enterprises Ltd (SBUEL).

Sole ~~Member~~Shareholder (London South Bank University)

	Matter	Authority
1.	Power to direct and restrict activities of SBUEL if it sees fit	Art 6.3.3
2.	Appointment of chair of the SBUEL board and the governor director to the SBUEL board	Art 15.1
3.	Termination of directors' appointment	Art 30.2
4.	Amendments to the composition of the SBUEL Board	Rights as a sole member
5.	Amendment of SBUEL's articles of association	s.21 CA ¹ 2006
6.	Change of company name	Art. 4
7.	Shares: <ul style="list-style-type: none"> • Approval of the issue of unissued shares • Authority to grant the Board power to allot shares 	Art. 6.3.2 Art. 37
8.	Winding up SBUEL	s.84(1)(b) IA ² 1986
9.	Approval of contracts: <ul style="list-style-type: none"> • Budgeted expenditure above £2m • Not in the ordinary course of business or unbudgeted expenditure above £0.5m 	University Financial Regulations 12.6
10.	Exceptions to Financial Regulations that apply to SBUEL	University Financial Regulations
11.	Approval of all <u>external</u> borrowing by SBUEL	Resolution of LSBU

¹ Companies Act 2006

² Insolvency Act 1986

Board of Directors

	Matter	Authority
12.	Approval of company strategy	
13.	Approval of company budgets, business plans and annual reports	
14.	Approval of SBUEL Financial Regulations where excepted from University Financial Regulations: <ul style="list-style-type: none"> • Procurement regulations • Levels of delegated financial authority 	
15.	Recruitment, employment and HR regulations	
16.	Approval of adjustments to spot salaries	
17.	Approval of staff bonuses including the award of spot bonus above £1,000	
18.	Approval of commercial sales in SBUEL: above £2m - SBUEL Board <u>by written resolution</u> <ul style="list-style-type: none"> • between £1m and £2m – Chair of the Board • 	University Financial Regulations 10.4
19.	Propose surplus distribution policy / Gift Aid Policy <u>– by written resolution</u>	
20.	Approval of contracts: <ul style="list-style-type: none"> • Budgeted expenditure above £100,000 and below £2m • Not in the ordinary course of business or unbudgeted expenditure up to £0.5m 	

LSBU Group Executive

	<u>Recruitment, employment and HR regulations</u>	
	<u>Approval of SBUEL contracts:</u> <ul style="list-style-type: none"> <u>• Budgeted expenditure above £100,000 and below £2m</u> <u>• Not in the ordinary course of business or unbudgeted expenditure up to £0.5m</u> 	<u>Fin Regs 12.6</u>

SBUEL ~~Chief Executive~~Managing Director

	Matter	Authority
21.	Proposing strategic proposals and budgets	
22.	Executing the strategy agreed by the Board of Directors	
23.	Signing of contracts (within authority)	
24.	Staff recruitment and remuneration <u>(in line with LSBU Group HR procedures)</u>	
25.	Recommending adjustments to spot salaries to the Board	
26.	Recommending bonus levels to the Board	
27.	Award of spot bonus under £1,000 (in consultation with an Executive Director <u>the HR business partner</u>)	
28.	Approval of commercial sales in SBUEL <u>up to £2m</u> up to ££1m – Director of Enterprise	
	<u>Approval of adjustments to spot salaries (in line with LSBU Group HR procedures)</u>	
	<u>Approval of staff bonuses including the award of spot bonus above £1,000 (in line with LSBU Group HR procedures)</u>	

Approved by the LSBU Board of Governors on ~~17 March 2016~~.xx

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

This document is intended to complement the Articles of Association. If the two conflict, then the Articles shall prevail.

Composition

1. The Board of Directors, ~~when fully complemented~~, shall consist of the following:
 - (a) The Deputy Vice Chancellor & Chief Business Officer ~~Pro Vice Chancellor (Research and External Engagement)~~ (or equivalent) of the University (*ex officio*)
 - ~~(b) one director who is an Independent Governor of London South Bank University (the University)~~
 - ~~(c) up to two directors who are independent non-executive directors~~
 - (d)(b) The ~~Chief~~ Financial Officer (or equivalent) of the University (*ex officio*)
 - ~~(e) The Director of Enterprise (or equivalent) of the University (ex officio)~~
 - ~~(f) The Executive Director of Organisational Development and HR (or equivalent) of the University (ex officio)~~

Appointment

- ~~2. The Board of Governors of the University shall appoint the director under 1(b).~~
- ~~3. The Board of Directors of the Company shall appoint the directors under 1(c).~~

Term of Office

- ~~4. The term of office of the director appointed under section 1(b) shall be for the period of three years or until their period of office as an Independent Governor of the University shall end, whichever is sooner.~~
- ~~5. The term of office of the directors appointed under section 1(c) and 1(f) shall be for the period of three years.~~
- ~~6. Directors appointed under sections 1(e) and 1(f) may be reappointed for a second term.~~
- 7.2. The terms of office of the ~~ex officio~~ directors shall be until they cease to hold the position as specified in sections 1(a) and; 1(bd) and 1(e) respectively.

Chair of the Board

- ~~8.3.~~ 8.3. The director appointed under section 1(a) shall be the Chair of the Board of Directors of SBUEL.

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Checklist 1: charities operating with a non-charity as a subsidiary

You can use this checklist to help you to test if your connection to a non-charity is set up or run in line with our [guidance for charities with a connection to a non-charity](#). Use this checklist to help you to make that decision where your charity:

- already has or
- is setting up

one or more subsidiary companies, irrespective of

- which legal form your charity has chosen for the subsidiary
- the purpose of having the subsidiary

Using this checklist is optional and you can adapt it to meet your charity's circumstances. It is not a substitute for reading the guidance and applying it your charity's circumstances.

The other checklists published with the [guidance for charities with a connection to a non-charity](#) may also be relevant to your charity if it is:

- set up and funded by a non-charity
- is in a regular partnership or funding relationship with a non-charity (that is not its subsidiary or founder)

You can tell us if you decided to use this checklist, and if it has been useful for your charity. We welcome all comments through our [anonymous feedback survey](#).

Checklist 1: charities operating with a subsidiary

	Yes No N/A	Action to take	Target date	Comments
A. The purpose of the connection				
For all charities with a connection to a non-charity, the purpose of the connection must be to help the charity to make a positive difference for its beneficiaries. The connection must be set up and managed in the charity's best interests.				
<ul style="list-style-type: none"> • we know why we are connected to the non-charity. It is because it carries out one or more of the following <ul style="list-style-type: none"> ○ trading to raise money for our charity ○ carrying out activities which our charity could carry out ○ helping us to manage our charity and its resources more effectively • we have set a purpose and direction for the non-charity so that it delivers for our charity • the non-charity is a suitable organisation to carry out the purpose and direction we have set for it 	Y - Purpose of SBUEL is to carry out non-primary purpose trading			
	Y – see above			
	Y – LSBU exercises control			
B. Recognise the risks				
<ul style="list-style-type: none"> • we have used the Commission's guidance and this checklist to help us identify any risks to our charity from the connection with the non-charity • we have assessed any risks identified and set an appropriate plan to address and review them 	Y N/A			
C. Do not further non-charitable purposes				
Read principle 2 of the guidance. For charities operating with a subsidiary, following this principle is largely about ensuring that any investment by the charity in the company can be justified as charitable expenditure and that the interests of the parent charity are protected.				
Financial support				

<ul style="list-style-type: none"> any investment we make in the non-charity is within our charity’s investment powers and policy we regularly monitor our investment and we can justify any financial support we provide where we buy services from the non-charity, the arrangements provide best value for our charity’s money 	<p>Y</p> <p>Now put in place – annual review by FPR</p> <p>Shared services agreements in place</p>	<p>Charging mechanism to be defined in annual budgets</p>		
Oversight				
<ul style="list-style-type: none"> we regularly monitor the performance of the non-charity, and its effectiveness at delivering for our charity we always put the interests of our charity first and we are prepared to assert its rights as shareholder we, and the non-charity, are clear about the circumstances in which our funding or involvement may be terminated 	<p>Y - Annual review by FPR</p> <p>Y – as set out in the articles and Statement of Governance</p> <p>Y – LSBU would withdraw if SBUEL’s activities bring LSBU into disrepute / annual</p>			

	review by FPR			
D. Operate independently				
Read principle 3. For charities operating with a subsidiary, following this principle is largely about recognising that although the interests of the parent charity must be protected, the subsidiary is a legally separate organisation.				
<ul style="list-style-type: none"> the directors of the non-charity are responsible for its management 	Y – mostly delegated to the MD			
<ul style="list-style-type: none"> the financial structures of the charity and the non-charity are kept separate 	Y – separate management and statutory accounts produced			
E. Address trustee benefit and conflicts of interest				
Read principle 4. For charities operating with a subsidiary, following this principle is largely about identifying and addressing any trustee benefits and conflicts of interests which come where trustees also serve as directors of the company.				
<ul style="list-style-type: none"> we have identified any conflicts of interest for any of our trustees who also serve as directors of the non-charity 	N/A			
<ul style="list-style-type: none"> any benefits to directors who are also trustees of our charity are authorised in advance, and the associated conflict of interest is addressed 	N/A			
<ul style="list-style-type: none"> our systems, including our conflicts of interest policy, help us to identify and properly address conflicts of interest 	Y – full COI procedure for govs and exec			
F. Maintain your charity's separate identity				

<p>Read principle 5. For charities operating with a subsidiary, following this principle is largely about assessing and addressing the risks of a shared identity, as well as the benefits. The position of donors is key.</p>				
<ul style="list-style-type: none"> • we have considered if, and how, sharing an identity with the non-charity is in our charity’s best interests • if we have decided that sharing an identity with the non-charity is in our best interests, we have also identified, and will address, any risks to our charity that this sharing brings • our donors can tell whether our charity or the non-charity is asking for their money or support • we take reasonable steps to help people outside our charity understand that it works with, but is separate from, the non-charity 	N/A			
<p>G. Protect your charity</p>				
<p>Read principle 6. For charities operating with a subsidiary, following this principle is largely about being satisfied that the arrangements for working together and for any resource sharing are in the charity’s best interests. The arrangements and agreements must protect the charity’s assets, reputation and beneficiaries.</p>				
<p>When sharing resources (such as staff, premises or data) or communicating jointly with the non-charity, we:</p> <ul style="list-style-type: none"> • know and address the risks as well as the benefits of the sharing or joint work • only agree payment arrangements which provide value for our charity’s money • have systems to control communication which is about our charity, or issued on its behalf • do not renew sharing arrangements without considering our charity’s best interests • we have appropriate written agreements in place to protect our charity 	Y – Service agreement in place.	Charging mechanism to be agreed as part of annual budget		

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Agenda Item 9

CONFIDENTIAL - RESTRICTED TO MEETING PARTICIPANTS	
Paper title:	REI update
Board/Committee:	SBUEL Board
Date of meeting:	14 July 2020
Author(s):	Linsey Cole, Acting Director Research, Enterprise and Innovation Emily DeLacy, Business Systems Lead Research, Enterprise and Innovation Sandra Selvaraj, Business Admin Trainee, Research, Enterprise and Innovation
Sponsor(s):	Paul Ivey, Managing Director SBUEL and Chief Business Officer and Deputy Vice Chancellor Innovation
Purpose:	For Information
Recommendation:	That the Board review and discuss the SBUEL Income and REI Enterprise Performance and Activity report.

Executive Summary

Update to the board on SBUEL Income and REI Enterprise Performance and Activity. Update is based on performance to end of May 2020.

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Research, Enterprise & Innovation

SBUEL Reporting – July 2020

This report contains budget and forecast information as at close of May 2020 for the 2019/2020 academic year and bid performance and activity for the same period.

SBUEL Board Report 2019/2020

SBUEL income analysis for 2019/20		% of budget	Variance to Full year Budget (agresso)	Variance to Full year Forecast (agresso)
Full year Budget (agresso)	£3,689,301			
Full year Forecast (agresso)	£4,028,786	109%	£339,485	
Year to date Actuals	£2,625,259	71%		
Contracted	£1,469,950	40%		
Total Actuals + Contracted	£4,095,209	111%	£405,908	£66,424

The current forecast per the management accounts is for SBUEL to have a positive income variance to budget of £247k. The year to date income plus forecast contracted income suggests SBUEL will have a positive income variance to budget of £483k. Therefore there is potential further upside to the management accounts of £236k.

At P9, ACI have increased their full year forecast by £52k.

At P9, APS have decreased their full year forecast by (£5k).

At P9, BEA have increased their full year forecast by £19k.

At P9, ENG have increased their full year forecast by £14k.

At P9, HSC have increased their full year forecast by £71k.

At P9, LSS have increased their full year forecast by £79k.

At P9, REI had increased their underlying full year forecast by £400k. However this has been offset by likely lost rentals income for April-July of (£400k) due to Covid-19 closures.

N.B Potential upside is not necessarily recognised in the management accounts at this stage as:

- the Agresso forecast is only updated quarterly, except for material new projects

- although the forecast income streams are known ("Contracted"), there is the potential for project slippage or reduced demand for some services, so a prudent approach to forecasting income in the management accounts is taken.

	agresso Full Year Budget	agresso Full Year Forecast	agresso Year to Date Actuals	Contracted	Total Actuals + Contracted
School of Arts & Creative Industries	£160,000	£212,523	£131,954	£84,404	£216,358
School of Applied Sciences	£243,389	£238,193	£189,232	£55,726	£244,958
School of Business	£8,685	£8,869	£8,869		£8,869
School of the Built Environment & Architecture	£50,630	£69,285	£89,103	£5,490	£94,593
School of Engineering	£174,928	£214,952	£152,363	£64,089	£216,452
School of Health & Social Care	£107,118	£259,935	£250,259	£25,226	£275,485
School of Law & Social Sciences		£78,500	£15,000	£65,000	£80,000
Research Enterprise & Innovation	£2,543,551	£2,465,413	£1,454,485	£1,020,568	£2,475,053
Collaborative Institutes	£200,000	£241,000	£150,000	£91,000	£241,000
Marketing Recruitment & Admissions			£1,076		1,076
LSBU Recruitment Agency	£1,000	£1,000		£1,000	£1,000
Student Services & Employment	£200,000	£230,000	£173,803	£56,197	£230,000
Technicians		£6,100	£6,100		£6,100
Unallocated Infrastructure FUNI		£3,015	£3,015	£2,325	£5,340
Total SBUEL	£3,689,301	£4,028,786	£2,625,259	£1,469,950	£4,095,209

Detail Information relating to Actual Income/Forecast

Most of the YTD actual income we have received this year is for rentals in Technopark and Clarence Centre (you will see these under Research, Enterprise and Innovation in the table above). Below is further information relating to projects that we have received income from or have forecasted to receive income from during this academic year (also see attachment Appendix 2 REI Update SBUEL Detail Report 201908). This should be read in conjunction with the SBUEL Board – CEO Update July 2020 which provides further information from each area in REI including how we are managing the current COVID-19 situation.

Applied Sciences.

Go80_AppRes_MHFA_CMH – Contract Research to evaluate the services provided by Mental Health First Aid England (MHFA) in collaboration with the Centre for Mental Health. The evaluation will seek to build an evidence base that confirms the primary beneficiaries of MHFA's training. The project is led by Professor Patrick Callaghan alongside Professor Paula Reavey and was supported by our Senior Business Development Manager, Nicola Bourke. The total expected income for this project is £198,700 over 3 years (from 2019) and we have forecasted to receive another £26k this academic year.

Go34_AppRes_OrthoSportsLab_Neuromechanics - The aim of this project is to develop evidence based concepts, software and methodologies that will serve as new tools for the diagnosis of orthopaedic-neurological symptoms and injuries. The project is led by Professor Kiros Karamanidis. The total expected income is approx. £200k over 6 years (from 2018). We are forecasted to receive another £1.5k this academic year.

Go75_Consultancy_Lanserhof - Consultancy in the building and successful implementation of a motion analysis laboratory at Lanserhof's new facility in London, Dover Street. This project is also led by Professor Kiros Karamanidis and was supported by our Senior Business Development Manager, Nicola Bourke. The total expected income for the project is approx. £300k over 3 years (from 2019). We have forecasted a further £27k in income this academic year.

Arts and Creative Industries

7079 ACE IT - The objective of Accelerating the Creative Economy through Immersive Technologies (ACE IT) is to accelerate investment in research and development by London's Small and Medium sized Enterprises (SMEs) operating in the creative and technology sectors. ACE IT will combine specialist innovation and technical support with access to technical facilities and academic expertise for product development and prototyping of immersive technologies. SMEs will be supported further to become investment-ready and to prepare to commercialise their innovations. The project is supported by our Strategic Projects team and up to the end of period 10, we have received £128k income. We have forecasted to receive a further £84k during this academic year.

Engineering

Go43_Interreg_CEDaCI - The objective of CEDaCI is to promote resource efficiency for the NWE (CDC (The Colocation Data Centre Industry)). This will be through creating a framework to facilitate and accelerate the establishment of the circular economy (CE); specifically regarding collection and recycling of critical raw materials (CRM) by assessing the current situation to gain an accurate and updated overview of the sector, creating an interactive digital tool and guidelines, promoting knowledge exchange to generate feedback and promote dialog and developing pilot studies and field test. The project is being led by Dr Deborah Andrews and is supported by Project Manager Nil Atmaca. The project income is expected to be £800k over 3 years: we have received £113k so far this year and we are forecasting a further £47k of income this year.

School of Health and Social Care

H639_HSIL_GP Federations Programme – A short course aimed at GP Federation Directors/Managers. It consists of a 6 module programme which aims to develop their Federation into an effective agent for local primary care quality. The project is led by Professor Rebecca Malby and was supported by Business Development Manager, Anam Farooq. The total income received for this project this year is £51k.

H602_Haringey Primary Care Academy – This is a consultancy project to deliver workshops to health professionals. The project is led by Professor Rebecca Malby and was supported by Business Development Manager, Anam Farooq. We have received £72k for this project this year.

H569_CONSULTANCY_S4N NEXT STEPS – This will consist of website management and content creating for the Source4Networks website (<http://www.source4networks.org.uk/>). It is a 2 year agreement with a total project value of £45k. The project is led by Professor Rebecca Malby and was supported by Business Development Manager, Anam Farooq. We have received £28k this academic year.

H600_Consultancy_QUALITY INNOVATION AND IMPROVED DEVT FOR NW LONDON is seeking to support system-wide quality processes for (a) frailty and (b) a clinical pathway. The proposal was developed as a result of the Health Systems Lab partnership with Intermountain Healthcare, and a prototype developed by our team with Intermountain in Leeds. Through consultation we will develop a programme through developing shared principles and practices, developing quality process maps and coaching. The project is led by Professor Rebecca Malby and was supported by Business Development Manager, Anam Farooq. We have received £30k this year.

PSL-0023_SHORTCOURSE_BHGF - 19 Chief nurses from BHGF (Beijing Huatong Guokang Foundation) coming to LSBU for 4 day leadership programme to explore whether they will send their staff to LSBU for further training. This project is led by Anthony McGrath and was supported by our Business Development Manager Jackie Fotheringham. The total income, which we have received, is £12k this year.

Law and Social Sciences

PSL1819-0488_Consultancy_Supporting Surrey's ambition and children's transformation programme around autism– The project will work to form a strategic partnership with Surrey County Council over the next 2 years (starting in 2019) to support Surrey's ambition and children's transformation programme around autism. The total expected income for the project is £100k and we have forecasted to receive £45k this academic year. The project is led by Joanna Krupa and was supported by our Business Development Manager Natalie Gough.

PSL1920-0055_App Res_SCC_Cullum Centres Review – Surrey County Council have approached LSBU to run a rapid economic evidence review on the efficiency of the Calum Centre's local Intervention. Callum Centre's for local intervention is a purpose built, specialist centre within mainstream secondary schools for children with autism. The project will run for 4 months from October 2019 – February 2020. The forecasted income for this academic year is £20k

PSL1920-0028_Contract Research_THE PROVISION OF FOOD AND HOSPITALITY FEASIBILITY STUDY SERVICES –Southwark Council, on behalf of Southwark, Lambeth, Lewisham and Wandsworth, invited quotes for the provision of a Food and Hospitality Feasibility study to inform and shape the local food and hospitality skills offer which could be delivered in specific locales or as a cross-borough programme. The project was won in September 2019 and delivered between September – November 2019. We received income of £13k for the project which was led by Andrew Jones and supported by our Business Development Manager Natalie Gough.

Built Environment and Architecture

Proton Engineers – Testing a Zeolite Based Adsorption cooling prototype at LSBU that will determine the systems coefficient of performance (COP) as well as it's practicality. This project was led by Dr Alex Paurine and supported by our Business Development Manager Lale Day. We have received £10k in income this academic year.

Research, Enterprise and Innovation

Low carbon London (LCLDN) £250k – LCLDN seeks to support London's clean tech businesses throughout their product development journey through 1-2-1 consultancy, Academic support, access to facilities and developing prototypes, and SME Grants. The project is supported by our Strategic Projects team; we have received £52k in income this academic year and we are forecasting to receive a further £99k this academic year.

LAFIC –The objective of LAFIC is to increase the number of London's Agri-Food SMEs investing in research and development by offering an Innovation Support Programme that will allow them to develop innovative products, processes and services. Through Innovation Vouchers the SMEs will gain access to LSBU's expert insight, applied research, specialised facilities and equipment. The project is supported by our Strategic

Projects team with a total expected income of around £500k. This academic year we have received £128k in income and are forecasted to receive a further £58k.

A2i – This project aims to support London SMEs to develop green technology solutions that can help to reduce GHG emissions and our carbon footprint. The project has been running from late 2016 and is supported by the Strategic Projects team. We have received £111k in income this academic year and are forecasting a further £73k.

DeK – The DeK 3 stage programme works with Goldsmiths University of London and other delivery partners to provide business support and consultancy to meet the needs of high-growth potential SMEs in London. The programme includes workshops, masterclasses and one-to-one academic support. We are forecasting an income of 41k this academic year. The project is supported by our Strategic Projects team.

ESF Digital Grid Partnership – In Collaboration with LSBU, Goldsmiths University and University of Arts London the project will provide hardware and software to support the delivery of the ESF funded Digital Grid Partnership which focuses on development and piloting new higher level digital skills content for SME's. The project is led by Dr Safia Barikzai in the School of Engineering and supported by our Strategic Projects team. We are currently forecasting to receive £184k this academic year.

Enterprise Performance (including Contract Research)

Analysis of awards by School

School	Closed won		Closed lost		Conversions %	
	YTD 2019-20					
	Volume	Value £	Volume	Value £	Volume	Value
Arts & Creative Industries	0	£-	1	£40,000	0%	0%
Applied Sciences	1	£3,600	3	£117,764	25%	3%
Built Environment & Architecture	8	£106,230	2	£2,400	80%	98%
Business	3	£46,580	2	£68,930	60%	40%
Engineering	8	£163,378	1	£118,384	89%	58%
Health & Social Care	14	£181,088	8	£522,144	61%	26%
Law & Social Sciences	4	£143,506	2	£23,970	67%	82%
Research, Enterprise and Innovation	1	£82,000	1	£125,000	50%	40%
Academic Related Resources	0	£-	0	£-	0%	0%
Student Services and Employment	0	£-	0	£-	0%	0%
The Welding Institute	0	£-	0	£-	0%	0%
The Academy of Sport	1	£35,000	0	£-	100%	100%
Total	40	£761,382	21	£1,027,064	66%	43%

For more details information about won projects see: [Won Project details academic year 2019/2020: Enterprise](#) on page 4 of this document.

Enterprise Activity (including Contract Research)

Pipeline of projects in development by school

School	Number	Value		Likely value achieved	
		End May 2019/20		End May 2019/20	
		£	Share %	£	Share %
Arts & Creative Industries	0	£-	0%	£-	0%
Applied Sciences	0	£-	0%	£-	0%
Built Environment & Architecture	0	£-	0%	£-	0%
Business	1	£51,240	36%	£51,240	58%
Engineering	0	£-	0%	£-	0%
Health & Social Care	1	£10,000	7%	£10,000	11%
Law & Social Sciences	2	£25,225	18%	£13,725	15%
Research, Enterprise & Innovation	1	£55,000	39%	£13,750	15%
The Welding Institute	0	£-	0%	£-	0%
Other	0	£ -	0%	£ -	0%
Total	5	£141,465	100%	£88,715	100%

**This table includes only Open submitted bids (not potential or in preparation)

Won Project details academic year 2019/2020: Enterprise and Contract Research

Project	Principal Investigator	School	Funder / client	Income type	Total expected Income (£)	Date won
HSC_Short Course_BHGF_China Nurses Visit	McGrath, Anthony	Health and Social Care	BHGF - Beijing Huatong Guokang Foundation	Enterprise short courses	£12,666	08-Aug-19
Creative Spark AzUAC Year 2	Cole, Linsey	Research, Enterprise and Innovation	British Council	Enterprise student entr	£29,982	16-Aug-19
Creative Spark TSTU Year 2	Cole, Linsey	Research, Enterprise and Innovation	British Council	Enterprise student entr	£29,985	19-Aug-19
Supporting Surrey's ambition and children's transformation programme around autism	Krupa, Joanna	Law and Social Science	Surrey County Council	Enterprise consultancy	£100,000	11-Sep-19
ACCA SBR & SBL 2019/2020	Adomako, Joe	Business		Enterprise short courses	£18,200	13-Sep-19
DPF Industries Innovation Centre Membership		Engineering	DPF Industries Limited	Enterprise consultancy	£25,000	18-Sep-19
PSL1920-0056_Contract Reserach_Emerson_Safe use of aluminium in oxygen applications	Benson, Claire	Engineering	Emerson Advanced Design Center (Europe)	Research contract	£2,300	23-Sep-19
THE PROVISION OF FOOD AND HOSPITALITY FEASIBILITY STUDY SERVICES	Jones, Andrew	Law and Social Science	The Skills Centre	Research contract	£13,500	25-Sep-19
App Res_SCC_Cullum Centres Review	Moore, Michele	Law and Social Science	Surrey County Council	Research contract	£28,806	08-Oct-19
Evolving Workplace Reality - How AR & VR are Changing the Way we Work	Haddadi, Vijak	Business	School of Business	Enterprise short courses	£1,500	09-Oct-19
PG CERTIFICATE IN LEADERSHIP AND MANAGEMENT: HOMELESSNESS AND HOUSING - EXTENSION OF CONTRACT	Summers, Andrew	Business	London Housing Foundation	Enterprise university accredited courses	£105,000	23-Oct-19
Source4Networks 2019	Malby, Rebecca	Health and Social Care	NHS England	Enterprise consultancy	£44,950	01-Nov-19

H639_HSIL_GP Federations Programme	Ms Rebecca Malby	Health and Social Care	NHS (Various) CCG	Enterprise short courses	£42,000	04-Nov-19
HSC_Short Courses_BHR_SSSA Training	Siddu, Charlii	Health and Social Care	North East London NHS Foundation Trust	Enterprise short courses	£4,200	08-Nov-19
HSC_EntConsult_HEE_REPAIR1819	Picton, Rachel	Health and Social Care	Health Education England	Enterprise consultancy	£120,000	11-Nov-19
RICs CPD	Ofori, George	Built Environment and Architecture	Royal Institution of Chartered Surveyors (RICS)	Enterprise short course	£1,680	13-Nov-19
3 Year Energy Strategy	Maidment, Graeme	Engineering	ASDA	Research contract	£1,500	25-Nov-19
TTT Ltd - 10 senior Bangladesh Government technical and vocation education officials	Professor Obas Ebohon Dr Issa Chaer	Built Environment and Architecture	TTT Ltd	Enterprise short course	£420	10-Dec-19
SBRI Phase 1 Affordable Urban Heat Networks	Dr Aaron Gillich	Built Environment and Architecture	Bridgend County Borough Council	Enterprise consultancy	£20,000	17-Dec-19
RICs CPD Sessions	Dr Issa Chaer	Built Environment and Architecture	Royal Institution of Chartered Surveyors (RICS)	Enterprise short courses	£15,120	18-Dec-19
Peat Wastage Investigation	Dr Maria Mavroulidou	Built Environment and Architecture	Network Rail	Enterprise consultancy	£36,730	20-Dec-19
RICs CPD Sessions	Mr George Ofori	Built Environment and Architecture	Royal Institute of Chartered Surveyors	Enterprise short courses	£1,680	01-Jan-20
HSC_Short Courses_CGL_SSSA Training	Mr Audley Graham	Health and Social Care	CGL - Change Grow Live	Enterprise short courses	£2,100	02-Jan-20
Consutancy_OXLEAs_PG Dip pathway in Forensic Mental Health	Mrs Jo Delree	Health and Social Care	Oxleas NHS Foundation Trust	Enterprise consultancy	£11,500	02-Jan-20
Addenbrook's HDU module	Ms Michelle Dillon	Health and Social Care	Addenbrooke's Hospital	Enterprise consultancy	£4374	02-Jan-20
Bart's HDU module	Ms Michelle Dillon	Health and Social Care	Barts Health NHS Trust	Enterprise consultancy	£2,374	02-Jan-20
Royal Brompton and Harefield's CYP Asthma module	Ms Michelle Dillon	Health and Social Care	Royal Brompton and Harefield	Enterprise consultancy	£2,374	02-Jan-20

Evelina's MSc Paediatric Critical Care Advanced Practice	Mrs Jo Delree	Health and Social Care	Evelina London Children's Hospital	Enterprise consultancy	£4,000	02-Jan-20
Coach Education and Training Courses	Mr Alan Taylor	Academy of Sport	Not provided	Enterprise short courses	£35,000	06-Jan-20
Agritech Analysis	Zhu, Yongxu	Engineering	Altar Limited	Research contract	£1,666	06-Jan-20
TESTING A ZEOLITE BASED ADSORPTION COOLING PROTOTYPE	Dr Alex Paurine	Built Environment and Architecture	Proton engineering Limited	Enterprise consultancy	£10,000	06-Jan-20
HSC_AppRes_NIHR_Scoping project	Ms Jane Wills	Health and Social Care	National Institute for Health Research (NIHR)	Enterprise consultancy	£12,250	13-Jan-20
ESF Digital Grid Partnership	Dr Safia Barikzai	Research, Enterprise and Innovation	European Social Fund	Enterprise regeneration	£82,000	23-Jan-20
HSC_Courses_CLCH_2 yr staff training prog	Delree, Jo	Health and Social Care	Central London Community Healthcare	Enterprise short courses	£750,000	05-Feb-20
HSC_Short Courses_Oxleas_AHP Clinical Supervision	Ms Clare Beanlands	Health and Social Care	Oxleas NHS Foundation Trust	Enterprise short courses	£18,000	05-Feb-20
UK-INDIA CENTRE FOR AGRICULTURAL EXCELLENCE IN POST-HARVEST MANAGEMENT: FEASIBILITY STUDY	Evans, Judith	Engineering	Foreign and Commonwealth Office	Research contract	£11,000	14-Feb-20
HEE_Initiatives to support Podiatry and Therapeutic Radiography Workforce Supply	Stewart-Lord, Adele	Health and Social Care	Health Education England	Enterprise consultancy	£20,000	19-Feb-20
Kent Surrey and Sussex Communities of Practice	Ms Rebecca Malby	Health and Social Care	Health Education England	Enterprise consultancy	£19,900	20-Feb-20
Leading Engagement for Change	Malby, Rebecca	Health and Social Care	NHS England	Enterprise short courses	£29,400	21-Feb-20
CPD_Cygnnet mentoring project round 2	Dr Nicki Martin	Law and Social Science	National Association of Disability Practitioners Ltd	Enterprise consultancy	£1,200	25-Feb-20
Heat Energy Recovery Assessment	Revesz, Akos	Engineering	Department for Business, Energy and Industrial Strategy (BEIS)	Research contract	£30,000	28-Feb-20

ILM Leadership & Management - Coaching and Mentoring Level 5 Certificate	Mrs Sarah Moore-Williams	Business	Not provided	Enterprise short courses	£26,880	02-Mar-20
Mclaren F1 - Active Cooling	Dunn, Steven	Engineering	Mclaren	Research contract	£60,000	06-Mar-20
Cyber security academic startup accelerator programme year 4	Dagiuklas, Anastasios	Engineering	Department of Culture Media and Sport	Research contract	£31,912	12-Mar-20
HSC_HEE_Strategic Support Fund_ODP Apprenticeships set up	Picton, Rachel	Health and Social Care	Health Education England	Enterprise university accredited courses	£54,595	20-Mar-20
HSC_MOOC Deterioration Course_HEE	Mrs Susan Maddex	Health and Social Care	Health Education England	Enterprise short courses	£40,000	24-Mar-20
NBS Hire: Toast Ale	Miss Melissa O'Connor	Applied Sciences	Toast Ale	Enterprise facilities	£3,600	26-Mar-20
Certificate of Competence - Institute of Acoustics	Gomez-Agustina, Luis	Built Environment and Architecture	Not Provided	Enterprise short courses	£30,600	05-Apr-20
HSC_Consultancy_1 day TrackActive	Mansfield, Michael	Health and Social Care	Track Active	Enterprise consultancy	£400	21-May-20
London Darzi Fellowship Programme 2020	Malby, Rebecca	Health and Social Care	Health Education England	Enterprise university accredited courses	£200,000	28-May-20

Won bids as at end of May 2020. Those highlighted yellow above are SBUEL projects.

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SBUEL income analysis for 2019/20		% of budget	Variance to Full year Budget (agrosso)	Variance to Full year Forecast (agrosso)
Full year Budget (agrosso)	(3,689,301)			
Full year Forecast (agrosso)	(4,028,786)	109%	339,485	
Year to date Actuals	(2,625,259)	71%		
Contracted	(1,469,950)	40%		
Total Actuals + Contracted	(4,095,209)	111%	405,908	66,424

The current forecast per the management accounts is for SBUEL to have a positive income variance to budget of £339k

The year to date income plus forecast contracted income suggests SBUEL will have a positive income variance to budget of £406k

Therefore there is potential further upside to the management accounts of £66k

However, the rentals are still being invoiced (see comment below), so the Year to date Actuals are effectively overstated by £200k.

At P10, ALI have increased their full year forecast by £52k.

At P10, APS have decreased their full year forecast by (£5k).

At P10, BEA have increased their full year forecast by £19k.

At P10, ENG have increased their full year forecast by £40k.

At P10, HSC have increased their full year forecast by £153k.

At P10, LSS have increased their full year forecast by £79k.

At P10, REI had increased their underlying full year forecast by £400k. However this has been offset by likely lost rentals income for April-July of (£400k) due to Covid-19 closures.

The Board have not agreed to waive the rentals though, so at this stage they are still being invoiced.

	<i>agrosso</i>	<i>agrosso</i>	<i>agrosso</i>		
	Full Year Budget	Full Year Forecast	Year to Date Actuals	Contracted	Total Actuals + Contracted
School of Arts & Creative Industries	(160,000)	(212,523)	(131,954)	(84,404)	(216,358)
School of Applied Sciences	(243,389)	(238,193)	(189,232)	(55,726)	(244,958)
School of Business	(8,685)	(8,869)	(8,869)		(8,869)
School of the Built Environment & Architecture	(50,630)	(69,285)	(89,103)	(5,490)	(94,593)
School of Engineering	(174,928)	(214,952)	(152,363)	(64,089)	(216,452)
School of Health & Social Care	(107,118)	(259,935)	(250,259)	(25,226)	(275,485)
School of Law & Social Sciences		(78,500)	(15,000)	(65,000)	(80,000)
Research Enterprise & Innovation	(2,543,551)	(2,465,413)	(1,454,485)	(1,020,568)	(2,475,053)
Collaborative Institutes	(200,000)	(241,000)	(150,000)	(91,000)	(241,000)
The Confucius Institute			(1,076)	1,076	
Marketing Recruitment & Admissions	(1,000)	(1,000)		(1,000)	(1,000)
LSBU Recruitment Agency	(200,000)	(230,000)	(173,803)	(56,197)	(230,000)
Student Services & Employment		(6,100)	(6,100)		(6,100)
Technicians		(3,015)	(3,015)	(2,325)	(5,340)
Unallocated Infrastructure FUNI					
Total SBUEL	(3,689,301)	(4,028,786)	(2,625,259)	(1,469,950)	£4,095,209

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2019-20 Enterprise Income

2019
May

Cost centre	Area	Source	Income type	Segment	Company & Type	Full Year	Full Year	Full Year	Year to Date	Remaining Year	Full Year	Real	Contracted
						Budget	Forecast	Variance to Budget	Actuals	To recognise	Forecast error?	forecast	to be recognised
						(3,065,565)	(3,405,050)	339,485	(2,625,259)	(779,790)		(3,471,473)	(846,214)
294	COIS	Collaborative Institutes	2250 Brandmovers	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:	(200,000)	(200,000)	(150,000)	(50,000)	(200,000)	(200,000)	(50,000)
294	COIS	Collaborative Institutes	7253 Agile ESF project	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES		(41,000)	41,000	(41,000)	(41,000)	(41,000)	(41,000)
774	DCON	The Confucius Institute	7040 Letting of Facilities	LETTING OF FACILITIES	SB	SBUEL LETTING OF FACILITIES			(1,076)	1,076	1,076	1,076	1,076
783	PVXC	Marketing Recruitment & Admissions	7577 MERCHANDISE SALES	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:	(1,000)	(1,000)		(1,000)	(1,000)	(1,000)	(1,000)
196	ENTR	Research Enterprise & Innovation	1300 SBUEL Support	SUPPORT FOR INCOME GENERATION	SB	SBUEL SUPPORT FOR INCOME GENERATION			44,317	(44,317)	44,317	(44,317)	(44,317)
196	ENTR	Research Enterprise & Innovation	7240 Short Courses	SHORT COURSES SL	SB	SBUEL SHORT COURSES SL		(28,452)	28,452	(33,167)	4,715	33,167	(33,167)
751	ENTR	Research Enterprise & Innovation	7010 CONSULTANCY	CONSULTANCY	SB	SBUEL CONSULTANCY		(55,200)	55,200	(55,188)	(12)	(55,200)	(12)
753	ENTR	Research Enterprise & Innovation	7100 Technopark Rental	PROPERTY RENTAL	SB	SBUEL PROPERTY RENTAL	(660,492)	(428,570)	(231,922)	(685,682)	257,112	(428,570)	257,112
753	ENTR	Research Enterprise & Innovation	7101 St Georges Circus Rental	PROPERTY RENTAL	SB	SBUEL PROPERTY RENTAL	(94,500)	(51,600)	(42,900)	(8,800)	(42,800)	(51,600)	(42,800)
753	ENTR	Research Enterprise & Innovation	7103 103 Borough Rd Rental	PROPERTY RENTAL	SB	SBUEL PROPERTY RENTAL	(29,000)	(42,500)	13,500	(28,586)	(13,914)	(42,500)	(13,914)
753	ENTR	Research Enterprise & Innovation	7108 Clarence Centre Rental	PROPERTY RENTAL	SB	SBUEL PROPERTY RENTAL	(390,660)	(331,826)	(58,834)	(358,099)	26,773	(331,826)	26,773
754	ENTR	Research Enterprise & Innovation	7090 Low Carbon LDN	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(243,951)	(136,941)	(107,010)	(37,225)	(99,717)	(136,941)	(99,717)
754	ENTR	Research Enterprise & Innovation	7128 SimDh	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(121,892)	(116,606)	(5,287)	(14,967)	(101,638)	(116,606)	(101,638)
754	ENTR	Research Enterprise & Innovation	7129 deK	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(65,094)	(40,502)	(24,592)	(6,895)	(33,607)	(40,502)	(33,607)
754	ENTR	Research Enterprise & Innovation	7130 Enterprise Steps	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(11,204)	(25,564)	14,360	(7,518)	(18,046)	(25,564)	(18,046)
754	ENTR	Research Enterprise & Innovation	7131 LAFIC	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(181,511)	(160,602)	(20,909)	(102,436)	(58,166)	(160,602)	(58,166)
754	ENTR	Research Enterprise & Innovation	7150 A2i	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(121,510)	(158,864)	37,353	(86,084)	(72,779)	(158,864)	(72,779)
754	ENTR	Research Enterprise & Innovation	7718 Digital Grid	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES		(184,450)	184,450	(184,450)	184,450	(184,450)	184,450
759	ENTR	Research Enterprise & Innovation	7040 Letting of Facilities	LETTING OF FACILITIES	SB	SBUEL LETTING OF FACILITIES		(31,000)	31,000	(35,926)	4,926	(35,926)	
762	ENTR	Research Enterprise & Innovation	7040 Letting of Facilities	LETTING OF FACILITIES	SB	SBUEL LETTING OF FACILITIES		(49,000)	49,000	(38,322)	(10,668)	(49,000)	(10,668)
762	ENTR	Research Enterprise & Innovation	7108 Clarence Centre Rental	PROPERTY RENTAL	SB	SBUEL PROPERTY RENTAL			103	(103)		(103)	
531	DACI	School of Arts & Creative Industries	7010 CONSULTANCY	CONSULTANCY	SB	SBUEL CONSULTANCY			(3,835)		3,835	3,835	
532	DACI	School of Arts & Creative Industries	7079 ACE IT	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(160,000)	(212,523)	52,523	(128,119)	(84,404)	(212,523)	(84,404)
315	DASC	School of Applied Sciences	7710 G034 AppRes_OrthoSportsLab_Neuromechanics	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH	(23,500)	(23,500)		(21,866)	(1,634)	(23,500)	(1,634)
315	DASC	School of Applied Sciences	7716 G075_Consultancy_Lansherhof - K. Karamanidis	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH	(105,018)	(105,018)		(77,362)	(27,656)	(105,018)	(27,656)
317	DASC	School of Applied Sciences	7013 NEW ENTERPRISE INCOME TARGET - SL	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:	(34,358)	0	(34,358)		0		
317	DASC	School of Applied Sciences	7128 SimDh	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(9,117)	(17,370)	8,254	(17,370)		(17,370)	
317	DASC	School of Applied Sciences	7131 LAFIC	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(5,163)	(26,072)	20,909	(26,072)		(26,072)	
317	DASC	School of Applied Sciences	7717 G080_AppRes_MHFA_CMH - P.Callaghan	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH	(66,233)	(66,233)		(39,797)	(26,436)	(66,233)	(26,436)
354	DASC	School of Applied Sciences	7000 NATIONAL BAKERY SCHOOL SHORT COURSES	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:			(825)		825	(825)	
354	DASC	School of Applied Sciences	7005 SBUEL MISCELLANEOUS	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:			(5,940)		5,940	(5,940)	
200	DBCM	School of Business	7128 SimDh	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES		(185)	185	(185)		(185)	
200	DBCM	School of Business	7130 Enterprise Steps	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES		(8,685)	(8,685)		(8,685)		(8,685)
308	DBEA	School of the Built Environment & Architecture	7090 Low Carbon LDN	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(6,039)	(9,896)	3,857	(9,896)		(9,896)	
308	DBEA	School of the Built Environment & Architecture	7150 A2i	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(6,117)	(10,914)	4,797	(10,914)		(10,914)	
363	DBEA	School of the Built Environment & Architecture	7116 Proton Engineers	CONSULTANCY	SB	SBUEL CONSULTANCY		(10,000)	10,000	(10,000)		(10,000)	
363	DBEA	School of the Built Environment & Architecture	7192 SCIO87_BEA_LETTING OF FACILITIES_TopHat_PRODUCT TESTING	LETTING OF FACILITIES	SB	SBUEL LETTING OF FACILITIES			(7,500)		7,500	(7,500)	
363	DBEA	School of the Built Environment & Architecture	7257 ASU- APPLIED SCIENCE UNIVERSITY BAHRAIN	CONSULTANCY	SB	SBUEL CONSULTANCY			(14,583)		14,583	(14,583)	
373	DBEA	School of the Built Environment & Architecture	7040 Letting of Facilities	LETTING OF FACILITIES	SB	SBUEL LETTING OF FACILITIES			(3,225)		3,225	(3,225)	
373	DBEA	School of the Built Environment & Architecture	7699 DARLAB	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:	(38,475)	(38,475)		(32,985)	(5,490)	(38,475)	(5,490)
250	DENG	School of Engineering	7020 CONTRACT RESEARCH	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH		(1,666)	1,666	(1,666)		(1,666)	
250	DENG	School of Engineering	7190 KE011_RICS_MACHINE-BASED LEARNING	CONSULTANCY	SB	SBUEL CONSULTANCY		(25,000)	25,000	(25,000)		(25,000)	
310	DENG	School of Engineering	7090 Low Carbon LDN	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(1,714)	(5,224)	3,510	(5,224)		(5,224)	
310	DENG	School of Engineering	7128 SimDh	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(3,440)	(6,357)	2,917	(6,357)		(6,357)	
310	DENG	School of Engineering	7150 A2i	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(9,550)	(14,181)	4,631	(14,181)		(14,181)	
323	DENG	School of Engineering	7115 Consultancy Emerson	CONSULTANCY	SB	SBUEL CONSULTANCY			(2,300)		2,300	(2,300)	
333	DENG	School of Engineering	1300 SBUEL Support	SUPPORT FOR INCOME GENERATION	SB	SBUEL SUPPORT FOR INCOME GENERATION			(1,500)		1,500	(1,500)	
333	DENG	School of Engineering	7017 CEDaC	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(160,225)	(160,225)		(112,787)	(47,437)	(160,225)	(47,437)
333	DENG	School of Engineering	7252 NHS HEAT EXCHANGER	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH			16,652		(16,652)		(16,652)
410	DHSC	School of Health & Social Care	7218 H651 Consultancy RCC MECC Sandpit Project	CONSULTANCY	SB	SBUEL CONSULTANCY			(6,400)		6,400	(6,400)	
410	DHSC	School of Health & Social Care	7219 H652 Consultancy KCC MECC Evaluation Handbook	CONSULTANCY	SB	SBUEL CONSULTANCY			(9,150)		9,150	(9,150)	
419	DHSC	School of Health & Social Care	7128 SimDh	REGENERATION PROGRAMMES	SB	SBUEL REGENERATION PROGRAMMES	(17,776)	(26,732)	8,956	(26,732)		(26,732)	
421	DHSC	School of Health & Social Care	7010 CONSULTANCY	CONSULTANCY	SB	SBUEL CONSULTANCY		7,500	(7,500)	7,500		7,500	
421	DHSC	School of Health & Social Care	7136 H387_CONTRACT RESEARCH_LONDON BOROUGH OF WALTHAM FOREST_A REVIEW OF GA	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH		(3,388)	3,388	(3,388)		(3,388)	
421	DHSC	School of Health & Social Care	7137 H408_APPRES_UKPHR_FIT FOR THE FUTURE NOTOPEN	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH		(1,193)	1,193		(1,193)		(1,193)
421	DHSC	School of Health & Social Care	7141 H425_JAPANESE NURSING STUDENTS NOTOPEN	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:		(2,379)	2,379	(2,379)		(2,379)	
421	DHSC	School of Health & Social Care	7218 H651 Consultancy RCC MECC Sandpit Project	CONSULTANCY	SB	SBUEL CONSULTANCY	(15,420)	(6,400)	(9,020)	(6,400)		(6,400)	(6,400)
421	DHSC	School of Health & Social Care	7219 H652 Consultancy KCC MECC Evaluation Handbook	CONSULTANCY	SB	SBUEL CONSULTANCY		(9,150)	9,150	(9,150)		(9,150)	(9,150)
421	DHSC	School of Health & Social Care	7229 H660 Contract Research Borough of Lewisham Group Study	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH		(7,500)	7,500	(7,500)		(7,500)	
421	DHSC	School of Health & Social Care	7231 H681_Short Courses_KCC_Practitioner masterclasses	SHORT COURSES SL	SB	SBUEL SHORT COURSES SL		(1,000)	1,000	(1,000)		(1,000)	
441	DHSC	School of Health & Social Care	7118 H077_CONSULTANCY_BARTS HEALTH_CKD PROJECT NOTOPEN	CONSULTANCY	SB	SBUEL CONSULTANCY		290	(290)	290		290	
441	DHSC	School of Health & Social Care	7232 PSL-0023_SHORT COURSE_BHGF	SHORT COURSES SL	SB	SBUEL SHORT COURSES SL		(12,732)	12,732	(12,666)	(66)	(12,732)	(66)
465	DHSC	School of Health & Social Care	7135 H283_CONSULTANCY_NHS ENGLAND_NETWORK TOOL KIT NOTOPEN	CONSULTANCY	SB	SBUEL CONSULTANCY	(1,667)	(1,667)		(1,667)		(1,667)	(1,667)
465	DHSC	School of Health & Social Care	7163 H569_CONSULTANCY_SAIN NEXT STEPS	CONSULTANCY	SB	SBUEL CONSULTANCY	(22,755)	(27,821)	5,066	(27,821)		(27,821)	
465	DHSC	School of Health & Social Care	7166 H600_QUALITY INNOVATION AND IMPROVED DEVT FOR NW LONDON	CONSULTANCY	SB	SBUEL CONSULTANCY		(29,871)	29,871	(29,871)		(29,871)	
465	DHSC	School of Health & Social Care	7180 H602_HARINGEY PRIMARY CARE ACADEMY	CONSULTANCY	SB	SBUEL CONSULTANCY		(72,760)	72,760	(72,760)		(72,760)	
465	DHSC	School of Health & Social Care	7189 H639_HSL_GP Federations Programme	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH	(42,000)	(50,970)	8,970	(50,970)		(50,970)	
465	DHSC	School of Health & Social Care	7255 PSL1819-0385_SOURCEC4NETWORKS 2019	CONSULTANCY	SB	SBUEL CONSULTANCY		(7,410)	7,410	(7,410)		(7,410)	
471	DHSC	School of Health & Social Care	7229 H660 Contract Research Borough of Lewisham Group Study	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH	(7,500)		(7,500)				
471	DHSC	School of Health & Social Care	7246 H665_Contract Research_MHF_Pass it on Good Mental Health	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH		(6,751)	6,751		(6,751)		(6,751)
583	DLSS	School of Law & Social Sciences	7010 CONSULTANCY	CONSULTANCY	SB	SBUEL CONSULTANCY			(1,500)		1,500	(1,500)	
583	DLSS	School of Law & Social Sciences	7237 PSL1920-0029_Contract Research_ THE PROVISION OF FOOD AND HOSPITALITY F	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH		(13,500)	13,500	(13,500)		(13,500)	
583	DLSS	School of Law & Social Sciences	7241 PSL1819-0488_Consultancy_Supporting Surrey's ambition and children's t	CONSULTANCY	SB	SBUEL CONSULTANCY	(45,000)	45,000		(45,000)		(45,000)	(45,000)
583	DLSS	School of Law & Social Sciences	7244 PSL1920-0055_App Res_SCC_Cullum Centres Review	CONTRACT RESEARCH	SB	SBUEL CONTRACT RESEARCH		(20,000)	20,000	(20,000)		(20,000)	(20,000)
596	RCMN	LSBU Recruitment Agency	7080 The Recruitment Agency	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:	(150,000)	150,000	(105,938)	(44,062)	(150,000)	(44,062)	(150,000)
596	RCMN	LSBU Recruitment Agency	7999 LSBU Employment Agency Third-Party Charges	OTHER INCOME GENERATING ACTIVITIES	SB	SBUEL OTHER INCOME GENERATING ACTIVITIE:	(200,000)	(80,000)	(120,000)	(67,865)	(12,135)	(80,000)	(12,135)
611	STSU	Student Services & Employment	7010 CONSULTANCY	CONSULTANCY	SB	SBUEL CONSULTANCY		(6,100)	6,100	(6,100)		(6,100)	
634	TECH	Technicians	1300 SBUEL Support	SUPPORT FOR INCOME GENERATION	SB	SBUEL SUPPORT FOR INCOME GENERATION		(3,015)	3,015	(690)	(2,325)	(3,015)	(2,325)
634	TECH	Technicians	7040 Letting of Facilities	LETTING OF FACILITIES	SB	SBUEL LETTING OF FACILITIES			(2,325)		2,325		

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SBUEL Enterprise & Contract Research

School	Closed won		Closed lost		Conversion %			
	End May 2019/2020		End May 2018/2019		End May 2019/2020		End May 2018/2019	
	Volume	Value £	Volume	Value £	Volume	Value	Volume	Value
Arts and Creative Industries	0	£ -	1	£ 40,000	0%	0%	100%	100%
Applied Sciences	1	£ 3,600	3	£ 117,764	25%	3%	100%	100%
Built Environment and Architecture	8	£ 106,230	2	£ 2,400	80%	98%	100%	100%
Business	3	£ 46,580	2	£ 68,930	60%	40%	100%	100%
Engineering	8	£ 163,378	1	£ 118,384	89%	58%	100%	100%
Health and Social Care	14	£ 181,088	9	£ 522,144	61%	26%	100%	100%
Law and Social Science	4	£ 143,506	2	£ 32,442	67%	82%	100%	100%
Research, Enterprise and Innovation	1	£ 82,000	1	£ 125,000	50%	40%	100%	100%
Academic Related Resources	0	£ -	0	£ -	0%	0%	0%	0%
Student services and employment	0	£ -	0	£ -	0%	0%	0%	0%
The Welding Institute, Innovation Centre	0	£ -	0	£ -	0%	0%	0%	0%
Academy of Sport	1	£ 35,000	0	£ -	100%	100%	0%	0%
Other	0	£ -	0	£ -	0%	0%	0%	0%
Total	40	£ 761,382	21	£ 1,027,064	66%	43%	100%	100%

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School	Number	Value		Likely value achieved	
		End May 2019/2020		End May 2019/2020	
		£	Share %	£	Share %
Arts and Creative Industries	0	£ -	0%	£ -	0%
Applied Sciences	0	£ -	0%	£ -	0%
Built Environment and Architecture	0	£ -	0%	£ -	0%
Business	1	£ 51,240	36%	£ 51,240	58%
Engineering	0	£ -	0%	£ -	0%
Health and Social Care	1	£ 10,000	7%	£ 10,000	11%
Law and Social Science	2	£ 25,225	18%	£ 13,725	15%
Research, Enterprise and Innovation	1	£ 55,000	39%	£ 13,750	15%
The Welding Institute, Innovation Centre	0	£ -	0%	£ -	0%
Other	0	£ -	0%	£ -	0%
Total	5	£141,465	100%	£88,715	100%

Project ID	Project Title	Funder/Client	Funder/Client	Funder/Client	Funder/Client	Total Expected I	Income Type	Submitted Date	School/PSG	School/PSG	School/PSG	Research Centre (REI Lead	Principal Investigator	Likelihood %	Likelihood Value	
PSL1920-0011	Carers Innovation Fund Competition	Department of Health and Social Care				£23,000	Research contract	13-Sep-19	Law and Social Science			Mrs Jackie Fotheringham	Krupa, Joanna	50%	£11,500	SBUEL
PSL1920-0200	HSC_Consultancy_Eastman Dental_Set up collaboration	Eastman Dental Institute	Eastman Dental Institute			£10,000	Enterprise consultancy	01-Apr-20	Health and Social Care			Mrs Jackie Fotheringham	Delree, Jo	100%	£10,000	SBUEL
PSL1920-0250	Objective Evaluation	Objective Evaluation	Objective Evaluation			£2,225	Enterprise consultancy	21-Feb-20	Law and Social Science			Centre for Social J	Ms Natalie Gough	100%	£2,225	SBUEL
PSL1920-0206	Southwark Pioneers Fund	Southwark Pioneers Fund				£55,000	Enterprise regeneration	20-Dec-19	Research, Enterprise and Innovation			Ms Daisy Chatterton	Chatterton, Daisy	25%	£13,750	SBUEL
PSL1920-0136	Consultancy_Cao Bang Tourism_E Ngan	Non Nuoc Cao Bang	UNESCO Global Geopark			£51,240	Enterprise consultancy	06-Dec-19	Business	Business	Business	Miss Nicola Bourke	Ngan, Emily	100%	£51,240	SBUEL

Project ID	Project Title	Funder/ Client	Won Date	Total Expected L'	School/ PSG	Research Centre	REI Lead	Principal Investigator	Income Type	
PSL1920-0312	Cyber security	Department of Culture Media and Sport	12-Mar-20	£31,912	Engineering		Mr Andrew Murphy	Dagiuklas, Anastasios	Research contract	SBUEL
PSL1920-0191	Mclaren F1 - /		06-Mar-20	£60,000	Engineering	Centre for Advan	Mr Andrew Murphy	Dunn, Steven	Research contract	SBUEL
PSL1920-0304	Heat Energy R	Department for Business, Energy and Industrial Strategy (BEIS)	28-Feb-20	£30,000	Engineering	Centre for Air Cor	Mr Andrew Murphy	Revesz, Akos	Research contract	SBUEL
PSL1920-0252	UK-INDIA CEN	Foreign and Commonwealth Office	14-Feb-20	£11,000	Engineering	Centre for Air Cor	Mr Andrew Murphy	Evans, Judith	Research contract	SBUEL
PSL1920-0207	Agritech Anal	Altar Limited	06-Jan-20	£1,666	Engineering		Mr Andrew Murphy	Zhu, Yongxu	Research contract	SBUEL
PSL1920-0058	3 Year Energy	ASDA	25-Nov-19	£1,500	Engineering	Centre for Air Cor	Mr Neil Pearce	Maidment, Graeme	Research contract	SBUEL
PSL1920-0055	App Res_SCC_	Surrey County Council	08-Oct-19	£28,806	Law and Soci		Ms Natalie Gough	Moore, Michele	Research contract	SBUEL
PSL1920-0028	THE PROVISIC	The Skills Centre	25-Sep-19	£13,500	Law and Soci		Ms Natalie Gough	Jones, Andrew	Research contract	SBUEL
PSL1920-0056	PSL1920-005	Emerson Advanced Design Center (Europe)	23-Sep-19	£2,300	Engineering		Ms Natalie Gough	Benson, Claire	Research contract	SBUEL
PSL1920-0429	HSC_Consulta	Track Active	21-May-20	£400	Health and Social Care		Mrs Jackie Fotheringham	Mansfield, Michael	Enterprise consultancy	SBUEL
PSL1920-0203	Certificate of Competence -	Institute of Acoustics	05-Apr-20	£30,600	Built Environment and Architec		Mr Daniel Janowski	Gomez-Agustina, Luis	Enterprise short courses	SBUEL
PSL1920-0279	NBS Hire: Toa	Toast Ale	26-Mar-20	£3,600	Applied Sciences		Miss Melissa O'Connor	O'Connor, Melissa	Enterprise facilities	SBUEL
PSL1920-0138	ILM Leadership & Management -	Coaching and Mentoring Level 5 Certificate	02-Mar-20	£26,880	Business		Mr Daniel Janowski	Moore-Williams, Sarah	Enterprise short courses	SBUEL
PSL1920-0300	CPD_Cygn	et n National Association of Disability Practitioners Ltd	25-Feb-20	£1,200	Law and Social Science		Mr Daniel Janowski	Martin, Nicki	Enterprise consultancy	SBUEL
PSL1920-0144	Kent Surrey a	Health Education England	20-Feb-20	£19,900	Health and Social Care		Miss Anam Farooq	Malby, Rebecca	Enterprise consultancy	SBUEL
PSL1920-0024	HSC_Short Co	Oxleas NHS Foundation Trust	05-Feb-20	£18,000	Health and Social Care		Mrs Jackie Fotheringham	Beanlands, Clare	Enterprise short courses	SBUEL
PSL1819-0447	ESF Digital Gri	European Social Fund	23-Jan-20	£82,000	Research, Enterprise and Innov		Ms Daisy Chatterton	Barikzai, Safia	Enterprise regeneration	SBUEL
PSL1920-0205	HSC_AppRes_	National Institute for Health Research (NIHR)	13-Jan-20	£12,250	Health and Sc	Centre for Applie	Mrs Jackie Fotheringham	Wills, Jane	Enterprise consultancy	SBUEL
PSL1920-0100	TESTING A ZE	Proton engineering Limited	06-Jan-20	£10,000	Built Environr	Centre for Civil ar	Ms Lale Day	Paurine, Alex	Enterprise consultancy	SBUEL
PSL1920-0155	Coach Education and Training	Courses	06-Jan-20	£35,000	Academy of Sport		Mr Daniel Janowski	Taylor, Alan	Enterprise short courses	SBUEL
PSL1819-0423	Evelina's MSc	Evelina London Children's Hospital	02-Jan-20	£4,000	Health and Social Care		Mrs Jackie Fotheringham	Delree, Jo	Enterprise consultancy	SBUEL
PSL1819-0424	Royal Brompt	Royal Brompton and Harefield NHS Foundation Trust	02-Jan-20	£2,374	Health and Social Care		Mrs Jackie Fotheringham	Dillon, Michelle	Enterprise consultancy	SBUEL
PSL1819-0425	Bart's HDU m	Barts Health NHS Trust	02-Jan-20	£2,374	Health and Social Care		Mrs Jackie Fotheringham	Dillon, Michelle	Enterprise consultancy	SBUEL
PSL1819-0427	Addenbrook's	Addenbrooke's Hospital	02-Jan-20	£4,374	Health and Social Care		Mrs Jackie Fotheringham	Dillon, Michelle	Enterprise consultancy	SBUEL
PSL1819-0475	Consutancy_C	Oxleas NHS Foundation Trust	02-Jan-20	£11,500	Health and Social Care		Mrs Jackie Fotheringham	Delree, Jo	Enterprise consultancy	SBUEL
PSL1920-0126	HSC_Short Co	CGL - Change Grow Live	02-Jan-20	£2,100	Health and Social Care		Mrs Jackie Fotheringham	Graham, Audley	Enterprise short courses	SBUEL
PSL1920-0156	RICs CPD	Sessions	01-Jan-20	£1,680	Built Environment and Architec		Mr Daniel Janowski	Ofori, George	Enterprise short courses	SBUEL
PSL1920-0112	Peat Wastage	Network Rail	20-Dec-19	£36,730	Built Environr	Centre for Civil ar	Ms Lale Day	Mavroulidou, Maria	Enterprise consultancy	SBUEL
PSL1920-0202	RICs CPD	Royal Institution of Chartered Surveyors (RICS)	18-Dec-19	£15,120	Built Environment and Architec		Mr Daniel Janowski	Chaer, Issa	Enterprise short courses	SBUEL
PSL1920-0133	SBRI Phase 1 /	Bridgend County Borough Council	17-Dec-19	£10,000	Built Environr	Centre for Civil ar	Ms Lale Day	Gillich, Aaron	Enterprise consultancy	SBUEL
PSL1920-0195	TTT Ltd - 10 s	TTT Limited	10-Dec-19	£420	Built Environment and Architec		Mr Daniel Janowski	Ebohon, Obas	Enterprise short courses	SBUEL
PSL1920-0080	RICs CPD	Royal Institution of Chartered Surveyors (RICS)	13-Nov-19	£1,680	Built Environment and Architec		Mr Daniel Janowski	Ofori, George	Enterprise short courses	SBUEL
PSL1920-0139	HSC_Short Co	North East London NHS Foundation Trust	08-Nov-19	£4,200	Health and Social Care		Mrs Jackie Fotheringham	Siddu, Charlii	Enterprise short courses	SBUEL
PSL1819-0048	H639_HSIL_G	NHS Bedfordshire CCG	04-Nov-19	£42,000	Health and Social Care		Miss Anam Farooq	Malby, Rebecca	Enterprise short courses	SBUEL
PSL1819-0385	Source4Netw	NHS England	01-Nov-19	£44,950	Health and Social Care		Miss Anam Farooq	Malby, Rebecca	Enterprise consultancy	SBUEL
PSL1920-0078	Evolving Worl	Unregistered funder entered	09-Oct-19	£1,500	Business		Mr Daniel Janowski	Haddadi, Vijak	Enterprise short courses	SBUEL
PSL1920-0059	DPF Industrie:	DPF Industries Limited	18-Sep-19	£25,000	Engineering		Mr Andrew Murphy		Enterprise consultancy	SBUEL
PSL1920-0057	ACCA SBR & S	Association of Chartered Certified Accountants	13-Sep-19	£18,200	Business		Mr Daniel Janowski	Adomako, Joe	Enterprise short courses	SBUEL
PSL1819-0488	Supporting Su	Surrey County Council	11-Sep-19	£100,000	Law and Social Science		Miss Melissa O'Connor	Krupa, Joanna	Enterprise consultancy	SBUEL
PSL1920-0023	HSC_Short Co	BHGF - Beijing Huatong Guokang Foundation	08-Aug-19	£12,666	Health and Social Care		Mrs Jackie Fotheringham	McGrath, Anthony	Enterprise short courses	SBUEL

Project ID	Project Title	Funder/ Client	Income Type	Reason for Loss	Loss Date	Total Expected	Deadline	School/ PSG	Research Centre (i	REI Lead	Principal Investigator	
PSL1920-0179	SOCIAL BASE Croydon Counc	Research cont	Not progressed - Lost to co	09-Jan-20	£23,970	11-Dec-19	Law and Socia			Mrs Jackie Fotheringh	Jones, Andrew	SBUEL
PSL1819-0401	At Home Dia GlaxoSmithKlin	Research cont	Not progressed by client	20-Sep-19	£118,384		Engineering			Mr Andrew Murphy	Xiao, Perry	SBUEL
PSL1819-0409	APS_Contract Research_D Ja	Research cont	Not progressed by client	13-Aug-19	£61,764	24-May-19	Applied Scienc	Sport and Exercise		Miss Nicola Bourke	James, Darren	SBUEL
PSL1920-0372	HSC_Constult Track	Active	Enterprise cor	Not progressed - Lost to co	29-May-20	£8,300	17-Apr-20	Health and So		Mrs Jackie Fotheringh	Mansfield, Michael	SBUEL
PSL1920-0404	HSC_UserRe: T-Impact		Enterprise cor	Not progressed - Lost to co	28-May-20	£50,000	06-May-20	Health and So		Mrs Jackie Fotheringh	Thomas, Nicola	SBUEL
PSL1920-0221	Consultancy_ London Boroug		Enterprise cor	Unsuccessful	17-Feb-20	£8,472	27-Jan-20	Law and Socia		Ms Natalie Gough	Jones, Andrew	SBUEL
PSL1920-0157	Lawyers/Forensic Science CP		Enterprise shc	Not progressed by LSBU - Li	24-Jan-20	£20,000		Applied Scienc		Mr Daniel Janowski	Powell-Cook, Louise	SBUEL
PSL1920-0178	Public Health Kent County Cc		Enterprise shc	Unsuccessful	16-Dec-19	£12,000	29-Nov-19	Health and So		Miss Melissa O'Conno	Sykes, Susie	SBUEL
PSL1920-0062	SOLIMER European Comi		Enterprise cor	Not progressed - Lost to co	12-Dec-19	£125,000	09-Oct-19	Research, Ent		Mrs Golnaz Massoodi	Khamsehnezhad, Amir	SBUEL
PSL1920-0150	HSC_ShortCc NHS Improvem		Enterprise shc	Not progressed - Lost to co	09-Dec-19	£32,500	25-Nov-19	Health and So		Mrs Jackie Fotheringh	Enterkin, Judith	SBUEL
PSL1920-0161	Media Traini The National In		Enterprise shc	Unsuccessful	08-Dec-19	£40,000		Arts and Creat		Mr Daniel Janowski	Kosmides, Michael	SBUEL
PSL1819-0301	Acoustic Sou Acoustics Grou		Enterprise cor	Not progressed by client	02-Dec-19	£1,200		Built Environr	London Centre for	Ms Lale Day	Dance, Stephen	SBUEL
PSL1819-0252	Acoustics So Saint-Gobain Er		Enterprise cor	Not progressed by client	02-Dec-19	£1,200	08-Feb-19	Built Environr		Ms Lale Day	Dance, Stephen	SBUEL
PSL1819-0472	Consultancy_ Ginger Giraffe (Enterprise cor	Unsuccessful	15-Nov-19	£30,500	05-Jul-19	Health and So		Ms Natalie Gough	Whittaker, Andrew	SBUEL
PSL1819-0297	TBC Franchis Guys and St Th		Enterprise uni	Not progressed by client	14-Nov-19			Health and So		Ms Natalie Gough	Beanlands, Clare	SBUEL
PSL1920-0042	Design and f: Health Educat		Enterprise cor	Not progressed by client	10-Oct-19	£17,690	13-Sep-19	Business		Ms Natalie Gough	Haddadi, Vijak	SBUEL
PSL1819-0094	H629_Consu Central London		Enterprise cor	Not progressed by LSBU	16-Sep-19	£100,000	22-Aug-18	Health and So		Ms Natalie Gough	Marsh, Lesley	SBUEL
PSL1819-0484	Evaluation of NHS England		Enterprise cor	Not progressed by client	06-Sep-19	£281,500	31-Jul-19	Health and So		Miss Anam Farooq	Malby, Rebecca	SBUEL
PSL1819-0211	G089_Consu Non Nuoc Cao l		Enterprise cor	Not progressed by client	03-Sep-19	£51,240	18-Jan-19	Business		Miss Nicola Bourke	Ngan, Emily	SBUEL
PSL1819-0005	H648_Short Central London		Enterprise cor	Not progressed by client	27-Aug-19	£7,344	25-Oct-18	Health and So		Ms Natalie Gough	Jameson, Maxine	SBUEL
PSL1819-0465	Sugar Craft Course		Enterprise shc		25-Aug-19	£36,000	01-Sep-19	Applied Scienc		Mr Daniel Janowski	Hatton, Jane	SBUEL

Project ID	Project Title	Funder/ Client	Won Date	Total Expected L'	School/ PSG	Research Centre	REI Lead	Principal Investigator	Income Type	
PSL1920-0312	Cyber security	Department of Culture Media and Sport	12-Mar-20	£31,912	Engineering		Mr Andrew Murphy	Dagiuklas, Anastasios	Research contract	SBUEL
PSL1920-0191	Mclaren F1 - A		06-Mar-20	£60,000	Engineering	Centre for Advan	Mr Andrew Murphy	Dunn, Steven	Research contract	SBUEL
PSL1920-0304	Heat Energy R	Department for Business, Energy and Industrial Strategy (BEIS)	28-Feb-20	£30,000	Engineering	Centre for Air Cor	Mr Andrew Murphy	Revesz, Akos	Research contract	SBUEL
PSL1920-0252	UK-INDIA CEN	Foreign and Commonwealth Office	14-Feb-20	£11,000	Engineering	Centre for Air Cor	Mr Andrew Murphy	Evans, Judith	Research contract	SBUEL
PSL1920-0207	Agriotech Anal	Altar Limited	06-Jan-20	£1,666	Engineering		Mr Andrew Murphy	Zhu, Yongxu	Research contract	SBUEL
PSL1920-0058	3 Year Energy	ASDA	25-Nov-19	£1,500	Engineering	Centre for Air Cor	Mr Neil Pearce	Maidment, Graeme	Research contract	SBUEL
PSL1920-0055	App Res _SCC	Surrey County Council	08-Oct-19	£28,806	Law and Social		Ms Natalie Gough	Moore, Michele	Research contract	SBUEL
PSL1920-0028	THE PROVISIO	The Skills Centre	25-Sep-19	£13,500	Law and Social		Ms Natalie Gough	Jones, Andrew	Research contract	SBUEL
PSL1920-0056	PSL1920-0056	Emerson Advanced Design Center (Europe)	23-Sep-19	£2,300	Engineering		Ms Natalie Gough	Benson, Claire	Research contract	SBUEL
PSL1920-0429	HSC_Consulta	Track Active	21-May-20	£400	Health and Social Care		Mrs Jackie Fotheringham	Mansfield, Michael	Enterprise consultancy	SBUEL
PSL1920-0203	Certificate of Competence - Institute of Acoustics		05-Apr-20	£30,600	Built Environment and Architec		Mr Daniel Janowski	Gomez-Agustina, Luis	Enterprise short courses	SBUEL
PSL1920-0279	NBS Hire: Toa	Toast Ale	26-Mar-20	£3,600	Applied Sciences		Miss Melissa O'Connor	O'Connor, Melissa	Enterprise facilities	SBUEL
PSL1920-0138	ILM Leadership & Management - Coaching and Mentoring Level 5 Certificate		02-Mar-20	£26,880	Business		Mr Daniel Janowski	Moore-Williams, Sarah	Enterprise short courses	SBUEL
PSL1920-0300	CPD_Cygnets n	National Association of Disability Practitioners Ltd	25-Feb-20	£1,200	Law and Social Science		Mr Daniel Janowski	Martin, Nicki	Enterprise consultancy	SBUEL
PSL1920-0144	Kent Surrey a	Health Education England	20-Feb-20	£19,900	Health and Social Care		Miss Anam Farooq	Malby, Rebecca	Enterprise consultancy	SBUEL
PSL1920-0024	HSC_Short Co	Oxleas NHS Foundation Trust	05-Feb-20	£18,000	Health and Social Care		Mrs Jackie Fotheringham	Beanlands, Clare	Enterprise short courses	SBUEL
PSL1819-0447	ESF Digital Gri	European Social Fund	23-Jan-20	£82,000	Research, Enterprise and Innov		Ms Daisy Chatterton	Barikzai, Safia	Enterprise regeneration	SBUEL
PSL1920-0205	HSC_AppRes	National Institute for Health Research (NIHR)	13-Jan-20	£12,250	Health and Sc	Centre for Applie	Mrs Jackie Fotheringham	Wills, Jane	Enterprise consultancy	SBUEL
PSL1920-0100	TESTING A ZEL	Proton engineering Limited	06-Jan-20	£10,000	Built Environm	Centre for Civil ar	Ms Lale Day	Paurine, Alex	Enterprise consultancy	SBUEL
PSL1920-0155	Coach Education and Training Courses		06-Jan-20	£35,000	Academy of Sport		Mr Daniel Janowski	Taylor, Alan	Enterprise short courses	SBUEL
PSL1819-0423	Evelina's MSc	Evelina London Children's Hospital	02-Jan-20	£4,000	Health and Social Care		Mrs Jackie Fotheringham	Delree, Jo	Enterprise consultancy	SBUEL
PSL1819-0424	Royal Brompt	Royal Brompton and Harefield NHS Foundation Trust	02-Jan-20	£2,374	Health and Social Care		Mrs Jackie Fotheringham	Dillon, Michelle	Enterprise consultancy	SBUEL
PSL1819-0425	Bart's HDU m	Barts Health NHS Trust	02-Jan-20	£2,374	Health and Social Care		Mrs Jackie Fotheringham	Dillon, Michelle	Enterprise consultancy	SBUEL
PSL1819-0427	Addenbrook's	Addenbrooke's Hospital	02-Jan-20	£4,374	Health and Social Care		Mrs Jackie Fotheringham	Dillon, Michelle	Enterprise consultancy	SBUEL
PSL1819-0475	Consutancy_C	Oxleas NHS Foundation Trust	02-Jan-20	£11,500	Health and Social Care		Mrs Jackie Fotheringham	Delree, Jo	Enterprise consultancy	SBUEL
PSL1920-0126	HSC_Short Co	CGL - Change Grow Live	02-Jan-20	£2,100	Health and Social Care		Mrs Jackie Fotheringham	Graham, Audley	Enterprise short courses	SBUEL
PSL1920-0156	RICs CPD Sessions		01-Jan-20	£1,680	Built Environment and Architec		Mr Daniel Janowski	Ofori, George	Enterprise short courses	SBUEL
PSL1920-0112	Peat Wastage	Network Rail	20-Dec-19	£36,730	Built Environm	Centre for Civil ar	Ms Lale Day	Mavroulidou, Maria	Enterprise consultancy	SBUEL
PSL1920-0202	RICs CPD	Royal Institution of Chartered Surveyors (RICS)	18-Dec-19	£15,120	Built Environment and Architec		Mr Daniel Janowski	Chaer, Issa	Enterprise short courses	SBUEL
PSL1920-0133	SBRI Phase 1 A	Bridgend County Borough Council	17-Dec-19	£10,000	Built Environm	Centre for Civil ar	Ms Lale Day	Gillich, Aaron	Enterprise consultancy	SBUEL
PSL1920-0195	TTT Ltd - 10 se	TTT Limited	10-Dec-19	£420	Built Environment and Architec		Mr Daniel Janowski	Ebohon, Obas	Enterprise short courses	SBUEL
PSL1920-0080	RICs CPD	Royal Institution of Chartered Surveyors (RICS)	13-Nov-19	£1,680	Built Environment and Architec		Mr Daniel Janowski	Ofori, George	Enterprise short courses	SBUEL
PSL1920-0139	HSC_Short Co	North East London NHS Foundation Trust	08-Nov-19	£4,200	Health and Social Care		Mrs Jackie Fotheringham	Siddu, Charlii	Enterprise short courses	SBUEL
PSL1819-0048	H639_HSIL_G	NHS Bedfordshire CCG	04-Nov-19	£42,000	Health and Social Care		Miss Anam Farooq	Malby, Rebecca	Enterprise short courses	SBUEL
PSL1819-0385	Source4Netwo	NHS England	01-Nov-19	£44,950	Health and Social Care		Miss Anam Farooq	Malby, Rebecca	Enterprise consultancy	SBUEL
PSL1920-0078	Evolving Work	Unregistered funder entered	09-Oct-19	£1,500	Business		Mr Daniel Janowski	Haddadi, Vijak	Enterprise short courses	SBUEL
PSL1920-0059	DPF Industries	DPF Industries Limited	18-Sep-19	£25,000	Engineering		Mr Andrew Murphy		Enterprise consultancy	SBUEL
PSL1920-0057	ACCA SBR & S	Association of Chartered Certified Accountants	13-Sep-19	£18,200	Business		Mr Daniel Janowski	Adomako, Joe	Enterprise short courses	SBUEL
PSL1819-0488	Supporting Su	Surrey County Council	11-Sep-19	£100,000	Law and Social Science		Miss Melissa O'Connor	Krupa, Joanna	Enterprise consultancy	SBUEL
PSL1920-0023	HSC_Short Co	BHGF - Beijing Huatong Guokang Foundation	08-Aug-19	£12,666	Health and Social Care		Mrs Jackie Fotheringham	McGrath, Anthony	Enterprise short courses	SBUEL
PSL1920-0145	London Darzi	Unregistered funder entered	43979	200000	Health and Social Care		Miss Anam Farooq	Malby, Rebecca	Enterprise university acc	LSBU
PSL1920-0338	HSC_MOOC I	Health Education England	43914	40000	Health and Social Care		Mrs Jackie Fotheringham	Maddex, Susan	Enterprise short courses	LSBU
PSL1920-0320	HSC_HEE_Str	Health Education England	43910	54595	Health and Social Care		Mrs Jackie Fotheringham	Picton, Rachel	Enterprise university acc	LSBU
PSL1920-0238	Leading Enga	NHS England	43882	29400	Health and Social Care		Miss Anam Farooq	Malby, Rebecca	Enterprise short courses	LSBU
PSL1920-0251	HEE_Initiative	Health Education England	43880	20000	Health and Social Care		Miss Nicola Bourke	Stewart-Lord, Adele	Enterprise consultancy	LSBU
PSL1920-0234	HSC_Courses_	Central London Community Healthcare	43866	750000	Health and Social Care		Mrs Jackie Fotheringham	Delree, Jo	Enterprise short courses	LSBU
PSL1920-0183	HSC_EntCons	Health Education England	43780	120000	Health and Social Care		Mrs Jackie Fotheringham	Picton, Rachel	Enterprise consultancy	LSBU
PSL1819-0506	PG CERTIFICA	London Housing Foundation	43761	105000	Business		Mr Daniel Janowski	Summers, Andrew	Enterprise university acc	LSBU
PSL1819-0476	Creative Sparl	British Council	43696	29985	Research, Enterprise and Innov		Miss Melissa O'Connor	Cole, Linsey	Enterprise student entr	LSBU
PSL1819-0466	Creative Sparl	British Council	43693	29982	Research, Enterprise and Innov		Miss Melissa O'Connor	Cole, Linsey	Enterprise student entr	LSBU

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