Meeting of the South Bank University Enterprises Ltd Board

2.00 pm on Thursday, 7 February 2019 in DCG-07 - Clarence Centre for Enterprise and Innovation

Agenda

<i>No.</i> 1.	Item Welcome and apologies	Pages	<i>Presenter</i> Pl
2.	Declarations of interest Members are requested to declare any interest in any item on the agenda.		PI
3.	Minutes of the previous meeting	3 - 6	PI
4.	Matters arising		PI
	Items to discuss		
5.	SBE quarterly update • Management accounts	7 - 36	PI
6.	Debtors policy	37 - 46	PI

Date of next meeting 2.00 pm on Tuesday, 30 April 2019

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

In attendance: Michael Broadway, Rebecca Warren and Askari Jafri



Agenda Item 3

CONFIDENTIAL

Minutes of the meeting of the South Bank University Enterprises Ltd Board held at 4.00 pm on Monday, 5 November 2018 1B16 - Technopark, SE1 6LN

Present

Paul Ivey (Chair) Michael Cutbill Richard Flatman

In attendance

Michael Broadway Rebecca Warren

1. Welcome and apologies

No apologies had been received.

2. **Declarations of interest**

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

3. Audit findings

The Board noted the audit findings report. The Board noted the adjusted audit differences for SBUEL/LSBU consultancy costs

4. **Draft financial statements**

The Board discussed the statutory accounts which showed a loss of £26k.

The Board noted that a gift aid payment may be made to LSBU if final calculations on tax deductible items return a taxable profit. The Board noted the need to plan for an annual profit to avoid depleting company reserves.

The Board approved the accounts subject to minor changes to some of the commentary.

5. **Letter of representation**

The Board approved the Letter of Representation which contained standard representations only.

6. Minutes of the previous meeting

The Board approved the minutes of the previous meeting.

7. Matters arising

The Board noted that the Chief Operating Officer role for the Bahrain JV was still being recruited. An update would be provided at the next meeting.

8. **SBE quarterly report**

The Board discussed the SBE quarterly update. The Board requested that the commentary is aligned to the figures.

The Board noted that the company would oversee the University's apprenticeship provision.

9. **Budget 2018/19**

The Board approved the budget for 2018/19 with a surplus of £662k. The Board noted that the budget was part of the consolidated university budget.

10. **Employment Agency**

The Board discussed an update on the LSBU employment agency. The plan was to grow external business in phase 2.

11. Staff bonuses

The Board discussed and approved the proposed bonuses as moderated by the Managing Director.

12. Governance

The Board noted an update on governance.

13. Development of research and enterprise end to end bid and project management systems

The Board noted the update.

14. Tenant Lease Renewal and Process

The Board noted the new tenant lease and revised process. The Board noted that a tenant advisory board is being established.

15. Annual declarations of interest

The Board approved the declared interests of the directors. The Board noted and approved that Paul Ivey is now a board member of Emirates Aviation University.

Date of next meeting 4.00 pm, on Thursday, 7 February 2019

(Chair)

Confirmed as a true record



Agenda Item 5

	INTERNAL
Paper title:	SBUEL Quarterly Board Report, January 2019
Board/Committee:	SBUEL Board
Date of meeting:	07 February 2019
Author(s):	Emily DeLacy, Compliance and Systems Manager Neil Pearce, Head of Enterprise Institutes Daisy Chatterton, Head of Strategic projects Linsey cole, Associate Director Enterprise & Entrepreneurship Adrian Tindall, Tenants & Facilities Manager Sukaina Jeraj, Head of Employment and Training
Sponsor(s):	Yvonne Mavin, Head of Compliance and Systems Paul Ivey, Chief Business Officer and Deputy Vice Chancellor Innovation
Purpose:	For Information
Recommendation:	Information only

Executive Summary

Provided are the most recent financial accounts and pipeline as at December 2018 in the usual format. We have included the percentage of budget we have received.

Important updates are detailed by business line detailing key successes and issues impacting the teams.

We continue to work to improve our systems using HAPLO and detail our new 'Working Smarter' project with the aim of being the exemplar PSG for the university.

For the January reporting we have included a report in relation to IP and commercialisation.





Research, Enterprise & Innovation

SBUEL Board Quarterly Update
January 2019



<u>l.</u>	REVIEW BY B2B LINE	/
A)	Global Entrepreneurship	7
В)	TENANCY	7
C)	REGENERATION	7
D)	TRAINING	8
E)	Income Diversification	0
<u>PE</u>	OPLE AND ORGANISATION	9
2	SALE DED DED DELOCATION	10
<u>Z.</u>	SYSTEMS AND REPORTING	10
A)	HAPLO	10
в)	Working Smarter Project	10
<u>3.</u>	SBUEL MANAGEMENT ACCOUNTS	11
4.	NON STANDARD REPORTING	12
<u>7.</u>	INOTA STATUDAND NEI ONTINO	12
A)	IP & COMMERCIALISATION	12
<u>5.</u>	APPENDIX	13
•	APPENDIX 1: ENTERPRISE PIPELINE BY SCHOOL/PROJECT	13
в)	Appendix 2: Tenant Listing	14



Financial Summary

Enterprise income analysis for 2018/19 Budget

	LSBU	SBUEL
(a) Enterprise Budget	£8,783,710	£3,120,470
(b) Enterprise income YTD actual	£1,675,153	£1,417,361
% of budget represented by YTD actual	19%	45%
SBUEL Proportion	20	5%
Remainder to be earned in year (a) - (b)	£7,108,557	£1,703,109
% of budget represented by remainder	81%	55%

Table 1: Comparison of actual SBUEL Income to annual budget and analysis of income still to be recognised for the year



School	(a) Full Year	Full Year	Differenc e between	(b) YTD	(c) Remainder to be	Analysis of Re		As at Dec
3011001	Budget	Forecast	forecast and budget	Actuals	earned in Year	(d) Contracted Income**	(d) - (c) Variance to Budget	(44%)
DACI	£300,153	£300,153	£ -	£38,811	£261,343	£266,343	£5,000	13%
DASC	£534,626	£534,626	£ -	£67,575	£467,051	£474,309	£7,259	13%
DBEA	£651,163	£651,163	£ -	£110,659	£540,504	£569,286	£28,782	17%
DBCM	£354,807	£354,807	£ -	£138,660	£216,147	£224,607	£8,460	39%
DCON	£371,512	£371,512	£ -	£134,309	£237,203	£237,203	£ -	36%
DENG	£416,293	£416,293	£ -	£242,071	£174,221	£220,841	£46,620	58%
DHSC	£4,159,515	£4,159,515	£ -	£980,244	£3,179,271	£3,327,194	£147,923	24%
DLSS	£297,800	£297,800	£ -	£58,580	£239,220	£246,250	£7,030	20%
ENTR	£2,923,584	£2,923,584	£ -	£1,063,649	£1,859,935	£1,892,063	£32,128	36%
FUNI	£ -	£500	£500	£864	-£864	£ -	£864	0%
LILE	£ -	£ -	£ -	£1,361	-£1,361	£ -	£1,361	0%
PVCX	£1,000	£1,000	£ -	£22,219	-£21,219	£1,000	£22,219	2222%
PVCY	£85,000	£85,000	£ -	£36,256	£48,744	£86,344	£37,600	43%
RSDS	£1,155,971	£1,155,971	£ -	-£131,778	£1,287,749	£1,287,749	£ -	-11%
SPRT	£270,563	£270,563	£ -	£160,916	£109,647	£111,514	£1,867	59%
STSU	£ -	£ -	£ -	£5,750	-£5,750	£ -	£5,750	0%
TECH	£ -	£6,227	£6,227	£15,727	-£15,727	£ -	£15,727	0%
RCMT	£ -	£ -	£ -	£ -	£ -	£ -	£ -	0%
RCMN	£180,000	£180,000	£ -	£46,642	£133,358	£150,729	£17,371	26%
COIS	£202,193	£202,193	£ -	£100,000	£102,193	£102,193	£ -	49%
Grand Total	£11,904,180	£11,910,907	£6,727	£3,092,514	£8,811,666	£9,197,625	£385,959	26%

^{**} The Contracted income is the full year forecast less YTD Actuals, less New Enterprise target (pipeline budget)



Overview of Enterprise Performance

Table 2: Sales Pipeline as at end December 2018 (combined SBUEL and LSBU income). Note that 2018/2019 only includes submitted bids not bids that are in discussion. Items that are in discussion may never be submitted so it is deemed that reporting on submitted bids will provide a more accurate picture of what may be won.

		Volus		Li	kely value	achieved		
School	Number	Value		End Dec 2	018/19	End Dec 20	£ Share % 525,614 2% 515,869 47% 661,106 6% 632,063 3% 171,812 16% 115,931 11%	
	110111201	£	Share %	£	Share %	£		
ACI	0	£O	0%	£O	0%	£25,614	2%	
APS	0	£O	0%	£O	0%	£515,869	47%	
BEA	1	£12,000	2%	£12,000	6%	£61,106	6%	
BUS	0	£O	0%	£O	0%	£32,063	3%	
ENG	0	£O	0%	£O	0%	£171,812	16%	
HSC	9	£119,864	19%	£67,097	33%	£115,931	11%	
LSS	1	£2,492	0%	£1,994	1%	£19,843	2%	
Other	2	£500,000	79%	£125,000	61%	£150,763	13%	
Total	13	£634,356	100%	£206,091	100%	£1,093,000	100%	

Table 3 For comparison purposes the following table shows bids in discussion by school for 2018/2019

School	Number	V	alue
		£	Share %
ACI	13	£3,500,000	77%
APS	3	£259,486	6%
BEA	4	£10,000	0%
BUS	2	£51,240	1%
ENG	3	£ -	0%
HSC	8	£559,133	12%
LSS	2	£79,250	2%
REI	3	£57,777	1%
Unknown	2	£ -	0%
Total	40	£4,516,886	100%



Table 4: Analysis of new sales via REI as at end December 2018 (combined SBUEL and LSBU income)

		Close	d won			Convers	ion %	
School	2018/	19 YTD	2017,	/18 YTD	YTD 20)18/19	YTD 20	17/18
	Volume	Value £	Volume	Value £	Volume	Value	Volume	Value
ACI	2	£13,960	1	£187,034	100%	100%	100%	100%
APS	1	£311,303	2	£213,716	33%	53%	29%	41%
BEA	1	£24,500	4	£156,641	100%	100%	33%	22%
BUS	0	£ -	0	£ -	0%	0%	0%	0%
ENG	0	£ -	5	£80,790	0%	0%	42%	10%
HSC	0	£ -	7	£278,122	0%	0%	50%	33%
LSS	1	£24,965	2	£13,196	100%	100%	50%	15%
Other	2	£94,554	0	£ -	100%	100%	0%	0%
Total	7	£469,282	22	£932,181	44%	29%	39%	21%
YoY %	37%	50%			74%	77%		



1. Review by B2B line

a) Global Entrepreneurship

- Over 1,100 individuals engaged with student enterprise activities in Semester 1
- We successfully delivered activities throughout Global Entrepreneurship Week, including a pop-up market on LSBU's campus to showcase students' entrepreneurial venture
- We were successful with two proposals to the British Council's Creative Spark programme to deliver Enterprise Education activities with partners in Uzbekistan and Azerbaijan (£90k for Year 1, with potential funding for Year 2).
- Work on the development of the JV with ASU Bahrain is ongoing: a consultant has been identified to support the development of a Business Plan
- We have hosted visits to the Clarence Centre from universities in China and the Ukraine and supported academic colleagues to visit universities in Pernambuco to explore collaboration opportunities
- The 2nd International SimVenture Competition with Sinocampus will be held at LSBU in April 2019 (income approx. £50k)

b) Tenancy

- Progress with moving tenants onto the new lease agreement has been good: we are anticipating that all tenants will have signed the new lease by the end of February 2019
- As yet, we have not secured agreement to finance the necessary refurbishment and upkeep of the Clarence Centre. Without this funding it will not be feasible to increase rents in line with income forecasts and we will have a number of offices that cannot be rented out due to maintenance issues, impacting on occupancy levels. We will continue to work with the Finance team to resolve this.
- There is an increased risk around securing income from venue hire in both 18/19 and future financial years, due to the pressures on space on the Southwark campus. Space previously used for commercial hire is now being used for teaching and/or student recruitment.
- Tenant engagement is progressing well, with more engagement in the first half of the year than the entirety of the previous academic year
- The UBI data collection period begins in Spring 2019 with the outcome of the ranking being announced in Doha in October 2019

c) Regeneration

Existing Strategic Projects portfolio (£6.6m)

Contract wins:

- £321k Mayors Digital Talent Programme to deliver a skills support project for students and SMEs. Outcome of this submission will be November (not included in above figure as contract subject to prequalification meeting in Feb)
- £1.1m CEDACI (included in figure above)

Contracts in negotiation:

Final negotiation stage on 1 new ERDF contract ACE IT £842k

Delivery:

- ERDF will be used to directly enhance student experience through student consultancy, placements and employment opportunities.

Page 15



d) Training

- Work on shop front for Training delayed until end of Q1.
- Continuing to build portfolio of training modules and CPD through primarily BEA/LSS/APS and BUS.
- Partnership Agreement with Lambda School to deliver a 'payment by results' coding course underway, working on UK compliance for repayment model.
- Working with Strategic Projects on ESF Higher Skills bid for route into Nursing to be submitted value 2.5 million

AFC Update

- Staff and student networks for Armed Forces to restart in Q1
- Hosting of gold alumni of AFC (Includes financial institutions and large construction companies in London) scheduled for March, to start building BD networks

e) Income Diversification

- Secured one new KTP. This is a second KTP with the company partner. Value £1,50000
- Currently working on 35 live proposals which are at various stages of development.
 Three of these are potentially KTPs resulting from the most recent telemarketing campaign.
- One KTP submission being finalised and subject to KT Advisor's approval will be submitted in February
- One new Business Development manager started mid-January. Due to ongoing issues with HR the second BDM who was due to start at the same time has not yet started (but will start very soon) and the Business Development Support Officer due to start mid-January changed their mind and so this position is once again vacant.
- A specialised KE recruitment agency was employed to find a Senior Business Development Manager. Three candidates have been identified and interviews are being arranged. This role will be key in managing the TWI relationship to ensure optimisation of income generating potential through both research and enterprise
- The lack of team members has had a direct effect on sales and pipeline.
- Continuing to assess and engage with external bodies on KEF. Now looking at how we should internally organise and assign responsibilities to ensure delivery against metrics and how we capture the data.
- Refining the strategy and plans for targeting enterprise income based on Industrial Strategy Challenge fund and matching to our research centres to identify specific areas to commercialise our research. This will then also be used to work smarter with the sub contracted bid writers
- Developing and training existing and new team members to improve enterprise idea development and funding opportunities. One specific change to the team is that previously there was one dedicated BDM for KTPs whereas now all BDMs are tasked with delivering KTPs, this is particularly important as there is an additional £30million available for KTPs through NPIF which widens the opportunity for KTPs to include more basic productivity improvements.



People and Organisation

Below are details of the current staffing levels in Research, Enterprise and Innovation.

	Total number of Positions	Current Vacant positions
LSBU	24	2
SBEUL	26	6
Total	50	8

Institutes:

New Staff members that have joined the team in January:

- Lale Day; Business Development Manager
- Andrew Murphy; Business Development Manager

Strategic Projects:

New staff members joining January and February:

- Hara Spathi LCN London PM
- Jemima Heard, Project Marketing Support Officer
- George Boorman SimDh PM



2. Systems and Reporting

a) HAPLO

Research and Enterprise Manager (HAPLO) has been rolled out to the university at the end of 2019. Historic data has been migrated to HAPLO making 2 old systems obsolete. We continue to review and update the system to ensure its best use and will be working towards implementing a new costing tool which will reduce the need for using the FEC or Financial appraisal spreadsheet and improve the accuracy and efficiency of producing finances.

b) Working Smarter Project

As part of the new 'Working Smarter' project, REI will be collectively working to improve the way we work. Not only will we look to bring consistencies and efficiencies to our procedures and processes across REI (and the university), but are looking to improve technologies we use. We will ensure staff are trained and up to date so that they can work effectively. We will look to take advantage of the systems that are available to the university, specifically Microsoft 365, that can replace systems that we are currently paying subscriptions for.

Further to the working smarter project we are reviewing the method of producing internal reports to move to a more automated dashboard style of reporting. Initial investigations show that this will significantly reduce the time it takes to produce reports. We will work to reduce the need to distribute reports by email and instead provide dashboards that are always accessible. Along with reviewing the method of reporting, we will also be reviewing the value of the data that is being provided in an effort to provide meaningful data.

Overall the goal is to increase productivity, consistency and increase REI resource. We aim to be an exemplar team in the university and can pave the way for efficient working practices.



3. SBUEL Management Accounts

See attached spreadsheet with Enterprise Income Accounts which can also be accessed <a href="https://doi.org/10.2016/nc.2016/n



4. Non Standard Reporting

a) IP & Commercialisation

A Report has been produced by Syeda Rahimunnessa, IP Manager, in relation to IP and commercialisation and the report can be access <u>here</u>.



5. Appendix

a) Appendix 1: Enterprise pipeline by School/Project

The pipeline provided below is only submitted bids waiting for an outcome and does not include any potential (in discussion) or in preparation bids.

Project Built Environment and Architecture		Principal Investigator	Total expected value (£) £12,000.00	Liklihood 100%	Liklihood value (£) £ 12,000.00
Royal Academy of Music	Audiometric Services	Dr Stephen Dance	£12,000.00	100%	£12,000.00
Health and Social Care			£119,864.00	56%	£67,097.00
ည် Central London Community တ် Hospital	H648_Short Courses_CLCH_Risk Taking	Ms Maxine Jameson	£7,344.00	50%	£3,672.00
North County Council	H651_Consultancy_KCC_MECC Sandpit Project	Ms Jane Wills	£10,050.00	50%	£5,025.00
Kent County Council	H652_Consultancy_KCC_MECC Evaluation Handbook	Ms Jane Wills	£15,420.00	50%	£7,710.00
North West London Collaboration of Clinical Commissioning Groups	H649_Short Courses_NWL CCGS_Community Nursing	Dr Judith Enterkin	£40,000.00	50%	£20,000.00
	H650_Short Courses_OXLEAS_Clinical Supervision	Ms Clare Beanlands	£3,600.00	100%	£3,600.00
Oxleas NHS Foundation Trust	'upskilling' learning programme again across London and the South East [and possibly Wessex]	Ms Jane Wills	£20,450.00	20%	£4,090.00
	Systematic Review of Effective Treatment for Gambling Problems	Professor Sally Hardy	£ -	100%	£ -
The Mental Health Foundation	Pass-it-on Good mental health for all Project	Professor Edward Chaplin	£21,000.00	100%	£21,000.00



Queen Mary University of London	App Res_QMUL_Kidney Paper	Professor Nicola Thomas	£2,000.00	100%	2,000.00
Law and Social Science			£2,492.00	80%	£1,993.60
HM Prison Brixton	G076_Consultancy_Brixton HMP	Miss Zoe Leadley-Meade	£2,492.00	80%	£1,993.60
Research, Enterprise and Innova	Research, Enterprise and Innovation			25%	£ 125,000.00
Central London Community Healthcare	H629_Consultancy_CLCH_Academy	Ms Lesley Marsh	£100,000.00	0%	£ -
Office for Students	BAME Students into arts and creative industries - Framework built with regional application	Ms Kirsteen Coupar	£500,000.00	25%	£125,000.00
Torand Total			£634,356.00	32%	£206,090.60

$\stackrel{\textstyle N}{\scriptstyle N}$ b) Appendix 2: Tenant Listing

The Tenancy rental listing can be found <u>here</u>. Note that we are expecting by the next board report a number of changes due to a large number of moves and rental increases.

2018-19 E	nterprise Income	5 # V	E IIV	5 # W	V B	D	New Projects	New Projects	New Projects
		Full Year	Full Year	Full Year Variance to	Year to Date	Remaining Year	Full Year	Remaining Year	
	Area	Budget	Forecast	Budget	Actuals	To recognise	Budget	Forecast	Reduction
	Total Enterprise Income	(11,904,180)	(11,910,907)	6,727	(3,092,514)	(8,818,393)	(4,120,457)	(3,560,913)	(559,543)
	Total Schools	(6,714,357)	(6,714,357)		(1,636,600)	(5,077,757)	(4,040,457)	(3,527,167)	(513,289)
DACI	School of Arts & Creative Industries	(300,153)	(300,153)		(38,811)	(261,343)	(219,996)	(219,996)	
DASC	School of Applied Sciences	(534,626)	(534,626)		(67,575)	(467,051)	(348,421)	(348,421)	
DBCM	School of Business	(354,807)	(354,807)		(138,660)	(216,147)	(116,807)	(116,807)	
DBEA	School of the Built Environment & Architecture	(651,163)	(651,163)		(110,659)	(540,504)	(360,000)	(310,000)	(50,000)
DENG	School of Engineering	(416,293)	(416,293)		(242,071)	(174,221)	(0.700.000)	(2.222.242)	(400.000)
DHSC	School of Health & Social Care	(4,159,515)	(4,159,515)		(980,244)	(3,179,271)	(2,789,233)	(2,325,943)	(463,289)
DLSS	School of Law & Social Sciences	(297,800)	(297,800)		(58,580)	(239,220)	(206,000)	(206,000)	
	Total REI	(3,125,777)	(3,125,777)		(1,163,649)	(1,962,128)	(80,000)	(33,746)	(46,254)
ENTR	Research Enterprise & Innovation	(2,923,584)	(2,923,584)		(1,063,649)	(1,859,935)	(80,000)	(33,746)	(46,254)
TWIN	The Welding Institute	(=,0=0,00.)	(=,0=0,00 :)		(1,000,010)	(1,000,000)	(55,555)	(00,1.10)	(10,201)
COIS	Collaborative Institutes	(202,193)	(202,193)		(100,000)	(102,193)			
		,	, , ,		, ,	, ,			
	Total Other areas	(2,064,046)	(2,070,773)	6,727	(292,265)	(1,778,508)			
CATR	Catering		(, , ,	· · ·		(, , ,			
CRIT	Centre for Research Informed Learning								
CSEC	Governance Information & Legal Team								
	The Confucius Institute	(371,512)	(371,512)		(134,309)	(237,203)			
DSOA	School of Apprentices								
EMP	Employment & Training								
DCON DSOA EMPO FDIN D	Finance								
FUN N	Unallocated Infrastructure FUNI		(500)	500	(864)	364			
HRES	HR								
IBMP	EDISON								
INOV	Innovation & Transformation								
ITEC	ICT								
LILE	Library & Learning Resources				(1,361)	1,361			
PROG	Change Programme								
PVCB	Estates	(4.000)	(4.000)		(00.040)	04.040			
PVCX	Marketing Recruitment & Admissions	(1,000)	(1,000)		(22,219)				
PVCY	Internationalisation	(85,000)	(85,000)		(36,256)	(48,744)			
QUAL	Academic Quality Development Office	(400,000)	(100,000)		(46.642)	(422.250)			
RCMN	LSBU Recuitment Agency	(180,000)	(180,000)		(46,642)	(133,358)			
RSDS SPRT	Residences	(1,155,971) (270,563)	(1,155,971)		131,778 (160,916)	(1,287,749) (109,647)			
	Academy of Sport	(210,303)	(270,563)		(5,750)	5,750			
STSU STUN	Student Services & Employment Student Union				(5,750)	5,750			
TECH	Technicians		(6,227)	6,227	(15,727)	9,500			
UTCO	Development Projects		(0,227)	0,221	(13,727)	9,500			
VSMT	Executive Support Office								
V CIVI I	Excoditive oupport office								

2018-19 Enterprise Income

		Full Year	Full Year	Full Year	Year to Date	Remaining Year	Full Year	Remaining Year	, and the second
Company	Income type	Budget	Forecast	Variance to Budget	Actuals	To recognise	Budget	Forecast	Reduction
	Total Enterprise Income	(11,904,180)	(11,910,907)	6,727	(3,092,514)	(8,818,393)	(4,120,457)	(3,560,913)	(559,543)
	Total LSBU	(8,272,555)	(8,166,516)	(106,040)	(1,719,870)	(6,446,646)	(4,120,457)	(3,560,913)	(559,543)
LSBU	Consultancy								
LSBU	Contract Research SU	(55,878)	(59,975)	4,097	(44,717)				
LSBU	Enterprise Support				(236,265)	236,265			
LSBU	Events & Conferences								
LSBU	Intellectual Property								
LSBU	Knowledge Exchange	(526,613)	(526,613)		(202,657)				
LSBU	Letting Of Facilities	(1,155,971)	(1,155,971)		131,778				
LSBU	Other Income Generating Activities	(5,084,762)	(4,680,368)	(404,394)	(649,643)	(4,030,725)	(4,120,457)	(3,560,913)	(559,543)
LSBU	Overseas Partnerships								
LSBU	Property Rental	(00.00=)	(00.007)		(00.504)	(7.500)			
LSBU	Regeneration Programmes	(30,037)	(30,037)	F0 000	(22,534)	(7,503)			
LSBU	Short Courses	(216,876)	(266,876)	50,000	(78,123)				
LSBU	Student Enterprise	(50,000)	(1,700)	(48,300)	(617)				
LSBU	University Accredited Courses	(1,152,418)	(1,444,976)	292,558	(617,092)	(827,884)			
	Total SBUEL	(3,631,625)	(3,744,392)	112,767	(1,372,644)				
SBUEL	Consultancy	(314,610)	(415,399)	100,789	(290,448)				
SBUEL	Contract Research	(166,075)	(166,075)		(88,276)	(77,799)			
SBU <u>EL</u>	Enterprise Support	(567,033)	(567,033)		2,704	(569,737)			
SBUE U SBU E SBU E	Events & Conferences								
SBU E	Intellectual Property								
SBU F	Knowledge Exchange								
SBUEL SBUEL	Letting Of Facilities	(180,000)	(186,227)	6,227	(41,535)				
SBU Ē L	Other Income Generating Activities	(388,193)	(393,943)	5,751	(151,427)	(242,516)			
SBUEL	Overseas Partnerships								
SBUEL	Property Rental	(1,213,152)	(1,213,152)		(587,940)				
SBUEL	Regeneration Programmes	(802,562)	(802,562)		(215,722)	(586,840)			
SBUEL	Short Courses								
SBUEL	Student Enterprise								
SBUEL	University Accredited Courses								

New Projects

New Projects

New Projects

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Avao	Company	Income type	Budget	Forecast	Variance to	Actuals	To recognise	Budget	Forecast	Reduction
Area	Company	Income type	_	Foreset	Budget	Actuals		J		
			Budget	Forecast		Actuals				
		Total Enterprise Income	(11,904,180)	(11,910,907)	6,727	(3,092,514)	(8,818,393)	(4,120,457)	(3,560,913)	
		•		() / /	,		(, , , ,		(, , , ,	
Library & Learning Resources	LSBU	Other Income Generating Activities				(1,361)	1,361			
Academy of Sport	LSBU	Other Income Generating Activities	(235,487)	(235,487)		(147,852)	(87,636)			
Academy of Sport	LSBU	Short Courses	(35,076)	(35,076)		(13,064)	(22,012)			
Technicians	SBUEL	Letting Of Facilities		(6,227)	6,227	(15,727)	9,500			
Collaborative Institutes	SBUEL	Other Income Generating Activities	(202,193)	(202,193)		(100,000)	(102,193)			
Residences	LSBU	Letting Of Facilities	(1,155,971)	(1,155,971)		131,778	(1,287,749)			
The Confucius Institute	LSBU	Other Income Generating Activities	(342,512)	(342,512)		(117,706)	(224,806)			
The Confucius Institute	LSBU	Short Courses	(29,000)	(29,000)		(16,603)	(12,397)			
Internationalisation	LSBU	Other Income Generating Activities		` ' '		(37,600)	37,600			
Internationalisation	LSBU	Short Courses	(85,000)	(85,000)		1,344	(86,344)			
Marketing Recruitment & Admissions	SBUEL	Other Income Generating Activities	(1,000)	(1,000)			(1,000)			
Marketing Recruitment & Admissions	LSBU	Regeneration Programmes				(22,219)	22,219			
Research Enterprise & Innovation	SBUEL	Enterprise Support				2,704	(2,704)			
Research Enterprise & Innovation	SBUEL	Letting Of Facilities	(180,000)	(180,000)		(25,808)	(154,192)			
Research Enterprise & Innovation	SBUEL	Property Rental	(1,213,152)	(1,213,152)		(587,940)	(625,212)			
Research Enterprise & Innovation	SBUEL	Regeneration Programmes	(802,562)	(802,562)		(215,722)	(586,840)			
Research Enterprise & Innovation	LSBU	Enterprise Support	(567,033)	(567,033)		(236,265)	(330,768)			
Research Enterprise & Innovation	LSBU	Other Income Generating Activities	(80,800)	(129,100)	48,300		(129,100)	(80,000)	(33,746)	(46,254)
Research Enterprise & Innovation	LSBU	Regeneration Programmes	(30,037)	(30,037)	·		(30,037)			
Research Enterprise & Innovation	LSBU	Student Enterprise	(50,000)	(1,700)	(48,300)	(617)	(1,083)			
School of Arts & Creative Industries	LSBU	Knowledge Exchange	(80,157)	(80,157)		(33,811)	(46,347)			
School of Arts & Creative Industries	LSBU	Other Income Generating Activities	(219,996)	(219,996)			(219,996)	(219,996)	(219,996)	
School of Arts & Creative Industries	LSBU	Short Courses				(5,000)	5,000			
School of Applied Sciences	SBUEL	Consultancy	(4,498)	(4,498)		(4,499)	1			
School of Applied Sciences	SBUEL	Contract Research	(140,500)	(140,500)		(58,276)	(82,224)			
School of Applied Sciences	SBUEL	Other Income Generating Activities				(74)	74			
School of Applied Sciences	LSBU	Other Income Generating Activities	(348,421)	(348,421)		(210)	(348,211)	(348,421)	(348,421)	
School of Applied Sciences	LSBU	University Accredited Courses	(41,207)	(41,207)		(4,517)	(36,690)			
School of Business	SBUEL	Other Income Generating Activities				(8,385)	8,385			
Sch ⇔ ol of Business	LSBU	Other Income Generating Activities	(249,307)	(249,307)		(94,275)	(155,032)	(116,807)	(116,807)	
School of Business	LSBU	Short Courses	(36,000)	(36,000)		(36,000)				
School of Business	LSBU	University Accredited Courses	(69,500)	(69,500)			(69,500)			
School of the Built Environment & Architecture	SBUEL	Contract Research				(4,425)	4,425			
School of the Built Environment & Architecture	SBUEL	Other Income Generating Activities	(5,000)	(5,000)		(7,200)	2,200			
School of the Built Environment & Architecture	LSBU	Knowledge Exchange	(166,163)	(166,163)		(359)	(165,804)			
School of the Built Environment & Architecture	LSBU	Other Income Generating Activities	(480,000)	(430,000)	(50,000)	(98,425)	(331,575)	(360,000)	(310,000)	(50,000)
School of the Built Environment & Architecture	LSBU	Short Courses		(50,000)	50,000	(250)	(49,750)			
School of Engineering	SBUEL	Consultancy	(136,000)	(136,000)		(60,000)	(76,000)			
School of Engineering	LSBU	Knowledge Exchange	(280,293)	(280,293)		(168,488)	(111,805)			
School of Engineering	LSBU	Other Income Generating Activities				(13,583)	13,583			
School of Health & Social Care	SBUEL	Consultancy	(174,112)	(274,401)	100,289	(219,699)	(54,702)			
School of Health & Social Care	SBUEL	Contract Research	(25,575)	(25,575)		(25,575)				
School of Health & Social Care	SBUEL	Other Income Generating Activities		(5,751)	5,751	11,238	(16,989)			
School of Health & Social Care	LSBU	Contract Research SU	(55,878)	(59,975)	4,097	(44,717)	(15,258)			
School of Health & Social Care	LSBU	Other Income Generating Activities	(2,922,239)	(2,519,545)	(402,694)	(136,131)	(2,383,414)	(2,789,233)	(2,325,943)	(463,289)
School of Health & Social Care	LSBU	University Accredited Courses	(981,711)	(1,274,269)	292,558	(565,360)	(708,908)			
School of Law & Social Sciences	LSBU	Other Income Generating Activities	(206,000)	(206,000)		(2,500)	(203,500)	(206,000)	(206,000)	
School of Law & Social Sciences	LSBU	Regeneration Programmes				(315)	315			
School of Law & Social Sciences	LSBU	Short Courses	(31,800)	(31,800)		(8,550)	(23,250)			
School of Law & Social Sciences	LSBU	University Accredited Courses	(60,000)	(60,000)		(47,214)	(12,786)			
LSBU Recuitment Agency	SBUEL	Other Income Generating Activities	(180,000)	(180,000)		(46,642)	(133,358)			
Student Services & Employment	SBUEL	Consultancy				(5,750)	5,750			
Unallocated Infrastructure FUNI	SBUEL	Consultancy		(500)	500	(500)				
Unallocated Infrastructure FUNI	SBUEL	Other Income Generating Activities				(364)	364			

Full Year

Full Year Full Year

New Projects New Projects

Remaining Year

Full Year

Year to Date Remaining Year

New Projects

2018-19 En	terprise Income			Full Voor	Full Vace	Full Voor	Vacata Data	Domeining Voor	Full Voor
				Full Year	Full Year	Full Year Variance to	Year to Date	Remaining Year	Full Year
Cost centre	e Area	Source	Income type	Budget Budget	Forecast Forecast	Budget	Actuals Actuals	To recognise	Forecast error?
			Total Futameter Income	(44.004.400)	(44.040.007)	0.707	(0.000.544)	(0.040.000)	
			Total Enterprise Income	(11,904,180)	(11,910,907)	6,727	(3,092,514)	(8,818,393)	
605	Library & Learning Resources	4661 LSBU ASSOCIATION - LIBRARY BORROWING RIGHTS	Other Income Generating Activities				(1,361)	1,361	Error?
645	Academy of Sport	1800 SPORTS CENTRE	Other Income Generating Activities	(220,732)	(220,732)		(132,631)	(88,101)	
645	Academy of Sport	1801 INTERNATIONAL VOLUNTERRING	Other Income Generating Activities				(1,867)	1,867	Error?
645	Academy of Sport	1809 COURSE INCOME	Short Courses	(35,076)	(35,076)		(13,064)	(22,012)	
645	Academy of Sport	1813 STUDENT AMBASSADOR INCOME	Other Income Generating Activities	(14,755)	(14,755)	0.007	(13,354)	(1,401)	F0
634 294	Technicians Collaborative Institutes	7040 LETTING OF FACILITIES 7250 Brandmovers	Letting Of Facilities Other Income Generating Activities	(202,193)	(6,227) (202,193)	6,227	(15,727) (100,000)	9,500 (102,193)	Error?
685	Residences	1065 VACATION LETTINGS	Letting Of Facilities	(341,000)	(341,000)		149,666	(490,666)	
690	Residences	1065 VACATION LETTINGS	Letting Of Facilities	(691,000)	(691,000)		(38,656)	(652,344)	
695	Residences	1065 VACATION LETTINGS	Letting Of Facilities	(123,971)	(123,971)		20,768	(144,739)	
773	The Confucius Institute	1001 CONFUCIUS INSTITUTE	Other Income Generating Activities	(161,612)	(161,612)		1,981	(163,593)	
774	The Confucius Institute	1797 OTHER ENTERPRISE	Other Income Generating Activities	(6,900)	(6,900)		(808)	(6,092)	
774	The Confucius Institute	2130 SCHOOLS	Other Income Generating Activities	(155,000)	(155,000)		(111,019)	(43,981)	
774	The Confucius Institute	2131 CLINIC - APPOINTMENT CHARGES 2132 SHORT COURSES - CONFUCIUS INSTITUTE	Other Income Generating Activities	(19,000)	(19,000)		(7,860)	(11,140)	
774 742	The Confucius Institute Internationalisation	3882 INTERNATIONAL SUMMER SCHOOLS	Short Courses Short Courses	(29,000) (85,000)	(29,000) (85,000)		(16,603)	(12,397) (85,000)	
743	Internationalisation	1088 CAMBRIDGE EDUCATION GROUP	Other Income Generating Activities	(85,000)	(65,000)		(37,600)	37,600	Error?
743	Internationalisation	3882 INTERNATIONAL SUMMER SCHOOLS	Short Courses				1,344	(1,344)	2.1011
590	Marketing Recruitment & Admissions	1435 LAMBETH CAREERS CLUSTERS PROJECT	Regeneration Programmes				(22,219)	22,219	Error?
783	Marketing Recruitment & Admissions	7577 MERCHANDISE SALES	Other Income Generating Activities	(1,000)	(1,000)			(1,000)	
751	Research Enterprise & Innovation	1039 Creative Spark Uzbekistan TSTU	Other Income Generating Activities		(48,138)	48,138		(48,138)	
751	Research Enterprise & Innovation	1092 Creative Spark Azerbaijan UACA	Other Income Generating Activities	(=0.000)	(46,416)	46,416	(0.47)	(46,416)	
751 754	Research Enterprise & Innovation	1793 STUDENT ENTERPRISE	Student Enterprise	(50,000)	(1,700)	(48,300)	(617)	(1,083)	
751 753	Research Enterprise & Innovation Research Enterprise & Innovation	4999 New Enterprise Target (Pipeline) - SU 7060 PROPERTY RENTAL	Other Income Generating Activities Property Rental	(80,000)	(33,746)	(46,254)	(0)	(33,746)	Error?
753 753	Research Enterprise & Innovation	7100 TECHNOPARK RENTAL	Property Rental	(660,492)	(660,492)		(361,939)	(298,553)	LITOI:
753	Research Enterprise & Innovation	7101 ST GEORGES CIRCUS RENTAL	Property Rental	(94,500)	(94,500)		(13,300)	(81,200)	
753	Research Enterprise & Innovation	7102 PERRY LIBRARY RENTAL	Property Rental	(38,500)	(38,500)		(16,497)	(22,003)	
753	Research Enterprise & Innovation	7103 103 Borough Rd rental	Property Rental	(29,000)	(29,000)		(17,751)	(11,249)	
753	Research Enterprise & Innovation	7108 CLARENCE CENTRE RENTAL	Property Rental	(390,660)	(390,660)		(178,453)	(212,207)	
754 754	Research Enterprise & Innovation	1300 SBUEL SUPPORT	Enterprise Support	(00.007)	(00.007)		2,704	(2,704)	
754 754	Research Enterprise & Innovation Research Enterprise & Innovation	1460 FRESH START 7128 SimDh	Regeneration Programmes Regeneration Programmes	(30,037) (248,891)	(30,037) (248,891)		(87,479)	(30,037) (161,412)	
754 ں 754 م	Research Enterprise & Innovation	7128 Simbil 7129 deK	Regeneration Programmes	(87,225)	(87,225)		(20,822)	(66,403)	
75 40	Research Enterprise & Innovation	7130 ENTERPRISE STEPS	Regeneration Programmes	(82,006)	(82,006)		(21,389)	(60,617)	
75 40 75 40	Research Enterprise & Innovation	7131 LAFIC	Regeneration Programmes	(173,137)	(173,137)		(33,937)	(139,200)	
754 N	Research Enterprise & Innovation	7150 A2i	Regeneration Programmes	(211,303)	(211,303)		(52,095)	(159,208)	
₇₆₁ の	Research Enterprise & Innovation	1792 HIGHER EDUCATION INNOV FUND 5	Enterprise Support	(567,033)	(567,033)		(236,265)	(330,768)	
761	Research Enterprise & Innovation	1797 OTHER ENTERPRISE	Other Income Generating Activities	(800)	(800)		4	(800)	
762 762	Research Enterprise & Innovation	7040 LETTING OF FACILITIES	Letting Of Facilities Letting Of Facilities				(32,127)	32,127	Error?
762 762	Research Enterprise & Innovation Research Enterprise & Innovation	7770 Clarence Centre hire 7778 Keyworth Centre 8th floor hire	Letting Of Facilities Letting Of Facilities	(180,000)	(180,000)		6,319	(6,319) (180,000)	
531	School of Arts & Creative Industries	3000 SHORT COURSES	Short Courses	(180,000)	(180,000)		(5,000)	5,000	Error?
531	School of Arts & Creative Industries	4995 NEW ENTERPRISE TARGET (INNVOTEK) - SU	Other Income Generating Activities	(50,004)	(50,004)		(0,000)	(50,004)	2.707.
531	School of Arts & Creative Industries	4997 NEW ENTERPRISE TARGET (GENERIC) - SU	Other Income Generating Activities	(169,992)	(169,992)			(169,992)	
531	School of Arts & Creative Industries	6905 KTP010854 FOOTPRINTS SCENERY LTD	Knowledge Exchange	(80,157)	(80,157)		(33,811)	(46,347)	
314	School of Applied Sciences	4362 MSC ADDICTION PSYCHO. & COUNSELLING	University Accredited Courses	(41,207)	(41,207)		(3,548)	(37,659)	
314 315	School of Applied Sciences	7707 H550_APPRES_WDP_STREET DRINKING	Consultancy Contract Research	(4,498)	(4,498)		(4,499)	(74.404)	Error?
317	School of Applied Sciences School of Applied Sciences	7710 AppRes_OrthoSportsLab_Neuromechanics 4995 NEW ENTERPRISE TARGET (INNVOTEK) - SU	Other Income Generating Activities	(120,000) (258,421)	(120,000) (258,421)		(45,506)	(74,494) (258,421)	
317	School of Applied Sciences School of Applied Sciences	4997 NEW ENTERPRISE TARGET (IMNVOTER) - SU	Other Income Generating Activities Other Income Generating Activities	(90,000)	(90,000)			(90,000)	
317	School of Applied Sciences	7002 HUMAN PERFORMANCE CENTRE SALES	Other Income Generating Activities	(00,000)	(00,000)		(74)	74	Error?
317	School of Applied Sciences	7697 ALLAN CARR	Contract Research	(10,000)	(10,000)		(4,195)	(5,805)	
317	School of Applied Sciences	7705 H383_APPRES_ST ANDREWS_TRAVELLING MEMORIES		(10,500)	(10,500)		(2,570)	(7,930)	_
317	School of Applied Sciences	7710 AppRes_OrthoSportsLab_Neuromechanics	Contract Research				(6,005)	6,005	Error?
354 571	School of Applied Sciences School of Applied Sciences	1797 OTHER ENTERPRISE 4362 MSC ADDICTION PSYCHO. & COUNSELLING	Other Income Generating Activities University Accredited Courses				(210) (969)	210 969	Error? Error?
200	School of Applied Sciences School of Business	1797 OTHER ENTERPRISE	Other Income Generating Activities				(75)	75	Error?
200	School of Business	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities Other Income Generating Activities	(5,000)	(5,000)		(13)	(5,000)	LITOI:
239	School of Business	7178 EII005 BUS ACCA 2018	Other Income Generating Activities	(5,555)	(2,223)		(8,385)	8,385	Error?
259	School of Business	1088 CAMBRIDGE EDUCATION GROUP	Other Income Generating Activities	(100,000)	(100,000)		(94,200)	(5,800)	
269	School of Business	3000 SHORT COURSES	Short Courses	(36,000)	(36,000)		(36,000)		
269	School of Business	4218 JERSEY- MSC HR- CIPD 200601-201006 NOTOPEN	University Accredited Courses	(44,500)	(44,500)			(44,500)	
269	School of Business	4247 MSC IM ECSE 4809 LONDON HOUSING FOUNDATION	University Accredited Courses	(25,000)	(25,000)			(25,000) (32,500)	
269 269	School of Business School of Business	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities Other Income Generating Activities	(32,500) (111,807)	(32,500) (111,807)			(32,500)	
343	School of the Built Environment & Architecture	1796 APPLIED SCIENCE UNIVERSITY - BAHRAIN	Other Income Generating Activities Other Income Generating Activities	(111,007)	(111,007)		(20,909)	20,909	Error?
343	School of the Built Environment & Architecture	1797 OTHER ENTERPRISE	Other Income Generating Activities				(998)	998	Error?
343	School of the Built Environment & Architecture	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(60,000)	(60,000)		(550)	(60,000)	
343	School of the Built Environment & Architecture	6904 KTP010662 ROYAL INSTITUTION OF CHARTERED SURV		(82,767)	(82,767)		(359)	(82,408)	
363	School of the Built Environment & Architecture	4445 BIOCEMENTATION OF RAILWAY EARTHWORK MATERI		(10,000)	(10,000)			(10,000)	
363	School of the Built Environment & Architecture	4825 IOA DIPLOMA	Other Income Generating Activities	(120,000)	(120,000)		(76,518)	(43,482)	
363	School of the Built Environment & Architecture School of the Built Environment & Architecture	4972 SCI_064_ICAX_EEF_HOME ENERGY FOR TOMORROW	Knowledge Exchange Other Income Generating Activities	(73,396)	(73,396)	(50,000)		(73,396) (250,000)	
363 363	School of the Built Environment & Architecture School of the Built Environment & Architecture	4999 New Enterprise Target (Pipeline) - SU 7003 SCi136_BEA_letting of facilities_UCL_beam testing	Contract Research	(300,000)	(250,000)	(50,000)	(4,425)	4,425	Error?
373	School of the Built Environment & Architecture	4839 LSBU RIBA PEDR & CPD ACTIVITIES	Short Courses				(250)	250	Error?
				I			(==0)		

Cost centre	e Area	Source	Income type	Budget	Forecast	Variance to Budget	Actuals	To recognise	Forecast error?
				Budget	Forecast		Actuals		
			Total Enterprise Income	(11,904,180)	(11,910,907)	6,727	(3,092,514)	(8,818,393)	
373	School of the Built Environment & Architecture	4863 RIBA PROFESSIONAL PRACTICE PART 3	Short Courses		(50,000)	50,000		(50,000)	
373	School of the Built Environment & Architecture	7699 DARLAB	Other Income Generating Activities	(5,000)	(5,000)		(7,200)	2,200	Error?
250	School of Engineering	4222 CiProVoT	Knowledge Exchange	(00,000)	(00,000)		(17,411)	17,411	Error?
250 250	School of Engineering School of Engineering	4666 COLLABORATIVE LEARNING FOR SOCIAL CHANGE - E 6903 KTP010542 REDROSE M&E LTD	F Knowledge Exchange Knowledge Exchange	(29,888) (69,000)	(29,888) (69,000)		(30,108)	(29,888) (38,892)	
250	School of Engineering School of Engineering	6907 KTP010542 KEDROSE MAE ETD	Knowledge Exchange	(42,508)	(42,508)		(30,100)	(42,508)	
250	School of Engineering	7190 KE011_RICS_MACHINE-BASED LEARNING	Consultancy	(50,000)	(50,000)		(25,000)	(25,000)	
323	School of Engineering	4042 Enginite	Knowledge Exchange	` ' /	, , ,		14,117	(14,117)	
323	School of Engineering	4342 THE SOCIETY OF PETROLEUM ENGINEER FOR THE S	· · · · · · · · · · · · · · · · · · ·				(3,583)	3,583	Error?
323	School of Engineering	7191 SCi098_ENG_CONSULTANCY_SELLAFIELD_EZPERIME		(86,000)	(86,000)		(35,000)	(51,000)	
333 333	School of Engineering School of Engineering	4006 AUTODESK 4867 ADVANCE ENGINEERING RESEARCH	Other Income Generating Activities Knowledge Exchange	(63,027)	(63,027)		(10,000) (58,476)	10,000 (4,551)	Error?
333	School of Engineering School of Engineering	4872 SCI073 ALLO REJUVINATION PHASE 2 - ICE HEALTH C		(63,027)	(63,027)		(15,625)	15,625	Error?
333	School of Engineering	6906 KTP010940 EARTEX LTD	Knowledge Exchange	(75,870)	(75,870)		(60,984)	(14,886)	2.1011
410	School of Health & Social Care	7005 SBUEL MISCELLANEOUS	Other Income Generating Activities	(* 5,5 * 5)	(, , , , , , , , , , , , , , , , , , ,		(1,678)	1,678	Error?
411	School of Health & Social Care	4334 HSC - NURSING ASSOCIATE	University Accredited Courses	(151,665)	(151,665)		(123,750)	(27,915)	
419	School of Health & Social Care	4830 H594_APPRES_KIDNEY PAITENT ASSOCIATION_EAST			(2,905)	2,905	(4,779)	1,874	Error?
419	School of Health & Social Care School of Health & Social Care	4873 H603_APPRES_ROYAL FREE DIABETES PROJECT 4976 H556_APPRES_HENCL_CANCER MODELLING	Contract Research SU Contract Research SU	(FE 070)	(FE 070)		(2,500) (33,489)	2,500	Error?
419 419	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(55,878)	(55,878) 2,905	(2,905)	(33,469)	(22,389) 2,905	Error?
419	School of Health & Social Care	7154 H585_CONSULTANCY_KCC_MECC	Consultancy	(53,900)	(53,900)	(2,000)	(21,134)	(32,766)	Ziror.
421	School of Health & Social Care	4119 PRIMARY AND SOCIAL CARE: IN-FILL	University Accredited Courses	(23,333)	(31,023)	31,023	(48,121)	17,098	Error?
421	School of Health & Social Care	4123 HSC STAFF SECONDMENTS OUT	Other Income Generating Activities				(16,965)	16,965	Error?
421	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(424,138)	(387,364)	(36,774)	((387,364)	
421	School of Health & Social Care	7136 H387_CONTRACT RESEARCH_LONDON BOROUGH OI		(25,575)	(25,575)	F 754	(25,575)		
421 441	School of Health & Social Care School of Health & Social Care	7141 H425_JAPANESE NURSING STUDENTS 1797 OTHER ENTERPRISE	Other Income Generating Activities Other Income Generating Activities		(5,751)	5,751	(5,751)	(140)	
441	School of Health & Social Care School of Health & Social Care	4041 ADULT NURSING : IN-FILL	University Accredited Courses		(155,095)	155,095	(144,830)	(10,265)	
441	School of Health & Social Care	4123 HSC STAFF SECONDMENTS OUT	Other Income Generating Activities	(113,389)	(113,389)		(39,293)	(74,097)	
441	School of Health & Social Care	4126 COMMUNITY HEALTH CARE	University Accredited Courses	(624,110)	(624,110)		(84,688)	(539,422)	
441 0 441 0	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(901,189)	(746,094)	(155,095)		(746,094)	
441 <u>a</u>	School of Health & Social Care	7118 H077_CONSULTANCY_BARTS HEALTH_CKD PROJECT		(10.017)	(40.047)		(112)	112	Error?
45 © 451 ©	School of Health & Social Care School of Health & Social Care	4123 HSC STAFF SECONDMENTS OUT 4515 ALLIED HEALTH PROFESSIONS (AHP) : IN-FILL	Other Income Generating Activities University Accredited Courses	(19,617)	(19,617) (2,200)	2,200	(8,274) (2,200)	(11,343)	
45 IN	School of Health & Social Care School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(50,000)	(44,850)	(5,150)	(2,200)	(44,850)	
451	School of Health & Social Care	7187 H583_Consultancy_Homerton-AHP Review	Consultancy	(00,000)	(2,950)	2,950	(2,950)	(11,000)	
461	School of Health & Social Care	4123 HSC STAFF SECONDMENTS OUT	Other Income Generating Activities			·	(10,938)	10,938	Error?
461	School of Health & Social Care	4517 CHILDRENS NURSING : IN- FILL	University Accredited Courses		(101,342)	101,342	(152,948)	51,606	Error?
461	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(120,000)	(18,658)	(101,342)	(00.700)	(18,658)	50
465 465	School of Health & Social Care School of Health & Social Care	1797 OTHER ENTERPRISE 4035 H567_DARZI KSS 2	Other Income Generating Activities University Accredited Courses	(50,000)	(60,595) (50,000)	60,595	(60,760)	165 (50,000)	Error?
465	School of Health & Social Care School of Health & Social Care	4136 H626_CONTRACTRESEARCH_NESTA	Contract Research SU	(30,000)	(1,191)	1,191	(3,949)	2,758	Error?
465	School of Health & Social Care	4717 IFL AND PI CPPD INFILL	University Accredited Courses		(2,898)	2,898	(8,823)	5,925	Error?
465	School of Health & Social Care	4871 H417_NHS SI Aspiring Nurses	University Accredited Courses	(30,000)	(30,000)			(30,000)	
465	School of Health & Social Care	4974 H377_DARZI FELLOWSHIP PROGRAMME KSS COHOR	•	(20,000)	(20,000)			(20,000)	
465	School of Health & Social Care	4975 H392 DARZI FELLOWSHIP PROGRAMME COHORT 9	University Accredited Courses	(105,936)	(105,936)	(400,000)		(105,936)	
465 465	School of Health & Social Care School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU 7135 H283_CONSULTANCY_NHS ENGLAND_NETWORK TO	Other Income Generating Activities	(1,151,681) (1,667)	(989,658) (1,667)	(162,023)		(989,658) (1,667)	
465	School of Health & Social Care	7139 H396_CONSULTANCY_WALTHAM FOREST CCG_PRIM	•	(1,007)	(38,618)	38,618	(44,142)	5,524	Error?
465	School of Health & Social Care	7140 H371_LEWISHAM PRIMARY CARE IMPROVEMENT ACA	•		(40,440)	40,440	(47,501)	7,061	Error?
465	School of Health & Social Care	7163 H569_CONSULTANCY_S4N NEXT STEPS	Consultancy	(53,095)	(53,095)		(18,790)	(34,305)	
465	School of Health & Social Care	7166 H600_QUALITY INNOVATION AND IMPROVED DEVT FO	•	(51,660)	(51,660)		(32,225)	(19,435)	
465 471	School of Health & Social Care School of Health & Social Care	7180 H602_HARINGEY PRIMARY CARE ACADEMY 1797 OTHER ENTERPRISE	Consultancy Other Income Generating Activities	(13,790)	(32,071)	18,281	(52,846)	20,775	Error? Error?
47 i 471	School of Health & Social Care School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities Other Income Generating Activities	(142,225)	(142,225)		(40)	(142,225)	EHOL
471	School of Health & Social Care	7005 SBUEL MISCELLANEOUS	Other Income Generating Activities	(142,220)	(142,220)		18,667	(18,667)	
530	School of Law & Social Sciences	3000 SHORT COURSES	Short Courses	(31,800)	(31,800)		(8,550)	(23,250)	
551	School of Law & Social Sciences	4361 JDL MASTERS DEG IN TOWN & COUNTRY PLAN. (2008		(43,000)	(43,000)		(47,214)	4,214	Error?
551	School of Law & Social Sciences	4714 LOCAL ECONOMY JOURNAL	University Accredited Courses	(17,000)	(17,000)		,	(17,000)	
583 583	School of Law & Social Sciences School of Law & Social Sciences	1797 OTHER ENTERPRISE 4065 EC-INSPIRED	Other Income Generating Activities Regeneration Programmes				(2,500)	2,500 315	Error? Error?
583 583	School of Law & Social Sciences School of Law & Social Sciences	4995 NEW ENTERPRISE TARGET (INNVOTEK) - SU	Other Income Generating Activities	(84,930)	(84,930)		(315)	(84,930)	EHUL
583	School of Law & Social Sciences	4997 NEW ENTERPRISE TARGET (GENERIC) - SU	Other Income Generating Activities	(50,000)	(50,000)			(50,000)	
583	School of Law & Social Sciences	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(71,070)	(71,070)			(71,070)	
596	LSBU Recuitment Agency	7080 The Recruitment Agency	Other Income Generating Activities	(180,000)	(180,000)		(29,271)	(150,729)	_
596	LSBU Recuitment Agency	7999 LSBU Employment Agency Third-Party Charges	Other Income Generating Activities				(17,371)	17,371	Error?
611 815	Student Services & Employment Unallocated Infrastructure FUNI	7010 CONSULTANCY 7005 SBUEL MISCELLANEOUS	Consultancy Other Income Generating Activities				(5,750) (364)	5,750 364	Error? Error?
815	Unallocated Infrastructure FUNI	7000 SBOEL MISCELLANEOUS 7010 CONSULTANCY	Consultancy		(500)	500	(500)	304	LIIOI
		· · · · · · · · · · · · · · ·	··· · · · · · · · · · · · · · · · ·		(000)	300	(000)		

Full Year

Year to Date Remaining Year

Full Year

Full Year

Full Year

2018-19 Er	nterprise	Contribution
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2018-19 E	nterprise Contribution	Full Year	Full Year	Full Year	Year to Date	Remaining Year	New Projects Full Year	New Projects Remaining Year	New Projects
				Variance to				-	
	Area	Budget	Forecast	Budget	Actuals	To recognise	Budget	Forecast	Reduction
	Total Enterprise Contribution	(3,573,825)	(3,698,349)	124,524	(63,984)	(3,634,364)	(2,272,163)	(1,712,620)	(559,543)
	Total Schools	(3,441,819)	(3,433,819)	(8,000)	(794,363)	(2,639,456)	(2,252,163)	(1,738,874)	(513,289)
DACI	School of Arts & Creative Industries	(177,229)	(177,229)		(19,411)	(157,818)	(147,024)	(147,024)	
DASC	School of Applied Sciences	(183,352)	(175,352)	(8,000)	711	(176,063)	(174,210)	(174,210)	
DBCM	School of Business	(321,657)	(321,657)		(122,060)	(199,597)	(98,807)	(98,807)	
DBEA	School of the Built Environment & Architecture	(160,492)	(160,492)		(44,940)	(115,552)	(42,300)	7,700	(50,000)
DENG	School of Engineering	(37,409)	(37,409)		(105,334)	67,925			
DHSC	School of Health & Social Care	(2,446,638)	(2,446,638)		(449,170)	-	(1,748,622)	(1,285,333)	(463,289)
DLSS	School of Law & Social Sciences	(115,041)	(115,041)		(54,159)	(60,882)	(41,200)	(41,200)	
	Total REI	(91,093)	(91,093)		(55,090)	(36,003)	(20,000)	26,254	(46,254)
ENTR	Research Enterprise & Innovation	(91,093)	(91,093)		(26,577)	(64,516)	(20,000)	26,254	(46,254)
TWIN	The Welding Institute	(01,000)	(01,000)		(20,011)	(01,010)	(20,000)	20,20	(10,201)
COIS	Collaborative Institutes	(0)	(0)		(28,513)	28,513			
			. ,						
	Total Other areas	(40,913)	(173,437)	132,524	785,468	(958,905)			
CATR	Catering				(3,453)	3,453			
CRIT	Centre for Research Informed Learning								
CSEC	Governance Information & Legal Team								
DCON_	The Confucius Institute	377,399	377,399		122,694	254,705			
DSOAU	School of Apprentices								
DSOAD EMPO FDIND	Employment & Training				47,196	(47,196)			
FDIN T	Finance				643	(643)			
FUN HRE	Unallocated Infrastructure FUNI		(500)	500	(2,131)	1,631			
HRE	HR								
IBMP	EDISON								
INOV	Innovation & Transformation								
ITEC	ICT				(4.264)	1 261			
LILE	Library & Learning Resources	120.000	(44 552)	171 EEO	(1,361)	1,361			
PROG PVCB	Change Programme	130,000	(41,553)	171,553	(41,553)				
PVCB	Estates Marketing Pooruitment & Admissions	(1,000)	(1,000)		(9,887)	8,887			
PVCX	Marketing Recruitment & Admissions Internationalisation	(85,000)	(85,000)		(23,317)				
QUAL	Academic Quality Development Office	(00,000)	(00,000)		(20,017)	(01,000)			
RCMN	LSBU Recuitment Agency	50,907	50,907		79,484	(28,577)			
RSDS	Residences	(1,155,971)	(1,155,971)		273,943				
SPRT	Academy of Sport	474,105	519,862	(45,756)	290,046				
STSU	Student Services & Employment	,	0.0,002	(10,100)	(5,750)				
STUN	Student Union				(3,.00)	3,. 30			
TECH	Technicians		(6,227)	6,227	(15,727)	9,500			
UTCO	Development Projects		(-, -,	-,	(-,)	2,200			
VSMT	Executive Support Office	168,646	168,646		74,640	94,006			

Text	Cost cent	re Area	Source	Income type	Full Year Budget	Full Year Forecast	Full Year Variance to Budget	Year to Date Actuals	Remaining Year To recognise	Full Year Forecast error?
March Marc					Budget	Forecast		Actuals		
Authors Color Co				Total Enterprise Contribution	(3,573,825)	(3,698,349)	124,524	(63,984)	(3,634,364)	
Accomply from							,, <u> </u>			
Section Comment Comm		, ,			464,475	510,231	(45,756)		•	
Anterior Section Common process					17,315	17,315			•	LITOI
Calcastron Williams	645					(7,685)		37,908	(45,593)	
Column C				· ·		(6,227)	6,227			Error?
Calcalores March Calcalores Calcalor										
Column Transport Transpo					(0)	(0)				Error?
Description	670	S .		Enterprise Support	.			(3,453)	3,453	Error?
Pick Control										
Ref Telephone				· · · · · · · · · · · · · · · · · · ·		, , ,				
Compress				· ·	(120,371)	(123,371)				
Provide	769	Change Programme		Enterprise Support			171,553	(41,553)		
		··			168,646	168,646			•	Error?
The Confusion Partials										
The Confect Institute					587.299	587.299				Error?
The Controls Includes					337,233	001,200				2
The Complete Institute										
The Contract Intelling						· · · /				
The Contract Instable										
International Internationa										
								1		
International			1088 CAMBRIDGE EDUCATION GROUP	Other Income Generating Activities	(==,===,	(32,332,		(37,600)	37,600	Error?
Marketing Recurrence & Admissionary 165, AMBETH CANEEDRS CLUSTERS PROJECT Requested on Programmer 165, AMBETH CANEEDRS CLUSTERS PROJECT 165, AMBETH CANEEDRS				· · · · · · · · · · · · · · · · · · ·						
Marketig Recurrent & Admissors 467 VIDENIS CRATTER 504										F2
Marketing Recordabulers & Administration 17.00 10.00 1		· · · · · · · · · · · · · · · · · · ·		o o						Error?
Marketing Recordabulers & Administration 17.00 10.00 1	7790	· ·		· · · · · · · · · · · · · · · · · · ·					` '	
Proc	78 60	Marketing Recruitment & Admissions			(1,000)	(1,000)				
Property		•				· ·				
Proceedings										
Property Remain		•		· · · · · · · · · · · · · · · · · · · ·						
Process		·		·	13,000		48.138	1		LITOI
Process		•	•	•		1 1	· ·			
Programme		•		·	•	· ·		185,524		
Property Rental 165,003 165,003 153,266 112,866 120,003 120,00		·	,		(20,000)	26,254	(46,254)			Error?
Property Remail		•			165 903	165 903				Error2
Property Rental Research Enterprise & Innovation 7101 ST GEOKGES CIRCUS RENTAL Property Rental (86,500) (86,50		•			•	,				LITOI :
Processor Principal Season		•				, , ,		, , , ,		
Property Remail Property Research Enterprise & Innovation 15,567 (15,567) Property Research Enterprise & Innovation 130 LSBUE LEPR ENTERPRISE Enterprise Support Property Research Enterprise & Innovation 1400 PRESH START Regeneration Programmes (18,378) (18,376) 3.55 (18,728) Property Property Research Enterprise & Innovation Programmes Progra		·		·	* ' '					
754 Research Enterprise & Innovation 1036 ETEE Regeneration Programmes 10,149 10,149 10,149 175		•			* ' '	\ ' '				
Research Enterprise & Innovation 1300 SBUEL SUPPORT Enterprise Support 15,867 (15,867)		•		·	(293,252)	(293,252)				
754 Research Enterprise & Innovation 1301 LSBU TO SBUEL FOR ENTERPRISE Enterprise Support 163,78 16		·		· ·						
754 Research Enterprise & Innovation 1537 LAFIC HPLs Contract Research SU (122,101) (122,101) (122,101) (168,333) (55,766)		•								
Research Enterprise & Innovation 7128 SimDh Regeneration Programmes (72, 201) (122, 101) (66, 355) (55, 766) (75, 765) (77, 225) (754	Research Enterprise & Innovation		Regeneration Programmes	(18,378)	(18,378)				
Research Enterprise & Innovation 7129 deK Regeneration Programmes (77,225) (77		•			(400,404)	(400 404)				
754 Research Enterprise & Innovation 7130 ENTERPRISE STEPS Rejeneration Programmes (68,006) (68,006) (68,006) (77,77		·		· ·		1 1				
Research Enterprise & Innovation		·			` ' '					
Research Enterprise & Innovation 1300 SBUEL SUPPORT Enterprise Support 68,016 68,016 39,288 28,729 Error?	754	•	7131 LAFIC	Regeneration Programmes	` ' '	(44,980)		15,921	(60,901)	
Research Enterprise & Innovation 1300 SBUEL SUPPORT Enterprise Support 496,663 496,663 496,663 496,663 154,154 342,510 Error?		•			` ' '					
Research Enterprise & Innovation 1792 HIGHER EDUCATION INNOV FUND 5 Enterprise Support 48,000 48,000 18,700 29,300 Error?		·		·						
759 Research Enterprise & Innovation 7163 H569_CONSULTANCY_S4N NEXT STEPS Consultancy F161 Research Enterprise & Innovation 1300 SBUEL SUPPORT Enterprise Support 61,382 61,382 61,382 78,861 (17,479) 61 Research Enterprise & Innovation 1792 HIGHER EDUCATION INNOV FUND 5 Enterprise Support (435,896) (435,896) (435,896) (203,649) (232,247) (232,		·				·				
Research Enterprise & Innovation 1300 SBUEL SUPPORT Enterprise Support 61,382 61,382 (78,861 (17,479) (17		·		·	40,000	40,000				LITOI :
Research Enterprise & Innovation 1797 OTHER ENTERPRISE Other Income Generating Activities (800) (800) (800) (800) (702) (11,548) (800) (·			61,382	61,382				
762 Research Enterprise & Innovation 7040 LETTING OF FACILITIES Letting Of Facilities 69,076 69,079 69,079 69,079 69,079 69,076 69,076 69,076 69,076 69,076 69,079 69,079 69,079 69,079 69,079 69,079 69,079 69,079 <		·		·				(203,649)		
762 Research Enterprise & Innovation 7770 Clarence Centre hire Letting Of Facilities (180,000) (180,00					` /			/44 E 10\		F===0
762 Research Enterprise & Innovation 7778 Keyworth Centre 8th floor hire Letting Of Facilities (180,000) (180,000) (180,000) (180,000) (763 Research Enterprise & Innovation 1300 SBUEL SUPPORT Enterprise Support 53,089 53,089 53,089 Error? 531 School of Arts & Creative Industries 3000 SHORT COURSES Short Courses (5,000) 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 5,000 6,000 5,000 5,000 6,000 5,000 5,000 6,000 5,000 5,000 5,000 6,000 5,000 5,000 6,000 5,000 5,000 6,000		•			69,076	69,076				Error?
Research Enterprise & Innovation 1300 SBUEL SUPPORT Enterprise Support 53,089 5		·		•	(180.000)	(180.000)		0,319		
School of Arts & Creative Industries School of Applied Sciences School of Arts & Creative Industries School of Applied Sciences School of Arts & Creative Industries School of Applied Sciences School of Arts & Creative Industries School of Applied Sciences School of Applied Scien		·								Error?
531 School of Arts & Creative Industries 4997 NEW ENTERPRISE TARGET (GENERIC) - SU Other Income Generating Activities (112,020) (112,020) (112,020) 531 School of Arts & Creative Industries 6905 KTP010854 FOOTPRINTS SCENERY LTD Knowledge Exchange (30,205) (30,205) (14,411) (15,794) 314 School of Applied Sciences 4362 MSC ADDICTION PSYCHO. & COUNSELLING University Accredited Courses (0) (0) 969 (970) 314 School of Applied Sciences 7707 H550_APPRES_WDP_STREET DRINKING Consultancy 31 31 (54) 85 Error?								(5,000)		Error?
School of Arts & Creative Industries 6905 KTP010854 FOOTPRINTS SCENERY LTD Knowledge Exchange (30,205) (30,205) (30,205) (14,411) (15,794) (15,794) (14,411) (15,794) (15,794) (15,794) (17,794) (17,794) (17,794) (17,794) (19,794)				g						
314 School of Applied Sciences 4362 MSC ADDICTION PSYCHO. & COUNSELLING University Accredited Courses (0) (0) (0) 969 (970) (10) (11) (11) (12) (13) (14) (15) (15) (15) (15) (15) (15) (15) (15			,	<u> </u>				(11 111)		
314 School of Applied Sciences 7707 H550_APPRES_WDP_STREET DRINKING Consultancy 31 31 (54)										
				Consultancy						Error?
	315	School of Applied Sciences	7710 AppRes_OrthoSportsLab_Neuromechanics	Contract Research	(3,213)	(3,213)	(0)		5,763	Error?

				Full Year	Full Year	Full Year	Year to Date	Remaining Year	Full Year
Cost centre	Area	Source	Income type	Budget	Forecast	Variance to Budget	Actuals	To recognise	Forecast error?
Cost centre	Alea	Source	Income type	Budget	Forecast	Budget	Actuals		
			Total Enterprise Contribution	(3,573,825)	(3,698,349)	124,524	(63,984)	(3,634,364)	
315	School of Applied Sciences	7715 G073 Protendon Temulab - K. Karamanidis	Letting Of Facilities		8,000	(8,000)		8,000	Error?
317	School of Applied Sciences	1300 SBUEL SUPPORT	Enterprise Support	(400,040)	(400.040)		5,906	(5,906)	
317	School of Applied Sciences	4995 NEW ENTERPRISE TARGET (INNVOTEK) - SU	Other Income Generating Activities	(129,210)	(129,210)			(129,210)	
317	School of Applied Sciences	4997 NEW ENTERPRISE TARGET (GENERIC) - SU	Other Income Generating Activities	(45,000)	(45,000)		(74)	(45,000)	Error2
317 317	School of Applied Sciences School of Applied Sciences	7002 HUMAN PERFORMANCE CENTRE SALES 7697 ALLAN CARR	Other Income Generating Activities Contract Research	(4,683)	(4 693)		(74) 5,785	74 (10,469)	Error?
317	School of Applied Sciences School of Applied Sciences	7705 H383_APPRES_ST ANDREWS_TRAVELLING MEMORIE		(1,277)	(4,683) (1,277)		4,787	(6,065)	
317	School of Applied Sciences	7710 AppRes_OrthoSportsLab_Neuromechanics	Contract Research	(1,277)	(1,277)		(6,005)	6,005	Error?
354	School of Applied Sciences	1797 OTHER ENTERPRISE	Other Income Generating Activities				(210)	210	Error?
354	School of Applied Sciences	7005 SBUEL MISCELLANEOUS	Other Income Generating Activities				(450)	450	Error?
571	School of Applied Sciences	4362 MSC ADDICTION PSYCHO. & COUNSELLING	University Accredited Courses				(969)	969	Error?
200	School of Business	1797 OTHER ENTERPRISE	Other Income Generating Activities				(75)	75	Error?
200	School of Business	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(5,000)	(5,000)			(5,000)	
239	School of Business	7178 EII005 BUS ACCA 2018	Other Income Generating Activities				(8,385)	8,385	Error?
259	School of Business	1088 CAMBRIDGE EDUCATION GROUP	Other Income Generating Activities	(100,000)	(100,000)		(94,200)	(5,800)	
269	School of Business	3000 SHORT COURSES	Short Courses	(30,750)	(30,750)		(35,970)	5,220	Error?
269	School of Business	4218 JERSEY- MSC HR- CIPD 200601-201006 NOTOPEN	University Accredited Courses	(34,600)	(34,600)			(34,600)	
269	School of Business	4247 MSC IM ECSE	University Accredited Courses	(25,000)	(25,000)			(25,000)	
269	School of Business	4809 LONDON HOUSING FOUNDATION	Other Income Generating Activities	(32,500)	(32,500)			(32,500)	
269	School of Business	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(93,807)	(93,807)			(93,807)	
269	School of Business	7321 R+D INITIATIVE-PHASE II	Contract Research		. ===		16,570	(16,570)	F 0
308	School of the Built Environment & Architecture	6904 KTP010662 ROYAL INSTITUTION OF CHARTERED SUR		8,593	8,593		(00.000)	8,593	Error?
343	School of the Built Environment & Architecture	1796 APPLIED SCIENCE UNIVERSITY - BAHRAIN	Other Income Generating Activities				(20,909)	20,909	Error?
343	School of the Built Environment & Architecture	1797 OTHER ENTERPRISE	Other Income Generating Activities	(0.440)	(0.440)		(998)	998	Error?
343	School of the Built Environment & Architecture	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(9,448)	(9,448)		(250)	(9,448)	
343 363	School of the Built Environment & Architecture School of the Built Environment & Architecture	6904 KTP010662 ROYAL INSTITUTION OF CHARTERED SUR' 1300 SBUEL SUPPORT	Enterprise Support	(27,833)	(27,833)		(350)	(27,484) 103	Error?
363	School of the Built Environment & Architecture	4445 BIOCEMENTATION OF RAILWAY EARTHWORK MATER	·	(3,800)	(3,800)		16,482	(20,282)	EHOLY
363	School of the Built Environment & Architecture	4799 INNOVATE UK COMPETITION: INTEGRATED ENERGY S		(3,600)	(3,800)		5,645	(5,645)	
363	School of the Built Environment & Architecture	4825 IOA DIPLOMA	Other Income Generating Activities	(85,000)	(85,000)		(57,018)	(27,982)	
363	School of the Built Environment & Architecture	4972 SCI_064_ICAX_EEF_HOME ENERGY FOR TOMORROW		(8,152)	(8,152)		19,888	(28,041)	
363	School of the Built Environment & Architecture	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(32,852)	17,148	(50,000)	13,000	17,148	Error?
³⁶³ U	School of the Built Environment & Architecture	7003 SCi136_BEA_letting of facilities_UCL_beam testing	Contract Research	(02,002)	17,140	(30,000)	(4,425)	4,425	
363 D	School of the Built Environment & Architecture	7192 SCi087_BEA_LETTING of FACILITIES_TopHat_PRODUC					538	(538)	2.707.
36 ©	School of the Built Environment & Architecture	7618 CEREB HIRE	Letting Of Facilities				337	(337)	
373 0	School of the Built Environment & Architecture	4839 LSBU RIBA PEDR & CPD ACTIVITIES	Short Courses				(250)	250	Error?
373 W	School of the Built Environment & Architecture	4863 RIBA PROFESSIONAL PRACTICE PART 3	Short Courses		(50,000)	50,000	(===)	(50,000)	
373	School of the Built Environment & Architecture	7699 DARLAB	Other Income Generating Activities	(2,000)	(2,000)	33,333	(3,777)	1,777	Error?
249	School of Engineering	4222 CiProVoT	Knowledge Exchange	(=,===)	(=,==)		(1,565)	1,565	Error?
250	School of Engineering	4222 CiProVoT	Knowledge Exchange				(9,396)	9,396	Error?
250	School of Engineering	4666 COLLABORATIVE LEARNING FOR SOCIAL CHANGE - E		(3,928)	(3,928)		9,873	(13,801)	
250	School of Engineering	4867 ADVANCE ENGINEERING RESEARCH	Knowledge Exchange	42,000	42,000			42,000	Error?
250	School of Engineering	6903 KTP010542 REDROSE M&E LTD	Knowledge Exchange	(24,723)	(24,723)		(13,695)	(11,028)	
250	School of Engineering	6907 KTP011067 FUNDSURFER LTD	Knowledge Exchange	(20,124)	(20,124)			(20,124)	
250	School of Engineering	7190 KE011_RICS_MACHINE-BASED LEARNING	Consultancy	(25,000)	(25,000)		(25,000)		
303	School of Engineering	4077 KE122 ALBORA TECH KEEP+	University Accredited Courses				(8,434)	8,434	Error?
323	School of Engineering	4042 Enginite	Knowledge Exchange				14,546	(14,546)	
323	School of Engineering	4342 THE SOCIETY OF PETROLEUM ENGINEER FOR THE S	· · · · · · · · · · · · · · · · · · ·				(3,583)	3,583	Error?
323	School of Engineering	7191 SCi098_ENG_CONSULTANCY_SELLAFIELD_EZPERIME		(4,788)	(4,788)		(4,030)	(758)	
332	School of Engineering	1792 HIGHER EDUCATION INNOV FUND 5	Enterprise Support				43	(43)	
333	School of Engineering	4006 AUTODESK	Other Income Generating Activities				(10,000)	10,000	Error?
333	School of Engineering	4867 ADVANCE ENGINEERING RESEARCH	Knowledge Exchange	(430)	(430)		(37,649)	37,219	Error?
333	School of Engineering	4872 SCI073 ALLO REJUVINATION PHASE 2 - ICE HEALTH C		(44-)	(447)		(13,218)	13,218	Error?
333	School of Engineering	6906 KTP010940 EARTEX LTD	Knowledge Exchange	(417)	(417)		(13,383)	12,967	Error?
333	School of Engineering	7190 KE011_RICS_MACHINE-BASED LEARNING	Consultancy Other Income Congrating Activities				3,157	(3,157)	
335 410	School of Engineering School of Health & Social Care	4120 ENGINEERING STAFF SECONDMENT OUT	Other Income Generating Activities Other Income Generating Activities	20,000	20,000		6,999	(6,999)	Error?
410 410	School of Health & Social Care School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU 7005 SBUEL MISCELLANEOUS	Other Income Generating Activities Other Income Generating Activities	30,000	30,000		(1,678)	30,000 1,678	Error? Error?
410	School of Health & Social Care School of Health & Social Care	7141 H425_JAPANESE NURSING STUDENTS	Other Income Generating Activities Other Income Generating Activities				(1,676)	(221)	EITOL
411	School of Health & Social Care School of Health & Social Care	4334 HSC - NURSING ASSOCIATE	University Accredited Courses	(151,665)	(151,665)		(102,825)	(48,840)	
419	School of Health & Social Care School of Health & Social Care	1797 OTHER ENTERPRISE	Other Income Generating Activities	49,119	49,119		34,108	15,012	Error?
419	School of Health & Social Care	4830 H594_APPRES_KIDNEY PAITENT ASSOCIATION_EAST	•	43,113	(2,905)	2,905	(0)	(2,905)	LITOI
419	School of Health & Social Care	4846 PUBLIC HEALTH MASTER COURSES	Short Courses		(2,900)	2,900	1,710	(1,710)	
419	School of Health & Social Care School of Health & Social Care	4976 H556_APPRES_HENCL_CANCER MODELLING	Contract Research SU	216	216		(0)	216	Error?
419	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	20,000	22,905	(2,905)	(0)	22,905	Error?
419	School of Health & Social Care	7118 H077_CONSULTANCY_BARTS HEALTH_CKD PROJECT		20,000	22,000	(2,000)	920	(920)	
419	School of Health & Social Care	7154 H585_CONSULTANCY_KCC_MECC	Consultancy	(41,500)	(41,500)		(4,595)	(36,905)	
421	School of Health & Social Care	1797 OTHER ENTERPRISE	Other Income Generating Activities	(11,000)	(,000)		(140)	140	Error?
421	School of Health & Social Care	4119 PRIMARY AND SOCIAL CARE: IN-FILL	University Accredited Courses	35,311	4,288	31,023	(50,348)	54,636	Error?
421	School of Health & Social Care	4123 HSC STAFF SECONDMENTS OUT	Other Income Generating Activities	23,2.1	.,	5.,020	(16,965)	16,965	Error?
421	School of Health & Social Care	4126 COMMUNITY HEALTH CARE	University Accredited Courses	66,970	66,970		0	66,970	Error?
421	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities	(424,138)	(387,364)	(36,774)		(387,364)	
421	School of Health & Social Care	7136 H387_CONTRACT RESEARCH_LONDON BOROUGH OF	•	(25,575)	(25,575)	, ,	(25,575)	,,,,,,,	
421	School of Health & Social Care	7141 H425_JAPANESE NURSING STUDENTS	Other Income Generating Activities	(-,,	(5,751)	5,751	(221)	(5,529)	
421	School of Health & Social Care	7154 H585_CONSULTANCY_KCC_MECC	Consultancy		· /		4,595	(4,595)	
441	School of Health & Social Care	1797 OTHER ENTERPRISE	Other Income Generating Activities				140	(140)	
			-	1				,	

Full Year

Full Year Full Year

Year to Date Remaining Year Full Year

2018-19 Enterprise Contribution

Cost centre Area Source Income type

			Total Enterprise Contribution
441	School of Health & Social Care	4041 ADULT NURSING : IN-FILL	University Accredited Courses
441	School of Health & Social Care	4123 HSC STAFF SECONDMENTS OUT	Other Income Generating Activities
441	School of Health & Social Care	4126 COMMUNITY HEALTH CARE	University Accredited Courses
441	School of Health & Social Care	4698 KSS DEANERY AND SEC . OUT OF GRAHAM CARR 2008	
441	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities
441	School of Health & Social Care	7118 H077_CONSULTANCY_BARTS HEALTH_CKD PROJECT	•
451	School of Health & Social Care	4123 HSC STAFF SECONDMENTS OUT	Other Income Generating Activities
451	School of Health & Social Care	4515 ALLIED HEALTH PROFESSIONS (AHP) : IN-FILL	University Accredited Courses
451	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities
451	School of Health & Social Care	7187 H583_Consultancy_Homerton-AHP Review	Consultancy
461	School of Health & Social Care	4123 HSC STAFF SECONDMENTS OUT	Other Income Generating Activities
461	School of Health & Social Care	4517 CHILDRENS NURSING : IN- FILL	University Accredited Courses
461	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities
465	School of Health & Social Care	1300 SBUEL SUPPORT	Enterprise Support
465	School of Health & Social Care	1797 OTHER ENTERPRISE	Other Income Generating Activities
465	School of Health & Social Care	4035 H567_DARZI KSS 2	University Accredited Courses
465	School of Health & Social Care	4136 H626_CONTRACTRESEARCH_NESTA	Contract Research SU
465	School of Health & Social Care	4717 IFL AND PI CPPD INFILL	University Accredited Courses
465	School of Health & Social Care	4871 H417_NHS SI Aspiring Nurses	University Accredited Courses
465	School of Health & Social Care	4974 H377_DARZI FELLOWSHIP PROGRAMME KSS COHORT	University Accredited Courses
465	School of Health & Social Care	4975 H392 DARZI FELLOWSHIP PROGRAMME COHORT 9	University Accredited Courses
465	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities
465	School of Health & Social Care	7135 H283_CONSULTANCY_NHS ENGLAND_NETWORK TOO	Consultancy
465	School of Health & Social Care	7139 H396_CONSULTANCY_WALTHAM FOREST CCG_PRIMA	Consultancy
465	School of Health & Social Care	7140 H371_LEWISHAM PRIMARY CARE IMPROVEMENT ACAI	Consultancy
465	School of Health & Social Care	7163 H569_CONSULTANCY_S4N NEXT STEPS	Consultancy
465	School of Health & Social Care	7166 H600_QUALITY INNOVATION AND IMPROVED DEVT FOI	Consultancy
465	School of Health & Social Care	7180 H602_HARINGEY PRIMARY CARE ACADEMY	Consultancy
471	School of Health & Social Care	1797 OTHER ENTERPRISE	Other Income Generating Activities
471	School of Health & Social Care	4843 H117_2_CPD_OPEN DIALOGUE	University Accredited Courses
471 471- U	School of Health & Social Care	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities
ط ⁴⁷¹ عا	School of Health & Social Care	7005 SBUEL MISCELLANEOUS	Other Income Generating Activities
53 @	School of Law & Social Sciences	3000 SHORT COURSES	Short Courses
551 0	School of Law & Social Sciences	4361 JDL MASTERS DEG IN TOWN & COUNTRY PLAN. (2008-	University Accredited Courses
551 W	School of Law & Social Sciences	4714 LOCAL ECONOMY JOURNAL	University Accredited Courses
583 `	School of Law & Social Sciences	1460 FRESH START	Regeneration Programmes
583	School of Law & Social Sciences	1797 OTHER ENTERPRISE	Other Income Generating Activities
583	School of Law & Social Sciences	4065 EC-INSPIRED	Regeneration Programmes
583	School of Law & Social Sciences	4995 NEW ENTERPRISE TARGET (INNVOTEK) - SU	Other Income Generating Activities
583	School of Law & Social Sciences	4997 NEW ENTERPRISE TARGET (GENERIC) - SU	Other Income Generating Activities
583	School of Law & Social Sciences	4999 New Enterprise Target (Pipeline) - SU	Other Income Generating Activities
596	LSBU Recuitment Agency	7080 The Recruitment Agency	Other Income Generating Activities
596	LSBU Recuitment Agency	7999 LSBU Employment Agency Third-Party Charges	Other Income Generating Activities
611	Student Services & Employment	7010 CONSULTANCY	Consultancy
815	Unallocated Infrastructure FUNI	1300 SBUEL SUPPORT	Enterprise Support
815	Unallocated Infrastructure FUNI	7005 SBUEL MISCELLANEOUS	Other Income Generating Activities
815	Unallocated Infrastructure FUNI	7010 CONSULTANCY	Consultancy

Full Year			Year to Date	Remaining Year Full Year			
Budget	Forecast	Variance to Budget	Actuals	To recognise	Forecast error?		
Budget	Forecast	3	Actuals				
(3,573,825)	(3,698,349)	124,524	(63,984)	(3,634,364)			
1	(155,005)	155,095	(111 920)	(10.265)	1		
(113,389)	(155,095) (113,389)	155,095	(144,830) (39,293)	(10,265) (74,097)			
(411,993)	(411,993)		(22,109)	(389,884)			
(, , , , , , , , , , , , , , , , , , ,	(, , , , , , , , , , , , , , , , , , ,		3,041	(3,041)			
(891,189)	(736,094)	(155,095)		(736,094)			
	(12.2.17)		(112)	112	Error?		
(19,617)	(19,617)	0.000	(8,274)	(11,343)			
(50,000)	(2,200) (44,850)	2,200 (5,150)	(2,200)	(44,850)			
(30,000)	(2,950)	2,950		(2,950)			
	(2,000)	2,000	(10,938)	10,938	Error?		
	(101,342)	101,342	(152,948)	51,606	Error?		
(120,000)	(18,658)	(101,342)		(18,658)			
			12	(12)			
145,343	84,748	60,595	47,787	36,961	Error?		
(50,000)	(50,000)	4.404	29,152	(79,152)			
	(1,191) (2,898)	1,191 2,898	(8,823)	(1,191) 5,925	Error?		
(20,000)	(20,000)	2,030	(0,023)	(20,000)	LITOI :		
(20,000)	(20,000)		(1,977)	(18,024)			
(95,936)	(95,936)		(1,478)	(94,457)			
(171,070)	(9,047)	(162,023)		(9,047)			
			1,000	(1,000)			
	(38,618)	38,618	(183)	(38,434)			
(24,277)	(40,440) (24,277)	40,440	(5,004) (515)	(35,436) (23,761)			
(21,023)	(21,023)		(217)	(20,805)			
(0)	(18,281)	18,281	(8,856)	(9,424)			
` '	, , ,		(40)	40	Error?		
			19,623	(19,623)			
(142,225)	(142,225)		40.00	(142,225)			
(24, 900)	(24.800)		18,667	(18,667)			
(31,800) (43,000)	(31,800) (43,000)		(8,910) (47,214)	(22,890) 4,214	Error?		
(5,381)	(5,381)		4,780	(10,162)	LITOI :		
6,340	6,340		1,1.00	6,340	Error?		
			(2,500)	2,500	Error?		
			(315)	315	Error?		
(16,988)	(16,988)			(16,988)			
(10,000)	(10,000)			(10,000)			
(14,212) 50,907	(14,212) 50,907		79,898	(14,212) (28,991)			
30,907	30,907		(414)	(20,991)	Error?		
			(5,750)	5,750	Error?		
			(1,267)	1,267	Error?		
			(364)	364	Error?		
	(500)	500	(500)				

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SBUEL Board Report

IP & Commercialisation

Summary of Academic Year 2017/18

1) Invention Disclosures

- 2 Invention Disclosures Recorded
- a) School of BUS in the field of Internet of Things (IOT)
- b) School of BEA in the field of developing Fire Resistant Cladding

Both disclosures were sent for assessment by external patent attorneys that are experts in the fields and both were identified as having novelty and being potentially patentable.

2) New patent applications filed

A new UK patent application was filed for the fire resistant cladding innovation (School of BEA) in April 2018.

3) Number of Patents Granted

There were 4 patents granted.

- a) UK patent for Skin Guard Technology in acupuncture (HSC, Ian Appleyard)
- b) UK patent for the Sous Vide Oven (APS, Dr Chris Brock and Zaneta Muranko)
- c) Indian Patent for Continuous Manufacturing of Epoxides (ENG, Professor Basu Saha)
- d) European patent for Non-Invasive Drug Delivery (Professor Pat Bailey)

4) IP Income

£3,546 Royalties from Biox Ltd

This is 50% less than previous years in line with the revised agreement with the academic inventor to share the 4% royalties between SBUEL and the company, both receiving 2% each (this is in line with the inventor rewards outlines in our IP Policy)

5) Proof of Concept (POC) Projects

A new POC project was set up for the Fire Resistant Cladding innovation. This has been set up as a cross disciplinary project between academic colleagues in BEA and the ENG Fire Research Group. The team are working on the development of a prototype to test the innovation. Tests are due to be conducted in January/February 2019 and the outcome will inform decisions about the UK patent application.

6) LSBU Technologies listed on IN-PART (University-Industry Collaboration Tool)

IN-PART is a subscription based online tool supporting University-Industry collaboration.

LSBU is one of several UK and overseas institutions using the tool to list their technologies. LSBU staff may register to access https://in-part.com/ using their LSBU email address.

There are 4 technologies listed on IN-PART making the technologies visible to commercial companies and providing an opportunity for them to get in touch with their interest.

- a) Sous Vide Oven (APS, Dr Chris Brock and Zaneta Muranko)
- b) Continuous Manufacturing of Epoxides (ENG, Professor Basu Saha)
- c) Non-Invasive Drug Delivery (Professor Pat Bailey)
- d) Foot Device for Bunion Correction (APS, Dr Darren James)

IN-PART ensure that technology listed on the site is only accessible to industry decision-makers and promote the technologies via their tailored newsletters and social media activity which means that LSBU technology is reaching the right audiences. IN-PART provide a 6 monthly feedback and impact report to LSBU. Our listed technologies have reached decision-makers at companies such as Electrolux, Beko, BDD Pharma, Johnson Matthey and Roche.

7) Innovate UK Applications

We have been in discussions with Beko Ltd about their interest in the Sous Vide oven technology. This led to the submission of an Innovate UK application in June 2018 and a resubmission in September 2018. Although the applications were unsuccessful, discussions are in the pipeline for a way forward for the collaboration.

Company	Customer Number Building Room/Room	Sino on #4 Data hai	ing poid Woodby Monthly Annu	al Drafit/Laga Annua	al and of Civer and a Development		ITronuones / I	Outside the world I Door water I Door	w condition Decount II condition	I Domt rovious	Don't start data ICEO	Main contact	As of April 2017
Company CareTrade	2292 Clarence Centre DC207	ns Size sq ft Rate bei	£46.13 £14,391.00 £1,199.25	-£273.00	al cost of Given space Percentage		O% Monthly	C.	or condition Dscount Lease type Standard LSBU 3 year	Rent review Annual from rent commencement date	Rent start date CEO Karen Edwards	Main contact info@caretradeuk.org	As of April 2017 Standard rate Per Sq ft for the CC
Kinase	2489 Clarence Centre DC206	312	£50.00 £15,600.00 £1,300.00	£936.00			0% Monthly	C	Standard LSBU 3 year	Annual from rent commencement date	Gary Stanet	info@rioferdinandfoundation.com	Standard rate Per Sq ft for the TP
GES	Clarence Centre DC205	312		-£14,664.00	£13,736.53		·	С	·		·		
GES	Clarence Centre DC209	786		-£36,942.00	£34,605.49			C					
Images and Co	2251 Clarence Centre DC204 2548 Clarence Centre DC203/DC20	312	£45.15 £14,086.80 £1,173.90 £45.00 £31,950.00 £2,662.50	-£577.20			0% Monthly	C	Standard LSBU 3 year	Annual from rent commencement date	Kasper De Graaf / Malcolm Garret	kasper.degraaf@images.co.uk / malcolm.garrett@images.co.uk	
Silicon rhino QTS training/Sigma	2548 Clarence Centre DC203/DC20 2520 Clarence Centre DC107	02 710	£50.00 £15,600.00 £1,300.00	-£1,420.00 £936.00			<mark>4%</mark> Monthly 0% Monthly	C	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Matt Koster	hello@schoolexplained.co.uk	What we charge for office space
School Explained	2336 Clarence Centre DC106	312	£50.00 £15,600.00 £1,300.00	£936.00			0% Monthly	C	Standard LSBU 3 year	Annual from rent commencement date	ROGER PLANES / MARK HARTLE	Y mark@siliconrhino.io	Annual Cost of space used by LSBU
Law in sport	2714 Clarence Centre DC105	312	£55.00 £17,160.00 £1,430.00	£2,496.00			5% Monthly	C					Annual cost of Discounts
Collaborate (internal)	Clarence Centre DC104	312		-£14,664.00	£13,736.53			С					
Johnson Ribbola	2339 Clarence Centre DC103/DC10		£47.25 £29,484.00 £2,457.00	£156.00			3% Monthly	C	Standard LSBU 3 year	Annual from rent commencement date	Jane Johnson / Giacomo Ribbola		Base Rates:
Active communities	2488 Clarence Centre DC115/116/1	117 1022	£50.05 £51,150.00 £4,262.50	£3,116.00			9% Monthly	C	Standard LSBU 3 year	Annual from rent commencement date	Gary Stanet		Base Rate A: Technopark offices unde
Breathe Art Research	Clarence Centre DCG06 2283 Clarence Centre DCG04	322	£47.25 £15,261.72 £1,271.81	-£15,134.00 £80.72		#DIV/0!	Monthly 3% Monthly	C	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Paul Garret YVONNE FARQUHARSON		Base Rate B: Technopark offices over Base Rate C: All CC offices
Hub	2314 Clarence Centre DCG03	322	£45.29 £14,583.48 £1,215.29	-£550.52			7% Monthly	C	Standard LSBU 3 year	Annual from rent commencement date	Mike Staines		Blackwells
Wine fusion	2248 Clarence Centre DCG02	350	£42.86 £15,000.00 £1,250.00	-£1,450.00			7% Monthly	C	Standard LSBU 3 year	Annual from rent commencement date	Christopher Smith		Base Rate D: All CC retail units
Internal (legal advice)	Clarence Centre DCG17	463		-£21,761.00	£20,384.66		•	С	•		·		
Internal (legal advice)	Clarence Centre DC118	409		-£19,223.00	£18,007.18			С					
Naked creativity	2218 Clarence Centre DCG18	409	£50.00 £20,450.00 £1,704.17	£8,180.00			0% Monthly	D	Standard LSBU 3 year	Annual from rent commencement date	Julia Grant		
Naked Creativty / Captain cyan			£42.89 £37,872.00 £3,156.00 £50.00 £60,800.04 £5,066.67	£11,382.00			5% Monthly	D	Standard LSBU 3 year	Annual from rent commencement date	Jordon Chitty		
Power to change	2434 Clarence Centre DC121/DC12 2234 Clarence Centre DC301	22/DC123 1216 775	£50.00 £60,800.04 £5,066.67 £50.00 £38,750.04 £3,229.17	£3,648.04 £2,325.04			0% Monthly 0% Monthly	C	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Vidhya Alakeson Ricard Brooks		
Kinase	2234 Clarence Centre DC302	312	£58.91 £18,380.04 £1,531.67	£3,716.04			2% Monthly	C	Standard LSBU 3 year	Annual from rent commencement date	Ricard Brooks		
F and F	2395 Technopark 2B01	171	£45.00 £7,695.00 £641.25	£855.00			1% Monthly	A	Standard LSBU 3 year	Annual from rent commencement date	Erica Freeman		
Operational Intelligence	2715 Technopark 2B03	180	£45.00 £8,400.00 £700.00	£1,200.00			9% Monthly		•				
London Youth games	2233 Technopark 2B04	400	£40.95 £16,380.00 £1,365.00	-£420.00			6% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Jon Hughes		
Pro Bono Economics	2600 Technopark 2B06	188	£38.30 £7,200.00 £600.00	-£320.00			4% Monthly	A	a	Anna 16	AP		
Try Tag Rugby	2246 Technopark 2B07 2246 Technopark 2B08	400	£45.00 £18,000.00 £1,500.00 £40.91 £7,200.00 £600.00	£1,200.00 £160.00			7% quarterly 2% Monthly	В	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Alistair Davis Alistair Davis		
Try Tag Rugby Canalitix Accountants	2734 Technopark 2B08 2B10	176	£40.91 £7,200.00 £600.00 £41.00 £7,175.00 £597.92	£160.00 £175.00			2% Monthly 4% Monthly	Α Δ	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Alistair Davis Chris Davies	chris.davies@clinicalscience.org.uk	
Biox	2222 Technopark 2B11	400	£39.00 £15,600.00 £1,300.00	£175.00 -£1,200.00			9% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Lorelai Ciotea	Simo.davioo e oiii iiodiooloi loo.org.uk	
	Technopark 2B09	179	£45.00 £8,055.00 £671.25	£895.00			1% Monthly	Ā	Standard LSBU 3 year	Annual from rent commencement date	Nev Leaning		
Power to change	2242 Technopark 2B12	187	£45.00 £8,415.00 £701.25	£935.00			1% Monthly	Α	Standard LSBU 3 year	Annual from rent commencement date	Jevon Davis		
Alterline	2464 Technopark 2B14	187	£45.00 £8,415.00 £701.25	£935.00			1% Monthly	Α	Standard LSBU 3 year	Annual from rent commencement date	Nick Carley		
FEI	2274 Technopark 2B16	189	£45.00 £8,505.00 £708.75	£945.00			1% Monthly	A	Standard LSBU 3 year	Annual from rent commencement date	11/10/13 Magnus Rolf		
Luma Creative	2524 Technopark 2B18	187	£45.00 £8,415.00 £701.25	£935.00			1% Monthly	A	Standard LSBU 3 year	Annual from rent commencement date	Leslie COATHUP		
Protimos First Thought IP	2239 Technopark 2B20 2229 Technopark 2B22	370	£45.00 £7,920.00 £660.00 £48.00 £17,760.00 £1,480.00	£880.00 £2,220.00			1% Monthly 0% Monthly	A R	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Fiona Darroch Mark Millhech		
Code and Wander	2703 Technopark 2B21	400	£43.35 £17,340.00 £1,445.00	£540.00			1% Monthly	В	Glandard EGBG 3 year	Allida nom tent commencement date	Wark Willingon		
Red Lantern Digital Media	2358 Technopark 2B27	176	£45.15 £7,946.40 £662.20	£906.40			1% Monthly	A	Standard LSBU 3 year	Annual from rent commencement date	Lewis Hannam		
CARA (1/4ly)	1479 Technopark 2B29/2B33	915	£25.64 £23,460.03 £1,955.00	-£14,969.97			1% quarterly	£5,865.00 B	Standard LSBU 3 year	Annual from rent commencement date	Stephen Wordsworth		
FEI	2274 Technopark 2B26	769	£50.00 £38,450.00 £3,592.50	£6,152.00			0% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	11/10/13 Magnus Rolf		
Euclid Network	2484 Technopark 2C06	403	£45.00 £18,134.32 £1,511.19	£1,208.32		6.66	6% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Stephen J. Barnett		
Lisa's Law	2616 Technopark 2C05	432	045 00 004 405 00 04 700 75	-£18,144.00		0.00	70/ Mainthle	В	Standard LSBU 3 year	Annual from rent commencement date	Richard Lau	info@lisaslaw.co.uk	
Sharp Cloud	Technopark 2B15 2241 Technopark 2C10/2C08	1131	£45.00 £21,465.00 £1,788.75 £40.00 £45,240.00 £3,770.00	£1,431.00 -£2,262.00			7% Monthly 0% Monthly	B	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Judy Chang Sarim Khan / Rusty Johnson		
Sharp Cloud Inpud	2321 Technopark 2C09/2C11	533	£34.85 £18,576.00 £1,548.00	-£2,202.00 -£3,810.00			1% Monthly	B R	Standard LSBU 3 year	Annual from rent commencement date	Rick Lines		
mpac	Technopark 2C07	162	20 1.00 2.10,07 0.00 2.1,0 10100	-£6,804.00		#DIV/0!	70 1010111111	J	ciandara 2000 o your	/ windar from fork dominorios from date	THOIC EMISS		
CareTrade	2292 Technopark 2D31	400	£30.00 £12,000.00 £1,000.00	-£4,800.00		-40.00	0% Monthly	В					
Research storage office	Technopark 2D41	180		-£7,200.00	£7,924.92	#DIV/0!		Α					
Zzish	2541 Technopark 2A24	786	£50.00 £39,300.00 £3,275.00	£6,288.00			0% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Charles Wiles		
KBM Million + (1/4ly)	2359 Technopark 2D35 2235 Technopark 2D27	561	£43.00 £24,122.40 £2,010.20 £43.61 £25,338.00 £2,111.50	£560.40 £936.00			2% Monthly 9% quarterly	£6,334.50 B	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Salman Khan Pam Tatlow / Dave Phoenix		
Centre For Mental Health	2521 Technopark 2D21	579	£50.00 £28,950.00 £2,412.50	£4,632.00			0% Monthly	20,334.30 B B	Standard LSBU 3 year	Annual from rent commencement date	Sarah Hughes		
Vanguardia	2247 Technopark 2D30	192	£45.00 £8,640.00 £720.00	£576.00			7% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Mark Murphy		
	Technopark 2D26	1120					·		·		• •		
Three Hands	2392 Technopark 2D12	645	£39.81 £25,680.00 £2,140.00	-£1,410.00			9% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Jan Levy		
Lisa's Law	2616 Technopark 2D09/2D15	943	£45.81 £43,200.00 £3,600.00	£3,594.00			2% Monthly	В	0: 1.1100110				
Toca Training	2245 Technopark 2D03 2735 Technopark 2D07	181	£39.32 £7,117.08 £593.09 £42.00 £15,960.00 £1,330.00	-£122.92 £0.00			3% Monthly	A	Standard LSBU 3 year	Annual from rent commencement date	John O'Mahony	johno@tocatraining.com	
GFalcon DHQ Cogitare	2226 Technopark 2D07	581	£45.15 £26,232.24 £2,186.02	£1,830.24			0% 8% Monthly	B B	Standard LSBU 3 year	Annual from rent commencement date	Larry Fawker		
ACCH	2363 Technopark 2D02	370	£45.09 £16,684.00 £1,390.33	£1,144.00			6% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Chirstine Green		
Centre For Mental Health	2363 Technopark 2D17	184	£44.35 £8,160.00 £680.00	£432.00		5.29	9%		, - 3 .				
Solion (1/4ly)	2243 Technopark 2D01	542	£37.59 £20,373.78 £1,697.82	-£2,390.22		-11.73	3% quarterly	£5,093.45 B	Standard LSBU 3 year	Annual from rent commencement date	Ian Sililet		
Pulse Medic Services	2297 Technopark 2A06	162	£45.00 £7,290.00 £607.50	£810.00			1% Monthly	A -	Standard LSBU 3 year	Annual from rent commencement date	Martin Anderson		
ALBORA TECHNOLOGIES	2680 Technopark 2A22	372	£40.07 £14,905.44 £1,242.12	-£718.56		-4.82	2% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Jevon Davis		
Revolving Doors	Technopark 2A16 2288 Technopark 2A31	535	£45.00 £24,075.00 £2,006.25	£1,605.00		6 G	7% Monthly	R	Standard LSBU 3 year	Annual from rent commencement date	Christina Marriott		
Revolving Doors	2288 Technopark 2A27	167	£43.11 £7,200.00 £600.00	£520.00			7 % MONTHIN 2%	A	Standard LSBU 3 year	Annual from rent commencement date	01/01/18 Christina Marriott		
My Kind a Crowd	2357 Technopark 2A23	370	,	-£15,540.00			Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Will Ackerman		
My Kind a Crowd	2357 Technopark 2A03/2A07/2	2A13 1381	£39.10 £54,000.00 £4,500.00	-£4,002.00			1% Monthly	В	Standard LSBU 3 year	Annual from rent commencement date	Will Ackerman		
CETEC	2597 Technopark 2B25	168	£50.00 £8,400.00 £700.00	£1,680.00			0% Monthly	A -	Standard LSBU 3 year	Annual from rent commencement date	01/11/16 Vyt		
Pro Bono Economics	2600 Technopark 2A14	683	£44.74 £30,555.00 £2,546.25	£1,869.00			2% Monthly	B	Standard LSBU 3 year	Annual from rent commencement date	Dzidek Sabat		
Tagsmart CareTrade	2598 Blackwells BW.07 2292 Blackwells BW.04	924	£31.82 £29,400.00 £2,450.00 £6,000.00 £500.00	£6,300.00 £6,000.00			3% Monthly 0% Monthly	N/A N/A	Standard LSBU 3 year Standard LSBU 3 year	Annual from rent commencement date Annual from rent commencement date	Tom Toumazis Micheal Ofthen		
RSPE	2658 Blackwells BW.05	366	£26.23 £9,600.00 £800.00	£450.00			9% Monthly	N/A N/A	Standard LSBU 3 year	Annual from rent commencement date	01/04/17 Romeo Effs		
Caretrade	2292 Blackwells BW.09		£9,000.00 £750.00	£9,000.00			0% Monthly	N/A	Standard LSBU 3 year	Annual from rent commencement date	01/08/17 Sean Cottrell		
Caretrade	2292 Blackwells BW.10		£9,000.00 £750.00	£9,000.00			0% Monthly	N/A					
Business Lounge Studio Bahman	2443 Clarence Centre DC109	N/A	£500.00				Annual		Business lounge agreem	ent	Sara Bahman		
Durdar Consulting	2540 Clarence Centre DC109	N/A	£50.00				Monthly		Business lounge agreem		Steve Jenkins		
Steve Lau (CiBF)	2494 Clarence Centre DC109	N/A	£500.00				Annual		Business lounge agreem	ent	Steve Lau		
Adres Jimenez	2480 Clarence Centre DC109	N/A	£50.00				Monthly		Business lounge agreem		Adres Jimenez		
Lenguactiva ltd	2495 Clarence Centre DC109	N/A	£50.00 £50.00				Monthly		Business lounge agreem	ent			
Global Synergy Resources Fiixed Ltd	Clarence Centre DC109 Clarence Centre DC109	N/A N/A	£50.00				Monthly Annual						
Doing Social	2299 Clarence Centre DC109	N/A	£50.00				Monthly		Business lounge agreem	ent	Harsha Patel		
Valiant Business Media	2299 Clarence Centre DC109	N/A	£50.00				Monthly		Business lounge agreem		Harsha Patel		
			<u> </u>				-		<i>3</i>				

Base Rates:

Base Rate A: Technopark offices under 200 sq ft

Base Rate B: Technopark offices over 200 sq ft

£50.00 £45.00

£49.00

£44.03

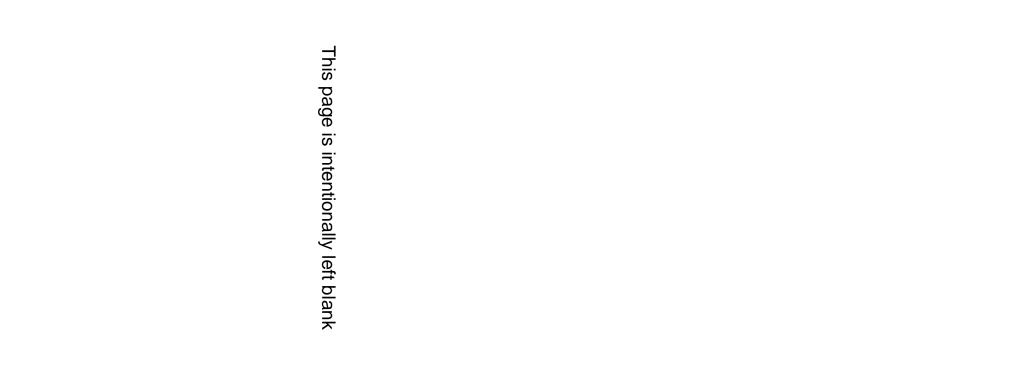
£40.00 £42.00

£47.00 £25.00

£30.00

£108,395.32

-£103,065.19



Agenda Item 6

	CONFIDENTIAL
Paper title:	Draft Debtors Policy and Finance update
Board/Committee:	SBUEL Board
Date of meeting:	07 February 2019
Author:	Julian Rigby
Sponsor:	Linsey Cole
Purpose:	For discussion and comment
Recommendation:	The Board is requested to approve the new debtor's policy we intend to rollout for income generated in 2019. We have outlined a policy in-line with the current LSBU University regulations and the work completed on HAPLO. The board is asked to consider whether this policy is suitable for future SBUEL activity.

Executive Summary

In line with the work being completed on HAPLO for new Business, Research and Enterprise activity, as well as acknowledging the growth to income in SBUEL, this paper looks to reconfigure the current processes around new customer set-up, contract management, internal collection and external agency debt recovery.

We can broadly split the REI business needs into Tenant, Venue hire and other commercial activities.

The Board is requested to approve the new debtor's policy.



Background:

In line with the work being completed on HAPLO for new Business, Research and Enterprise activity, as well as acknowledging the growth to income in SBUEL, this paper looks to reconfigure the current processes around new customer set-up, contract management, internal collection and external agency debt recovery.

We can broadly split the REI business needs into Tenant, Venue hire and other commercial activities.

1. Customer set-up (new business tenants / REI)

The incumbent system was retroactive. SBUEL would draw up contracts and pricing points before credit checking the prospective client. This led to delays if the business involved was a start-up or a foreign company.

HAPLO will insert a link to the Dunn and Bradstreet software as part of the due diligence around customer set up. This will provide an opportunity for REI to assess credit worthiness on a basic level against the level of contract or billing.

If there is a demonstrative shortfall between billing and the suggested limit, HAPLO will involve Finance who will contact the potential client directly to arrange an appropriate deposit payment. Minimum circa 15% depending on value of the contract and the credit score from Dunn and Bradstreet. Alternatively, the University (LSBU) could underwrite up to 25% of the value of the contract, if the Company can demonstrate benefit to the wider student experience or includes alumnus.

Finance can align credit terms to credit score - e.g. limiting credit to 7 days initially before building a business relationship and receiving timely payments over a three-month period.

Prospective Tenant income will take a deposit to the value of one months' rent depending on the square footage of the premises. There is scope to request a higher deposit amount if the credit report risk is Moderate-High to High on the D&B rating scale.

If the company meets requirements, Finance receive an action to import the customer details into ABW and respond with the customer id, set to relevant credit limit.

The Invoice detail from HAPLO, should be copied into ABW, to populate the invoice request. Alternatively, populate new subscription list for monthly rental billing.

Invoices – sent within 24 hours of sales request received. Invoices always emailed, so data collected at point of set-up in Haplo must be accurate.

Similarly, all sales invoice requests must be in line with the SBUEL authorised signatory list for requester and approval sign-off. Finance will reject non-compliant requests that exceed the signatory level.

Ideally, low value venue hire under £250 net, will be collected via the Payonline links on the website. We will issue a corresponding VAT receipt.

2. Debt collection cycle

Credit terms are 30 days net standard. (Unless score / risk factors change credit terms.)

Tenants / Lease terms are 7 days net.

Statements despatched monthly to all customers.

Letter 1 sent 15 days from statement date (45 days old / 15 days overdue)

Letter 2 sent at 60 days – (we can send letter two via the Tenants / workspace email for review)

Letter 3 sent at 75 days

Letter 4 Final demand sent at 90 days

Letter 5 LBA - Letter before Action (submission to legal / debt collection agents STA)

3. External Debt collection authority and next steps

All SBUEL contracts have to contain debt collection or legal recovery clauses in the cases of exacerbated non-payment. This should include additional costs associated with collection.

We need to review whether we can charge interest on all overdue debts, not just Tenants / Commercial lettings.

Final approval for debt collection or legal would need sign off from Head of Financial Control.

4. Write-offs

All debts over 4 years old (in order to recover the VAT elements from HMRC) will be written off on an annual basis, unless there is a reasonable expectation that the money can still be recovered. If the total value of the annual write off is less than £50k, approval is required from the Executive Director of Finance. Audit Committee / SBUEL board approval is required where the total value of the annual write off exceeds £50k.

In exceptional circumstances debts may be required to be written off during the year (e.g. in the event of company liquidation, IVA or bankruptcy). This will require the approval of only the Executive Director of Finance. The maximum limit for write off on any individual debt is £10k. Above this limit, approval of Audit Committee / SBUEL board is required.

5. Reporting

Weekly aged debt reporting by cost centre rolled out last year. We attach the report at 30 January in Appendix 1 for review.

Aim of the report is to identify late payers or persistent delayed payments for the team's attention, and to provide any other contacts in the company aside from the Accounts Department etc. Any persistent issues across the ledger will drive monthly review meetings between Finance and Enterprise.

Finance have internal KPI's that cover allocation of payments and funds received in the bank within 48 hours of receipt on the bank statement.

Summary

•	ning	Current		30 Days	60 Days	90 Days	•	Total
1st c	June 2016		3,485	21,815	•	80,279	108,099	540,325
	06/10/16		0,689	66,403		18,548	103,538	403,156
	13/10/16		0,615	86,615		·	102,664	358,386
	20/10/16		7,848	88,885		22,619	102,664	394,844
	27/10/16		1,465	79,504		43,215	110,193	381,373
	02/11/16		5,238	26,421	26,533		120,361	438,301
	24/11/16		5,135	83,087		6,513	107,719	389,713
	30/11/16		5,386	79,969		-8,385	131,584	362,875
	08/12/16		5,775	99,453		24,446	107,297	450,385
	15/12/16		0,851	149,029		25,886	103,360	412,716
	05/01/17		9,756	123,349	•	20,418	119,302	526,501
	12/01/17		9,658	44,602	•	18,978	117,786	473,440
	19/01/17		3,400	43,000		54,399	117,152	468,525
	26/01/17		2,390	39,626		50,927	114,800	358,521
	02/02/17		5,198	3,579			129,214	468,669
	08/02/17		9,424	47,080			116,381	447,996
_	16/02/17		3,257	43,641	15,562	·	108,425	417,369
S	23/02/17		5,195	64,254		·	141,097	376,410
5	27/02/17		0,029	107,440		·	109,419	309,363
D	07/03/17),578	97,383		·	112,637	364,444
ź	16/03/17		5,923	80,869		8,532	109,409	323,400
_	23/03/17		5,078	44,817		6,900	106,292	305,958
	29/03/17		3,668	23,546		6,900	106,292	651,676
	06/04/17		2,025	86,210		15,805		1,059,365
	13/04/17		4,078	87,700		15,041		1,082,863
	20/04/17		0,663	51,685		48,900	107,434	986,359
	26/04/17		4,518	403,060		43,500	105,774	983,811
	04/05/17		0,784	459,725		60,833	· ·	1,077,021
	11/05/17		3,674	724,023		61,553	111,975	1,090,854
	18/05/17		3,194	724,503		61,613	111,975	1,090,854
	01/06/17		5,744	290,095		32,987	125,385	934,928
	08/06/17		7,504	101,404		21,819	139,979	1,039,106
	15/06/17		9,743	76,907	•	•	136,071	1,003,863
	22/06/17		7,984	88,346		16,342	136,071	909,878
	29/06/17		5,412	56,484		377,517	136,397	835,669
	06/07/17		2,823	82,076		·	145,481	933,050
	12/07/17		2,282	112,617		·	145,481	933,050
	19/07/17	139	9,767	83,913	55,256	493,539	139,084	911,558

Page 41

Summary

Opening	Current	30 Days	60 Days	90 Days	90 days +	Total
27/07/17	167,634	40,924	38,301	176,571	473,778	897,208
02/08/17	261,846	-3,747	42,185	133,316	531,513	965,112
10/08/17	191,205	59,726	31,446	46,401	271,604	600,382
17/08/17	187,414	62,188	29,039	36,501	252,603	567,746
24/08/17	246,973	95,455	21,465	17,869	258,734	640,495
31/08/17	199,580	114,295	-1,017	20,223	274,543	607,624
07/09/17	225,352	121,665	33,878	19,185	275,581	675,660
14/09/17	177,682	93,080	32,469	17,776	196,152	517,158
21/09/17	86,066	60,222	58,544	17,022	195,270	417,125
28/09/17	166,912	40,138	78,628	19,072	193,220	497,970
05/10/17	228,830	59,296	68,392	26,767	206,508	589,794
12/10/17	201,189	61,477	68,703	20,416	204,080	555,864
19/10/17	176,215	38,733	53,625	33,869	197,280	499,722
26/10/17	144,886	98,657	19,151	68,343	158,885	489,922
01/11/17	141,749	82,080	27,645	61,068	179,300	491,842
_ 09/11/17	224,117	137,182	27,883	64,941	172,340	626,463
16/11/17	227,362	132,382	26,711	51,423	185,734	623,612
23/11/17	142,662	102,402	42,602	36,552	187,428	511,644
30/11/17	184,536	61,620	40,639	5,834	209,009	501,638
O7/12/17	248,190	82,920	49,084	20,401	203,008	603,602
3 _{13/12/17}	231,944	110,510	45,196	18,413	208,884	614,947
04/01/18	214,083	169,189	52,862	35,534	188,927	660,595
11/01/18	209,342	164,294	67,736	29,576	194,886	665,833
18/01/18	147,266	174,216	39,687	29,618	182,773	573,561
22/01/18	105,451	213,190	34,722	31,768	185,677	570,808
25/01/18		121,390	30,642	35,849	185,557	471,732
05/02/18	•	122,759	42,550	29,101	177,193	633,059
08/02/18	•	113,165	29,371	36,577	172,109	613,311
15/02/18		90,388	27,498	24,679	166,834	587,817
22/02/18	•	55,287	51,726	17,607	172,008	583,604
01/03/18	•	48,074	50,863	13,128	166,253	591,116
08/03/18	•	199,066	49,201	14,612	171,760	614,070
15/03/18	•	220,543	30,301	15,766	153,596	565,240
22/03/18		217,106	11,584	22,965	150,794	555,666
28/03/18	•	214,724	8,628	22,848	141,610	634,158
05/04/18	•	125,233	8,298	13,693	148,891	523,915
09/04/18	•	118,019	3,882	12,954	149,629	513,940
19/04/18	202,577	59,552	47,475	12,684	147,365	469,652

Page 42

Summary

	Opening	Current	30 Days	60 Days	90 Days	90 days +	Total
	26/04/18	160,834	104,446	47,475	5,794	151,133	469,683
	03/05/18	280,040	63,812	81,973	2,428	118,338	546,590
	10/05/18	355,515	103,084	80,068	2,323	117,983	658,973
	17/05/18	213,457	216,500	36,875	45,202	117,092	629,125
	24/05/18	172,372	198,917	55,238	42,854	101,842	571,223
	31/05/18	154,061	180,089	58,544	66,242	97,559	556,495
	07/06/18	443,124	122,549	55,357	5,460	96,158	722,648
	22/06/18	331,439	95,272	53,830	3,794	88,367	572,702
	28/06/18	324,705	80,739	12,478	39,874	83,942	541,738
	05/07/18	223,276	258,981	42,711	42,333	84,878	652,179
	12/07/18	128,726	269,640	56,038	48,279	83,504	586,188
	19/07/18	67,119	222,337	57,442	39,445	85,291	471,634
	27/07/18	91,744	242,327	60,878	1,864	120,706	517,518
	02/08/18	216,507	81,868	175,710	17,465	101,717	593,267
	09/08/18	210,580	78,790	152,354	54,075	102,005	597,804
	16/08/18	187,564	53,207	147,363	53,813	99,739	541,686
_	23/08/18	186,358	56,262	144,286	56,884	99,745	543,535
ر د	06/09/18	124,888	113,649	24,588	172,543	114,799	550,467
Page	27/09/18	111,945	44,908	37,533	114,128	150,608	459,122
Ф	04/10/18	169,979	65,754	45,219	10,263	264,128	555,343
43	11/10/18	138,233	76,447	45,847	10,263	241,728	512,518
C	1 8/10/18	131,597	64,457	46,670	8,454	225,806	476,984
	25/10/18	82,563	81,679	24,716	22,989	223,790	435,736
	01/11/18	151,877	107,588	7,692	27,443	217,351	511,951
	08/11/18	138,420	89,931	61,291	29,157	181,627	500,426
	15/11/18	207,858	31,835	54,627	21,143	180,627	496,090
	22/11/18	191,045	26,004	41,101	18,689	184,023	460,862
	06/12/18	305,641	79,111	9,268	45,118	200,870	640,009
	13/12/18	282,221	75,316	6,145	41,811	200,691	606,185
	03/01/19	183,083	155,435	34,181	7	245,418	618,124
	10/01/19	182,662	146,584	34,101	2,822	207,939	574,108
	17/01/19	163,203	39,452	132,121	1,814	199,599	536,189
	24/01/19	95,576	111,508	22,141	4,401	181,660	415,286
	30/01/19	121,913	91,460	19,600	-2,883	175,553	405,643
	Difference	26,337	-20,048	-2,541	-7,284	-6,107	-9,643

Page 44

2488	Active Communities Network	Tenant	-	5,115	-	-	-	5,115
2680	Albora Technologies Ltd (Lettings a/c)	Tenant	-	-	-	-	-	-
2464	ALTERLINE RESEARCH LTD	Tenant	-	842	-	-	-	842
2442	ASPYRE GROUP LTD	Tenant	-	-	-	-	810	810
2734	Canaltix Accountants Ltd	Tenant	- 718	-	-	-	718	-
2292	CareTrade Charitable Trust	Tenant	-	2,039	-	3	11	2,054
2521	CENTRE FOR MENTAL HEALTH	Tenant	- 72	-	-	-	614	542
2226	COGITARE	Tenant	-	-	-		0 -	0
2445	COLLABORATE	Tenant	540	-	-	-	786	1,326
2363	College of Contemporary Health	Tenant	-	1,668	-	-	-	1,668
2540	DURDAR CONSULTING	Tenant	-	60	-	-	-	60
2484	EUCLID NETWORK	Tenant	6,000	-	-	-	-	6,000
2395	F & F Business Strategies Ltd	Tenant	- 1,000	1,539	-	770	2,770	4,078
2735	FALCON DHQ	Tenant	-	3,192	1,596	-	1,596	6,384
2229	FIRST THOUGHT IP	Tenant	-	1,776	-	32 -	268	1,540
2615	FUSEBOX GAMES LTD	Tenant	-	1,700	1,700	-	1,772	5,172
2674	Global Synergy Resources	Tenant	-	120	-	-	-	120
2251	I IMAGES & CO	Tenant	-	2,817	1,409		- 10	4,216
2234	KINASE LTD	Tenant	870	5,713	60	-	-	6,643
2714	LAW IN SPORT	Tenant	-	3,432	1,716	-	1,992	7,140
2495	LENGUACTIVA LTD	Tenant	-	120	-		- 60	60
2616	LISA'S LAW	Tenant	115	4,320	-	-	-	4,435
2233	LONDON YOUTH GAMES	Tenant	1,260	3,276	1,728	60	51	6,375
2524	LUMA CREATIVE	Tenant	-	842	-	-	-	842
2235	MILLION+	Tenant	53 -	106	-		- 53 -	106
2314	MPS WORKS LTD	Tenant	1,458	-	-		- 9	1,449
2357	Mykindacrowd Limited	Tenant	-	9,519	-	-	275	9,794
2218	Naked Creativity	Tenant	-	-	-	-	1,058	1,058
2715	OPERATIONAL INTELLIGENCE	Tenant	- 700	-	700	-	-	-
2600	PRO BONO ECONOMICS	Tenant	-	3,776		2,834 -	4,161 -	3,219
2239	PROTIMOS FOUNDATION	Tenant	-	1,521	-	63	12,374	13,958
2297	PULSE MEDIC SERVICES LTD	Tenant	-	-	-	-	24,284	24,284
	PULSE MEDIC SERVICES LTD	Tenant	-	-	-	-	1,229	1,229
	RED LANTERN DIGITAL MEDIA LTD	Tenant	-	-		47	30 -	17
	REVOLVING DOORS AGENCY	Tenant	784	3,128	-	-	-	3,911
	RSPE (Group) LTD	Tenant	-	1,600	800	-	3,000	5,400
	S SCHOOL EXPLAINED LTD	Tenant	- 1,560	4,680	-	-	-	3,120
	SHARP CLOUD SOFTWARE	Tenant	-	-	-		639 -	639
	SHARPCLOUD	Tenant	-	-	-	-	2,025	2,025
	SIGMA GROUP LTD	Tenant	-	3,120	1,920	-	-	5,040
	B SILICON RHINO	Tenant	- 1,440	4,635	-	-	-	3,195
	BSOLION	Tenant		-	6,112	-	-	6,112
	STOKE AND DAGGER	Tenant	_	-	-	-	1,521	1,521
	B Tagsmart	Tenant	-	-	-	-	500	500
	THE POWER TO CHANGE	Tenant	987	-	_	_	-	987
2.0	1	1 Oriant	00,					551

Page 45

		Grand Total	121,913	91,460	19,600	- 2,883	175,553	405,643
		Tenant Total	6,578	80,805	19,241	- 235	49,067	155,456
2541	I Zzish	Tenant	-	3,930	-	155	- 226	3,859
2248	WINE FUSION	Tenant	-	3,000	1,500	1,548	- 54	5,994
2247	7 VANGUARDIA	Tenant	-	864	-	-	-	864
2245	TOCA TRAINING	Tenant	-	-	-	16	- 303	- 287
2392	THREE HANDS LTD	Tenant	-	2,568	-	-	- 2,568	-