

Meeting of the Finance, Planning and Resources Committee

4.00 - 6.00 pm on Tuesday, 5 November 2019
in 1B16 - Technopark, SE1 6LN

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
11.	Research and enterprise update	121 - 134	PI
12.	Staff survey 2019 key themes	135 - 138	NL

Date of next meeting
4.00 pm on Tuesday, 25 February 2020

Members: Michael Cutbill (Chair), Jerry Cope, Peter Fidler, Nelly Kibirige, Mee Ling Ng, David Phoenix and Deepa Shah

In attendance: Pat Bailey, Michael Broadway, Richard Flatman, Paul Ivey, Nicole Louis, Ralph Sanders and James Stevenson

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	INTERNAL
Paper title:	Research and Enterprise Update
Board/Committee:	FPRC
Date of meeting:	05 November 2019
Author(s):	Linsey Cole, Acting Director REI
Sponsor(s):	Paul Ivey, Deputy Vice-Chancellor & Chief Business Officer
Purpose:	For Information
Recommendation:	That the committee notes and comments on progress to date.

Executive Summary

This is the second report from REI to FPR. A pipeline of research and enterprise activity (20th September 2019) and income to period 2 is included with this report. From this report (albeit data at period 2 in the year is not always a good predictor) it is possible to draw comfort regarding research performance, the £447K undershoot is manageable given the pipeline showing some £1.3M of likely value. However enterprise performance is more worrying. Whilst it is true that enterprise income is more in year and much less predictable, the current forecast of a £3m undershoot is not covered off via a pipeline of secured contracts (the likely known value is only some £470K). Moreover performance this year lags performance last year, in which we under performed. This enterprise performance will be reviewed and the team will seek to bolster. A better assessment will be possible with Q1 outturn data for which there is a more detailed reconciliation of figures.

Engagement with Academics

Recent successes include a win of £100,000 for LSS. This is a Consultancy project with Surrey County Council (SCC) supporting the SCC transformation programme for children with autism. The REI team has also been working closely with School of Engineering to establish a new Innovation Centre. This is a membership Centre for organisations and high net worth individuals who are currently investing in innovations with a defined commercial outcome and should it be successful, it will lead to sizeable income for the School of Engineering.

Engagement with students

In 2019/20, we have developed a new programme called Idea Hack for students and recent alumni who are looking to test and validate an idea. We worked with academic colleagues from across LSBU to map learning outcomes against the Entrecomp Framework (EU wide framework for enterprise education at all levels of education) and re-launched our events programme, giving students and alumni a chance to learn from and be inspired by successful entrepreneurs. Recent entrepreneurial successes include Emilie Mende, ACI alumna and founder of Bizzie Bodies CIC, who was part of the Southwark creative arts project that won one of the Mayor of London's Culture Seeds Awards and Rotsen Ibarra, Business School alum and founder of Petare who has opened his third street food stall at KERB's new market at Seven Dials.

Engagement with community

Locally, we've helped Southwark Council develop their Southwark Pioneers Fund with other partners from across the Borough. The fund is targeted towards socially-focused micro or start-up businesses based in Southwark, helping to encourage residents to find solutions to societal problems. Our collaboration with Borough Market continues to develop, through the London Agri-Food Innovation Clinic (LAFIC) ERDF-funded project. LAFIC offers businesses on the programme the opportunity to trade at Borough Market. To date, 11 businesses have traded at Borough market over an initial 12-week trial period; of these businesses, 2 have been offered a permanent pitch at Borough Market.

Engagement with our tenant community continues to grow. In 2018/19, 63% of our tenant community collaborated on activity with LSBU. One tenant, Silicon Rhino, co-founded by an LSBU alum, is supporting student success through guest lectures, providing mentorship to graduate start-ups, hosting five LSBU interns and giving full-time employment to two of them. Another tenant, the Centre for Mental Health, are collaborating with APS on a £200k research project on mental health in the workplace funded by Mental Health First Aid England (MHFAE). Recently, one of our tenants, Sharpcloud have succeeded in raising £4.5million of funding. Sharpcloud already employ 4 LSBU alumni and have taken part in our internship programmes. Through our ERDF-funded projects, we are building links between the academic community and local growing businesses. Through the A2i project, BEA academics have supported Basalt Technologies, a London-based SME, to test new sustainable construction materials. The SME have since taken their product to market and the lead academic will shortly be publishing a research paper.

Operations and systems

In addition to bedding in the extended central administrative function and standardising processes across all line management areas, the additional focus is on two major projects. Both projects were identified during the Align review.

Haplo Bio module extends the scope of Haplo to become the “single source of truth” with modules capturing all research and enterprise activity, except ongoing financial project monitoring. The Bio module captures and consolidates additional information from academics and research students and allows the creation and export of views internally and externally. There are significant productivity and reputational benefits, in addition to the projected cost saving of £50k p.a. with the medium term replacement of Symplectic. The development of a suite of shared online resources is part of the wider Differentiated Services Align project to ensure best focus of academic and REI resource in winning new research and enterprise income. The resources which will support academics and REI staff to develop quality proposals is a suite of documents/services including templates to support effective proposal management; best practice copy and examples, reference information and templates all designed to enhance proposal quality; and access to external services for evaluation and graphics.

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This report contains budget and forecast information as at close of September 2019 for the 2019/2020 academic year and bid performance and activity at at 20 October 2019.

Research Income Analysis 2019/2020

The income reports should be read in conjunction with the appendix – Research and Enterprise Income Summary. The figures below are taken from those reports and include comparison to the previous year.

Research income analysis for 2019/2020	Research Grants & Scholarships	% of budget	Variance to Full year Budget (agrosso)	Variance to Full year Forecast (agrosso)	Research Income Analysis for 2018/2019
Full year Budget (agrosso)	£5,317,683				£4,344,186
Full year Forecast (agrosso)	£5,317,681	100%	(£2)		£3,864,858
Year to date Actuals	£745,113	14%			£479,328
Contracted	£4,125,381	78%			£3,276,736
Total Actuals + Contracted	£4,870,494	92%	(£447,188)	(£447,186)	£3,756,064

The below table shows the QR Grants for the total Research Income.

Research income analysis for 2019/20	Research Grants & Scholarships	QR Grants	Total Research Income
Full year Budget (agrosso)	£5,317,683	£2,175,849	£7,493,532
Full year Forecast (agrosso)	£5,317,681	£2,175,849	£7,493,530
Year to date Actuals	£745,113	£383,931	£1,129,045
Contracted	£4,125,381	£1,791,918	£5,917,299
Total Actuals + Contracted	£4,870,494	£2,175,849	£7,046,343

The year to date income plus forecast contracted income suggests that there will be a negative Research income variance to budget of (£447k)

Therefore there is potential downside to the management accounts of (£447k)

It is expected that a potential downside will be shown at this stage of the year, when analysing the income this way, as there is a new business target included in the full year forecast.

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	Full Year Budget	Full Year Forecast	Year to Date Actuals	Contracted	Total Actuals + Contracted
Total Schools	£3,295,283	£3,295,281	£457,920	£2,276,391	£2,734,311
School of Arts & Creative Industries	£38,608	£38,608		£38,608	£38,608
School of Applied Sciences	£250,514	£250,514	£14,623	£165,994	£180,617
School of Business	£10,000	£10,000			
School of the Built Environment & Architecture	£120,814	£120,814	£4,894	£19,256	£24,150
School of Engineering	£2,489,739	£2,489,739	£298,202	£1,866,064	£2,164,265
School of Health & Social Care	£307,822	£307,820	£140,202	£128,683	£268,884
School of Law & Social Sciences	£77,787	£77,787		£57,787	£57,787
Total REI	£2,022,399	£2,022,399	£286,148	£1,848,990	£2,135,137
Research Enterprise & Innovation					
The Welding Institute	£1,986,599	£1,986,599	£286,148	£1,813,190	£2,099,337
Collaborative Institutes	£35,800	£35,800		£35,800	£35,800
Total Other areas			£1,046		£1,046
Total Research 2019/2020	£5,317,683	£5,317,681	£745,113	£4,125,381	£4,870,494
Total Research 2018/2019	£4,344,186	£3,864,858	£479,328	£3,276,736	£3,756,064

Research Performance

Analysis of awards by school

School	YTD 2019-2020					
	Closed won		Closed lost		Conversion %	
	Volume	Value £	Volume	Value £	Volume	Value
Arts & Creative Industries	0	£ -	1	£144,619	0%	0%
Applied Sciences	1	£47,747	6	£626,695	14%	7%
Built Environment & Architecture	0	£ -	7	£636,542	0%	0%
Business	2	£110,221	1	£3,758	67%	97%
Engineering	2	£502,094	5	£1,195,513	29%	30%
Health & Social Care	2	£102,481	3	£63,779	40%	62%
Law & Social Sciences	2	£42,306	4	£260,142	33%	14%
The Welding Institute	2	£234,401	3	£1,962,039	40%	11%
Total	11	£1,039,250	30	£4,893,087	27%	18%

As at 20 October 2019

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

Research Activity

Pipeline of projects in development by school

School	Number	Value		Likely value achieved	
				End Sept 2019/20	
		£	Share %	£	Share %
Arts & Creative Industries	3	£750,587	7%	£53,158	4%
Applied Sciences	13	£2,000,381	17%	£147,208	11%
Built Environment & Architecture	2	£372,927	3%	£18,646	1%
Business	0	£ -	0%	£ -	0%
Engineering	37	£5,611,138	49%	£811,157	60%
Health & Social Care	6	£338,500	3%	£22,524	2%
Law & Social Sciences	6	£171,001	1%	£36,454	3%
The Welding Institute	11	£2,058,023	18%	£242,611	18%
Research, Enterprise & Innovation	1	£208,403	2%	£20,840	2%
Total	79	£11,510,960	100%	£1,352,597	100%

**This table includes only Open submitted bids (not potential or in preparation). We have also included Likely value for the first time for Research last year. As such we don't have any comparison data for the previous year at this point.

Won Project details academic year 2019/2020: Research

Project	Principal Investigator	School	Funder / client	Income type	Total expected value (£)	Date won
Testing E-Cigarette pod-devices: Are EU-TPD (Tobacco Product Directive) compliant pod-devices sufficiently satisfying to UK smokers?	Cox, Sharon	Applied Sciences	Cancer Research UK (CRUK)	Research grants	£47,747	28-Aug-19
RoboVine - Innovative robotic fruit packaging system for on the vine produce with the dexterity required equaling that of humans	Corsar, Michael	The Welding Institute, Innovation Centre	Innovate UK	Research collaboration	£47,991	01-Aug-19
ICELIP	Durand, Geraldine	The Welding Institute, Innovation Centre	Innovate UK	Research collaboration	£186,410	27-Sep-19
Flammable Gases Sellafield	Holborn, Paul	Engineering	Sellafield Ltd	Research contract	£500,000	24-Sep-19
THE PROVISION OF FOOD AND HOSPITALITY FEASIBILITY STUDY SERVICES	Jones, Andrew	Law and Social Science	The Skills Centre	Research contract	£13,500	25-Sep-19
HSC_AppRes_GOSH_Evaluation	Francis, Gary	Health and Social Care	Great Ormond Street Hospital	Research contract	£2,492	19-Sep-19
Consultancy_Emerson_Safe use of aluminium in oxygen applications	Benson, Claire	Engineering	Emerson Advanced Design Center (Europe)	Research contract	£2,094	23-Sep-19
Developing the cross cultural skills of graduates in response to the needs of European enterprise	Prouska, Rea	Business	Erasmus+	Research collaboration	£26,048	01-Oct-19
The implementation of Quartizationstarategy:The staus quo,challenges and remedies	Younis, Heba	Business	Qatar National Research Fund	Research grants	£84,173	15-Oct-19
Nursing discharge assessment for people with learning disabilities	Chaplin, Edward	Health and Social Care	Burdett Trust for Nursing	Research grants	£99,989	07-Oct-19
App Res_SCC_Cullum Centres Review	Moore, Michele	Law and Social Science	Surrey County Council	Research contract	£28,806	08-Oct-19

Won bids as at 20 October 2019

Enterprise Income Analysis September 2019/2020

The income reports should be read in conjunction with the appendix – Research and Enterprise Income Summary. The figures below are taken from those reports and include comparison to the previous year.

Enterprise income analysis for 2019/2020	Enterprise	% of budget	Variance to Full year Budget (agrosso)	Variance to Full year Forecast (agrosso)	Enterprise Income Analysis for 2018/19
Full year Budget (agrosso)	£10,682,098				£11,709,370
Full year Forecast (agrosso)	£10,682,097	100%	(£1)		£11,709,370
Year to date Actuals	£668,246	6%			£951,264
Contracted	£6,895,505	65%			£7,736,198
Total Actuals + Contracted	£7,563,750	71%	(£3,118,348)	(£3,118,347)	£8,687,462

The year to date income plus forecast contracted income suggests that there will be a negative Enterprise income variance to budget of (£3,118k)

It is expected that a potential downside will be shown at this stage of the year, when analysing the income this way, for two reasons:

1. There is still a new business target included in the full year forecast.
2. HSC CPD only becomes contracted when students have been recruited to specific delivery, until then it shows as uncontracted new business

Although it is noted that in total income terms at period 2 we are tracking behind last year's performance. This will be watched closely.

	agrosso	agrosso	agrosso		
	Full Year Budget	Full Year Forecast	Year to Date Actuals	Contracted	Total Actuals + Contracted
Total Schools	£4,896,700	£4,896,699	£331,738	£2,253,243	£2,584,981
School of Arts & Creative Industries	£335,157	£335,157	£3,115	£237,043	£240,157
School of Applied Sciences	£355,895	£355,895	£43,992	£195,624	£239,616
School of Business	£203,500	£203,500		£68,500	£68,500
School of the Built Environment & Architecture	£516,671	£516,671		£181,671	£181,671
School of Engineering	£664,339	£664,339	£57,815	£406,821	£464,636
School of Health & Social Care	£2,681,872	£2,681,871	£226,817	£1,071,784	£1,298,601
School of Law & Social Sciences	£139,266	£139,266		£91,800	£91,800
Total REI	£3,673,618	£3,673,618	£300,582	£2,534,620	£2,835,202
Research Enterprise & Innovation	£3,400,118	£3,400,118	£300,582	£2,334,620	£2,635,202
The Welding Institute					
Collaborative Institutes	£273,500	£273,500		£200,000	£200,000
Total Other areas	£2,111,780	£2,111,780	£35,926	£2,107,641	£2,143,567
Total Enterprise 2019/2020	£10,682,098	£10,682,097	£668,246	£6,895,505	£7,563,750

Total Enterprise 2018/2019	£11,709,370	£11,709,370	£951,264	£7,736,198	£8,687,462
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Enterprise Income by Type

Company	Income type	Full Year Budget Budget	Full Year Forecast Forecast	Full Year Variance to Budget	Year to Date Actuals Actuals	Remaining Year To recognise
	Total Enterprise Income	(10,682,098)	(10,682,097)	(1)	(668,246)	(10,013,851)
	Total LSBU	(7,049,500)	(7,049,499)	(1)	(378,639)	(6,670,860)
LSBU	Consultancy					
LSBU	Contract Research SU				(22,255)	22,255
LSBU	Enterprise Support	(56,703)	(56,703)		(103,956)	47,253
LSBU	Events and Conferences				(297)	297
LSBU	Intellectual Property					
LSBU	Knowledge Exchange	(360,871)	(360,871)		(60,632)	(300,239)
LSBU	Letting Of Facilities	(1,102,648)	(1,102,648)		1	(1,102,649)
LSBU	Other Income Generating Activities	(4,274,202)	(4,274,202)		(30,777)	(4,243,426)
LSBU	Overseas Partnerships					
LSBU	Property Rental					
LSBU	Regeneration Programmes				(6,972)	6,972
LSBU	Short Courses	(278,800)	(278,800)		(6,019)	(272,781)
LSBU	Student Enterprise				(106)	106
LSBU	University Accredited Courses	(976,275)	(976,274)	(1)	(147,627)	(828,648)
	Total SBUEL	(3,632,598)	(3,632,598)		(289,607)	(3,342,991)
SBUEL	Consultancy	(39,842)	(39,842)		(14,351)	(25,491)
SBUEL	Contract Research	(244,251)	(244,251)		(51,492)	(192,759)
SBUEL	Enterprise Support				(14,204)	14,204
SBUEL	HEIF to SBUEL	(567,033)	(567,033)			(567,033)
SBUEL	Enterprise Support	(567,033)	(567,033)		(14,204)	(552,829)
SBUEL	Events and Conferences					
SBUEL	Intellectual Property					
SBUEL	Knowledge Exchange					
SBUEL	Letting Of Facilities				(1,970)	1,970
SBUEL	Other Income Generating Activities	(473,833)	(473,833)		(34,215)	(439,618)
SBUEL	Overseas Partnerships					
SBUEL	Property Rental	(1,174,652)	(1,174,652)		(173,931)	(1,000,721)
SBUEL	Regeneration Programmes	(1,132,988)	(1,132,988)		556	(1,133,544)
SBUEL	Short Courses					
SBUEL	Student Enterprise					
SBUEL	University Accredited Courses					

Enterprise Performance

Analysis of awards by school

School	Closed won		Closed Lost		Conversion %	
	2019/20 YTD				YTD 2019/20	
	Volume	Value £	Volume	Value £	Volume	Value
Arts & Creative Industries	0	£ -	0	£ -	0%	0%
Applied Sciences	0	£ -	0	£ -	0%	0%
Built Environment & Architecture	0	£ -	0	£ -	0%	0%
Business	3	£124,700	2	£68,930	60%	64%
Engineering	0	£ -	0	£ -	0%	0%
Health & Social Care	1	£12,666	4	£1,480,844	20%	1%
Law & Social Sciences	1	£100,000	0	£ -	100%	100%
Research, Enterprise & Innovation	2	£59,967	0	£ -	100%	100%
Student Services & Employment	0	£ -	0	£ -	0%	0%
Academic Related Resources	0	£ -	0	£ -	0%	0%
Total	7	£297,333	6	£1,549,774	54%	16%

As at 20 October 2019

For more details information about won projects see: [Won Project details academic year 2019/2020: Enterprise](#) on page 8 of this document.

Enterprise Activity

Pipeline of projects in development by school

School	Number	Value		Likely value achieved	
		End Sept 2019/20		End Sept 2019/20	
		£	Share %	£	Share %
Arts & Creative Industries	0	£ -	0%	£ -	0%
Applied Sciences	0	£ -	0%	£ -	0%
Built Environment & Architecture	0	£ -	0%	£ -	0%
Business	0	£ -	0%	£ -	0%
Engineering	1	£1,500,000	80%	£375,000	79%
Health & Social Care	6	£243,564	13%	£98,462	21%
Law & Social Sciences	0	£ -	0%	£ -	0%
Research, Enterprise & Innovation	1	£125,000	7%	£ -	0%
Other	0	£ -	0%	£ -	0%
Total	8	£1,868,564	100%	£473,462	100%

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

Won Project details academic year 2019/2020: Enterprise

Project	Principal Investigator	School	Funder / client	Income type	Total expected Income (£)	Date won
Creative Spark AzUAC Year 2	Cole, Linsey	Research, Enterprise and Innovation	British Council	Enterprise student enterprise	£29,982	16-Aug-19
Creative Spark TSTU Year 2	Cole, Linsey	Research, Enterprise and Innovation	British Council	Enterprise student enterprise	£29,985	19-Aug-19
Supporting Surrey's ambition and children's transformation programme around autism	Krupa, Joanna	Law and Social Science	Surrey County Council	Enterprise consultancy	£100,000	11-Sep-19
PG CERTIFICATE IN LEADERSHIP AND MANAGEMENT: HOMELESSNESS AND HOUSING - EXTENSION OF CONTRACT	Summers, Andrew	Business	London Housing Foundation	Enterprise university accredited courses	£105,000	01-Aug-19
ACCA SBR & SBL 2019/2020	Adomako, Joe	Business		Enterprise short courses	£18,200	13-Sep-19
HSC_Short Course_BHGF_China Nurses Visit	McGrath, Anthony	Health and Social Care	BHGF - Beijing Huatong Guokang Foundation	Enterprise short courses	£12,666	08-Aug-19
Evolving Workplace Reality - How AR & VR are Changing the Way we Work	Haddadi, Vijak	Business		Enterprise short courses	£1,500	09-Oct-19

Won bids as at 20 October 2019

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	CONFIDENTIAL
Paper title:	Staff survey 2019 key themes
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	05 November 2019
Author(s):	Marcelle Moncrieff-Johnson, Executive Director of HR
Sponsor(s):	Nicole Louis, Chief Customer Officer
Purpose:	For Discussion
Recommendation:	The committee is requested to note the key themes from the 2019 staff survey and priorities.

Executive summary

A staff engagement survey was carried out in June 2019 by People Insight with responses from staff going directly to People Insight to ensure confidentiality. The survey covered all staff in the LSBU Group for the first time. 56% of staff responded (up 11 percentage points on the previous survey) with an overall engagement score of 66% (4 percentage points below the benchmark but 5 percentage points improvement since 2018).

Summary of the findings:

- There was a good improvement in participation in the survey – up by 11 percentage points;
- Overall, views have improved across five topics, remained unchanged on one and declined on three;
- There are differences by entity and role;
- Levels of engagement have improved. The sense of belonging and endeavour are higher than is typical in the sector, but pride and advocacy are below norm;
- Key opportunities to improve engagement are around:
 - Inspiring confidence in leadership, management effectiveness and change management;
 - acting on employee input; and
 - caring for health and wellbeing.
- Line management effectiveness is seen to be improving, with provision of feedback and management of underperformance above the sector norm;

- People are seen to support one another well. Fewer than half feel there is effective cooperation between areas, though this is above norm;
- Most feel valued and able to be themselves, but many lack confidence that career progression is fair;
- People are increasingly concerned about pressure and many do not feel that the university cares about their well-being. Views of the physical work environment have also deteriorated;
- Almost one in five have been bullied/harassed in the last year. This is associated with low wellbeing and low engagement;
- Perceptions of leadership have declined since last year and confidence on the Group Executive is below levels typical elsewhere – though many are undecided at this point;
- There is a good deal of uncertainty about the Group; and
- Many people remain sceptical that findings from the survey will be addressed.

Priority areas to address are:

- Celebrate the positives, especially around:
 - Improved participation;
 - Improved levels of engagement;
 - Strong line management relationships; and
 - A positive sense of teamwork
- Address heightened concerns about wellbeing:
 - Understand and alleviate workplace pressure;
 - Address instances of bullying / harassment; and
 - Ensure necessary improvements are made to the physical environment.
- Instil greater confidence in leadership:
 - Build on the sense that being part of LSBU Group will be good for the constituent institutions;
 - Clarify the strategy;
 - Support senior management in actively engaging with staff; and
 - Show how being part of the Group will benefit staff

Next steps

The OD team are working with HR Business Partners to communicate local results and review action plans. Results have been presented to the Executive, and a workshop focussing on feedback and actions to senior leaders across the group is planned in January 2020. The workshop will aim to identify ways to celebrate the positives and address the key findings of the survey.

A project team has been set up to further explore experiences of bullying and/or

harassment and develop an action plan. The bullying and harassment work will be complimented by a campaign reminding all staff of LSBUs position on bullying and harassment, and provide signposts to our policy and support available, including accessing the dignity at work adviser network. The linkages to well-being will form part of this work, supported by a Well-Being strategy.

Work is under way to scope out and commission a senior leadership programme to be launched in early 2020. This will include staff engagement and Group effectiveness as well as addressing other areas highlighted in the survey regarding leadership.

The committee is requested to note the findings of the staff survey.

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