

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

1.00pm on Thursday, 27 June 2013
held in 1B27, Technopark, London South Bank University

Agenda			
<i>Item</i>		<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and Apologies		Chair
2.	Declarations of Interest <i>Directors are required to declare any interest in any item of business at this meeting</i>		Chair
3.	Minutes of the meeting of 26 March 2013 (to approve)		Chair
4.	Matters Arising		Chair
Business Matters			
5.	Management Accounts (to note)	UE.10(13)	Accountant
6.	CEO's business update (to note)	UE.11(13)	CEO
7.	Draft budget (to approve)	UE.12(13)	CEO
8.	Business Plan (to approve)	UE.13(13)	CEO
9.	SBUEL Faculty-Led Projects (to note)	UE.14(13)	CEO
10.	University Enterprise contribution to 16-20 (to note)	UE.15(13)	CEO
11.	Intellectual Property and spin out companies (to note)	UE.16(13)	CEO
12.	University Intellectual Property Policy (to approve)	UE.17(13)	CEO
13.	SBUEL terms of employment (to note)	UE.18(13)	Dir of HR
Governance			
14.	SBUEL Write-off Policy (to approve)	UE.19(13)	Accountant
15.	Risk Register (to review)	UE.20(13)	CEO
16.	Any Other Business		Chair
17.	Date of Next Meeting – Thursday 25 September 2013 at 3.00pm		Chair

Members: James Smith (Chair), Richard Flatman, Tim Gebbels (CEO) and Beverley Jullien.

Apologies: Julian Beer

In attendance: Company Secretary, Accountant and Governance Officer.

Conference call details: Please dial 0800 917 1956 and enter 57485113# when requested.

**Minutes of a Meeting of the Board of Directors
of South Bank University Enterprises Ltd
Held at 4.30pm on Tuesday 26 March 2013
in Room 1B27, Technopark, London Road, London SE1**

Present

James Smith	Chairman
Julian Beer	
Richard Flatman	Via conference call
Tim Gebbels	
Beverley Jullien	

In attendance

Richard Thomson	LSBU Solicitor
Rebecca Warren	Accountant for South Bank University Enterprises Ltd.
Keith Would	Reporting Business Support Manager PVC External
Natalie Boyce	Programme Support officer

Welcome and Apologies

1. The Chair welcomed Julian Beer to his first meeting as a non-executive director.
2. The Board noted that James Stevenson (Company Secretary) had sent his apologies and that Richard Thomson was representing him at the meeting.
3. The Chair welcomed Natalie Boyce to the meeting as minute taker.

Declarations of Interest

4. Tim Gebbels declared an interest in the item on the pension scheme (paper UE.06(13)).

Disclosure of Interests declarations

5. The Board authorised the declared interests of Julian Beer and Tim Gebbels (paper **UE.01(13)**).

Minutes of the meeting of 9 November 2012

6. The Board approved the minutes of the meeting of 9 November 2012.

Matters Arising

Group policies

7. The Board approved the group policies circulated following the meeting of 9 November 2012 (paper **UE.02(13)**) (policies cover health and safety, fire safety, business continuity management, driving at work, gifts and hospitality, anti-fraud; bribery, speak up; and risk management).
8. The Board noted that an SBUEL Scheme of Delegation had previously been approved by the Board at its special meeting of 19 July 2012 as part of the changes to SBUEL governance and that subsequently, at its meeting on 14 September 2012, the Board had noted the Letter of Delegated Authority issued to the Director of Enterprise.
9. The Board noted that the SBUEL HR policy had previously been approved at its meeting of 26 June 2012.

CEO's business update

10. The Board noted an update from the CEO, covering the current financial position, an update on the dissolution of LKIC, an update on the ACCA Programme, the re-launch of the Knowledge Transfer Program, and the forward strategy and developing pipeline of major income generating projects.
11. The Board noted that the forward strategy and pipeline development needed to be developed into a full presentation for the University's Board of Governors in May and advised on the structure of this. The Board asked to have a rehearsal of the presentation at a special meeting not less than two weeks before the Governors meeting.

SBUEL Projects

12. The Board noted an update on SBUEL projects (paper **UE.03(13)**). The Board noted that papers on the five significant SBUEL projects were not available for presentation at the meeting and noted the reasons for this. The Board agreed to receive the papers at a future meeting and noted the process described for the preparation of the papers.
13. The Board noted a financial update of the projects which set out the annual income and expenditure for each project over its lifetime as well as the forecast total income and expenditure to the project end of life. The Board noted that, although some projects were seen to be lossmaking over their entire lifetime due to the internal recharge, in all cases they made a positive contribution.

14. The Board noted the substantial deferred income held on the balance sheet both from these five projects and more generally and agreed that the accounting treatment of income could impede clear understanding of the financial performance of projects. The Board agreed that, where appropriate (depending on the extent of remaining long-term commitments within projects), the deferred income should be released in the current financial year.
15. The Chair expressed concern regarding project management and control. The Board noted that there was on-going work in the University to look at how this can be improved.
16. The LSBU solicitor updated the Board on current class action in America against FitFlop, a company to which SBUEL has provided commercial research and consultancy services (one of the five major projects). Although legal advice is that the risk of action against either LSBU or SBUEL by FitFlop or any other party is very low, the University is seeking a waiver of liability from FitFlop prior to agreeing to give evidence on their behalf in the case.

Enterprise Centre

17. The Board noted the progress being made in preparing for the opening of the Enterprise Centre in September (paper **UE.04(13)**).

Management Accounts

18. The Board noted the management accounts to 28 February 2013 (paper **UE.05(13)**). The Board agreed that the new management accounts provided a significant step forward in the presentation of enterprise related income and expenditure across the University. The Board asked for further cleansing of the data in the accounts to be undertaken as proposed and asked for year to date figures and variances to be added to the front summary sheet. Subject to these changes, the Board agreed to adopt the new accounts as standard.

Pension scheme

19. The Board discussed the proposed defined contribution pension scheme (paper **UE.06(13)**). The scheme had been approved for University's Board of Governors and the intention is to also make the scheme available to SBUEL employees.
20. The Chairman sought and received assurance that appropriate bench marking of costs and due diligence on the security of invested funds had been undertaken when selecting the proposed scheme.
21. The Board approved the proposed pension scheme.

22. It was noted that the interim arrangements implemented for SBUEL staff until the new scheme comes into force are actually written into existing employment contracts and that these arrangements provide for a 5% company contribution without requiring any employee contribution. The Board noted that the transition from the current contractual arrangements to the new scheme will need to be managed carefully and sensitively.

Recruitment of Non-Executive Directors

23. The Board discussed the proposed candidates for the non-executive director vacancy on the Board (paper **UE.07(13)**).
24. After due consideration of the skills matrix and the skills required on the Board, it was agreed that Sahar Hashemi should be approached to discuss the role with the Chairman and CEO.
25. It was noted that any future expansion of the number of non-executive directors would require approval by the University's Board of Governors. Following Sahar Hashemi's acceptance of the position, the Board would review the need to add further non-executive directors. In the event that further expansion is agreed, the Board would consider additional nominations.

Internal Audit report on University Enterprise

26. The Board discussed a draft internal audit report on University Enterprise (paper **UE.08(13)**). In particular, they acknowledged the finding that there needs to be greater alignment of objectives and incentives between University Enterprise and the Faculties. The Board noted that University Enterprise was rated as medium risk and that the University Audit Committee would consider the report in detail.
27. The Board noted the findings regarding the treatment of project income and the need for improved project control to ensure that income is released once conditions of entitlement have been met.

Risk Register

28. The Board noted the risk register (paper **UE.09(13)**) and requested an updated version to be circulated to the Board.

Any Other Business

29. *Spotlight*, a new University publication aimed at external stakeholders, was tabled. The Board agreed to review the content and provide suggestions.

Date of next meeting

30. The date of the next meeting was noted as 27 June 2013.

There being no further business, the Chairman closed the meeting.

Approved as a true record:

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Chairman

SBUEL Board Meeting – Action Sheet

26 March 2013

Minute	Action	By Whom	Status
11.	Rehearsal of University Board presentation	CEO	Completed
18.	Year to date figures and variances to be added to the front summary sheet of future management accounts	Accountant	
24.	Approach Sahar Hashemi for the vacant NED position	CEO	Completed – Sahar declined the position
28.	Updated risk register to be sent to the Board	Sec	Completed

	PAPER NO: UE.10(13)	
Board:	South Bank University Enterprises Ltd	
Date:	27 June 2013	
Paper title:	Management Accounts to end May 2013	
Author:	Keith Would, Reporting Business Support Manager PVC External	
Recommendation:	The Board is requested to: <ul style="list-style-type: none"> a) Note the management accounts presented b) Note the forecast to year end of income and expenditure and the variances from original budget 	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

Management Accounts to End May 2013

At its last meeting the Board agreed a new presentation of management accounts which provided a comprehensive overview of all Enterprise activity undertaken, whether in SBUEL or the University, through Faculties, other departments or University Enterprise. In addition, the Board asked for revisions to the new accounts as follows:

- Review of what is designated Enterprise so that activity that is incorrectly designated or for which the designation is no longer appropriate is reclassified. This activity is underway but is not yet complete. The accounts presented here still contain the same set of activity as previously presented. This work will be complete by year end so that accounts in the new financial year will only include true enterprise activity.
- Better mapping of the Enterprise budget into the management accounts – This work is complete for the 2013-14 budget so that the management accounts will accurately reflect the budget. No attempt has been made to retrospectively correct the budget for this year, however.
- Cosmetic improvements to make it easier to interpret the accounts – Several revisions have been made to achieve this in the accounts presented here. In particular, the main summary sheet now includes tables showing full year forecasts of income and expenditure and variances from budget. In addition, two intermediate summary sheets have been added to show all SBUEL enterprise and all LSBU enterprise. These supplement the previous summary sheet which shows all University Enterprise (spanning both SBUEL and LSBU). There is a front sheet which provides a key to each of the reports in the accounts.

The accounts are attached as a separate document.

There are substantial adverse variances forecast both in income and expenditure compared with the original budget. Reconciliation of these will be presented in the Chief Executive's business update under Item 6 on this agenda.

LONDON SOUTH BANK UNIVERSITY

Management Summary Report from August 2012 To The End Of May 2013

All Enterprise - YTD Actuals

	1	2	3		4	5	
	LSBU	LSBU	LSBU		SBUEL	SBUEL	TOTAL ENTERPRISE
	University Enterprise	Faculty - KTP	Faculty - Other		University Enterprise	Faculty - Other	Total Enterprise
	(£)	(£)	(£)		(£)	(£)	(£)
A Enterprise Project Income	-109,465	-575,339	-4,127,219		-23,005	-1,142,842	-5,977,870
B Enterprise Support Income	-404,787		-35,175		-447,158	-65	-887,185
Total Income	-514,252	-575,339	-4,162,394		-470,163	-1,142,907	-6,865,055
A Enterprise Project Costs	128,735	383,755	1,323,998		206,756	518,430	2,561,674
B Enterprise Support Costs	346,603		35,722		353,503	939	736,767
Total Costs	475,338	383,755	1,359,720		560,259	519,369	3,298,440
A Grand Total Enterprise Project	19,270	-191,584	-2,803,221		183,751	-624,412	-3,416,196
B Grand Total Enterprise Support	-58,184	0	548		-93,655	874	-150,418
Grand Total	-38,914	-191,584	-2,802,674		90,096	-623,538	-3,566,615

LONDON SOUTH BANK UNIVERSITY

Management Summary Report from August 2012 To The End Of May 2013

All Enterprise - Annual Forecast

	1	2	3		4	5	
	LSBU	LSBU	LSBU		SBUEL	SBUEL	TOTAL ENTERPRISE
	University Enterprise	Faculty - KTP	Faculty - Other		University Enterprise	Faculty - Other	Total Enterprise
	(£)	(£)	(£)		(£)	(£)	(£)
A Enterprise Project Income	-118,817	-728,867	-4,425,002		-23,291	-1,244,439	-6,540,416
B Enterprise Support Income	-438,576		-42,016		-507,268	0	-987,860
Total Income	-557,393	-728,867	-4,467,018		-530,559	-1,244,439	-7,528,275
A Enterprise Project Costs	185,138	477,817	1,845,460		346,216	654,271	3,508,903
B Enterprise Support Costs	496,774		42,016		501,059	31,140	1,070,989
Total Costs	681,913	477,817	1,887,477		847,275	685,411	4,579,892
A Grand Total Enterprise Project	66,321	-251,049	-2,579,542		322,925	-590,168	-3,031,513
B Grand Total Enterprise Support	58,199	0	0		-6,209	31,140	83,130
Grand Total	124,520	-251,049	-2,579,542		316,716	-559,029	-2,948,383

LONDON SOUTH BANK UNIVERSITY

Management Summary Report from August 2012 To The End Of May 2013

All Enterprise - Annual Budget

		1	2	3		4	5	
		LSBU	LSBU	LSBU		SBUEL	SBUEL	TOTAL ENTERPRISE
		University Enterprise	Faculty - KTP	Faculty - Other		University Enterprise	Faculty - Other	Total Enterprise
		(£)	(£)	(£)		(£)	(£)	(£)
A	Enterprise Project Income	-1,050,939	-767,708	-3,868,351		-200,000	-1,419,358	-7,306,356
B	Enterprise Support Income	-520,248		0		-507,268	0	-1,027,516
	Total Income	-1,571,187	-767,708	-3,868,351		-707,268	-1,419,358	-8,333,872
A	Enterprise Project Costs	720,044	546,978	1,749,082		58,417	781,018	3,855,539
B	Enterprise Support Costs	714,910		356		896,188	31,140	1,642,594
	Total Costs	1,434,954	546,978	1,749,438		954,605	812,158	5,498,133
A	Grand Total Enterprise Project	-330,895	-220,730	-2,119,269		-141,583	-638,340	-3,450,817
B	Grand Total Enterprise Support	194,662	0	356		388,920	31,140	615,078
	Grand Total	-136,233	-220,730	-2,118,913		247,337	-607,200	-2,835,739

LONDON SOUTH BANK UNIVERSITY

Management Summary Report from August 2012 To The End Of May 2013

All Enterprise - Variance Forecast vs Budget

		1	2	3		4	5	
		LSBU	LSBU	LSBU		SBUEL	SBUEL	TOTAL ENTERPRISE
		University Enterprise	Faculty - KTP	Faculty - Other		University Enterprise	Faculty - Other	Total Enterprise
		(£)	(£)	(£)		(£)	(£)	(£)
A	Enterprise Project Income	(932,122)	(38,841)	556,651		(176,709)	(174,919)	(765,940)
B	Enterprise Support Income	(81,673)		42,016		0	0	(39,656)
	Total Income	(1,013,795)	(38,841)	598,667		(176,709)	(174,919)	(805,597)
A	Enterprise Project Costs	534,906	69,161	(96,378)		(287,799)	126,747	346,636
B	Enterprise Support Costs	218,136		(41,660)		395,129	0	571,605
	Total Costs	753,042	69,161	(138,039)		107,330	126,747	918,241
A	Grand Total Enterprise Project	(397,216)	30,320	460,273		(464,508)	(48,171)	(419,304)
B	Grand Total Enterprise Support	136,463	0	356		395,129	0	531,948
	Grand Total	(260,753)	30,320	460,628		(69,379)	(48,171)	112,645

London South Bank
University Enterprise

SBUEL Business Update

Tim Gebbels CEO

June 2013

the **brighter** choice

Agenda

- Financial Position
- Enterprise Centre
- Non-Executive Director Recruitment
- Project Update
- Staffing Update

Enterprise income 2012-13 – update

		Budget (£k)	Forecast (Feb) (£k)	Forecast (May) (£k)	Variance (May-Feb) (£k)	YTD (£k)
SBUEL	Projects					
	<i>New</i>	200	150	23	-127	23
	<i>Existing</i>	860	860	498	-362	490
	Lettings	731	550	738	188	654
LSBU	HEIF	807	807	767	-40	762
	Student Enterprise	220	220	178	-42	89
	ACCA	551	180	105	-75	103
	KTP	773	586	534	-52	483
	KTC	472	103	100	-3	100
Total		4,614	3,456	2,943	-513	2,704

Analysis of Income Variances at end May

- **New Projects** (£127k)
 - Both a timing issue and a result of projects accounted in University rather than SBUEL. Income outside SBUEL includes Croydon University Hospital £60k, Innovation Vouchers £10k. Income won but not yet received includes DECC funded project £25k, London Underground £68k, etc).
- **Existing Projects** (£362k)
 - These projects are managed and overseen by Faculties outside of University Enterprise oversight. Forecast is opaque and likely includes some double counting.
- **ACCA** (£75K)
 - Poor recruitment resulted in cancelation of June summer school. Review of summer school viability underway. September recruitment for ACCA and first intake of AAT also underway.
- **KTP/KTC** (£55k)
 - Re-launch of KTP delayed by staff turn-over resulting in slower ramp up of new projects. Now well underway. KTC is winding down pending revamp and re-launch.
- **Other (HEIF, Student Enterprise)** (£90k)
 - Some HEIF used to fund Finance staff – total HEIF income reflects budget. Underspend in Student Enterprise largely reflects pending treatment of Proof of Concept fund

Analysis of Significant Expenditure Variances at end May

- Support Staff (£314k)
 - Substantial staff turnover and four separate maternity leave periods during the year have resulted in substantial underspend during the year even after some backfilling through temporary staff and consultants.
- ACCA Project Costs (£245k)
 - Expenditure budget based on original income aspirations. Actual spend has been in line with reduced delivery
- KTP/KTC Delivery Costs (£285k)
 - Expenditure budget based on original income aspirations. Actual spend has been in line with reduced delivery

Enterprise Centre Project Remains on track

- Construction still on track to meet timetable
 - Post completion fit-out and ICT installation ready to proceed once building is handed over
 - Standard licences and leases in preparation with lawyers
 - All furniture is ordered
- Beginning to recruit tenants
 - Four technopark tenants have expressed interest in moving – Images & Co, Digital Detox, New Medica. Currently liaising on facilities, terms and prices
 - One existing tenant – Naked Creativity – wants to take two retail shops.
 - Collaborate (office) and Confucius Institute (shop) have both expressed interest
- Naming the Centre is nearing conclusion, but opinion is divided
- Events programme in development with Events team and Capital Enterprise
- Meeting Rooms to be managed through central University booking system

Likely to give up 30% of rental space in Technopark to University

- University have requested 'A' corridor as decant space for ICT (from Borough Road)
- Sufficient space will exist following move of Enterprise Team and some tenants to the Enterprise Centre
 - May need to reshuffle some existing tenants
- Current annual income potential of over £175k will be given up by SBUEL in this arrangement

Recruitment of second NED has been unsuccessful

- Sahar Hashemi – declined
 - Initially interested, but has no personal affiliation with the University
 - Didn't want to expand her pro-bono commitments
 - Decided not to make the commitment she felt was needed
- Martyn Dawes - declined
 - LSBU alumnus who has expressed willingness to make a contribution
 - Wanted to make full commitment to role or none
 - Could not take on time commitment unremunerated
- Need to reconsider our approach to identifying a new NED
 - Entrepreneurs (current Target) may not be willing to take on unremunerated role
 - Focus of LSBU at the Heart of SE1 suggests consideration of representative of key SE1 organisation as influential stakeholder.

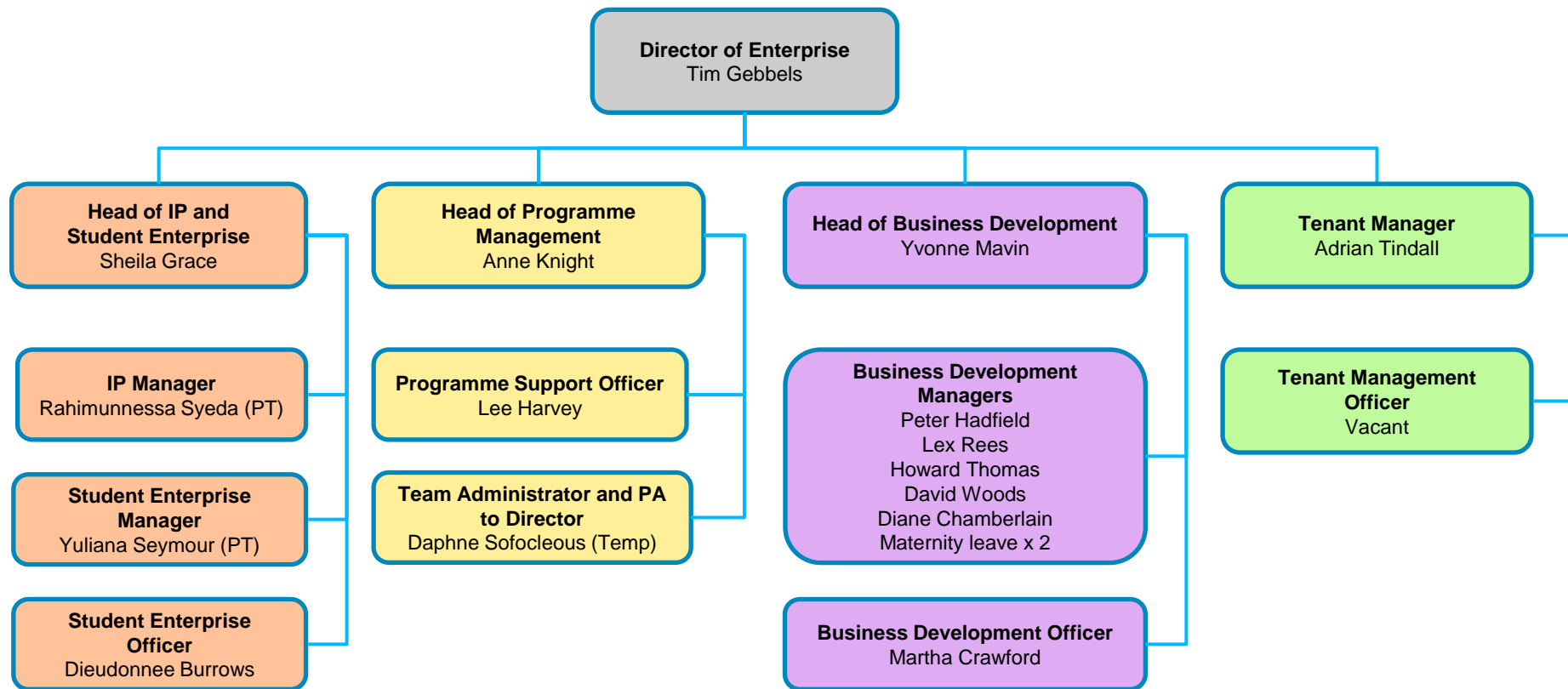
Projects update (I)

- **ACCA Programme**
 - Cancelled June summer school intake due to poor application numbers
 - Recruitment underway for September intake
 - First intake of AAT also planned for September and now recruiting
 - Investigating new staffing model with Faculty to support AAT
- **KTP/KTC programmes**
 - KTP has been re-launched with a targeted cold-calling campaign and a series of business engagement events
 - Campaign is generating much interest and new leads very cost effectively – likely to expand the approach
 - Currently revising KTC programme to address issues identified in pilot in reparation for re-launch later in 2013.

Projects update (II)

- **BIM Training**
 - Three short courses successfully run with growing interest from industry
 - Now looking to expand offer e.g. to bespoke offers and/or consultancy to key sectors – e.g. NHS
- **Dentistry**
 - Currently exploring option to provide CPD offer in Dentistry through HSC
 - Early discussion with Faculty and Kings suggest idea is feasible. Much more work to do.
- **Support to Faculties**
 - Day to day support to faculties continues to bring in business – especially in ESBE
 - E.g. Refrigerant leakage study (DECC, £25k), Cooling on London Underground (£68k), TSB bidding rounds (£10k)

Staffing Update



	PAPER NO: UE.11(13)
Board:	Board of Directors
Date:	27 June 2013
Paper title:	CEO's Business Update
Author:	Tim Gebbels, CEO
Recommendation:	That the Board note the CEO's business update

Executive summary

The CEO will provide a business update at the meeting.

The Board is requested to note the update.

Heading 1

1. Paragraph 1
2. Paragraph 2

Heading 2

Sub heading

3. Paragraph 3

Sub heading

4. etc

	PAPER NO: UE.12(13)
Board:	South Bank University Enterprises Ltd
Date:	27 June 2013
Paper title:	University Enterprise Budget 2013-14
Author:	Tim Gebbels
Recommendation:	<p>The Board is requested to:</p> <ul style="list-style-type: none">a) Note the significant changes made in the proposed budget for 2013-14 compared with the previous yearb) Approve the proposed budget for 2013-14

University Enterprise Budget 2013-14

In common with the Faculties and Departments of the University, University Enterprise is required to submit an annual departmental budget to the University. Our budget for 2013-14, together with the associated business plan, was presented to the University senior management on 21st May and subsequently approved.

This paper presents, at Appendix 1, the University Enterprise budget as approved by the University. The budget covers the work of the whole team, only part of which is SBUEL, but it is broken down into the four separate areas of work (cost centres) for clarity.

The Business Plan associated with this budget is presented as a separate agenda item on this Agenda (Item UE.13(13)).

Comparison with previous year

There are a number of changes between the budget presented this year and the budget for 2012-13. Each material change is summarised in the following points:

Income

- The budget now recognises substantial income from lettings, including income from the Technopark tenants that SBUEL took over in February and income from new tenants in the Enterprise Centre
- Income from the ACCA and from the planned expansion into the AAT qualification is reduced substantially compared with last year to reflect our experience to date and our improved knowledge of this market.
- We have included £150k in new KTP income to reflect the growth we expect from the re-launched KTP marketing programme now underway. This is considerably below the peak income from KTP that the University has generated in the past but reflects that this new income is the result of re-launching from a standing start in May 2012.
- We have estimated a further £220k in new income from yet to be identified projects.

Expenditure

- A new Cost Centre has been introduced to the account to separate out the property rental activity. This cost centre holds the business associated with both the Technopark and the Enterprise Centre lettings and the other University lettings that are accounted through SBUEL (as reported to the Board in September). As well as rental income, this cost centre carries marketing costs, operational costs for running the properties (principally the Enterprise Centre) and the cost of two staff employed to manage the tenants and facilities.

- An increased staffing budget reflecting changes to staffing levels. There have been substantial changes to staffing over the past year, mostly related to staff turnover, and so for most of the year we have been running substantially below full complement. We expect this situation now to stabilise and, in addition two members of staff will return from maternity leave during the year. Beside two new staff managing tenants and facilities, there has been no change to the establishment numbers in University Enterprise compared with last year. The staffing budget also includes costs of academic staff charged back through Enterprise projects. This includes KTP associates and also academic staff teaching (e.g. ACCA) or providing consulting services. Compared with last year, we have increased costs here commensurate with our expected commercial income.
- We have increased the budget associated with marketing and PR within commercial enterprise. Last year, our assumption was that these costs could be included in project specific budgets and there was only a modest requirement for general marketing and PR spend. This worked well for the ACCA project, for example. However, as we develop a wider range of programmes, it is clear that we will need to incur a higher level of marketing spend, including for market research, to support the development and piloting of new opportunities prior to preparing a full business case. The proposed increase in budget supports this business building activity.
- We have increased the budget allocated to legal and professional services. In part, this reflects new services that we require to support tenant management activity as a result of taking on the Technopark tenants and the impending launch of the Enterprise Centre. However, this also includes an increase in our expected use of consultants to help develop new business. If we are to develop new business and grow income at the rate we have been asked to deliver, we need to overcome our own capacity constraints on developing new business. We cannot pre-emptively grow our permanent staff numbers ahead of income growth, so we have already been making judicious use of external consultants to support the development of new business opportunities. We expect this trend to continue.
- There is an expenditure line called Other which holds a budget of £280k next year. The bulk of this is costs we expect to incur delivering new business, and it has been estimated formulaically based on a contribution of 40% on new business. Until the nature of the activity we develop is known, we do not know the nature of this expenditure and we have not attempted to break it down. As expenditure occurs, it will be shown against the appropriate lines but, for now, this budget line allows a realistic but non-specific cost base for new business to be included.

Recommendations

The Board is requested to:

- Note the significant changes made in the proposed budget for 2013-14 compared with the previous year
- Approve the proposed budget for 2013-14

INCOME & EXPENDITURE ACCOUNT	2012-13 Comparatives			2013 budget total				
	2012 forecast - Feb	2012 budget	2012 actuals ytd - Feb	TOTAL	748 COMMERCIAL ENTERPRISE	750 IP AND SPIN OUT	751 STUDENT ENTERPRISE	753 PROPERTY RENTAL
1008 Funding Grants	1,010,332	1,027,516	569,839	1,010,908	807,516	0	203,392	0
1024 Other Fees	180,000	551,357	56,189	350,004	350,004	0	0	0
1040 Research Grants & Contracts	0	499,582	6,456	150,000	150,000	0	0	0
1060 Other Operating Income	150,750	200,000	2,800	1,253,260	220,004	0	36,000	997,256
1080 Endowment Income & Interest Receivable	0	0	4,823	0	0	0	0	0
TOTAL INCOME	1,341,082	2,278,455	640,107	2,764,172	1,527,524	0	239,392	997,256
2001 Academic - Permanent staff	59,873	600,681	0	45,000	45,000	0	0	0
2020 Academic - Temporary staff	0	45,000	0	191,000	191,000	0	0	0
2201 Support - Permanent staff	744,272	1,025,467	414,997	969,908	697,900	138,385	72,741	60,881
2221 Third party staff	85,067	85,068	17,920	0	0	0	0	0
TOTAL STAFF COSTS	889,212	1,756,216	432,917	1,205,908	933,900	138,385	72,741	60,881
Staff costs as % of income	66.31%	77.08%	67.63%	43.63%	61.14%	/0	30.39%	6.10%
4009 Staff Related	34,765	34,000	6,099	45,924	45,924	0	0	0
4010 Marketing and PR	90,776	90,776	71,549	116,320	106,320	0	0	10,000
4012 Bursaries and Scholarships	2,333	0	38,033	178,000	0	0	178,000	0
4013 Student Related	115,134	92,634	8,432	0	0	0	0	0
4015 Equipment	266	266	4,543	0	0	0	0	0
4020 Computing	39	0	3,615	126,396	9,996	0	6,000	110,400
4030 Utilities	0	0	0	173,939	0	0	0	173,939
4035 Maintenance & Other Estate	0	0	517	0	0	0	0	0
4040 Cleaning & Security	0	0	117	0	0	0	0	0
4045 Financial	0	0	7	(15,002)	0	0	0	(15,002)
4050 Communications	0	0	2,197	13,220	11,220	2,000	0	0
4055 Legal & Professional	126,970	126,970	38,872	228,216	84,216	80,000	12,000	52,000
4056 Subscriptions and Membership Fees	0	0	6,920	14,816	10,416	0	4,400	0
4058 Photocopying and Stationery	576	576	3,089	24,896	16,896	0	8,000	0
4060 Other	259,254	169,254	1,611	280,208	233,616	0	46,592	0
4070 Internal recharges	956	279	3,181	0	0	0	0	0
TOTAL OTHER OPERATING EXPENSES	631,068	514,755	188,783	1,186,933	518,604	82,000	254,992	331,337
SURPLUS / (DEFICIT) BEFORE INTERNAL ALLOCATIONS	(179,198)	7,484	18,407	371,331	75,020	(220,385)	(88,341)	605,038
<i>CONTRIBUTION BEFORE INTERNAL ALLOCATIONS</i>	<i>-13.36%</i>	<i>0.33%</i>	<i>2.88%</i>	<i>13.43%</i>	<i>4.91%</i>	<i>/0</i>	<i>-36.90%</i>	<i>60.67%</i>
TOTAL INTERNAL ALLOCATIONS	118,588	118,588	69,176	0	0	0	0	0
SURPLUS / (DEFICIT) AFTER INTERNAL ALLOCATIONS	(297,786)	(111,104)	(50,770)	371,331	75,020	(220,385)	(88,341)	605,038
<i>CONTRIBUTION AFTER INTERNAL ALLOCATIONS</i>	<i>-22.20%</i>	<i>-4.88%</i>	<i>-7.93%</i>	<i>13.43%</i>	<i>4.91%</i>	<i>/0</i>	<i>-36.90%</i>	<i>60.67%</i>

	PAPER NO: UE.13(13)
Board:	South Bank University Enterprises Ltd
Date:	27 June 2013
Paper title:	University Enterprise Business Plan 2013-14
Author:	Tim Gebbels
Recommendation:	The Board is requested to Approve the 2013-14 Business Plan for University Enterprise.

1. Introduction

In common with the Faculties and Departments of the University, University Enterprise is required to submit an annual departmental business plan, in prescribed format, to the University. Our plan for 2013-14, together with the associated budget, was presented to the University senior management on 21st May and subsequently approved.

This paper presents, at Appendix 1, the University Enterprise business plan as approved by the University. The plan covers the work of the whole team, only part of which is SBUEL. Specifically, those parts in the plan which address commercial enterprise activity relate to activity that will take place within SBUEL although SBUEL management time covers the whole of the plan.

The budget associated with this business plan is presented as a separate agenda item on this Agenda (Item UE.12(13)).

2. Recommendation

That the Board

- Approves the business plan for University Enterprise team, subject to separate budget approval elsewhere on the agenda at this meeting.

London South Bank University

LSBU Vision: To be the most admired university in the UK for creating professional opportunity, and thus a source of pride for our students, our staff and the communities we serve.

Executive Area: Beverley Jullien

Department: *University Enterprise*

2013/14 Business Plan

1. Strategic Objectives (to be delivered over 3 years)

Commercial Enterprise

- Effective commercial management of IGA
- New vision of the shape of enterprise within LSBU, with the Enterprise team delivering clear added value
- Support for the creation of a culture across the University where Enterprise is increasingly valued and linked to teaching and learning, and research
- Establishing the University at the heart of the SE1 community

Student Enterprise

- Grow the portfolio of student and graduate enterprise entrepreneurial opportunities to reach more than 60% of all LSBU students
- Increase the provision of enterprise and entrepreneurship teaching offered within the curriculum.

IP and Spin Outs

- Pro-active management of the University's IP portfolio to maximise value creation both financially (through spin-outs and licensing) and academically (in support of research collaborations, grant applications, etc.).
- Strengthen the management of LSBU interests in its portfolio of Spin-Out companies to maximise returns.

Enterprise Centre

- Successfully launch the Enterprise Centre as the Duke of Clarence, and establish it as a successful hub for University/Business interaction

2. Outcomes (change expected over 3 years)

Commercial Enterprise

- Increased income and contribution levels through improved sales and marketing, pricing, and project management and cost control, and the attraction to academics of the supportive infrastructure delivered by the Enterprise team.
- Reshaping of the size and type of enterprise work undertaken by the University, changing the breadth of academic and student and external involvement.
- Creation of a network of client and organisational relationships, internal and external, that will provide an effective base for IGA development and opportunities for our students and courses. This drives student employability and recruitment.

Student Enterprise

- Increased understanding of enterprise and entrepreneurship among our students, improving employability among graduates
- Enterprise becomes recognised as a key value adding element of our proposition to prospective students, supporting increased recruitment.
- The University is positioned to become Entrepreneurial University of the Year by 2016

IP and Spin Outs

- Improved knowledge of IP issues among staff and students leading to better commercial and academic outcomes from the University's IP portfolio.

Enterprise Centre

- Occupancy levels in the commercial areas of the Enterprise Centre at 85% within 30 months from launch.
- Strong engagement between the University and the business community leading to the University becoming a partner of choice for local businesses
- A richer pipeline of commercial leads arising from businesses engaged in our business network
- Stronger recognition among prospective students of the value the University offers through its engagement with Business through curriculum relevance, employability offer or placement opportunities.
- Recognition of the importance of the role of the University in realising the Economic Development ambitions for SE1 and other local areas, leading to greater engagement with key local stakeholders.

3. Deliverables in 2013/14

Commercial Enterprise

- Sales line a) Pilot a minimum of three major new projects that meet the 16-20 Challenge criteria b) exit at a run rate of 10 new KTPs per year
- Development and communication a full set of processes for Faculties that support the sale and delivery of IGA. This will include a comprehensive project lifecycle management portfolio with templates including the FEC and accompanying guidance. It will be housed on SharePoint.
- Establishment of an effective and skilled sales team. This will be achieved through a) Completion of recruitment programme and training/coaching b) introduction of tools and processes including embedding CRM usage/ reporting; standard account management framework for internal and external clients; standard sales presentation techniques; client research formats etc.
- Implementation of marketing and communications plan. To refine and extend our marketing expertise in targeting, population, creating initial engagement and supporting on-going relationships with external contacts and organisations. The marcomms includes refinement of new web content, effective management of inbound enquiries, development of set of Enterprise collateral (hard copy and for tablet) to support client presentations, events.
- Improved management and control of IGA. This will be achieved via agreed standard processes, project management and support for projects, and full financial reporting and analysis/review down to project level.
- Establish good working relationships and practice across the University with a) key support departments that have interests in a common client base (employability and business sponsorship) b) those Faculty departments most interested in enterprise development. Our approach will be to engage departments through our own new ideas and through provision of effective commercial support. We will look specifically to work on at least one major project where the added value is high

Student Enterprise

- Develop and expand each of the existing schemes (Start and Evolve talk series, Entrepreneurship in action (u/g), Enterprise Link Scheme (u/g), Enterprise Associates (p/g), Make a Difference (social enterprise) and competitions) to increase both student and academic engagement.
- Increase the number of Enterprise mentors and double the number of Entrepreneurs In Residence to support students enrolled in our schemes.
- Extend our engagement in curricular and extra-curricular teaching through Faculties (e.g. through engagement with the Nat Puri Institute).
- Develop a range of online and other resources, including for online or blended enterprise teaching and podcasting.

IP and Spin Outs

- Launch a new IP policy for the University.
- A programme of training on key IP issues for academics, support staff and students delivered through online provision, face to face training/briefing sessions and informational guides.

Enterprise Centre

- Establishment of the new Enterprise Centre at the heart of the SE1 business community with a substantial number of activities led from outside the Enterprise team.

4. Risks (to achievement)

[What are the key risks to your objectives? And what can you do to control these? Please limit this list to risks specific to your Department's objectives, and avoid repetition of risks already held at Faculty or Corporate level. Please refer to the Risk Strategy for a description of the risk matrix]

Commercial Enterprise

Risk (Description)	Likelihood (1-3)	Impact (1-4)	Total risk Priority	Controls & Actions (What are you doing/what do you need to do to control this risk?)
Resistance of Faculties and academics to new enterprise processes and systems	2	2	4	<ul style="list-style-type: none"> - Internal engagement is high on list of priorities and we are looking at multiple routes to win friends - Success relies on working with key departments rather than necessitating winning 100% of Faculty
Lack of capacity in enterprise team restricts delivery capability, with staff requirement and skills not originally matched to tasks	3	3	9	<ul style="list-style-type: none"> - Use of consultants to flex resource is planned into budget - Focus on standardisation and tools to reduce "one-off" demands - Introduction of support role to enhance productivity of key Business Development Managers
Sales delivery profile slips as it is dependent on success in multiple areas in parallel and estimates are	3	3	9	<ul style="list-style-type: none"> - Focus on larger project opportunities - Use of external researchers to ensure rapid project progression to the next stage

London South Bank University

not evidence-based in the short term				
Enterprise delivery capability focused on a small number of key staff	1	3	3	<ul style="list-style-type: none"> - Improving team building and communication - Improving working terms for SBUEL
Lack of priority given to Enterprise teaching in the curriculum	2	2	4	<ul style="list-style-type: none"> - Focused identification of opportunity's by the Enterprise team and engagement with key faculty staff (e.g. Nat Puri institute) to follow through
Lack of support from external business mentors	1	3	3	<ul style="list-style-type: none"> - Develop the Enterprise Network and develop a process of constant renewal for the mentor pool
Difficulty in developing IP due to constraints on time of academic inventor	2	3	4	<ul style="list-style-type: none"> - Use Enterprise Link students to support academics in undertaking initial market and commercial research. Use Proof of Concept funding to support move to next stage in IP process.
Poor understanding of IP and related issues undermines engagement in the work necessary to protect and exploit IP	2	2	2	<ul style="list-style-type: none"> - Improve communications with staff and promote awareness of IP issues - Maintain active engagement with IP active staff

	PAPER NO: UE.14(13)	
Board:	South Bank University Enterprises Ltd	
Date:	27 June 2013	
Paper title:	SBUEL Faculty-led Projects	
Author:	Anne Knight, Head of Programme Management	
Recommendation:	<p>That the Board</p> <ul style="list-style-type: none"> • Note the position regarding the big five SBUEL projects that are not managed by the Enterprise team. • Note the issues highlighted by the project reports and the need to address them in future. • Note the revised deferred income balances held in the SBUEL accounts • Note the approach taken to profit distribution 	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

1. Introduction

At its meeting in September 2012, the Board noted that there were a number of areas of business that generated both income and expenditure in SBUEL but that were not managed or overseen by the University Enterprise team. The Board asked to receive annual reports on each of these areas in turn at future meetings. The first such report, on the University's lettings business, was brought to the Board by the Estates and Facilities Department at its November meeting.

The second set of reports was to cover the five most significant faculty-led projects in SBUEL. At its last meeting, the Board noted the difficulties involved in producing these reports and agreed to receive the first four in June (this meeting). This paper presents reports on these four projects. A report on the fifth, the Ehrenberg Centre, is not yet available for presentation. The Centre is the subject of a possible change plan and the Faculty wishes to complete its plans before reporting to SBUEL.

2. The Four Projects

The remaining projects are the four ESBE-led projects set out in the following Table:

7625 & 7562	FitFlop	A number of research projects to demonstrate proof of concept and to further develop scientific technology for use in a range of footwear.	ESBE
7626	High Tech Health	Research into the health benefits of a product to stimulate circulation in the leg and to develop patentable IP to support product development.	ESBE
7426	Sellafield	Range of sub-projects largely concerned with nuclear decommissioning and the identification, management and mitigation of the risks of hydrogen explosions.	ESBE
7622	Tesco	Research into different refrigeration technologies available and recommendations on their suitability for Supermarket applications.	ESBE

Reports on each of these projects are attached as Appendices 1 – 4.

As reported to the last Board meeting, the faculty could not produce the reports requested because they do not have the resource to do so and, in any case, it was the Faculty's view that the production of such reports should be undertaken by SBUEL staff. They agreed to make available the key project staff in each project to be interviewed by SBUEL to pass on the information necessary to prepare the annual reports. The project reports attached in

Appendices 1 to 4 are therefore based on interviews undertaken by SBUEL during May but have been revised in draft and signed off by each of the project teams.

3. Observations

The four projects described in this paper have been established for some time and predate by a considerable time the University's revised approach to Enterprise activity. Looked at from the perspective of the new approach there are a number of observations that can be made about the way the projects have been run that may need to be revised in future. In making these observations, there is no intention to make any criticism of these specific projects nor of the previous processes in general. Instead, the purpose is to identify where further change may be needed if the new approach to Enterprise is to meet the University's expectations.

In particular:

- In each case, the report states that "The budget for this project is the income". Costs are drawn down from income until the budget is fully spent. Overheads are recovered as part of this process, so the projects generate a good contribution for the University but they are not and cannot be meaningfully profitable. For example, the Tesco project is currently forecast to make a profit of £2.2k from income of £316k, or a little over 0.6%. It is likely that some, perhaps many, of the projects budgeted on this basis are being under-priced in terms of value delivered to clients.
- In several projects "it has been agreed with [the client] that remaining deferred income is used to pay academic salaries...". It is not clear exactly what this means, but it suggests that project staff are agreeing new deliverables with clients beyond what was originally planned or expected. They can continue to do this while there remains any deferred income. There has been no SBUEL control or oversight of this process and, again, the consequence is necessarily that projects cannot generate profit.
- Several of the projects have significant non-staff expenditure. For example, the Sellafield project has spent over £50k on equipment and the High Tech Health project has spent £16k. In some cases, this expenditure is not recorded in the original FEC, perhaps because it was not anticipated. It is subject to local departmental controls on expenditure but not to project level control and, again, there is no SBUEL oversight of this expenditure although, strictly, the money is SBUEL money.
- In the case of the Sellafield project the work, in the area of civil nuclear decommissioning, is too confidential to report to the SBUEL Board although it is being undertaken through the company. This clearly represents a risk to the company that will need to be managed in future.
- In each case, the Faculty expected SBUEL to write these project reports but there had been little or no involvement by SBUEL in the management or oversight of these projects. If accountability, whether to the client or to the University is to reside with SBUEL then, in future, the SBUEL programme management team will need much greater involvement, management oversight and operational and financial control of major projects.

As we continue to develop our approach to programme management and to provide increased level of support to faculties as they take on enterprise projects, we will seek to find ways to address each of these challenges in future. At present, it remains too early to clearly set out what the solutions may be.

4. Deferred Income

At its last meeting, the Board considered the retention of deferred project income on the SBUEL balance sheet. An internal audit had found that the policy applied to income in SBUEL was not GAAP compliant and recommended that the policy be changed to recognise income on receipt except where there were specific reasons to defer.

Following a review of all deferred project income, most has now been released from the balance sheet. However, for four of the five significant projects, project activity is expected to continue into next financial year. For one project, High Tech Health, activity will continue into the following year (2014/15), too. In each case, the University has already invoiced and been paid in advance for this activity. With the exception of the Ehrenberg Centre project, sufficient income has been retained to cover the expenses planned for subsequent years (this income will be released in those subsequent years).

For the Ehrenberg Centre the balance of received income is insufficient to sustain the current project plans. The Centre continues to seek income, principally by subscription, to sustain itself. However, as reported above, the centre is subject to a review in Faculty regarding its long term sustainability.

All other income on the balance sheet has been released. The deferred income balances which are currently retained on the balance sheet of SBUEL are as follows.

Faculty	Source Code	Name	Amount
BUS	7321	The Ehrenberg Centre	21,583
ESBE	7622	Tesco	50,432
ESBE	7625	FitFlop	33,797
ESBE	7626	High Tech Health	106,715
		TOTAL	212,528

5. Profit Distribution

Reports on two of the projects, Tesco and High Tech Health, ask how profit generated by the projects will be distributed. SBUEL has not yet determined a new policy on profit distribution (except for KTPs started since 1st August 2012) and so any distribution should be made using the currently established practice. For SBUEL projects this has always been that when a project is closed any remaining deferred income, including that element representing profit, is returned to the University centre. It is recommended that this approach be continued until a new policy on profit distribution is established. In the case of both projects reported here, the forecast profit is small, amounting to less than £5k on total project income of over

£450k. Moreover, actual profit will not be known until the projects close and in both cases this is still some way off.

6. Recommendations

The Board are asked to:

- Note the position regarding the big five SBUEL projects that are not managed by the Enterprise team.
- Note the issues highlighted by the project reports and the need to address them in future.
- Note the revised deferred income balances held in the SBUEL accounts

Project Report

Project Name: Fitflop

Author: Anne Knight

Time period: 2008/09 – 2012/3

Purpose of report: To outline the progress of the project and to note future expectations and any key issues for the remainder of the project

Project Team: Darren James (DJ), Katya Mileva (KM)

Client: Initially Brandhandling, then Fitflop, now Namedrop SARL

File References: 7562 (2008-10), 7625 (2010-13)

Background to the project

FitFlop began as a consultancy project in 2008 and is now a research project. The client name during the project has changed over time from Brandhandling to Fitflop to Namedrop SARL and there have been two contracts: 2008-10 and 2010/13.

Project objectives

- To undertake research to develop proof of concept for the Fitflop product, the world's first leg muscle activating flip flop.
- To undertake continuous research to develop scientific technology that can be used to diversify and continue to develop Fitflop

Target deliverables and milestones

- To develop proof of concept for a new footwear product
- Quarterly client update meetings and business/research reports.
- To undertake research into the adjustments and improvements necessary to improve the design and performance of Fitflop

Progress to date

- A proof of concept for the Fitflop product was developed during the first two year research contract (2008-10).
- In 2010/13, the project team developed the midsole and performed regular testing on the efficiency of the product.
- Quarterly client update meetings and research reports have been produced. Appendix 1 includes a list of these reports.

FEC History

Date	FEC lifetime forecast income	FEC lifetime forecast costs	Profit/Loss	Contribution
February 2008	60,000	59,913	87	100%
July 2010	156,000	154,753	1247	101%

Financial Update Table – Current Contract (2010/13)

	Year ended 31 July:	2011	2012	2012-13 full year forecast	2013-14 full year forecast	Lifetime FEC	Lifetime actual forecast	Variance
1040	Research Grants & Contracts	- 19,775	- 47,871	- 48,179	- 56,797	- 156,000	- 172,623	16,623
2000	Academic - Permanent staff		20,307	21,940	32,301	60,700	74,548	- 13,848
4009	Staff related	637	1,472	-		4,000	2,108	1,892
4013	Student Related		277	38			315	- 315
4015	Equipment			572		7,000	572	6,428
4060	Other		297	66	5,500	6,500	5,863	637
9998	Internal Overheads	19,138	25,518	25,518	6,379	76,553	76,553	0
	TOTAL EXPENDITURE	19,775	47,871	48,133	44,181	154,753	159,960	- 5,207
	Profit for year (shown negative) or loss (positive)	-	-	- 46	- 12,617	- 1,247	- 12,663	11,416

Type of on-going Costs	Deferred income	Date to be expended by
Darren James half-time salary	£43,797	July 2014

Expectations for remainder of project

The income for the current 2010-13 contract from Fitflop is £172,623, compared to £156,000 forecasted on the FEC.

The income to date has paid for the time and expertise of an academic staff, research assistants and consumables. The budget for this project is the income. This project is based on a retainer contract where the income is used to pay for academic staff days to undertake the research. £1,247 profit was forecast on the original FEC, but £12,663 actual profit is now forecast for the lifetime of the project.

Work relating to the 2010 contract will end 31st October 2013. It has been agreed with the client that the remaining deferred income (£43,797) is used to pay academic salaries to deliver the following work during the remainder of the project:

- Testing requirements on product based on customer remittance, and continued quarterly meetings

Summary

This project has delivered its objectives to date, providing valuable research, knowledge and expertise to the client to enable it to develop and sell the Fitflop product. It wishes to continue to deliver the on-going research required by the client.

Recommendations

It is recommended that:

- the deferred income is used to pay for the academic salary costs necessary to complete the project and ensure the remaining target deliverables are met by October 2013,
- the lead academic works with the University Enterprise Programme Management Team to identify and implement any project support required to ensure successful project completion by October 2013,

- the Board consider how the project profit is distributed

Appendix 1 - Research commissioned by FitFlop™ since 1 January 2008.

No	Output	Authors	Title	Industry	Year
1	Research Report	James DJ, Cook DP	Validation of Microwobbleboard™ Technology on existing and new product development (n=15).	FitFlop™	2008
2	Research Report	James DJ, Cook DP	Investigation on the shock absorbing potential of Microwobbleboard™ Technology (n=10).	FitFlop™	2009
3	Research Report	James DJ, Cook DP	Validation of Microwobbleboard™ Technology in new FitFlop™ development (n=18).	FitFlop™	2009
4	Research Report	James DJ, Cook DP	The effect of Microwobbleboard™ Technology on plantar pressure distribution and hemodynamic responses in healthy subjects (n=18).	FitFlop™	2009
5	Research Report	James DJ, Cook DP	The effect of Microwobbleboard™ Technology and new product development on three-dimensional lower extremity joint kinetics during walking (n=22).	FitFlop™	2010
6	Research Report	James DJ, Cook DP	'Microwobbleboard' Technology™ and its efficacy with a reduction in mid-sole density (n=15).	FitFlop™	2011
7	Research Report	James DJ, Cook DP	Comparing the effects of new FitFlop™ development and the Marks & Spencer StepTone™ against existing Microwobbleboard™ Technology (n=14).	FitFlop™	2011
8	Research Report	James DJ, Cook DP	Investigation of capillary blood flow and temperature in the legs and ankle associated with wear of 'Microwobbleboard™' technology (n=11).	FitFlop™	2012
9	Research Report	James DJ, Farmer LJ, Sayers J, Cook DP	Re-investigating the efficacy of 'Microwobbleboard™' technology incorporated within the original FitFlop™ sandal (n=28).	FitFlop™	2012
10	Research Report	James DJ, Farmer LJ, Cook DP	Plantar pressure analysis and shock absorbing potential of 'Microwobbleboard™' technology incorporated into new product development.	FitFlop™	2013
11	Research Report	James DJ, Farmer LJ, Cook DP	Investigating small ankle musculature behaviour during continuous walking in 'Microwobbleboard™' technology.	FitFlop™	2013

Project Report

Project Name: High Tech Health

Author: Anne Knight

Time period: 2010/11 – 2012/3

Purpose of report: To outline the progress of the project and to note future expectations and any key issues for the remainder of the project

Project Team: Katya Mileva (KM), Darren James (DJ)

Client: High Tech Health/Actegy

File References: 7626

Background to the project

The project began in 2006/2007 when High Tech Health requested LSBU to undertake research to investigate the scientific health benefits of Revitive, a leg circulation booster product.

The product is a foot plate that delivers electrical stimulation that stimulates blood circulation, with the intention of reducing swelling and improving the limbs. During the first year the research experiments took place in Kings College Hospital.

Following a series of one year contracts, in 2010 LSBU agreed a 2 year retainer contract (to pay for the call on staff expertise and time). In 2011, the contract was re-negotiated and extended to 2013.

Project objectives

- To prove the scientific health benefits of the product
- To develop sufficient IP to enable the product to be patented

Target deliverables and milestones

- Research and papers evidencing the scientific health benefits of the product
- IP evidenced and product patented
- Quarterly update meetings and reports with client
- Technical responses to key stakeholders on scientific benefits of product/proof of claim

Progress to date

The scientific research, IP and patenting has been achieved and consequently the product has been developed and marketed successfully. A list of the research reports produced since November 2010 is outlined in Appendix 1. In 2010/2011 High Tech Health was recognised as one of the highest growing companies (FT) in the world, with a worldwide business based on the product. In 2012 High Tech Health changed its name to Actegy Ltd to enable further global expansion with different products under one name.

FEC History

Date	FEC lifetime forecast income	FEC lifetime forecast costs	Profit/Loss	Contribution
2010/2011	100,000	99,678	322	100

NB: only 1 FEC form on file

Financial Update - Current Contract (2010-2013)

	Year ended 31 July:	2011	2012	2012-13 full year forecast	2013-14 full year forecast	2014-15 full year forecast	Lifetime FEC	Lifetime actual forecast	Variance
1040	Research Grants & Contracts	- 31,674	- 84,804	- 27,991	- 95,333	- 11,382	- 100,000	- 251,184	151,184
2000	Academic - Permanent staff		26,286	6,369	95,333	8,667	35,743	136,655	- 100,912
2020	Academic - Temporary staff		1,049	-				1,049	- 1,049
4009	Staff related		300	608			200	908	- 708
4013	Student Related			52				52	- 52
4015	Equipment						16,000	-	16,000
4060	Other						2,000	-	2,000
9998	Internal Overheads	31,674	57,169	21,259			45,735	110,103	- 64,368
	TOTAL EXPENDITURE	31,674	84,804	28,288	95,333	8,667	99,678	248,767	- 149,089
	Profit for year (shown negative) or loss (positive)	-	-	297	-	- 2,715	- 322	- 2,418	2,096

Type of on-going Costs	Deferred income	Date to be expended by
Two Research Fellows, for a period of one year starting 1 September 2013	£106,715	31 August 2014

Expectations for remainder of project

The total income for the current 2010-2013 contract from High Tech Health is £251,184. It is difficult to compare this to the lifetime income forecast as only one FEC form can be sourced.

The income to date has paid for the time and expertise of academic staff, research assistants and consumables. The budget for this project is the income. This project is based on a retainer contract where the income is used to pay for academic staff days to undertake the research. £322 profit was forecast on the FEC, compared to £2,418 profit now expected.

It has been agreed with the client that the remaining deferred income (£106,715) is used to pay academic salaries to deliver the following work during the remainder of the project (until 31 August 2014):

- To transfer the knowledge base we have generated to Imperial Hospital, to enable them to undertake clinical trials and research into clinical markets
- To continue to undertake research to further develop the product.

Summary

This project has delivered its objectives to date, providing valuable research, knowledge, IP and expertise to the client to enable it to develop and sell the Revitive product.

The main challenge to the project has been managing the client's concern that LSBU appointed a junior researcher to the project to replace a senior member of staff. Going forward the company is directing a large amount of their future research budget to Imperial Hospital to undertake the research work into clinical markets. LSBU is now being asked to transfer the knowledge developed to date and work with Imperial College on a consultancy basis.

The project wishes to continue to deliver the on-going research required by the client.

Recommendations

It is recommended that:

- the deferred income is used to pay for the academic salary costs necessary to complete the project and ensure the remaining target deliverables are met by 31 August 2014,
- the Board decide how the project profit is distributed
- the lead academic works with the University Enterprise Programme Management Team to identify and implement any project support required to ensure successful project completion by 31 August 2014,
- LSBU maintains an appropriate level of staff resource for any future contracts with the client

Appendix 1 - Research reports for High Tech Health since November 2010

No	Output	Authors	Title	Industry	Year
1	Review paper	Mileva KN, Sumners DP	Electrical stimulation and its effect on stasis-induced blood pooling and swelling in the lower legs. A systematic review (submitted to TGA)	High Tech Health	Nov2010
2	Review paper	Mileva KN, Sumners DP	A systematic review of the studies examining ES application for prophylaxis of venous stasis and swelling in clinical populations	High Tech Health	Dec2010
3	Review paper	Mileva KN, Sumners DP	Application of neuromuscular electrical stimulation for prophylaxis and treatment of vascular and neural symptoms in patients with diabetes (diabetic neuropathy). A systematic review.	High Tech Health	Jul2011
4	Research report		Comparison between the electric output from Circulation Booster™ V3 and Revitive IX™ footplates.	Actegy Health Ltd	Aug2011
5	Expert consultation	Mileva KN	Justification and commentary for development of the 2 patent applications related to Revitive IX™ functionality.	High Tech Health	Sept2011
6	Research report	Mileva KN, James D, Sumners DP.	Investigation of the effects of electrical foot stimulation on peripheral tissue perfusion.	High Tech Health	Nov2011
7	Research report	Mileva KN, James D, Hunter S, Zaidell L.	Circulation Booster™ : Investigation of the effects of transcutaneous electrical foot stimulation on the peripheral macro- and micro-circulation	High Tech Health	Dec2011
8	Expert consultations and CER review	Mileva KN	Circulation Booster for the Indications of Improved Blood Circulation and Reduction of Swelling Volume and Discomfort in Healthy Individuals. Systematic Literature Review and Clinical Evaluation Report. Emergo Consulting Ltd	Actegy Health Ltd	Mar2012
9	Expert opinion on CER and research analysis	Mileva KN	LSBU response to Complaints Resolution Panel (CRP) determination On the complaint 2011-11-008 related to Circulation Booster™	Actegy Health Ltd	Aug2012
10	Methodological report	Mileva KN	Revitive® (former circulation Booster): Data management (acquisition, analysis, and storage). Operating procedures.	Actegy Health Ltd	May2012
11	Expert consultation and review	Mileva KN, Buisson Y	Review of scientific literature for providing clinical evidence to demonstrate substantial equivalence in premarket notifications for the Revitive IX® footplate – 510(k) FDA form	Actegy Health Ltd	June-Sept2012

12	Research methodology	Mileva KN	Development of the experimental protocol for a clinical trial at the Diabetci Foot Clinic at King's College Hospital: Investigation of the Effects of Transcutaneous Electrical Foot Stimulation with Revitive™ compared with Voluntary Exercise on the Peripheral Macro- and Micro-Circulation in Diabetic Subjects; Prof Mike Edmonds' team	<i>Actegy Health Ltd</i>	June-Sept2012
13	Research presentation	Mileva KN		<i>Actegy Health Ltd</i>	Sept2012
14	Expert opinion and conclusion	Mileva KN, Buisson Y	Responses to ASA comments on the claims made for the the Circulation Booster™ V3 device	<i>Actegy Health Ltd</i>	Sept2012
15	Research report	Buisson Y, Mileva KN	Investigation of the peripheral circulatory responses to transcutaneous neuromuscular electrical stimulation delivered via the Revitive ix™ footplate stimulator. Part 1	<i>Actegy Health Ltd</i>	Dec2012
16	Analytical study report	Buisson Y, Mileva KN	Comparison of the peripheral circulatory responses to transcutaneous neuromuscular electrical stimulation delivered to the lower limbs via the Circulation Booster™ V3 and Revitive IX™ footplates. Part 2	<i>Actegy Health Ltd</i>	Dec2012
17	Comparative study report	Buisson Y, Mileva KN	Investigation of the impact of the new functional features of the Revitive IX™ footplate on the physiological effectiveness of the transcutaneous neuromuscular electrical stimulation delivered to the lower limbs via the feet. Part 3	<i>Actegy Health Ltd</i>	Dec2012
18	Research report	Buisson Y, Mileva KN	Investigation of the peripheral circulatory responses to transcutaneous neuromuscular electrical stimulation delivered to lower limb muscles via the Revitive IX™ footplate. Part 4	<i>Actegy Health Ltd</i>	Dec2012
19	Consultations	Mileva KN	Provide assistance in knowledge transfer for setting up the clinical trial for the Revitive IX™ device at Imperial College Hospital; Prof Alun Davies' team	<i>Actegy Health Ltd</i>	Jan2013 - ongoing
20	Expert consultation	Mileva KN	Expert commentary on FDA enquiry	<i>Actegy Health Ltd</i>	Apr2013

Project Report

Project Name: Sellafield

Author: Anne Knight

Time period: 2005/6-2012/13

Purpose of report: To outline the progress of the project and to note future expectations and any key issues for the remainder of the project

Project Team: Phil Nolan

Client: Sellafield

File Reference: 7426

Background to the project

LSBU has been working for Sellafield since 2002. During this period there have been annual contracts to undertake Hydrogen research. The current project (7426) started in year in 2005/2006 and is due to complete June 2013.

Project objectives

- To undertake confidential research into PRA (problematic risk assessment) for the safe recovery and storage of nuclear wastes.

Target deliverables and milestones

- Maintaining a specialist team on retainer contract to respond to client's research requests

Progress to date

- Successfully undertaken confidential research for Sellafield
- Presented outcomes of research in client reports and discussions.
- Lectures to Hydrogen Working Party, Nuclear Decommissioning Authority, Office of Nuclear Regulation, National Audit Office, Health & Safety Executive
- Written papers for the Research Excellence Framework (REF)

FEC History

This project was not consistently monitored and managed through FEC forms. The overheads were calculated at 20% rather than using the standard formula in the FEC to assist the viability of the contract.

Financial Update Table

	Year ended 31 July:	2006	2007	2008	2009	2010	2011	2012	2012-13 full year forecast	Lifetime actual forecast
1040	Research Grants & Contracts	- 114,168	- 199,214	- 301,205	- 236,600	- 191,699	- 278,412	- 232,771	- 140,158	- 1,694,227
2000	Academic - Permanent staff					178,897	197,656	177,223	126,438	680,214
2020	Academic - Temporary staff	70,655	153,373	170,151	188,398	0			-	582,577
4009	Staff related		399			1,716	416	2,424	237	5,192
4010	Marketing and PR			1,585					-	1,585
4013	Student Related	1,456	1,882		196	24	138	- 313	-	3,382
4015	Equipment	16,028	8,403	2,556	4,137	3,634	11,409	3,283	2,049	51,499
4020	Computing							- 270	-	270
4045	Financial			20		22			-	42
4050	Communications					48			-	48
4055	Legal & Professional		2,100			188			-	2,288
4058	Photocopying and Stationery						384		-	384
4060	Other	423	146	5,898	17				-	6,483
9998	Internal Overheads	25,606	32,911	130,140	94,640	76,680	68,410	50,153	11,705	490,245
	TOTAL EXPENDITURE	114,168	199,214	310,349	287,387	261,208	278,412	232,771	140,158	1,823,667
	Profit for year (shown negative) or loss (positive)	-	-	9,144	50,787	69,509	-	-	-	129,441

Type of on-going Costs	Deferred income	Date to be expended by
Salaries for three remaining staff members, until partway through June 2013.	All has now been released.	June 2013

Expectations for remainder of project

The income from the current Sellafield project (7426) is £1,694,227. The income to date has paid for academic staff days to undertake the research, based on a retainer contract. The budget for this project is the income. The project has recorded a loss of -£129,441.

It has been agreed with Sellafield that the remaining deferred income is used to pay academic salaries to complete the research work and project by the end June 2013.

Summary

This project has delivered its objectives to date, providing valuable research, knowledge and expertise to Sellafield. It has strengthened LSBUs reputation, improving our profile with companies and students. It is a project of nationally significant importance and part of a wider UK Plan for safe storage and treatment of nuclear waste.

Recommendations

It is recommended that:

- the SBUEL Board notes the success of this project and the positive strategic added value it has provided in regard to LSBU's reputation, image and ability to develop and maintain a key commercial relationship with national significance
- the SBUEL Board notes that all deferred income has now been released to complete the project by the end June 2013.

Project Report

Project Name: TESCO

Author: Anne Knight

Time period: 2010/11 – 2012/3

Purpose of report: To outline the progress of the project and to note future expectations and any key issues for the remainder of the project

Project Team: Issa Chaer, Graeme Maidment (ESBE)

Client: TESCO

File Reference: 7622

Background to the project

The TESCO project was initiated in September 2010 from a relationship that LSBU had developed with TESCO through students that had successfully secured employment with the company after they graduated.

Originally the project was developed as a Knowledge Transfer Partnership with plans to employ three associates. However due to a delay in the process by TESCO and changes with regard to TSB funding criteria, the project switched from being a KTP to applied research.

Project objectives

- To research, test and evaluate renewable and green technologies that could be developed and used in the TESCO stores.
- To introduce better business practice and support TESCO in its aim to become a leading supermarket in the renewable technologies in the sector
- To investigate suitable low-carbon technologies already on the market, at prototype stage and those still in research and propose ways to implement them.

Target deliverables and milestones

The target deliverables of this project were:

- A series of reports detailing the types of technologies available with recommendations on their suitability, maturity and ability to be implemented.
- Development of dedicated laboratory space for TESCO at LSBU
- On-going response to emerging research requests from TESCOs as the project evolves (retainer contract on academics time and expertise)

Progress to date

The LSBU team have worked with the TESCO team and their suppliers investigating the feasibility of different technologies in the TESCO Estate.

LSBU presented the findings of the research to TESCO. 18 reports were produced detailing the types of technologies available with recommendations on their suitability, maturity and ability to be implemented.

As part of the project TESCO requested a dedicated laboratory space. LSBU identified a laboratory space in the E Block, but the laboratory was full of redundant equipment and needed refurbishment. TESCO agreed to pay for the refurbishment cost (£33,000) plus a yearly rent of (£50k per annum), and this has been included in the FEC. The result is a newly refurbished TESCO CREATE laboratory which was used for the first 2 years of the project. A detailed list of the key deliverables from this project and the benefits it has provided for TESCOs is provided in Appendix 1.

FEC History

Date	FEC lifetime forecast income	FEC lifetime forecast costs
February 2011	294,000	316,179

NB: The February 2011 FEC is fully cumulative and supersedes all other FEC's for this project.

Financial Update Table

		2010-11 actual	2011-12 actual	2012-13 full year forecast	2013-14 full year forecast	Lifetime FEC	Lifetime actual forecast	Variance
1040	TOTAL INCOME	- 196,594	- 19,286	- 48,457	- 50,432	- 294,000	- 314,770	20,770
2000	Academic - Permanent staff	29,591	17,912	48,249	48,249	105,443	144,000	- 38,557
2020	Academic - Temporary staff	2,990		-			2,990	- 2,990
4009	Staff related	152	233	86		4,000	470	3,530
4010	Marketing and PR	36	6	-			41	- 41
4013	Student Related	135	1,136	-		22,000	1,270	20,730
4015	Equipment	2,376		83			2,459	- 2,459
4050	Communications	74		-			74	- 74
4055	Legal & Professional	7,900		-		10,000	7,900	2,100
4060	Other	30,707		44		52,100	30,663	21,437
9998	Internal Overheads	122,636		-		122,636	122,636	-
	TOTAL EXPENDITURE	196,594	19,286	48,373	48,249	316,179	312,502	3,677
	Profit for year (shown negative) or loss (positive)	-	-	84	- 2,184	22,179	- 2,268	24,447

Type of on-going Costs	Deferred income	Date to be expended by
Salary for Alex Paurine to 31 July 2014 inclusive	50,432	31 July 2014

Expectations for remainder of project

The lifetime income from TESCO is £314,770. This is slightly lower than the original amount projected in the FEC of £316,179. However the project does now forecasts a profit of £2,268. The income to date has paid for the time and expertise of an academic member of staff (Alex Paurine); associated consultancy costs and the refurbishment of the laboratory. The budget for this project is the income. This project is based on a retainer contract where the income is used to pay for academic staff days to undertake the research.

Although originally forecast as a three year project, Alex Paurine has not worked full time on this project and therefore in order to complete the work, it is necessary to extend the project by an extra year. It is anticipated the project will be completed by July 2014.

Greener Cooling is a satellite project linked to the TESCO Create Lab. The remaining income (£27,769) from the Greener Cooling project is also contributing towards the academic salaries to complete the project and this is reflected in the lifetime actual income forecast of £314,770.

It has been agreed with TESCO that the remaining deferred income is used to pay academic salaries to deliver the following work during the remainder of the project (2013/14):

- Potential store trial on refrigeration leakages thermal images detecting

- Testing reflective glass (potential store trial)
- State of the art supermarket cabinet

Summary

This project has delivered its objectives to date, providing valuable research, knowledge and expertise to TESCO on suitable renewable and green technologies. It has also paid for the refurbishment of one of LSBU's laboratories. It has strengthened LSBUs reputation, improving our profile with companies and students.

The main challenge to the project was the initial delays it suffered in being proposed as a KTP. This placed a strain on the relationship between LSBU and Tesco at the beginning of the project. However this has been overcome, with the academics continuing to work in maintaining effective relationships with staff at TESCO.

The project wishes to continue until July 2014 to deliver the research requirements of the client.

Recommendations

It is recommended that:

- the deferred income is used to pay for the academic salary costs necessary to complete the project and ensure the remaining target deliverables are met by July 2014,
- the Board decide how the project profit is distributed
- the lead academic works with the University Enterprise Programme Management Team to identify and implement any project support required during 2013/14 to ensure successful project completion,
- the SBUEL Board notes the strategic added value of the project in relation to its impact on improving LSBU's reputation, image and ability to attract students and develop commercial relationships,

Appendix 1 – Key deliverables and benefits

Name of Project	Deliverables	Benefits to TESCO (Milestone)
General project Activities	<ul style="list-style-type: none"> Secured a 150 m² Laboratory space from the University, Refurbished and branded it as the TESCO CREATE Lab. The Laboratory space was fully serviced including heating, hot and cold water services, lighting, distributed three phase and small power supply, ventilation and drainage, health and safety and access and security covered by the university. Risk assessment and management documentation were developed for inclusion in Health and Safety file. 	<ul style="list-style-type: none"> The 150 m² of laboratory space is capable of accommodating a diverse range and scale of Mechanical, electrical and renewable technologies testing. Readiness to test a range technologies within our laboratories at a short notice Able to track and keep record of our work through Bi-weekly reports.
Technologies Roll out Procedure	<ul style="list-style-type: none"> An updatable list of renewable and low carbon technologies table was developed. A chart that enabled carrying out a methodical sampling and analysis of the new and existing technologies using a standard approach. A priority list of technologies based upon TESCO's requirements. 	<ul style="list-style-type: none"> An up- to- date list renewable and low carbon technologies which have the potential for use in the retail sector. Highlighted some important technologies that were previously not considered by the TESCO team. A Documented procedure which could be used for sampling and selection of a technology from a list of technologies.
Phase Change Material (PCM)	<ul style="list-style-type: none"> Provided feedback on manufacturers' literature and PCM information for TESCO, enabling the business case for a PCM trial to be developed. A proposal for onsite trialling, monitoring and evaluation of material's effectiveness was produced and submitted to TESCO. Obtained quotations for all monitoring equipment and a project delivery team was identified and put on standby for four weeks to initiate the project. Developed a programme for the trial with TESCO's operating schedules during business hours in mind to ensure that installation of monitoring equipment and data collection would not obstruct the store's working routine. 	<ul style="list-style-type: none"> Provided independent evaluation of this technology. Provided information to enable a business case to be developed for trialling PCM in store. Provided a detailed trial proposal. TESCO are now aware of the provisions and instrumentation required for onsite trialling of the PCM. The proposal also enables TESCO to objectively account for cooling and heating energy that could potentially be saved. Enabled TESCO to identify the best suited part of the store for maximum effectiveness of the PCM i.e. bakery area.

Food Packaging	<ul style="list-style-type: none"> Developed a working alpha prototype packaging material. Identified a list of potential manufacturers for the new packaging materials. Produced a report depicting what can and cannot be achieved. Also, the report details both analytical and physical work that has been carried out. 	<ul style="list-style-type: none"> Independent evaluation of this technology. If correctly implemented, the new packaging could potentially save up to 40% of electricity used to operate freezer cabinets in TESCO stores. The new food packaging will prolong the shelf life of the food products, hence reducing waste and resulting in both economic and environmental benefits.
Water Saving Technologies	<ul style="list-style-type: none"> Identified the most suitable stores for trialling the technology. A proposal for trialling water usage in 8 TESCO stores was produced and submitted to TESCO. The proposal included the costs for supplying, calibration, installation and commissioning of the monitoring equipment. 	<ul style="list-style-type: none"> This will enable TESCO to account for their water usage and identify areas of improvement. Enabled TESCO to identify the best suited stores for trialling.
Pyrolysis	<ul style="list-style-type: none"> Feasibility study report on Pyrolysis waste treatment technologies. The proposal included a plan for a detailed evaluation of the system, timescales for a laboratory based study to evaluate a small-scale Pyrolysis unit for application in TESCO Metro and Express stores. The trial proposal could be used at any time in the future. 	<ul style="list-style-type: none"> Independent evaluation of this technology. Report detailing range of Pyrolysis waste treatment technology systems available and their advantages and limitations. We provided an objective evaluation of Pyropure PP5 equipment and identified clear limitations and scope for significant improvement and application within TESCO.
TEC15 reflective glass for delicatessen cabinet	<ul style="list-style-type: none"> Detailed proposal for trialling of TEC15 glass for refrigerated display cabinets. Delicatessen cabinet with reflective glass was set up and trialled in an environmental chamber for analysis. 	<ul style="list-style-type: none"> Independent evaluation of this technology. A simple technology to implement and retrofit in stores was proven. A technology with potential for significant energy and carbon savings in the range of 30 to 40%.
CHP	<ul style="list-style-type: none"> Established link with the proposed unit supplier. Conducted energy survey for the building of the CREATE laboratory to establish the base load of the building and how it would handle the new CHP installation. A feasibility study report describing the method of testing and evaluating. 	<ul style="list-style-type: none"> Independent evaluation of this technology Carbon reduction by using gas to provide electricity, heating and hot water services and with an option to provide cooling (Tri-generation).
Hybrid PVT	<ul style="list-style-type: none"> A feasibility study report on the technology that included the annual estimations of carbon saving using Hybrid PVT was submitted to TESCO. A trialling proposal report detailing the Specification, Performance & Summary of Payback Calculations 	<ul style="list-style-type: none"> Independent evaluation of this technology Potential savings of up to 17% of the thermal store consumption and 3.5 % of the electricity consumption based on a F40 store with 526 Hybrid PVT panels

	was submitted to TESCO.	<ul style="list-style-type: none"> • Payback period of approx. 7 years based on Feed-in incentive + RHI + Gas/Electricity savings:
LED Lighting	<ul style="list-style-type: none"> • A feasibility study report on the technology that included the annual estimations carbon saving using LED was submitted to TESCO • A trialling proposal report detailing the methodology of testing the efficacy of LED in Bourne pods. 	<ul style="list-style-type: none"> • Independent evaluation of this technology • Technology has potential to save energy and carbon foot print associated with lighting especially in back of the house for supermarket store.
IES	<ul style="list-style-type: none"> • A spread sheet with a list of modelling assumptions was produced and submitted to TESCO • A final working model was produced by our modeller and provided to TESCO. 	<ul style="list-style-type: none"> • Provided TESCO with an IES Model for a typical F25 store. • Provided TESCO with detailed electricity and gas consumption for F25 store's equipment and carbon emissions over a year period
Dotcom vans	<ul style="list-style-type: none"> • Highlighted the quality and energy issues associated with Dotcom vans to the Dotcom team. • Produced a report to improve the structure of the Dotcom vans using PCM technology. 	<ul style="list-style-type: none"> • Raised the concerns and awareness of carbon emission associated with the Dotcom business.
Greener Cooling Phase 1	<ul style="list-style-type: none"> • Produced a report detailing the trialling and analysis of the Evaporator Optimisation Device (EOD)-1 device. 	<ul style="list-style-type: none"> • The trialling provided a better understanding of how EOD-1 works and therefore enabling its improvement.
Greener Cooling Phase 2	<ul style="list-style-type: none"> • Produced a report detailing the trialling and analysis of the EOD-2 device. 	<ul style="list-style-type: none"> • The trialling provided a better understanding of how EOD-2 works and therefore enabling its dissemination and use.
KESECO phase 1	<ul style="list-style-type: none"> • Produced a report detailing the trialling and analysis of the Ultra device on a new cabinet. 	<ul style="list-style-type: none"> • The trialling provided a better understanding of how Ultra device works and opened the window for further study.
KESECO phase 2	<ul style="list-style-type: none"> • Produced a report detailing the trialling and analysis of the Ultra device on an older style cabinet. 	<ul style="list-style-type: none"> • The trialling provided a better understanding of how Ultra device works and provided us with enough info to advise TESCO accordingly.
iVeridis	<ul style="list-style-type: none"> • Created a spread sheet with questions to help identify potential suppliers of technologies for TESCO. 	<ul style="list-style-type: none"> • Provided TESCO with means to identify and select best suppliers
Refrigerant Leakage	<ul style="list-style-type: none"> • Carried out the laboratory based tests to analyse the effectiveness of thermal infrared camera for leakage detection. 	<ul style="list-style-type: none"> • Raised TESCO's awareness on other available technologies for detecting refrigerant leakage

	PAPER NO: UE.15(13)	
Board:	South Bank University Enterprises Ltd	
Date:	27 June 2013	
Paper title:	University Enterprise Contribution to 16-20	
Author:	Tim Gebbels, CEO	
Recommendation:	That the Board can get an update on the contribution of the University Enterprise team to the LSBU 16-12 Challenge	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

SBUEL Board of Directors
Title: LSBU 16-20 Challenge

Date: 27 June 2013

Authors:
Tim Gebbels, Chief Executive, SBUEL
Presented by:
Tim Gebbels, Chief Executive, SBUEL

Purpose of the Paper:
To update the Board on the contribution of the University Enterprise team to the LSBU 16-12 Challenge

Outcome of Paper:
Information ☒
Discussion ☐
Decision ☐ (Please check as appropriate)

Paper Recommendation:

That the Board

- **Note the approach proposed to the 16-20 Challenge for University Enterprise**
- **Note the progress to date in developing the International Top-up project and the role of University Enterprise in leading the work**
- **Note the forward plan, subject to the caveat that the programme is evolving quickly.**

1. Introduction

LSBU has recently updated its five year financial forecasts and, as a result of this analysis, the University Executive has identified a need to generate £16m additional new income by 2017/18 and for of this to increase the University's overall surplus by £3.2m (or 20% of the new income). This has become known as the 16-20 Challenge and is taking shape as a programme overseen by the Executive, to identify major new investment opportunities to meet the challenge.

SBUEL has a major role to play in the 16-20 Challenge programme. For many of the projects that have been or will be identified, SBUEL will need to lead on their delivery. In addition, we are providing the secretariat support to Executive for the programme. This paper sets out our approach and role in delivering the 16-20 Challenge programme.

2. The Enterprise approach

The presentation attached as Annex 1 was presented to the University Board of Governors at their meeting in May and sets out the approach of University Enterprise to meeting the 16-20 Challenge. In particular, it sets out where the biggest opportunities for new income generation are likely to lie over the next few years and attempts to quantify the potential value of each. In addition, it identifies the specific projects that we are developing in each area and the key sectors that we are targeting.

The presentation demonstrates that, in principle at least, the opportunities we have identified can deliver the income required to meet the 16-20 Challenge targets.

3. International HND Top-ups

Among the projects highlighted in the presentation at Annex 1, the first we have begun to take forward is a project to establish bilateral partnerships with selected colleges in international markets to provide in-market top ups to first BA degree level. In the presentation, this was described as Edexcel Top-ups but has evolved further.

The project originated from an idea to engage with Edexcel, a Pearson company, to establish a partnership in which we became Edexcel's partner of choice for providing top-ups in colleges that deliver the Edexcel qualification. The route of engaging directly with Edexcel was proving difficult and so the current project was born from a search for a different approach to the same end.

The project is described in detail at Annex 2, a paper presented to the University Executive under the 16-20 Challenge banner to seek support for the development of the project. The project will result in a standardised approach to the provision of top-ups that, once established in one college, can be rolled out cost-effectively to other colleges offering the same qualification. Each bilateral partnership will be financially worthwhile, but the standardised approach makes scaling the number of partnerships very beneficial very quickly.

The project is being led by University Enterprise. We defined and articulated the original "insight" and have undertaken much of the project planning and management to bring the project to its current stage. We expect to continue in this role for some time, as the early pilot projects are developed. This is the model we are likely to adopt for a number of the 16-20 Challenge projects. However, when this project begins to generate income, it will not be classified at Enterprise

income (i.e. not in any of the four quadrants and not in SBUEL) and will likely be recognised as international teaching through Faculties. This, too, is likely to be characteristic of a number of the 16-20 projects.

4. Forward programme

The 16-20 Challenge is a standing item on the agenda of the monthly meetings of the University Executive. It is our intention to bring one paper per month to the Executive under this agenda, some of which will be to secure support for new projects and some to update on progress existing projects and seek approval to move to the next stage of development. We have not yet developed our planning to the point that we have a clear forward programme. However, an outline programme – subject to changes as the agenda is still rapidly evolving – is summarised in the following table:

Exec meeting	Project	Purpose
June 2013	HND International Top-ups (Edexcel top-ups)	To seek Exec approval for next stage funding.
July 2013	Knowledge Transfer Collaboration redesign/launch	To seek Exec agreement to proceed
September 2013	Summer School development	To seek Exec approval for business plan for Summer 2014 delivery
October 2013	HND International Top-ups (Edexcel top-ups) CPD programme development	To seek Exec approval for business plan to proceed with programme development To seek Exec approval for next stage funding.

5. Recommendations

The Board are asked to:

- Note the approach proposed to the 16-20 Challenge for University Enterprise
- Note the progress to date in developing the International Top-up project and the role of University Enterprise in leading the work
- Note the forward plan, subject to the caveat that the programme is evolving quickly.

Agenda

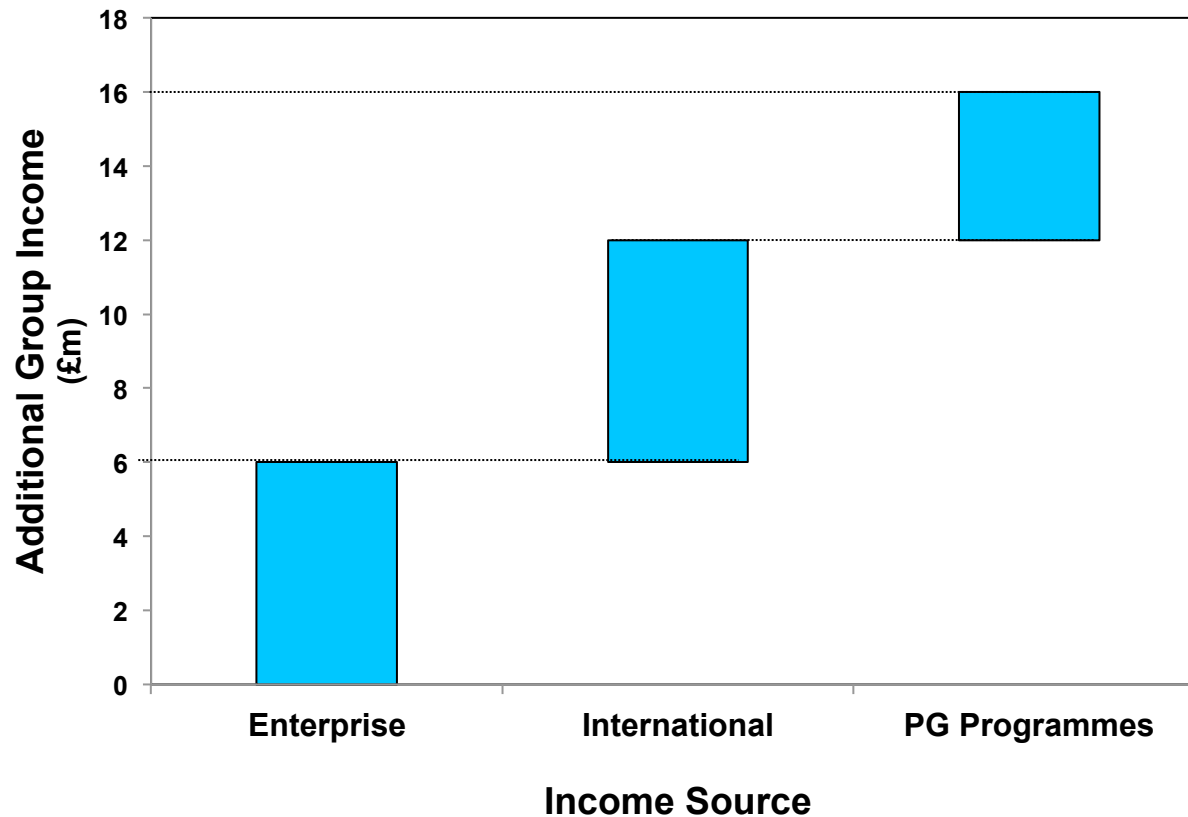
- Enterprise Vision for 2017/18
- Enterprise Target – The 16-20 Challenge
- Our Approach to Commercial Enterprise
- Achievements to Date
- Pipeline of Major Projects
- Summary of learning to date

Enterprise Vision for 2017/18

- **London's Enterprising University**
 - A pervasive, University-wide culture of Enterprise
 - A well established virtuous circle linking enterprise, research and teaching to support Student Success
- **LSBU at the Heart of SE1**
 - University established as the partner of choice locally
 - Enterprise Centre thriving as successful incubator unit
 - Hub of activity for the local business community
- **Successful Commercial Income streams through SBUEL**
 - Broad CPD and Professional Qualification portfolio
 - Growing research and consultancy business in target sectors
 - Established international presence, including Edexcel network of partner colleges

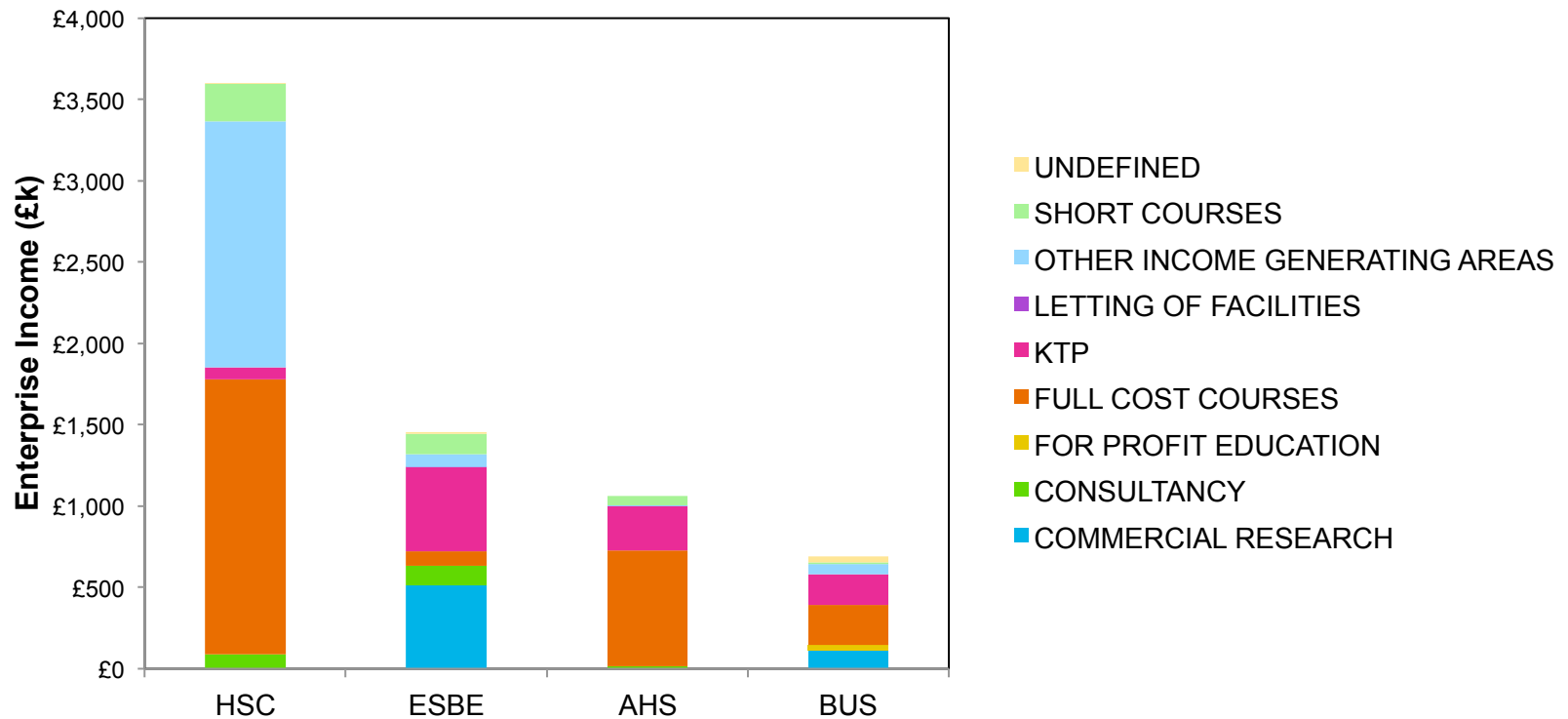
16-20 Challenge seeks £16m new income across the University by 2017/18 – £6m of it from Enterprise

Breakdown of planned new income sought by 2017/18



Current Enterprise income of circa £8m comes mainly through Faculties with Health CPPD dominant

Enterprise Income by Faculty and Activity Type
2011-12



Meeting target requires sustaining support to Faculties and a fourfold increase in Commercial Enterprise

- Forecast commercial enterprise income ~£2m in 2012/13
- Current five year forecast suggestive that target is realistic
 - Based on developing pipeline of activity
 - But still only extrapolating from early stage ideas!

Projected Income from Commercial Enterprise to 2017/18

	2012-13 (£k)	2013-14 (£k)	2014-15 (£k)	2015-16 (£k)	2016-17 (£k)	2017-18 (£k)
Lettings	550	750	900	1000	1000	1000
ACCA	150	350	500	500	500	500
New SBUEL projects	150	200	400	800	1500	2500
Faculty projects	500	700	1000	1400	1700	2200
KTP	550	850	1000	1300	1300	1300
KTC	100	50	0	0	0	0
Sub total Commercial Enterprise	2000	2900	3800	5000	6000	7500

Two tiered approach to meeting agreed targets

- **Major New Added-Value Projects**
 - Focusing on the 16-20 Challenge
 - Looking for major new investable opportunities
 - Not necessarily quick-wins – up to 5 year maturity horizon
 - Growing focus of activity for Enterprise team
 - Likely source of most of Enterprise income growth
- **Continued Operational Support**
 - Providing structured and ad-hoc support to Faculties
 - Delivering small-scale IGA activity
 - Growing focus on providing systematised support for faculties to use
 - Standardised processes
 - Templates and checklists
 - Online guidance and support
 - Helps grow enterprising culture

Focusing on sectors where LSBU has key strengths and where there is a clear external rationale for engagement

Sectors of LSBU Strength	External Rationale for Engagement
Public and private health and wellbeing	Established strength in NHS London Wellbeing links with Sport and CI
Energy and the environment (defined sectors – e.g. oil and gas, civil nuclear, urban design)	Urban strength High priority nationally and internationally Strong heritage
Public services e.g. metropolitan police, transport and councils	Strong existing links with industry Strong alumni base Good fit with LSBU mission
Creative industries (defined applied elements)	Location on Southbank Development of creative industries a priority in local Boroughs
Accounting, legal and professional Services – esp. medium-small firms	Proximity to the City Strong alumni network Established tradition in practitioner education
Property, construction, planning	Location: Close to Elephant and Castle, Nine Elms, Waterloo quarter Alumni Network in property etc Heritage
Tourism, hospitality and leisure	Location on South Bank Proximity to attractions and hotels
Local community including SMEs	Fit with mission Enterprise growth links to National and London Agendas

Some Early Opportunities Already Delivering Results

Opportunity	Description	Annual Potential
KTP Programme	Re-launch the KTP programme externally, using pro-active data mining and marketing to generate new leads, building to a run rate of 10 new KTPs per year	£1m – £1.5m
ACCA Programme	Delivery of an IGA programme of professional education to deliver the ACCA (accounting) qualification	£0.5m – £1m
BIM Courses	Professional training in Building Information Modelling targeted at Industry	<£0.5m
Film Locations	Exploiting the LSBU facilities, buildings and campus as a location for TV and movie filming	<£0.5m
Quizslides	Project to develop and market a tool that allows users to easily create professional online tests from PowerPoint	<£0.5m
APAD – “Per Cent”	Development of a prototype device for diagnostic testing of diabetic neuropathy	<£0.5m
On-going support	Continuing operational support from BDMs to faculty academics, supporting bids, short courses, conferences, contracts and other projects underway	<£0.5m
Total Estimated Value		£2m – £5m pa

A range of projects are in development in each of the major 16-20 Challenge programmes

16-20 Challenge Programme	5 Year Objective Annual potential	Identified Projects
CPD Portfolio	Develop a broad CPD portfolio across the University ~£3m pa	<ul style="list-style-type: none"> • CPD Programme • Summer School Programme
International Partnerships	Create a University-wide portfolio of London-based, in-market and blended education provision ~£3m pa	<ul style="list-style-type: none"> • Edexcel Top-ups
Professional Qualifications	Develop a broad portfolio of education to deliver accredited professional qualifications ~£2.5m pa	<ul style="list-style-type: none"> • ACCA programme • AAT programme • Exam Centre
Work-based Education	Develop through partnership with employers an extensive programme of work-based education ~£3m pa	<ul style="list-style-type: none"> • Corporate Degrees • Higher Apprenticeships • Blended Leadership and Management
Exploiting University Assets	Increasing utilisation of the University's capital assets, buildings and equipment ~£1m pa	<ul style="list-style-type: none"> • Specialist facilities hire
Total potential income	Up to £12.5m pa	

Further Projects in the pipeline awaiting capacity to progress

Opportunity	Description	Annual Potential
Medico-technical centre	Develop infrastructure and funding sources to support set of cross-faculty projects that use new technologies to deliver radical VFM/new approaches in health sector	£0.5m – £2m
Tenders and Bids	Developing bids responsively to calls for bids/tenders	£0.5m – £1m
Economic Gardening	Specific consultancy interventions for stage 2 businesses to stimulate growth	£0.5m – £2m
LSBU at the heart of SE1	Exploiting the Enterprise Centre as a base for building a network for wide engagement in the local business community	<£0.5m
KTC Program	Redevelop current program of knowledge transfer projects that targets businesses similar to KTP but without government funding	<£0.5m
Cost reduction and Obsolescence Design-out service	Developing and offering a range of services to electronics SMEs/companies to cost reduce and design out obsolescence on existing products	<£0.5m
Total Estimated Value		£2m – £7m

Total potential by 2017/18 = £10m – £24m

Summary of Learning To Date

- Build culture to match corporate ambition
- Align objectives between University Enterprise and Faculties
- Prioritise Enterprise in academic staff workload
- Resource major projects independently of Faculties
- Continue to develop process infrastructure to support Enterprise activity

Enterprise Vision for 2017/18

- **London's Enterprising University**
 - A pervasive, University-wide culture of Enterprise
 - A well established virtuous circle linking enterprise, research and teaching to support Student Success
- **LSBU at the Heart of SE1**
 - University established as the partner of choice locally
 - Enterprise Centre thriving as successful incubator unit
 - Hub of activity for the local business community
- **Successful Commercial Income streams through SBUEL**
 - Broad CPD and Professional Qualification portfolio
 - Growing research and consultancy business in target sectors
 - Established international presence, including Edexcel network of partner colleges

	PAPER NO: UE.16(13)	
Board:	South Bank University Enterprises Ltd	
Date:	27 June 2013	
Paper title:	Intellectual Property and Spin out Companies	
Author:	Sheila Grace, Head of Intellectual Property and Student Enterprise	
Recommendation:	That the Board note the Report	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

Summary

This paper provides the latest quarterly update in the status, progress and performance of SBUEL's spin-out and spin in companies. In addition, it provides an update on the portfolio of IP assets held by both the company and the University.

2. Companies

Companies are created by the University in a number of ways. They may be created as a vehicle through which to commercialise IP held by the University: They may be established by students or former students (e.g. Enterprise Associates) to take forward their own business ideas: Or they may be "spun-in" to the University where there is a clear mutual benefit to such an arrangement. In each case the University will typically take either an equity stake in the company or will hold a license/royalty interest in one or more of its products or services and sometimes it will do both.

Annex 1 contains the latest quarterly update for the companies in which SBUEL holds an interest where there is new material to report since the last update or where this is the first report presented for this company.

3. IP monitor and plan

Under its current IP policy, the University takes ownership of IP developed by its staff and will, where appropriate, seek actively to protect it and commercialise it. In addition, in some circumstances it will take and protect IP for and on behalf of students involved in a number of the Student Enterprise schemes that it runs, notably the Enterprise Associate Scheme.

The portfolio of IP assets that the University holds is overseen by the cross-faculty IP Steering Group, chaired by the Director of Enterprise, which seeks to optimise the balance between protecting University IP and cost effectiveness. The IP steering group meets quarterly.

Annex 2 contains the latest quarterly IP monitor and Plan.

SBUEL Board Meeting Thursday 27th June 2013

Agenda Item 11

SBUEL 'Spin out and Spin in' Companies

REPORTS

Company	Staff/Student	Status	Report Attached
BIOX Systems Ltd	Staff	Active	Yes
Solion Ltd	Staff	Active	Yes
ESL	Staff	Dormant	Yes
Square Edge Design Ltd	Student	Active	No
Demonstrate Design Ltd	Student	Dormant	No
About Time Design Ltd	Student	Active	Yes
Strongman Games Ltd	Student	Not Trading	No
Such and Such Design Ltd	Student	Active	Yes
Drive Daddy Ltd	Student	Active	Yes
MBP Concepts Ltd	Student	Not trading	No
Nought to Sixty Ltd	Student	Active	No
Infiniti Lane Ltd	Student	Not trading	No
Equination Ltd	Student	Not trading	Yes
Raison Detre Ltd	Student	Active	No
ZedEL	Student	Dissolved	Yes
Klever Ltd	Student	Active	Yes
Jeynius Designs Ltd	Student	Not trading	Yes
Burnt Edge Ltd	Student	Not trading	Yes
Solar Polar Ltd	Spin-in	Not trading	No
BBM Ltd	Spin-in	Active	Yes

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company: *SOLION Ltd*

Nature of Business: Develops and sells and installs mountings for Photovoltaic arrays. Develops other Solar powered products.

Origins: Based upon know-how/expertise of former LSBU academic (Dr Mike Duke) and PhD student (Dr Loey Salam) developed through Student solar car projects.

SBUEL Interest: 16% Equity Stake in SOLION. SBUEL has a loan of £52K outstanding.

SBUEL Director(s): No Director

SBUEL IP: None

Summary of Developments since last Report:

Accounts outstanding 2010-2011

History and Previous Reports:

Solion has an outstanding loan of £54,192 which, with interested amounted to £55,038. I monthly repayment schedule has been agreed and the first payment made on 31st October 2012.

Nov 11: Case of Infringement (by SOLION of RENU SOL IP) heard in German courts last week. Thrown out and costs awarded against RENU SOL (75%).

Also heard SOLION claims that RENU SOL Patent Invalid. Judges accepted that Claims invalid. Likely to go to Appeal (2-3 years).

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company: *BBM Ltd*

Nature of Business: Develops device to remove harmful chemicals produced in frying foods.

Origins: Based upon know-how/expertise of directors and former LSBU academic, Professor Neil Alford.

SBUEL Interest: 9.6% Equity Stake

SBUEL Director(s): None

SBUEL IP: None

Summary of Developments since last Report:

SBUEL previously held equity in CAZE Filters Ltd which was a subsidiary of BBM into which the IP was licensed. When CAZE was wound up, BBM bought back SBUEL's shares and issued SBUEL shares in BBM.

The IP in the filter device is licensed to Fipura.

History and Previous Reports:

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company: *ZedEL*

Nature of Business: Design

Origins: Former enterprise associate of London South Bank University

SBUEL Interest: 10% Equity Stake

SBUEL Director(s): N/A

SBUEL IP:

Summary of Developments since last Report:

Company Dissolved
To be removed from SBUEL companies list.

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company:	<i>Such & Such</i>
Nature of Business:	Design and development of products to enhance mobility
Origins:	Former enterprise associate of London South Bank University
SBUEL Interest:	5% Equity Stake
SBUEL Director(s):	N/A
SBUEL IP:	SBUEL owns the IP that Such & Such produces (design registration)

Summary of Developments since last Report: - No new accounts received.

Previous reported sale:

Year end sales:	£15000
Year end costs:	£4000
Profit/Loss:	£11000

History and Previous Reports:

Such and Such has received some large orders from Europe and USA for their new products – Duo and Bridgit. They are applying for Market Entry Funding from LSBU student enterprise fund to finance manufacture. – Waiting for accounts and sales plan.

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

18th June 2013

Company: *Klever Ltd*

Nature of Business: Healthy Cakes

Origins: Former enterprise associate of London South Bank University

SBUEL Interest: 10% Equity Stake

SBUEL Director(s): N/A

SBUEL IP: SBUEL owns the IP that Klever produces (Trade secrets)

Summary of Developments since last Report:

Year end sales: Not received

Year end costs: not reported

Profit/Loss:

History and Previous Reports:

Klever has received its first commercial order from Chop'd. Applying for Market Entry Funding from LSBU student enterprise fund to finance packaging to accommodate the order.

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company: *Jeynius Designs Ltd*

Nature of Business: Design

Origins: Former enterprise associate of London South Bank University

SBUEL Interest: 10% Equity Stake

SBUEL Director(s): N/A

SBUEL IP:

Summary of Developments since last Report:

Not yet trading and unlikely to trade.

There will be no further reports unless the situation changes.

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company: Engineering Surfaces Limited (ESL)

Nature of Business: Engineering Surfaces

Origins: Professor David Gawne at London South Bank University

SBUEL Interest: 15% equity stake

SBUEL Director(s): Ed Tinley

SBUEL IP:

Summary of Developments since last Report:

Accounts submitted to Companies House up to 31/01/2013 (Source: Companies House)

Note sent to David Gawne requesting update on company activities.

History and Previous Reports:

N/A

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company:	Equination Ltd (previously reported as Hay Delay)
Nature of Business:	Automated feeding machine for equestrian-related industries
Origins:	Former enterprise associate of London South Bank University
SBUEL Interest:	10% Equity Stake
SBUEL Director(s):	N/A
SBUEL IP:	SBUEL owns the IP developed in this venture (i.e. design registration, trademark and patent)

Summary of Developments since last Report:

The inventor has decided not to further develop the Hay Delay and therefore will not trade in the foreseeable future.

No further reports will be made unless the situation changes.

History and Previous Reports:

Finance Available: £4000 (from LSBU grants and competition win)

Year end costs: £1228

Remaining balance: **£2772**

Not yet trading

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

18th June 2013

Company:	<i>Drive Daddy Ltd (DDL)</i>
Nature of Business:	Design and production of motorised luxury 'hop-on and ride' golf-trolleys
Origins:	Former enterprise associate of London South Bank University
SBUEL Interest:	10% Equity Stake
SBUEL Director(s):	N/A
SBUEL IP:	SBUEL owns the IP that Drive Daddy produces (patent, design registration and trademark)

Summary of Developments since last Report:

Year end sales:	Not reported
Year end costs:	Not reported
Profit/Loss:	Not reported

Waiting response to draft IPR licence agreement.

History and Previous Reports:

Heads of Terms agreed between DDL and Texel Technology – manufacturing, investment and supply chain management for 6% equity, rising to 10% on delivery.

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company: *Burnt Edge Ltd*

Nature of Business: Design

Origins: Former enterprise associate of London South Bank University

SBUEL Interest: 10% Equity Stake

SBUEL Director(s): N/A

SBUEL IP:

Summary of Developments since last Report:

Not yet trading

Graduate moved to Canada.

There will be no further reports unless the situation changes

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company: *BIOX Systems Ltd*

Nature of Business: BIOX develops, manufactures and sells device that measure properties/phenomena at or across the skin barrier. The core product, Aquaflux, monitors moisture transpiration across skin barrier. Of interest principally to pharmaceutical, cosmetics and skin-care/health related companies.

Origins: BIOX genuine spin-out from research at LSBU (ESBE) in Opto-physics funded through ESPRC grants.

SBUEL Interest: 24% Equity Stake in BIOX.

SBUEL Director(s): Dr Sheila Grace

SBUEL IP: SBUEL owns the core patent relating to Aquaflux which is licensed to BIOX. SBUEL maintains the patent and recharges BIOX. BIOX pays royalties on all sales of Aquaflux at 4% of sale price.

Summary of Developments since last Report:

Year end sales: £167K (2012 Royalty Statement)

Year end costs: Not Known, Awaiting 2012 Accounts

Profit/Loss: Not Known

Royalty Payments to SBUEL 2012: £6680.22

History and Previous Reports:

Further improvements made to Aquaflux production process.

BIOX has moved to larger premises (LKIC) in April to allow greater production, assembly and testing operations.

Launch of new Epsilon product (permittivity imaging sensor) based upon microchip fingerprint sensing technology developed at and owned by LSBU, summer 2012.

BIOX System Ltd established in 2001 by Professor Bob Imhof (now Emeritus) and Dr Perry Xiao. Both are Directors of BIOX. Sales steady over last 10 years at around £100-200K/a. Loss making until 2009. Now makes small profit annually of £25-30K

Imhof invested significant own money and time to tide business through development/loss making period.

Imhof lead technical, marketing & sales person through mainly international conferences

Currently employs 7 staff (including Imhof and 5 ex LSBU PhD students/graduates. Employs LSBU students on Projects

Based in LSBU's Borough Road Labs until end 2010, now located in Technopark.

Won BT London Business of Year award (Technology) in 2003.

South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

19th June 2013

Company:	About Time Design Ltd
Nature of Business:	Nova flo device to prevent flooding from baths
Origins:	Former enterprise associate of London South Bank University
SBUEL Interest:	14% Equity Stake
SBUEL Director(s):	N/A
SBUEL IP:	SBUEL has assigned IP (patents) and receives 4% royalty on profit

Summary of Developments since last Report:

Year to date sales: Not Known

Year end costs:

Year to date losses:

History and Previous Reports:

AGM was held 17/10/12 and attended by Jason Ojukwu for University Enterprises. Sales and losses above were reported. In storage, there are 432 units which cost £57.50 per unit to manufacture and are priced at £115. Current sales are 15 – 30 per month.

Previously received equity investment of ~900K

Sales very slow due to recession hitting refurbishment of hotels

IP monitor and plan: Updated 19/06/2013

Ref No.	Type of IP Patent Family (IP Company)	Inventor and Title	Filing Date/Priority Date	Financials	Development Plan & Stage	Commercial Potential	Progress since Jan 2013	Next steps
Staff Projects								
1	Copyright (small amount of practical know-how)	Martin Bush Product is QuizSlides Company is Proper Computing	First raised Aug 2010	Investment into project of: Repayable £15,000 from Student Enterprise PoC fund BDM time input of minimum 50 days Coaching of PCL team	QuizSlides product developed and tested. Some sales made. Company needs help to grow sales.	Technology – 8/10 Market – positive response from limited survey – market research is being carried out by Enterprise Department. Likelihood of income 50%	<ul style="list-style-type: none"> Quiz Slides will receive support and £15000 funding from the Student Enterprise Proof of concept fund which will be re-payable to the fund. SBUCL will receive 15% equity unless the contract is terminated before completion of 18 months. Corporate market research and market development progressing. 	Continue
2	Copyright	Larissa Fradkin Sound Mathematics	First raised Jan 2010	Possible auditing costs	Assignment for no equity, 7.5% royalty until £50k has been paid.	Assigned out of SBUCL. Likelihood of income 20%	N/A	Call for update Oct 2013 and audit company
3	Patent (First Thought IP)	Drug Detector	12/01/2006	Budget: 4000 Spent: 730 Forecast:	Working prototype but can only test for one date rape drug.	Low	Assignment offered to inventor who declined.	Patent no dropped and will not be reported further
4	Patent UEL 007	Bob Imhof	08/10/2002	Budget: 6000 Spent: 0	Licensed to BIOX	Fully commercialised.	Accounts due in June	Continue

Ref No.	Type of IP Patent Family (IP Company)	Inventor and Title	Filing Date/Priority Date	Financials	Development Plan & Stage	Commercial Potential	Progress since Jan 2013	Next steps
	(Lucas and Co)	Measuring Vapour Flux		Forecast:6000			Waiting royalty report and payment	
5	Patent (First Thought IP)	Paul Jones Socket Lockit	15/07/2010 UK Patent	Budget: 4000 Spent: 0 Forecast:	Prototype made and tested. Matt Reed and Geddagrip interested	Technology 8/10 Market 7/10	Close to agreement with Gedagrip – Draft licence agreement now with Geddagrip	Continue.
6	Patent (First Thought IP)	Simon Noyce Coursework submission system	25/01/2010	Budget: 0 Spent: 0 Forecast:0	Requires evidence based Business Plan	Technology 7/10 Market 5/10 as limited to HEIs	No progress from inventors who wanted to spin-out a business	This IP is not costing anything to protect and therefore continue waiting for inventors to spin out
7	Patent (Potter Clarkson)	Basu Saha Alkenes Process	31/07/2009 Filed in EU, USA, China and India	Budget: 12000 Spent: 7949 Forecast:12000	Commercial leads have gone cold with the companies initially interested so currently working of a cost-benefit analysis to reignite interest. EU examiner rejected patent and rebuttal due to 'lack of inventiveness'. Last rebuttal will be made with additional data.	This was identified as having potential but chemical companies do not want to take the licensing step. Technology 7/10 Market 5/10 for licensing but may be opportunities for gaining research consultancy or KTP.	Transentia has re-contacted all companies initially interested but recession is possibly impacting on investment in new technologies.	Continue with further data for EU examiner. Continue patent filing in USA

Ref No.	Type of IP Patent Family (IP Company)	Inventor and Title	Filing Date/Priority Date	Financials	Development Plan & Stage	Commercial Potential	Progress since Jan 2013	Next steps
8	Patent UEL 032 (Lucas and Co)	Sumner & Brown Breathing Apparatus (Hybreathe)	12/03/2002 23/04/2008	Budget: 11000 Spent: 3925 Forecast:5000		Assigned back to inventor In Jan 2013	Due to the age of this patent, several separate assignments were required.	Assignment now complete and the IP will not be reported further
Graduate Projects								
9	Design/Copyright IP	Sarah Elenany ELENANY		n/a	Branding on clothes fashion line aimed at Muslims		<ul style="list-style-type: none"> No longer trading 	Awaiting confirmation of non-trading status and company dormancy
10	Copyright	Erlend Grefsrud Strongman Games computer code and design	Ka-Bloom	n/a	Licensed to Strongman Games Ltd		Company undertaking strategic review for new sources of income	Monitor
11	Patent (First Thought IP) Design Trademark	Matthieu Philippault Novel Trailer	02/03/2010	Budget: 4800 Spent: 3983 Forecast:4800	EU application filed US and Japan not filed as no market data	Waiting for report	Verbal report on lack of trading.	Assignment offered to inventor. Patent applications will be dropped.

Ref No.	Type of IP Patent Family (IP Company)	Inventor and Title	Filing Date/Priority Date	Financials	Development Plan & Stage	Commercial Potential	Progress since Jan 2013	Next steps
12	Patent (First Thought IP) Trademark Design Copyright (in controller).	Arnold Du Toit Rolleygolf	25/11/2010 Patent at PCT and coming up to National applications – now assigned IP in development of controller Design registrations filed in EU, USA & South Africa Trademark for Rolley Golf and Drive Daddy.	Budget: 13000 Spent: 1023 Forecast:13000	Partnership with Texcel.	Technology 8/10 Market 8/10	Over the last year reports on the business and response to draft licence has been completely absent despite repeated requests. Due to lack of progress and reporting the IPSG could not justify the £13000 + spend on National filings and lack of business plan prevented country selection therefore the patent was assigned back to the inventor.	SBUEL still holds Trademark and Registered Designs and therefore no draft licence agreement has been sent to inventor. Waiting response.
13	Patent (First Thought IP)	Judith Lane Calm Tea Cup	20/06/2011 PCT Design registration	Budget: 1500 Spent: 1332 Forecast:1500	<ul style="list-style-type: none"> Prototype manufactured Graduate left and therefore unknown progress 	Technology 8/10 Market 8/10	Unknown	Inventor contacted to request agreement to license technology
14	Patent (First Thought IP)	Claire Burden Horse	20/06/2011 PCT	Budget: 0 Spent: 0 Forecast:0	Developing prototype – development halted due to	Technology 6/10 Market 6/10	None	Consider managing developer and licensing

Ref No.	Type of IP Patent Family (IP Company)	Inventor and Title	Filing Date/Priority Date	Financials	Development Plan & Stage	Commercial Potential	Progress since Jan 2013	Next steps
		Feeder			inventor's circumstances			
15	Design Registration (First Thought IP)	Hayley Smith Wrap-around cup handle	design registrations in Europe and USA	Budget: 0 Spent: 0 Forecast:0	In production and market	Technology 7/10 Market 6/10	Sales	Monitor
16	Design Registration (First Thought IP)	Hayley Smith Hooks for hanging Crutch		Budget: 0 Spent: 0 Forecast:0	In production and Market	Technology 7/10 Market 6/10	Design registrations in Europe and USA. Product now on sale.	Monitor and promote
			Invention Disclosures					
17	Copyright	Josh Oliver Feature Document ary and Associated Film Media	August 2011	Budget: 0 Spent: 0 Forecast:0	On Hold		No further progress	No expenditure to the University as no progress therefore will off assignment back to inventor.
18	Invention Disclosure	Hayley Smith Pad for Crutch handle	TBC	Budget: 1000 Spent: 0 Forecast:0	Prototype made		No progress - Development on hold as they focus on Wrap-around cup handle and Hooks for hanging crutch	No expenditure to the University as no progress therefore will off assignment back to inventor.
19	Invention Disclosure	Hayley Smith Suckipad	TBC	Budget: 1000 Spent: 0 Forecast:0	Prototype made		No progress - Development on hold as they focus on Wrap-around cup handle and Hooks for hanging crutch	No expenditure to the University as no progress therefore will off assignment back to inventor.
20	Invention Disclosure	Steve Dance	TBC		If Steve Dance needs to build a		Awaiting prototype	Hold

Ref No.	Type of IP Patent Family (IP Company)	Inventor and Title	Filing Date/Priority Date	Financials	Development Plan & Stage	Commercial Potential	Progress since Jan 2013	Next steps
		Mega Sound Proofing			prototype before filing			

	PAPER NO: UE.17(13)	
Board:	South Bank University Enterprises Ltd	
Date:	27 June 2013	
Paper title:	University Intellectual Property Policy	
Author:	Sheila Grace	
Recommendation:	That the Board <ul style="list-style-type: none"> • Approves New IP Policy. • Approves New Terms of Reference for IP Steering Group. 	
Matter previously considered by:	N/A	N/A
Further approval required?	From University Executives (July)	N/A
Communications – who should be made aware of the decision?	N/A	

SBUEL Board Meeting Thursday 27th June 2013

Agenda Item: 12

Major Changes to the LSBU IP Policy

A new IP policy has been written to reflect, adopt and communicate best practice gained from the day-to-day experience and practice of actively managing IP at LSBU.

The key changes are:

(numbers in brackets are the corresponding section in the IP Policy)

- a) An expanded list of definitions and clearer explanation of each term. (4)
- b) Clarification of the situations in which IP may arise and need to be protected. For example, in the course of an honorary employment or in work commissioned by LSBU. (5)
- c) Explanation of the University's criteria for assessing any IP that is being considered for commercialisation. (9)
- d) Graduate Entrepreneurs will now own their IP rather than assigning to the University. The exception will be in circumstances where the graduate has collaborated with LSBU employee(s). (5.2 C)
- e) Changes to Revenue Sharing. There is now a more even split between Inventor (30%), Faculty (35%) and SBUEL (35%) once revenue has reached above £20k. (11)
- f) Clarification of the University's position in situations of apportionment disputes between inventors, inventor's leaving the employment of the University etc. (11.2)
- g) Reimbursing the University – in situations where IP is assigned back to the inventor, and it is later successfully commercialised, the Policy makes clear that the University should be reimbursed the expenses it incurred protecting and developing the IP. (11.6)

Appendix 1: Draft LSBU IP Policy

Appendix 2: Intellectual Property Steering Group (IPSG) Terms of Reference

**London South Bank University
&
South Bank University Enterprises Limited**

Intellectual Property Policy

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Executive Summary

The creation of intellectual property and its protection is a core objective for London South Bank University as it is crucial to the development of academic scholarship, research, teaching and enterprise.

This policy provides a framework for assessment, management and commercial development of intellectual property arising at LSBU.

The policy states that intellectual property generated at LSBU is owned by LSBU except in particular identified circumstances. It describes when IP is likely to arise and how it can be commercialised.

The policy takes account of the need to publish research work and supports the academics in this process.

The policy covers situations involving students, honorary or visiting academics and externally sponsored work.

Finally the policy describes methods of IP commercialisation, through licensing and spin-out companies and states the revenue sharing scheme for when that commercialisation is successful.

1. Summary

London South Bank University's (LSBU) intellectual property (IP) policy provides a framework for assessment, management and value creation of IP generated by its staff.

2. Introduction

London South Bank University regards the creation of intellectual property a core objective which it sees as crucial to the development of knowledge-creation, academic scholarship and learning. The University maintains its duty to develop policies and support services which create the best possible environment for intellectual property to be transferred into practical use.

The protection and appropriate commercialisation of intellectual property at the University is in everyone's best interest. There is real potential to attract additional income for staff, students and the University by commercialising intellectual property.

The central features of this philosophy and responsibility are to create an effective, efficient and transparent process which can:

- evaluate and protect the intellectual property, and then decide on the most appropriate arrangements for its transfer into use; and
- arrange for sharing any commercial returns from commercialisation of Intellectual property which provide for rewards to the originators, the faculty and the University
- use an approach which is entirely compatible with publishing, collaborations and research in the pursuit of academic excellence.

3. Policy Statement On Ownership of Intellectual Property

London South Bank University owns 100% of the intellectual property (IP) created during the performance of the contracted duties of all employees, or assigned to London South Bank University by students or other individuals, except where otherwise defined within this policy. The Patents Act 1977 (as amended), the Copyright, Designs and Patents Act 1988, the Registered Designs Act 1949, Regulation on Community Designs (6/2002/EC) and the Copyright and Rights in Databases Regulations 1997 (SI 1997/3032) are several pieces of legislation that, together, also make it clear that IP generated by an employee during the course of his/her normal duties belongs to his/her employer. The University will undertake to protect commercially important IP and seek its commercial exploitation for the benefit of students, staff, the University and the local economy. Net proceeds from commercialisation will be distributed between the inventor(s) and the University on a fair and equitable basis as detailed in this policy.

4. Definitions

Certain terms are used in this document with specific meanings, as defined in this section. These definitions do not necessarily conform to customary usage.

University means London South Bank University

LSBU means London South Bank University

SBUEL (South Bank University Enterprises Limited) is the legal entity wholly owned by the University which has responsibility for the management of consultancy, investments, equity holdings and license agreements that relate to start-up businesses and technology transferral.

Head of Intellectual Property and his/her team has responsibility for identifying and protecting the University's intellectual assets and explores routes for commercialisation of intellectual property capital arising from the University's knowledge and technology base.

Business Development Manager (BDM) means a business focussed manager in University Enterprise who will be responsible for working with a particular faculty or business sector.

Intellectual Property (IP) means patents, rights to inventions, trade marks and service marks, trade names and domain names, rights in get-up, rights to goodwill and to sue for passing off and unfair competition, rights in designs, rights in computer software, database rights, rights in confidential information (including know-how and trade secrets), copyright and any other intellectual property rights, in each case whether registered or unregistered and including all applications (and rights to apply) for, and renewals or extensions of, such rights and all similar or equivalent rights or forms of protection which subsist or will subsist, now or in the future, in any part of the world.

Background IP refers to any information, techniques, know-how, software and materials (regardless of the form or medium in which they are disclosed or stored) that are already owned by a party when entering into an agreement with another party. This is especially applicable when entering into research or enterprise collaborations or contracts.

Foreground IP means all information, know-how, results, inventions, software and other Intellectual Property identified or first reduced to practice or writing in the course of a Project. This is especially applicable as a result of a research or enterprise collaboration or contract.

Intellectual Property Rights (IPR) refers to specific legal rights which protect the owners of IP from others using it without permission. They are divided into four main categories:

- Patents
 - Copyright
 - Design Rights
 - Trade Mark Rights
-
- **Patents** protect any new and inventive product, device, composition or process for up to 20 years from filing a complete patent application. To be patentable, the subject matter must be new, have an inventive step and be capable of use in industry. It must also have "technical character" meaning it

must solve a particular technical problem. In Europe and the UK, there are some exclusion from patentability such as ideas, theories, discoveries, thoughts, purely financial, commercial or mathematical methods, games, computer programs, ways of presenting information and methods of treatment, diagnosis or surgery.

- **Copyright** protects any original works such as original literary works (tables or compilations, computer software programs and databases), dramatic works (dance or mime), musical works (music exclusive of any words or actions) and artistic work (graphic works, photographs, sculptures, collages irrespective of artistic quality, works of architecture and works of artistic craftsmanship), sound recordings, films, broadcasts and typographical arrangements of published editions. Copyright arises automatically.
- **Design Rights** generally protect the appearance of a product resulting from the features such as the lines, contours, colours, shape, texture and/or materials of the product or its orientation. Under UK design law, design rights can be formally registered for up to 25 years, giving legal protection against copying the actual design or any design similar in appearance. The design must be new and have individual character. Some designs may also attract automatic design rights which do not require any formal registration. These designs must be original (i.e. not copied) and not common place. They generally protect 3-dimensional aspects of a design product only. These automatic rights can last for up to 10 years from the date of first marketing the design or 15 years from when the design is first recorded in a design document or an article is made to the design.
- **Trade Mark Rights** protect names, logos, jingles, slogans, shapes of goods or packaging. The mark must be capable of being graphically represented and of distinguishing your goods or services from others. Trade marks can be registered for an indefinite period of time. Long term use of unregistered trade marks may also be protected under the UK common law of "Passing off" which protects the goodwill and brand in a business and is used as an alternative remedy to trademark infringement.

Non-disclosure Agreement is a contract by which one or more parties agree not to disclose confidential information that they have shared with each other as a necessary part of doing business together.

Research Results means the results arising from an individual's or group's research including details of any IP, results, data or source code.

Scholarly Materials means textbooks, academic journal articles, conference papers and related presentations, theses and dissertations, popular non-fiction, novels and poems, but excludes any such materials or part of them which can be defined as Teaching Materials or University Materials and excludes computer programmes.

Teaching Materials means any materials created within the University or created on behalf of the University that are intended to be used or accessed by Students for the purposes of their course of study including course guides, hand-outs and presentation materials (including lecture notes, slides and other audio-visual materials), instruction manuals plus assessment and examination questions.

University Materials means any type of work produced for administrative purposes, including but not limited to promotion and marketing of University courses, student and staff recruitment, papers for any internal committee or similar body, material included in any University handbook for employees or Students or any other University purpose and any item created by an employee of the University whose job description specifically includes the creation of printed or electronic materials.

University Resources means any form of funds, facilities or resources, including equipment and consumables, use/supply of heat, light or power otherwise purchased or paid for by the University, SBUEL or other University subsidiary during that employee's contracted hours of work.

Commercialisation means any form of exploitation of IP including assignment, licensing or the disposal of any interest, whether in return for cash or payment in-kind or any other form of value.

Licence is the expressed permission from the owner of the IPR (**Licensor**) for the recipient (**Licensee**) to use the intellectual property.

Assignment means the transfer of Intellectual Property rights held by one party (the **Assignor**) to another party (the **Assignee**).

Externally-produced work means any commissioned design/research results produced by an external person or company for the University and/or SBUEL.

Spin-Out Company is a company established with a view to commercialising IP originating from the University. The University would normally have equity in the spin-out company.

Inventor(s) means any person or persons who create an item of IP. This includes patentable inventions, designs, computer coding, and reports.

Staff means all employees (including full-time and part-time) contracted by the University or any of its subsidiary companies.

Research Students means any full-time or part-time student undertaking a research degree regardless of whether the student receives financial support from the University, from outside sources or who is self-funded. Under the University's Regulations the research degree is defined as any of the following: MRes, MPhil, MD, PhD, PhD by Published Work, DLitt, DSc or any other doctoral thesis including Professional Doctorates.

Affiliate means any other individual who has formal links with the University including, a visiting or honorary academic, a visiting postgraduate student or an academic on sabbatical.

Enterprise Associate means an LSBU graduate entrepreneur who has gained a place on the Enterprise Associate Scheme (2004 to 2012) to develop their commercial idea or product.

Graduate Entrepreneur means an LSBU graduate who has gained a place on the Graduate Entrepreneur Scheme (from 2013) to develop their commercial idea or product.

5. Ownership of Intellectual Property

Intellectual property is a property right and can be transferred much like any other type of property, for example, by sale or assignment. It is important to realise that the owner of IP may not necessarily be the person who created it in the first place.

London South Bank University owns 100% of the intellectual property (IP) created during the performance of the contracted duties of all employees, or assigned to London South Bank University by students or other individuals, except where otherwise defined within this policy.

Exceptions to this need to be considered when the IP is created during a collaborative project with other organisations and when external funding determines ownership of IP.

5.1 Staff

Pursuant to the terms of the staff member's contract of employment and as a matter of law, IP created by the University staff shall be owned by the University if the IP was created in the course of the staff member's contracted or specifically assigned duties.

A) Course Materials

The copyright in course materials whether written or electronic, including aids to teaching produced by staff in the course of their employment for the purposes of the curriculum of a course run by the University and produced, used or disseminated by the University belongs to the University. However the copyright in any material produced by staff for their personal use and reference shall belong to that member of staff.

B) Scholarly Materials

The University waives its rights on work as defined above as scholarly work by staff. These are books, contributions to books, articles and conference papers.

The University reserves the right to use any scholarly works for academic purposes such as teaching, research and general internal use if deemed appropriate, subject to the University's obligation to respect the moral rights of the staff member in relation to such scholarly works.

C) Materials arising from Research

Copyright in reports and other material arising from research will belong to the University or to a funding body depending on the terms of contract.

D) Financial & Administrative Materials

All records, documents and other papers (including copies and summaries thereof) which pertain to the finance and administration of the University and which are made by staff in the course of their employment are the property of the University and the copyright in all such original records, documents and papers shall at all times belong to the University.

5.2 Students (Undergraduates and Postgraduates) and Graduates

A) Postgraduate Research Students

As a precondition of registration for their research degree, all research students are required, prior to or at the time of enrolment, to sign agreements which will assign, or will oblige them in the future to assign, their rights in any IP arising from their studies to the University. Upon assignment, the University will own all IP developed by research students relating to their studies unless the University has entered into an agreement whereby all or a portion of the rights are owned by an external sponsor.

If the IP generated by research students is commercialised, the student inventor will be treated as a member of staff for the distribution of net income. Should the University not wish to exploit the IP generated during the course of the research degree, the IP shall be reassigned back to the research student at the end of his/her studies. This is subject to any obligations of confidentiality assumed by the University and/or if requested the research student in relation to the IP.

The copyright of the thesis will be held by the University but approval will be given for publication in books or articles. Should the content of this relate to any potentially commercial IP then publication of the thesis will be delayed until appropriate protection is in place.

The University reserves the right to be granted a non-exclusive royalty free licence by the student for use of his/her thesis for non-profit academic purposes such as teaching, research and general internal use if deemed appropriate subject to the University's obligation to respect the moral rights of the research student in relation to such copyright material.

B) Non-research students

Non-research students, including undergraduates and graduates on taught courses, own the IP that they create except under the following exceptions:

- i. Those students who create IP under a University project involving staff and
- ii. Those students working on a placement project or external project involving ideas and funding from an external party.

In these circumstances the student must assign their IP to the University. In cases in which the student who is working on a University project, makes significant contribution to the inventive process, the student will be granted the same rights as any employee inventor as set out in this policy.

C) Enterprise Associates and Graduate Entrepreneurs

Enterprise Associates (since 2012) and Graduate Entrepreneurs will own the IP they generate except in circumstance of collaboration with LSBU employees. In cases in which the Graduate Entrepreneur requests additional funding for IP protection or business development, the University will require assignment of IP and equity in the company. IP will be exclusively licensed to the company in return for a royalty. Such funding will only be considered if there is a business plan approved by the IPSG, the University Executive and SBUEL.

5.3 Externally-produced work

When external individuals or entities, carry out projects commissioned by London South Bank University or SBUEL Foreground IP produced in the course of the project will be owned by London South Bank University or SBUEL. Commissioners of externally-produced projects and IP should ensure that consultants are aware of this IP policy. Contracts between external individual or entities and London South Bank University or SBUEL must contain specific references to the creation and ownership of IP.

5.4 Affiliates

Where it is anticipated that IP may arise during the course of activity undertaken by an affiliate of the University, an IP agreement must be executed by all parties prior to the commencement of any work. The agreements must confirm ownership of IP and rights of use and commercialisation. Such agreements are advised by SBUEL.

5.5 External or Student Work Funded By The University

Where the University provides funding/pays for particular projects, the University will own any IP arising from the activity.

5.6 Externally Sponsored Work

Where it is anticipated that IP may arise during the course of a collaborative or sponsored project with an external organisation such as industry, other universities, research organisations or government sponsored programmes, an IP agreement must be executed by all parties prior to the commencement of any work. The agreements must confirm ownership of IP and where appropriate, proposed routes of exploitation and a basis of compensation for the University. Such agreements are advised, assessed and ratified by the Head of IP and not by individual

members of staff or students, though individual staff members or students will have input to advising the LSBU Intellectual Property Team during negotiations.

5.7 Honorary Employees

Academics or researchers who have an honorary association with the University but are not employed by the University are required to transfer any IP they create in the course of their honorary activities to the University, subject to the terms and conditions of their honorary contract. Such individuals will be treated as if they were University employees for the purposes of sharing revenue. This includes visiting academics and individuals with honorary appointments in the University.

The University requires an IP agreement between the University and the Individual (or the External Body employing the Individual), before the individual's appointment at the University commences.

If you require an agreement to be put in place please contact the Head of IP.

Intellectual Property Procedures

6. Roles

6.1 The Head of IP

The Head of IP and team advise on the protection and commercialisation of the University's IP. Their key responsibilities include the protection of IP and to support the generation of income either through licensing and royalties involving existing or spin-out businesses or to support collaborative income generating work.

Intellectual Property generated by staff and research students will be protected where possible if there is a commercial opportunity for that IP.

The Head of IP, with University Enterprise, will also support any required additional commercial or technical development of the IP with the inventor(s) and engage and negotiate with potential commercial partners to ensure optimal further development and return for the University.

The Head of IP and team will endeavour to train and develop improved IP understanding amongst LSBU staff through staff inductions, seminars and departmental meetings.

6.2 Role of Inventor (s)

The inventor is the expert on the invention and the field of research and this knowledge is crucial to the success of IP generation, IP protection and IP commercialisation that the inventor is engaged in the process. When working with the

Head of IP and Team, the inventor may be required to complete documents to confirm the authenticity of their IP. Additional research and experimentation may be required to ensure that the IP can be appropriately protected and commercialised.

The benefits of the inventor working with the Head of IP and gaining insights into how IP is protected can greatly aid the generation and development of future IP for professional development.

7. Confidentiality

7.1 Professional Best Practice

Staff and students are expected to take all necessary steps to keep confidential any potentially exploitable IP and prevent public disclosure of any invention of creative work arising from their employment and/or academic duties until approved to do so by the IP Office. As academic research publications are important to both the researcher and the University, the IP Office shall make every endeavour not to delay publication more than is necessary to ensure protection of the IP.

7.2 Working with Third-Parties

Staff and students are expected to ensure that a confidentiality agreement (non-disclosure agreement – NDA) is in place and abide by the agreement terms when talking to any third party and/or external organisations. The University's standard NDA should be downloaded and used whenever possible. Please note that should any third party or external organisation supply a confidentiality/non-disclosure agreement it should be forwarded to the Head of IP for review before signing.

8. Invention Disclosure Process

8.1 Invention Disclosure

Staff and students must disclose new potentially exploitable IP prior to any public disclosure using an Invention/Creative work Disclosure Form (IDF) and submitting it to the Head of IP. This form can be downloaded from the Staff Gateway IP Pages. The Invention/Creation will be assessed for patentability or other protectable means with the inventor and initiate protection if appropriate. The inventor will be involved in decision which will be affected by publication needs and commercial potential. Please contact the Head of IP or your Faculty BDM should you need advice in relation to the form.

9. Evaluation of Intellectual Property

9.1 Criteria For Evaluating Intellectual Property

The Head of IP, with the inventor, and possibly the Faculty BDM, will review the Inventive/Creative work for commercial potential against a matrix of criteria including:

- Prior Art
- Strength of support for creative team
- Market for potential products , narrow or wide applications
- Market competition
- Cost of development for commercialisation
- Collaborative and licensing opportunities
- Exit strategy
- Benefits to the University – tangible and intangible

9.2 Funding Application

Where the disclosed IP is found to have some potential for commercialisation, whether at a commercial or pre-commercial stage, the inventor will be advised on further development of the IP through research, prototyping or collaboration.

The Line manager/Head of Department/ Faculty Dean will be involved in decisions on any further input from the inventor that uses time and resources in the Department.

10. Commercialisation of Intellectual Property

In the event that the decision of the IP Office is to commercialise all or any of the IP disclosed then the likely routes for commercialisation will be either by:

- **Licensing or sale of IP**
- **Establishment of a spin-out venture**

For any commercialisation plan, time input and departmental resources will be agreed between the Head of Department, Inventor and the Head of IP and/or Director of University Enterprise.

10.1 Licensing or Sale of IP

In the event that the decision is to seek to commercialise the IP via licensing/sale to an existing company then a commercialisation plan will be agreed within 3 months of the decision to commercialise. Such a plan will outline what tasks need to be undertaken , by whom and in specific timelines as part of a program towards reaching the goal of securing a licensing or sale agreement. The plan will be agreed by the inventor, the Head of Department/Dean of Faculty and the Head of IP in a written document signed off by the Department and Faculty.

The Head of IP will take the appropriate steps to protect the IP by patent application or other IP protection means, at the University's expense, and within the time table of the commercialisation plan.

Employees and students are expected to meet the requirements of this plan in a timely way.

The type of activities individuals are expected to commit include: supporting the patenting process (this can involve responses to 'written opinions' and further

experiments), developing prototypes and/or carrying out further experiments, provision of content for the preparation of marketing materials (both confidential and non-confidential); co-developing & delivering 'sales' presentations to potential licensees; participating in meetings (both at London and elsewhere including overseas) and positively supporting the negotiation of licences or other agreements where necessary.

In the event that an individual(s) fails to meet the commitments specified in the agreed plan and this is damaging to the progress of the commercialisation effort then IPSG has the right to terminate the commercialisation via delivery of a written notification to the member of staff or student.

After licensing the inventor may be required to work with the licensee to fully 'transfer' the know-how in the IP. Whenever possible, this will be done on a consultancy contract.

A) Revenues from Licence Royalties

Where the IP is licensed to a third party, the Head of IP will be responsible for negotiating and securing the most profitable commercial arrangement available.

Net revenues (after patent and related costs, professional and legal advice, marketing costs, etc. have been covered) from licences/royalties will be distributed as described in 11.1.

10.2 Spin-out Routes

A) Spin-out Process

In some cases, the best route to commercialisation is for the Inventor to start a spin-out company. In this case, the Inventor will be required to submit a business plan which will be reviewed and the spin-out agreed by the IPSG and Faculty/Department. Recommendations will be made to SBUEL which will approve the spin-out.

SBUEL will hold up to 19.9% equity in the spin-out company.

B) Licensing to spin-out

For most spin-out companies the University will seek to negotiate licence terms to provide the venture with access to the IP it needs to develop the business and raise finance. The licence will generally include royalty provisions and terms for assignment of the intellectual property based on the company meeting agreed milestones.

C) Directorships In Spin Out Companies

SBUEL and the University will be party to Shareholders Agreements from the spin-out company and will seek non-executive directorships in the venture. Staff and/or students may also participate as directors and SBUEL recommends each individual

considering this role gains legal advice on the responsibilities associated with limited private company directorship.

D) Secondments to Spin-Out Companies

In the event that an individual intends to work for the spin-out venture then secondment arrangements would need to be put in place by the Faculty/Department and Human Resources.

E) Use of University Resources By Spin-Out Companies

In the event that a spin-out company needs access to University facilities then this will require arrangement with the Department/Faculty, and the value of such access will be negotiated with SBUEL. Use of University resource may count as 'in-kind' investment into the spin-out company and will be considered as a repayable loan or an entitlement to share options.

11. Finance

11.1 Revenue Sharing Scheme

The successful commercialisation of University-generated IP will usually result in the University receiving a royalty income. This may be either as a lump sum or as a stream of royalty income over a period of time.

SBUEL has a standard scheme for the apportionment of its royalty income which reflects the involvement of the individuals concerned, the Faculty and SBUEL.

Where the IP is licensed to a third party, the Head of IP will be responsible for negotiating and securing the most profitable commercial arrangement available.

Net revenues (after patent and related costs, professional and legal advice, marketing costs, etc. have been covered) from licences / royalties will be distributed as follows for any licensable IP:

Net Revenues (Cumulative)	Inventor(s)	Faculty	SBUEL
First £20K	50%	25%	25%
All revenue above £20k	30%	35%	35%

Inventors will not receive a revenue share if the IP is licensed into a spin-out company of which they are directors.

11.2 Apportionment amongst individuals

In circumstances where more than one inventor is involved, responsibility for agreeing the division amongst the several inventors lies with those individuals. Advice can be sought from the Head of IP.

In the event of a dispute which cannot be resolved by mutual discussion amongst the inventors the protection and commercialisation will no longer be supported.

11.3 Leaving employment of the University

Cessation of employment by the University will not affect an inventor's right to receive a share of income. It is the responsibility of the inventor to inform the IP Office of their forwarding address and contact details.

11.4 Death

In the case of the death of an inventor, who is due revenue payments, such revenue payments will be payable to the estate of the deceased for that academic year (August to July).

11.5 Payment of Royalties

The inventor's share of income will be paid via electronic bank transfer (by preference) or cheque. It is the responsibility of the recipient to ensure that they notify their local tax office or HMRC.

11.6 Assignment to Inventor

Should SBUEL decide it does not wish to proceed with developing and commercialising the IP, and if requested by the inventor(s), SBUEL will assign ownership of the invention and the IP to the inventor(s). Once assignment to the inventor (s) is agreed and transacted, they will have sole responsibility any country specific assignments and for maintaining the IP protection. In such a scenario where IP is assigned back to the inventor which is then successfully commercialised, the inventor(s) will reimburse expenses previously incurred by the University, SBUEL and any other of the University's subsidiary companies for the IP protection and development, from the income generated by the inventor(s) or done on their behalf.

12. Review of Intellectual Property Policy

The London South Bank University IP Policy is reviewed every two years within the annual University Intellectual Property Office report. The next review is scheduled for June 2014.

Agenda Item: 12 Appendix 2

Terms of Reference

Title:	Intellectual Property Steering Group (IPSG)
Organisation:	London South Bank University
Reporting to:	SBUEL & LSBU Executive
Type:	Committee
Duration:	Quarterly (Academic Calendar)

Statement of Intent

The IPSG is the committee with authority delegated directly from the London South Bank University (LSBU) Executive to oversee and routinely monitor the intellectual property (IP) policy, IP management and the IP portfolio. The IPSG is responsible for deciding, which IP is progressed, how it is processed and for authorising expenditure against specified tasks and milestones. The IPSG delegates day to day management of the LSBU IP to the Head of Intellectual Property.

Background

Successful IP management and development offers LSBU (London South Bank University) potential additional revenue streams. However, successful IP commercialisation and the scale of any financial returns are notoriously difficult to predict, source and manage. Development of IP invariably involves a net outflow of funds during the early stages of identification and protection. Engagement in IP development therefore needs to be viewed as a long-term activity and commitment by the University.

Day to day issues relating to the management of the University's IP activities resides with the Head of IP in University Enterprise. He/she and/or a member of the IP team, will consult with the Director of University Enterprise on matters relating to day to day IP matters.

The establishment of the IPSG provides a forum for discussion, reporting and approval of the seven (7) core IP themes:

Finding – sourcing new IP through promotion and raising IP awareness

Assessing & Valuation – determine the nature of the IP and its potential value

Development - providing the means for development of existing IP, managing the funding for proof of concept & potential new markets

Protecting - ensure that the potential commercial value is protected

Monitoring – progressing new and existing IP through key stages, getting approval of protection in international markets preventing potential IP infringements

Commercialisation - sourcing external collaborators, buyers or licensees for IP

Reporting - on the current IP portfolio, budgetary updates and financial income or expenditure

Function of the IPSG

The IPSG, chaired by the Director of Enterprise, will oversee and routinely monitor the University's IP portfolio. The IPSG will be responsible for supporting and ratifying which IP is and is not progressed, review of budgetary management of the IP budget, routinely monitor the process and progress of IP and management of the 'proof of concept' fund. The IPSG will promote the policy and best practice in relation to IP throughout the University and report to the University Executive and the SBUEL board.

Role of the IPSG

- The IPSG is accountable to the University Executive and the SBUEL Board. It is authorised by them for the following delegated decisions:
 - Setting the IP budget
 - Determining the appropriation of spending across the IP portfolio
 - Deciding when and how IP is protected
 - Deciding if and how IP is to be commercialised
 - Agreeing with faculties and/or departments on academic input
 - Determining routes to commercialisation
 - Agreeing license and contract terms
 - Deciding which of the above decisions are delegated to the Head of IP and his/her team
- It will meet at least four times per academic year, but more frequently if required.
- At each meeting of the IPSG a summary of progress on the prosecution of the IP portfolio will be presented by the IP Team together with an account of the

commercial developments of LSBU's IP. Expenditure and progress on proof of concept projects will also be reported.

- An annual IP report will be presented with the financial account at the end of the academic year (July). This will include commercial developments of existing IP together with projections of likely and future costs and developments.

Role of the IPSP Board Members

- Be committed to and actively involved promoting the value of IP
- Understand the strategic implications and outcomes of IP for LSBU
- Appreciate the significance of IP for all LSBU stakeholders and represent their interests where appropriate
- Be genuinely interested in IP and the outcomes of the IPSP
- Be an advocate for LSBU IP
- Have a working knowledge of IP, IP issues, the methodology being used
- In reality this would mean that members should:
- Exercise discretion and confidentiality when considering the ideas and issues
- Ensure the requirements of stakeholders are voiced, understood and reasonably met
- Help balance conflicting priorities and resources
- Provide guidance to IP team and users of IP service
- Review the progress of the IP objectives

IPSP Membership

The IPSP's membership will be:

- Director of University Enterprise, LSBU (Chair)
- Head of Intellectual Property
- Intellectual Property Development Officer (Secretary)
- Senior University Academic
- Head of Business Development, University Enterprise

Guests:

When required a guest will be invited to attend IPSP meetings. Invited guests would be able to clarify on particular IP and its commercialisation progress, justifications of the proof of concept fund awards and matters relating to a particular faculty.

Selection Process for the Senior University Academic:

The Senior University Academic will be nominated by the Dean of the Faculty contributing the bulk of the IP in the IP Portfolio but must be approved by the Deans of the remaining faculties. The Senior University Academic will serve for two years with selection taking place in July of every other year.

Chair

The chair shall convene the IP SG meetings.

If the designated chair is not available, then the Head of IP (referred to as the Acting Chair) will be responsible for convening and conducting that meeting. The Acting Chair is responsible for informing the Chair on the salient points/decisions raised or agreed upon at the meeting.

Agenda Items

All IP SG agenda items must be forwarded to the IP Development Officer at least 10 days prior to the next scheduled IP SG meeting.

The IP SG agenda, with attached meeting papers will be distributed at least 5 working days prior to the next scheduled meeting.

Minutes & Distribution of Meeting Papers

The minutes of each IP SG meeting will be recorded and distributed by the IP Development Officer

Full copies of the minutes, including attachments, shall be provided to all IP SG members no later than ten (10) working days following each meeting.

The minutes of each IP SG meeting will be monitored and maintained by the IP Development Officer as a complete record as required.

Minutes and relevant documentation will be sent all IP SG members and selected university staff that manage faculty research and enterprise management.

Meeting Frequency

The IP SG will meet once per quarter of the UK academic calendar.

	PAPER NO: UE.18(13)	
Board:	SBUEL	
Date:	27 June 2013	
Paper title:	Terms and Conditions of Employment for SBUEL Employees	
Author:	Katie Boyce, on behalf of Tim Gebbels	
Recommendation:	To accept the terms and conditions laid out in the paper	
Matter previously considered by:	N/A	N/A
Further approval required?	None	N/A
Communications – who should be made aware of the decision?	SBUEL Employees	

Executive Summary:

This paper lays out a set of improved terms and conditions of service for employees of SBUEL to maintain staff motivation. The main changes from current terms and conditions of employment are as follows:

1. Eligibility for Salary Progression

These have been moved from spot salaries to salary ranges. The range per role is given, but progression is based on sustained performance in the role, and the rate of progression to the maximum will depend on the performance of the individual and the company. Rates will be published annually in advance of the awards. The Company will publish each year the rate of increase in the range for the role, based on cost of living. Both of these will be agreed by the board. All salary changes on the same date for all employees, with a pro-rata for any individual who has not yet completed a full year of service in the first year.

An individual at the top of their band would benefit each year from the agreed cost of living and their bonus – and an outstanding individual starting at the lower end of the scale would be able to advance rapidly to the maximum, if their performance justified it. If an individual were underperforming, outside their probation period, they may not receive any increase.

2. Determination of Bonus

A scheme for the determination of bonuses is presented which rewards individual performance and performance of the Company.

3. Occupational Sick Pay

This scheme replaces the current statutory sick pay provision (SSP) and is more generous than SSP but still in keeping with the size of the enterprise.

4. Pay Award

Any pay award will be determined at the sole discretion of the Board and will be related to the Company's performance.

5. Statutory Maternity Pay and Leave, Statutory Paternity Pay and Leave, and Statutory Adoption Pay and Leave

The statutory pay and leave for these three elements are relatively generous and in keeping with similar terms in an SME. It is therefore recommended that they are kept in place.

6. Redundancy Pay

Redundancy pay will be calculated in accordance with statutory provisions. Any variation to this would be at the sole discretion of the Board of Directors. In the event that redundancies were anticipated due process would be followed.

A proposal as to why redundancies are anticipated would be laid out by the Chief Executive Officer of SBUEL. Consultation with staff would commence and continue for a minimum of 45 days. The process by which staff are identified would be clearly laid out. Where staff are identified as redundant they would be able to appeal against the decision to one of the Board of Directors at SBUEL.

South Bank University Enterprises Ltd (SBUEL)

Terms and Conditions of employment for employees of SBUEL¹

1. Salaries

In accordance with the HR Procedures for SBUEL agreed at the SBUEL Board Meeting on 26 June 2012 the salary for each employee will be established prior to the advertising of each position. Each salary will be based on commercial rates of pay and for sales staff will carry an element of incentive i.e. a bonus, which will be payable on achievement of objectives.

The salary scales for the Head of Business Development, Head of Programme Support, Business Development Manager, Programme Support Officer and Business Development Support Officer are detailed in Appendix 1.

2. Eligibility for Salary Progression

That the range per role is given, but that progression is based on sustained performance in the role, and the rate of progression to the maximum will depend on the performance of the individual and the company. Rates will be published annually in advance of the awards. The Company will publish each year the rate of increase in the range for the role, based on cost of living. Both of these will be agreed by the board. All salary changes on the same date for all employees, with a pro-rata for any individual who has not yet completed a full year of service in the first year.

An individual at the top of their band would benefit each year from the agreed cost of living and their bonus – and an outstanding individual starting at the lower end of the scale would be able to advance rapidly to the maximum, if their performance justified it. If an individual were underperforming, outside their probation period, they may not receive any increase.

3. Determination of Bonus

Where staff are eligible for a bonus it will be assessed as follows:

- Half based on achievement of personal objectives detailed in annual appraisal or otherwise and by agreement between their line manager and the Chief Executive Officer of SBUEL
- Half based on overall company performance in achieving its financial and other targets determined by the Chief Executive Officer and Board of SBUEL

¹ Excluding the Chief Executive Officer, whose terms are agreed separately by the Chairman and the Board of Directors.

Payment of bonus will be on a non-consolidated basis.

The period over which this bonus will be assessed will be the financial year i.e. 1 August to 31 July in any one year. Payment made pursuant to this clause shall be made at the sole discretion of the Board and shall not form part of the staff's contractual salary. Payment of a bonus in one year shall not infer the right to payment of a bonus in another year.

Where the assessment is for part of the year the assessment will be calculated on a pro-rated basis. Assessment will normally be carried out in the November following the end of the financial year to which assessment applies.

4. Holidays

All full time staff will be eligible to have 25 days paid annual leave, plus bank holidays. Annual leave for part time staff will be pro-rated.

5. Procedures to be followed by employees absent due to sickness

First Day of Sickness

On the first day of sickness, before their normal starting time, an employee must notify their line manager of their incapacity for work. This notification will normally be by telephone and should indicate the nature of the incapacity and its probable duration.

During the period of sickness absence, it is the employee's responsibility to keep their line manager informed on a regular basis, usually by telephone.

If a statement of fitness for work or 'fit note' has been issued, this should be sent to the line manager immediately.

From the Eighth Day of Sickness

From the eight (calendar) day of sickness, a fit note from a doctor or a hospital must be submitted to the line manager as soon as possible. If the period of sickness continues, further fit notes must be submitted to ensure that the period of absence is covered at all times. If the doctor supplies an 'open' fit note, further medical statements must be supplied at regular intervals.

Return to Work

Sickness Absences of One to Seven Days:

On returning to work after an absence of one to seven days (including weekends), a Self-Certification Form must be completed for the full period of the absence in all cases where a fit note has not been issued. The Self-Certification Form must be countersigned by the line manager.

Sickness Absences of Eight Days or More:

On returning to work after an absence of eight days or more (including weekends) any outstanding fit notes should be submitted. In certain circumstances, if the doctor has not specified a return date on the latest fit note issued, it may be necessary to provide a further medical statement to confirm that the employee is fit to resume their duties.

6. Occupational Sick Pay Entitlements

Staff will be eligible to receive full pay for the first 10 days of sickness absence, followed by a further 20 days at half pay. Thereafter, statutory sick pay will apply.

Entitlement to Statutory Sick Pay (SSP), where payable, is offset against entitlement to Occupational Sick Pay (OSP), where payable, so that the combined entitlements do not exceed normal full pay, or normal half pay, as appropriate.

7. Statutory Maternity Pay (SMP)

1. The right to statutory maternity pay

Members of staff who are pregnant or who have just given birth are entitled to a maximum of 39 weeks' SMP if:

- a.) they have been continuously employed by the Company for at least 26 weeks ending with the qualifying week – that is, the 15th week before the expected week of childbirth,
- b.) their average weekly earnings in the 8 weeks up to and including the qualifying week are at least equivalent to the lower earnings limit for National Insurance contributions,
- c.) they give the Company at least 28 days' notice in writing of the date they wish to start receiving their SMP (unless they have already done so when giving the notice required for leave
- d.) they provide medical evidence of the date their baby is due and, where appropriate, born. This will normally be a maternity certificate (form Mat B1), which must be signed by the doctor or midwife no earlier than 20 weeks before the expected week of childbirth.

SMP is payable only when a member of staff is absent from work. This will normally be when a member of staff is on maternity leave or because she is absent from work for a pregnancy-related reason in the 4 weeks immediately preceding the expected week of childbirth. SMP is paid whether or not the member of staff intends to return to work. It is also possible for the member of staff to work for the Company and be paid at their normal rate whilst receiving SMP for up to 10 'Keeping In Touch' (KIT) days.

2. The rate of statutory maternity pay

SMP is payable at two rates, the higher rate and the standard rate, as follows:

- a.) for the first 6 weeks, 90% of the member of staff's average weekly earnings,
- b.) the remaining weeks are paid at the lesser of SMP standard rate or 90% of the member of staff's average weekly earnings. The SMP standard rate from 4 April 2013 is £136.78 per week.

If a member of staff is not eligible for SMP, they may be entitled to other statutory payments such as maternity allowance (MA) as determined by HM Revenue and Customs.

3. Stillbirths

In the event of a stillbirth occurring up to and including the 24th week of pregnancy sick pay provisions will apply. In the event of a stillbirth occurring after the start of the 25th week of pregnancy, entitlement to SMP will be the same as if the baby had been born alive.

8. Statutory Maternity Leave (SML) and Time Off for Antenatal Care

1. Time off for antenatal care

All pregnant members of staff, regardless of length of service and hours, are entitled to reasonable paid time off for antenatal care. The Company has the right to request a medical certificate confirming pregnancy and evidence of such appointments except in the case of the first antenatal appointment.

2. Ordinary maternity leave (OML) and additional maternity leave (AML)

All pregnant members of staff are entitled to take up to 52 weeks' maternity leave, regardless of length of service with the University.

- a.) Maternity leave is made up of 26 weeks' **ordinary maternity leave (OML)** and 26 weeks' **additional maternity leave (AML)**. The leave can begin at any time after the 11th week before the expected week of childbirth (EWC) up to childbirth. During OML and AML the member of staff will continue to receive all contractual entitlements, except wages or salary. This will include accrual of contractual holiday entitlement. Pension arrangements are dependent upon relevant Pension Scheme rules. They may be entitled to statutory maternity pay (SMP) or occupational maternity pay (OMP) depending upon qualifying service. – see:
 - [Statutory Maternity Pay \(SMP\)](#)
- b.) If the member of staff is absent from work due to a pregnancy-related reason after the beginning of the 4th week before the expected week of childbirth, but before the date she has notified, the maternity leave period begins automatically on the day after the first day of her absence. AML lasts for 26

weeks and, if taken, must follow immediately after OML. There cannot be a gap between OML and AML.

3. Notification of pregnancy to the Company

To take advantage of the right to maternity leave, a member of staff must notify the Company no later than the end of the 15th week before the expected week of childbirth (EWC), or as soon as reasonably practicable:

- a.) that she is pregnant;
- b.) when the expected week of childbirth will be;
- c.) the date she intends her maternity leave to start. This must be in writing and the date must be no earlier than the 11th week before the expected week of childbirth.

Once a member of staff has notified the Company of the date she wishes to start her OML, she can change the commencement date as long as she notifies the Company of the new start date by whichever is the earlier of:-

- a.) 28 days before the date she originally intended to start her leave; **or**
- b.) 28 days before the new date she wants to start her leave unless it is not reasonably practicable to do so in which case she must notify the Company as soon as is reasonably practicable. This notification should be in writing.

The maternity leave period will normally start on the date the member of staff has notified. However, it will start automatically if the baby is born before that date or the member of staff is absent from work for a pregnancy related reason in the 4 weeks before the week the baby is due.

4. Notification of end of leave

Unless otherwise notified, the date on which a member of staff returns to work will be the first working day after the end of her 52 weeks' maternity leave period.

The Company will notify the member of staff of the date on which her leave will end within 28 days of receiving notification or within 28 days of the start of her leave if the member of staff has changed the start date.

If the member of staff intends to return to work before the date notified to her by the University, she must give the Company at least 8 weeks' notice of the date she intends to return. If a member of staff attempts to return to work earlier than the end of her AML and this notice has not been given, the Company may postpone the leave to a date which does give 8 weeks' notice provided that is not later than the end of the maternity leave period.

If the member of staff intends to return on the date stated by the Company, no further notification from the member of staff is needed.

5. Keep In Touch Days

A member of staff may, with the agreement of their Manager, undertake up to 10 days' work as "Keep In Touch Days" during their maternity leave.

6. Return from maternity leave

Providing she has followed the proper notification procedures, a member of staff has the right to return to work after maternity leave. She will return to the same job and terms and conditions after OML.

This will similarly be the case after AML except where it is not reasonably practicable for the Company so to do. In these circumstances the member of staff will be offered a similar job, which has the same or better status and terms and conditions.

7. Resignation at end of maternity leave

A member of staff must give the notice of termination required by her contract of employment in writing if she does not intend to return to work after her maternity leave.

9. Statutory Paternity Leave and Pay

i) Ordinary Statutory Paternity Leave and Pay

1. Eligibility for ordinary statutory paternity leave and pay

Eligible members of staff may take 1 or 2 weeks' ordinary paternity leave with pay in order to care for a new baby or support the mother of the baby – such leave cannot be taken for any other purpose.

To be entitled to ordinary paternity leave and pay staff must satisfy following conditions. They must:

- (a) have worked continuously for the Company for 26 weeks ending with the 15th week before the baby is due;
- (b) have or expect to have responsibility for the child's upbringing; and
- (c) be taking time off to help care for the child or to support the child's mother.

They must also be:

- (d) Either the biological father of the child, or the mother's husband, or civil partner or partner.

If the baby is born earlier than the 14th week before it is due and, but for the birth occurring early, the member of staff would have been employed continuously for the 26 weeks, then the member of staff will be deemed to have the necessary qualifying length of service.

2. Duration of ordinary paternity leave

Eligible members of staff can choose to take either 1 week or 2 consecutive weeks' ordinary paternity leave. Leave cannot be taken as odd days or as 2 separate weeks. Staff can choose to start their leave:

- (a) from the date of the child's birth (whether this is earlier or later than expected);
- (b) from a chosen number of days or weeks after the date of the child's birth (whether this is earlier or later than expected);
- (c) from a chosen date later than the first day of the week in which the baby is expected to be born.

Leave can start on any day of the week on or following the child's birth but must be completed within 56 days of the actual date of birth of the child, or if the child is born early, within the period from the actual date of birth up to 56 days after the first day of the expected week of birth.

Only one period of leave is available to members of staff irrespective of whether more than one child is born as the result of the same pregnancy.

1. Notification, self-certification and declaration

Staff must inform the Company of their intention to take paternity leave by the end of the 15th week before the baby is expected (unless this is not reasonably practicable in which case staff should notify the Company as soon as is reasonably practicable). They must inform the Company of:

- (a) the week the baby is due;
- (b) whether they wish to take 1 or 2 weeks' leave;
- (c) when they wish their leave to start.

Staff can change their mind about the date on which they wish their leave to start providing they notify the Company at least 28 days in advance (unless this is not reasonably practicable in which case staff should notify the Company as soon as is reasonably practicable).

Staff must also self-certificate and make a declaration that they meet the eligibility conditions by completing [Self-Certificate SC3 - Paternity Leave and Pay](#).

2. Ordinary statutory paternity pay

Ordinary statutory paternity pay is paid by the Company for either 1 or 2 consecutive weeks, as the member of staff has chosen. The rate of pay is the same as the standard rate of statutory maternity pay, which from 4 April 2013 is £136.78 per week or 90% of average weekly earnings if this is less than £136.78.

Staff must notify the Company of the date they expect any payments of ordinary statutory paternity pay to start at least 28 days in advance (unless this is not reasonably practicable in which case staff should notify the Company as soon as is reasonably practicable).

A qualifying member of staff will still be entitled to paid leave if the baby is stillborn after 24 weeks of pregnancy.

If a member of staff is eligible for occupational paternity pay, statutory paternity pay will be offset against such entitlement.

3. Contractual terms and return from ordinary statutory paternity leave

Eligible staff will continue to receive all contractual entitlements, except pay, during ordinary paternity leave. This will include accrual of contractual holiday entitlement. Pension arrangements are dependent upon relevant Pension Scheme rules.

Providing the proper notification procedures are followed, a member of staff has the right to return to the same job and terms and conditions after ordinary paternity leave.

4. Pay for statutory additional paternity leave

There will be an entitlement to additional statutory paternity pay where the mother has not taken her full entitlement to statutory maternity pay or maternity allowance.

The period during which additional statutory paternity pay will be payable is the period during which the mother would have received statutory maternity pay or maternity allowance had she not returned to work (including self-employed work).

For a member of staff to qualify for this pay the mother must have at least 2 weeks' of their statutory maternity pay period or maternity allowance period that remains unexpired.

Additional statutory paternity pay will be paid at the rate of £136.78 per week or at a rate equivalent to 90% of average weekly earnings if this figure is less than £136.78 per week.

Payment for additional paternity leave will depend on the member of staff completing the correct notification, self-certification and declaration process and providing relevant supporting documentation.

5. Contractual terms

Staff will continue to receive all contractual entitlements, except pay, during additional paternity leave. This will include accrual of contractual holiday entitlement. Pension arrangements are dependent upon relevant Pension Scheme rules.

6. Keep In Touch Days

A member of staff may, with the agreement of their Manager, undertake up to 10 days' work as "Keep In Touch Days" during their paternity leave.

7. Return from additional statutory paternity leave

Staff who wish to return to work early from additional paternity leave must give the Company at least 8 weeks' notice of the date of early return. If they fail to do so, the Company may postpone their return to a date that will give the required 8 weeks' notice, providing that this is not later than the end of additional paternity leave.

Providing staff have followed the proper notification procedures, they have the right to return to work after additional paternity leave. This will be to the same job and terms and conditions except where it is not reasonably practicable for the Company

so to do. In these circumstances the member of staff will be offered a similar job, which has the same or better status and terms and conditions.

8. Resignation at end of paternity leave

If a member of staff does not wish to return to work following additional paternity leave, they should inform their department in writing, giving the notice required in their contract of employment.

10. Statutory Adoption Leave (SAL) – UK Adoptions

1. Eligibility for statutory adoption leave

To qualify for statutory adoption leave, a member of staff must:

- (a) be newly matched with a child for adoption by an adoption agency;
- (b) have worked continuously for the Company for 26 weeks ending with the week in which they are notified of being matched with a child for adoption.

Staff will not qualify for statutory adoption leave if they:

- (a) arrange a private adoption
- (b) become a special guardian
- (c) adopt a stepchild
- (d) have a child through surrogacy.

2. Duration of adoption leave

Adopters are entitled to up to 26 weeks' ordinary adoption leave (OAL) followed immediately by up to 26 weeks' additional adoption leave (AAL) - a total of up to 52 weeks' leave.

Eligible staff can choose to start their leave:

- a) from the date of the child's placement, or
- b) from a fixed date which can be up to 14 days before the expected date of placement.

Statutory adoption leave can start on any day of the week.

Only one period of leave is available even if more than one child is placed for adoption as part of the same arrangement.

If the child's placement ends during the adoption leave period, the adopter can continue adoption leave for up to eight weeks after the end of the placement.

3. Notice of intention to take adoption leave

Staff are required to inform the Company of their intention to take adoption leave within 7 days of being notified by their adoption agency that they have been matched

with a child for adoption (unless this is not reasonably practicable in which case staff must notify the Company as soon as is reasonably practicable). The notification should include details of the following:

- (a) when the child is expected to be placed with them; and
- (b) when they want their adoption leave to start.

Staff can change their mind about the date on which they want their leave to start providing they notify the Company at least 28 days in advance (unless this is not reasonably practicable in which case staff must notify the Company as soon as is reasonably practicable).

4. Keep In Touch Days

A member of staff may, with the agreement of their Manager, undertake up to 10 days' work as "Keep In Touch Days" during their adoption leave.

5. Return to work after adoption leave

Staff who intend to return to work at the end of their full adoption leave entitlement do not have to give any further notification to the Company.

Staff who want to return to work before the end of their adoption leave period, must give the University eight weeks' notice of the date they intend to return.

Staff must give the notice of termination required by their contract of employment in writing if they do not intend to return to work after adoption leave.

Providing an adopter has followed the proper notification procedures, they have the right to return to work after adoption leave. They will return to the same job and terms and conditions after OAL. This will similarly be the case after AAL except where it is not reasonably practicable for the Company so to do. In these circumstances the member of staff will be offered a similar job, which has the same or better status and terms and conditions.

11. Statutory Adoption Pay (SAP) – UK Adoptions

1. Eligibility for, and notification of, statutory adoption pay

To qualify for statutory adoption pay a member of staff must:

- (a) be newly matched with a child for adoption by an adoption agency;
- (b) have worked continuously for the Company for 26 weeks ending with the week in which they are notified of being matched with a child for adoption;
- (c) be earning an average of at least the limit for National Insurance contributions.

To notify the Company they must:

- (d) provide the Company with a matching certificate from their adoption agency as evidence of their entitlement to SAP, and

- (e) advise the Company of the date they expect any payments of statutory adoption pay (SAP) to start at least 28 days in advance (unless this is not reasonably practicable in which case staff must notify the Company as soon as is reasonably practicable).

2. Rate of statutory adoption pay

Statutory adoption pay (SAP) is paid by the Company for up to 39 weeks.

The rate of statutory adoption pay is the same as the standard rate of statutory maternity pay – from 4 April 2013 this will be £136.78 a week or 90% of average weekly earnings, if this is less than £136.78.

If a member of staff is eligible for occupational adoption pay, statutory adoption pay will be offset against such entitlement.

12. Statutory Paternity Leave and Pay During Adoption

i) Ordinary Statutory Adoption Paternity Leave and Pay

1. Eligibility for ordinary statutory adoption paternity leave and pay

Eligible members of staff may take 1 or 2 week's ordinary adoption paternity leave with pay in order to care for or support the adopter of a child newly placed for adoption.

To be entitled to ordinary adoption paternity leave and pay, staff must satisfy the following conditions. They must:

- (a) have worked continuously for the Company for 26 weeks ending with the week in which the adopter is notified of being matched with a child;
- (b) have or expect to have responsibility for the child's upbringing; and
- (c) be taking time off to help care for the child or support the child's adopter.

They must also be:

- (d) the adopter's spouse (including same sex relationships), civil partner or partner.

2. Duration of ordinary statutory adoption paternity leave

Eligible members of staff can choose to take either 1 week or 2 consecutive weeks' ordinary adoption paternity leave. Leave cannot be taken as odd days or as 2 separate weeks.

Staff can choose to start their leave:

- (a) from the date of the child's placement;

- (b) from a chosen number of days or weeks after the date of the child's placement;
- (c) from a chosen date which is later than the date on which the child is expected to be placed with the adopter.

Leave can start on any day of the week on or following the child's placement but must be completed within 56 days of the child's placement.

Only one period of leave is available to staff irrespective of whether more than child is placed at the same time.

3. Notification, self-certification and declaration

Staff must inform the Company of their intention to take ordinary adoption paternity leave within 7 days of being notified by their adoption agency that they have been matched with a child (unless this is not reasonably practicable in which case staff must inform the Company as soon as is reasonably practicably). They must notify the Company of:

- (a) the date on which they were notified of having been matched with the child;
- (b) when the child is expected to be placed;
- (c) whether they wish to take 1 or 2 weeks' leave;
- (d) when they wish their leave to start.

Staff can change their mind about the date on which they want their leave to start providing they notify the Company 28 days in advance (unless this is not reasonably practicable in which case staff must inform the Company as soon as is reasonably practicable).

Staff must also self-certificate and make a declaration that they meet the eligibility conditions by completing form [SC4 – Paternity Leave and Pay \(Adoption\)](#).

4. Ordinary statutory adoption paternity pay

Ordinary statutory adoption paternity pay is paid by the Company for either 1 or 2 consecutive weeks as the member of staff has chosen. The rate of pay is the same as the standard rate of statutory maternity pay, which from 4 April 2011 is £136.78 a week or 90% of average weekly earnings if this is less than £136.78.

Staff must notify the Company of the date they expect any payments of ordinary statutory adoption paternity pay to start at least 28 days in advance (unless this is not reasonably practicable in which case staff must notify the Company as soon as possible).

If a member of staff is eligible for occupational adoption paternity pay, statutory adoption pay will be offset against such entitlement.

5. Contractual terms and return from ordinary statutory adoption paternity leave

Eligible staff will continue to receive all contractual entitlements, except pay, during ordinary adoption paternity leave. This will include accrual of contractual holiday entitlement. Pension arrangements are dependent upon relevant Pension Scheme rules.

Providing the proper notification procedures are followed, a member of staff has the right to return to the same job and terms and conditions after ordinary adoption paternity leave.

ii) Additional Statutory Adoption Paternity Leave and pay

1. Eligibility for additional statutory adoption paternity leave and pay

Eligible members of staff may take up to 26 weeks additional adoption paternity leave within the first year after the child's placement for adoption, provided that the child's adopter who elected to take adoption leave, has returned to work *before* using their full entitlement to adoption leave.

In order to qualify for additional adoption paternity leave staff must satisfy each of the following criteria:

- a) be married to or be the partner of the child's adopter who elected to take adoption leave;
- b) have or expect to have responsibility for the child's upbringing;
- c) have worked continuously for the Company for 26 weeks ending with the week in which notification of having been matched with the child (the 'matching week') is received;
- d) remain in continuous employment until the week before the first week of additional statutory adoption paternity leave; and
- e) be taking the leave to care for the child.

The child's adopter who elected to take adoption leave, must also have been in receipt of one or both of the following:

- adoption leave,
- statutory adoption pay.

The adopter must also have returned to work and forfeited a portion of their adoption leave and pay for the applicant to receive this remaining adoption leave and pay.

2. Duration of additional statutory adoption paternity leave

Additional paternity leave must be taken in a single block of complete weeks. The minimum period is 2 consecutive weeks and the maximum period is 26 weeks. The leave can be taken between 20 and 52 weeks after the child is placed for adoption. Members of staff may only take one period of additional statutory adoption paternity leave for each adoption, even if more than one child is adopted at the same time.

3. Notification, self-certification and declaration

Members of staff must inform the Company of their intention to take additional statutory adoption paternity leave no later than 7 days after the adopter is notified that they have been matched with a child.

The Company should be given 8 weeks' notice of the dates on which a member of staff wishes to take leave (unless this is not reasonably practicable in which case a member of staff must notify the Company as soon as is reasonably practicable).

A member of staff and the child's adopter must self-certificate and sign a declaration that they meet the eligibility conditions by completing Self-Certificate form [SC4 – Paternity Leave and Pay \(Adoption\)](#). The Company will contact the adopter's employer to confirm the leave taken to date and that the individual has returned to work.

Members of staff may change their mind about the date on which they wish their leave to start providing they give the Company 8 weeks' notice of the change (unless this is not reasonably practicable in which case staff should notify the Company as soon as is reasonably practicable).

The Company will confirm adoption paternity leave/pay arrangements within 28 days of receipt of the notification.

4. Pay for additional statutory adoption paternity leave

There will be an entitlement to additional statutory paternity pay where the child's adopter who elected to take adoption leave, has not taken their full entitlement to statutory adoption pay.

The period during which additional statutory paternity pay will be payable is the period during which the child's adopter who elected to take adoption leave, would have received statutory adoption pay had they not returned to work (including self-employed work).

For a member of staff to qualify for this pay the child's adopter who elected to take adoption leave must have at least two weeks of their statutory adoption pay period that remains unexpired.

Additional statutory adoption paternity pay will be paid at the rate of £136.78 per week or at a rate equivalent to 90% of your average weekly earnings if this figure is less than £136.78 per week.

Payment for additional paternity leave will depend on staff completing the notification, self-certification and declaration process and providing the relevant supporting documentation.

5. Contractual terms

Staff will continue to receive all contractual entitlements, except pay, during additional statutory adoption paternity leave. This will include accrual of contractual holiday entitlement. Pension arrangements are dependent upon relevant Pension Scheme rules.

6. Keep In Touch Days

A member of staff may, with the agreement of their Manager, undertake up to 10 days' work as "Keep In Touch Days" during their adoption paternity leave.

7. Return from additional statutory adoption paternity leave

Staff who wish to return to work early from additional adoption paternity leave must give the Company at least eight weeks notice of the date of early return. If they fail to do so, the Company may postpone their return to a date that will give the required 8 weeks' notice, providing that this is not later than the end of additional statutory adoption paternity leave.

Providing staff have followed the proper notification procedures, they have the right to return to work after additional statutory adoption paternity leave. This will be to the same job and terms and conditions except where it is not reasonably practicable for the Company so to do. In these circumstances the member of staff will be offered a similar job, which has the same or better status and terms and conditions.

8. Resignation at end of additional statutory adoption paternity leave

If a member of staff does not wish to return to work following additional statutory adoption paternity leave, they should inform their department in writing, giving the notice required in their contract.

13. Redundancy Pay

Where staff are made redundant redundancy pay will be calculated in accordance with statutory provisions.

Appendix 1

Head of Business Development

Point	Salary
1	63,000
2	63,500
3	64,000
4	64,500
5	65,000
6	65,500

Head of Programme Support

Point	Salary
1	38,500
2	39,000
3	39,500
4	40,000
5	40,500
6	41,000

Business Development Manager

Point	Salary
1	40,000
2	41,000
3	42,000
4	43,000
5	44,000
6	45,000

Programme Support Officer and Post of Business Development Support Officer

Point	Salary
1	24,000
2	25,000
3	26,000

4	27,000
5	28,000
6	29,000

	PAPER NO: UE.19(13)
Board:	South Bank University Enterprises Ltd
Date:	27 June 2013
Paper title:	Debt write-off policy for South Bank University Enterprises Ltd
Author:	Rebecca Warren
Recommendation:	<p>The Board is requested to:</p> <ul style="list-style-type: none"> a) Note the requirement for SBUEL to have a policy for the write-off of sales ledger debts which are not expected to be recovered. b) Approve the proposed policy which appears in Appendix 1. c) Note that one invoice has already been written off under the new policy (Appendix 2).

Appendix 1

Proposed debt write-off policy for South Bank University Enterprises Ltd

- All debts (sales ledger) over 4 years old 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 it can be approved by the Executive Director of Finance of London South Bank University, who is, ex officio, a board member of South Bank University Enterprises Ltd. 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 (eg in the event of company liquidation). This will require the approval of only the Executive Director of Finance of London South Bank University. The maximum limit for write off on any individual debt is £10k. Above this limit, approval of Board is required.

Appendix 2

An invoice has been written off, with the approval of the Executive Director of Finance of London South Bank University.

The invoice, for £986.60 excluding VAT, was raised to an organisation called World Harvest in December 2010, for room hire. The Income team, searching last month, could find no trace of this organisation, and they have no presence on the Internet. It was therefore the recommendation of the Income team that the invoice be written off. Bad debt provision was made for the invoice in the 2011 accounts, so there will be no expense in the current year's accounts.

The Income team now carry out credit checks on all new clients, so this scenario is less likely to happen in future.

	PAPER NO: UE.20(13)
Board:	South Bank University Enterprises Ltd
Date:	27 June 2013
Paper title:	University Enterprise – Risk Register
Author:	Tim Gebbels, Director of Enterprise
Recommendation:	That the Board notes that University Enterprise Risk Register and comments on the completeness of the risks recognised, their weightings and the mitigating actions proposed.

SBUEL Board of Directors

Title: University Enterprise – Risk Register

Date: 27 June 2013

Author: Tim Gebbels, Director of Enterprise

Purpose of the Paper:

To present the Risk Register and associated actions for University Enterprise

Outcome of Paper:

Information ☐

Discussion ☒

Decision ☐ (Please check as appropriate)

Paper Recommendation:

That the Board notes the University Enterprise Risk Register and comments on the completeness of the risks recognised, their weightings and the mitigating actions proposed.

1. Summary

Annex 1 presents the risk register for University Enterprise and Annex 2 presents the associated actions planned.. These risks cover the whole of University Enterprise activity and are not limited to the business of SBUEL.

The Board are asked to consider the risks presented and the proposed mitigating actions.

The risk register of University Enterprise is subject to formal management oversight at the departmental quarterly review meetings. In addition, the risk register is reported to the Board of Directors of SBUEL at each Board meeting.

2. Recommendations

That the Board:

- Notes the University Enterprise Risk Register and the associated Action Plan and comments on the completeness of the risks recognised, their weightings and the mitigating actions proposed.

Risk Register

Date	21/06/2013
Risk Status	Open
Risk Area	Support
Sub Risk Area	University Enterprise

University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
323	UE3 Lack of priority for Enterprise from faculty and academic staff Risk Owner: Tim Gebbels Last Updated: 03/05/2013	Cause & Effect: Cause: Enterprise not recognised as a corporate priority versus Teaching or Research. Effect: Poor support for Enterprise activity from Faculty and department management and from individual academics. Inability of the University to deliver major new commercial projects if and when they can be found.	3 2 High		High	Ensure priorities are established that do not create perverse incentives between faculties and University Enterprise but instead encourage them to co-operate. Person Responsible: Tim Gebbels To be implemented by: 31/12/2013 <hr/> Ensure that Enterprise becomes a central component of the criteria used to recruit and promote University staff, whether academics, support staff or senior managers Person Responsible: Tim Gebbels To be implemented by: 31/07/2014

University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
324	UE4 Poor project management or delivery	<p>Cause & Effect:</p> <p>Cause:</p> <p>Inadequate project management controls for Enterprise activity.</p> <p>Inadequate understanding of customer requirements or deadlines.</p> <p>Poor resource and staff time planning.</p> <p>Effects:</p> <p>Reduced income (client unwilling to pay) or cost over-runs.</p> <p>Inability to grow Enterprise activity as planned.</p> <p>Damaged reputation of the University.</p>	<p>2 2</p> <p>Medium</p>		Medium	<p>University Enterprise to take ownership of the commercial client relationship (where appropriate) and to improve client communications throughout project lifecycle to ensure sound understanding of client need and appropriate quality control of final deliverables.</p> <p>Person Responsible: Tim Gebbels</p> <p>To be implemented by: 30/06/2013</p> <hr/> <p>Devise and implement formal project management to effectively manage project phasing, milestones, deliverables, resource and budget scheduling, client reporting and billing.</p> <p>Person Responsible: Tim Gebbels</p> <p>To be implemented by: 31/07/2013</p>

University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
325	UE5 Insufficient team capacity or capability Risk Owner: Tim Gebbels Last Updated: 03/05/2013	Cause & Effect: Cause: Step change in corporate ambition requires step change in performance of University Enterprise team performance. Successive change processes or other de-motivators may result in staff turnover. Change in team focus and priorities may result in new skills needs not met by existing staff. Effect: High staff turnover resulting in loss of existing skills. Inability of team to meet growth targets.	2 2 Medium		Medium	Keep team under review to maintain staff numbers and skill profile to meet business need Person Responsible: Tim Gebbels To be implemented by: 31/07/2013

University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
360	UE6 Crisis causes disruption to University Enterprise business Risk Owner: Tim Gebbels Last Updated: 05/11/2012	Cause & Effect: Cause: Unexpected crisis disrupts business critical element of University Enterprise activity Effect: Projects and other ongoing commercial activity fail to meet customer expectations Key records and/or documents lost, disrupting client relationships, contract management or other essential processes.	2 1 Low		Low	Under the University's Business Continuity Planning Framework, develop a business continuity plan for University Enterprise Person Responsible: Tim Gebbels To be implemented by: 31/07/2013

University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
361	UE7 Action of Spin-out or Spin-in company adversely affect University Enterprise Risk Owner: Tim Gebbels Last Updated: 03/05/2013	Cause & Effect: Cause: Uncontrolled and unmanaged activity of spin-out or spin-in company has an adverse impact on SBUEL or LSBU e.g. through legal or financial liabilities, reputational damage Effect: Losses in related businesses may need to be consolidated into SBUEL and LSBU accounts, impairing performance Damaged reputation in the market place may impact our ability to secure commercial business or even to recruit students	2 1 Low		Low	Develop a simple framework for assessing the risk associated with associated companies. Populate the framework for all such companies. Monitor risks on a regular basis (quarterly) Person Responsible: Tim Gebbels To be implemented by: 30/06/2013
365	UE8 Enterprise Centre performs poorly at launch Risk Owner: Tim Gebbels Last Updated: 11/01/2013	Cause & Effect: Cause: Poor operational planning for the launch and subsequent running of the Enterprise Centre post completion Effect: Enterprise Centre seen as a failure Reputational damage to the University	3 2 High		High	Procure a consultant or interim to develop a detailed business model and operational plan for the running of the Enterprise centre Person Responsible: Tim Gebbels To be implemented by: 30/09/2013

University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
366	UE9 Letting of Technopark accomodation under performs Risk Owner: Tim Gebbels Last Updated: 03/05/2013	Cause & Effect: Cause: Poor management of the Technopark tenants and of the ongoing lettings business Effect: Loss of tenants leading to erosion of income Reputational damage leading to reduced ability to recruit and retail tenants	2 3 Medium		Medium	Include Technopark into the business model and operational plan for he Enterprise Centre so that, when the Enterprise Centre goes live, both it and Technopark form a coherent enterprise "ecosystem" which is greater than the sum of its parts. Person Responsible: Tim Gebbels To be implemented by: 30/09/2013
367	UE10 Inadequate communication of Enterprise plans Risk Owner: Tim Gebbels Last Updated: 03/05/2013	Cause & Effect: Cause: Inadequate communications, primarily with Faculties, over the targets and plans of University Enterprise and the support needed to deliver them. Effect: Low recognition of the value and importane of Enterprise Lack of buy in from Faculties to Enterprise activity Low take-up of enterprise initiatives Poor income generation results	2 2 Medium		Medium	Provide regular updates to the Board of Governors, University Executive and SMG. Continue to promote University Enterprise at University committees (e.g. Research committee) and at Faculty Departmebntal meetings Make use of internal comms channels to promote Enterprise messages Deliver events like the VC's Enterprising Staff Awards to enhance the profile of enterprising staff. Person Responsible: Tim Gebbels To be implemented by: 31/07/2013

Action Plan

Date	21/06/2013
Risk Status	Open
Risk Area	Support
Sub Risk Area	University Enterprise

University Enterprise

Risk Ref	Risk Title	Residual Risk Priority	Action Required	Person Responsible	Action Cost	Budget Available	To be implemented by	Comments
323	UE3 Lack of priority for Enterprise from faculty and academic staff	High	Ensure priorities are established that do not create perverse incentives between faculties and University Enterprise but instead encourage them to co-operate.	Tim Gebbels	£0.00	No	31/12/2013	
			Continue to communicate the Enterprise strategy across the whole University to ensure the priority of Enterprise activity is recognised	Tim Gebbels	£0.00	No	31/07/2013	
			Ensure that Enterprise becomes a central component of the criteria used to recruit and promote University staff, whether academics, support staff or senior managers	Tim Gebbels	£0.00	No	31/07/2014	
324	UE4 Poor project management or delivery	Medium	University Enterprise to take ownership of the commercial client relationship (where appropriate) and to improve client communications throughout project lifecycle to ensure sound understanding of client need and appropriate quality control of final deliverables.	Tim Gebbels	£0.00	No	30/06/2013	
			Devise and implement formal project management to effectively manage project phasing, milestones, deliverables, resource and budget scheduling, client reporting and billing.	Tim Gebbels	£0.00	No	31/07/2013	
325	UE5 Insufficient team capacity or capability	Medium	Undertake a review of the team structure and the purpose of each job (within the defined establishment envelope). Move to the new structure as soon as possible.	Tim Gebbels	£0.00	No	31/07/2013	

University Enterprise

Risk Ref	Risk Title	Residual Risk Priority	Action Required	Person Responsible	Action Cost	Budget Available	To be implemented by	Comments
		Medium	Keep team under review to maintain staff numbers and skill profile to meet business need	Tim Gebbels	£0.00	No	31/07/2013	Staff turnover and maternity leave have resulted in some vacancies and are likely to continue to do so. Loss of skills through staff departures, coupled with changing priorities may lead to skills gaps
360	UE6 Crisis causes disruption to University Enterprise business	Low	Under the University's Business Continuity Planning Framework, develop a business continuity plan for University Enterprise	Tim Gebbels	£0.00	No	31/07/2013	
361	UE7 Action of Spin-out or Spin-in company adversely affect University Enterprise	Low	Develop a simple framework for assessing the risk associated with associated companies. Populate the framework for all such companies. Monitor risks on a regular basis (quarterly)	Tim Gebbels	£0.00	No	31/07/2013	
365	UE8 Enterprise Centre performs poorly at launch	High	Procure a consultant or interim to develop a detailed business model and operational plan for the running of the Enterprise centre	Tim Gebbels	£50,000.00	Yes	30/09/2013	
366	UE9 Letting of Technopark accommodation under performs	Medium	Include Technopark into the business model and operational plan for the Enterprise Centre so that, when the Enterprise Centre goes live, both it and Technopark form a coherent enterprise "ecosystem" which is greater than the sum of its parts.	Tim Gebbels	£0.00	No	30/09/2013	
			Through transfer of staff from previous management company maintain continuity and quality of tenant management services.	Tim Gebbels	£0.00	No	31/07/2013	

University Enterprise

Risk Ref	Risk Title	Residual Risk Priority	Action Required	Person Responsible	Action Cost	Budget Available	To be implemented by	Comments
367	UE10 Inadequate communication of Enterprise plans	Medium	<p>Provide regular updates to the Board of Governors, University Executive and SMG.</p> <p>Continue to promote University Enterprise at University committees (e.g. Research committee) and at Faculty Departmental meetings</p> <p>Make use of internal comms channels to promote Enterprise messages</p> <p>Deliver events like the VC's Enterprising Staff Awards to enhance the profile of enterprising staff.</p>	Tim Gebbels	£0.00	No	31/07/2013	