

Meeting of the South Bank University Enterprises Ltd Board

3.00 - 5.00 pm on Wednesday, 7 December 2016
in DCG-07 - Clarence Centre for Enterprise and Innovation

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		PI
2.	Declarations of interest		PI
	<i>Members are required to declare any interest in any item on the agenda.</i>		
3.	Minutes of the previous meeting	3 - 14	PI
	<ul style="list-style-type: none"> • 13 October 2016 • 15 November 2016 		
4.	Matters arising		PI
	Items to discuss		
5.	CEO Report	15 - 30	GJ
6.	Management accounts *	31 - 34	
7.	Risk Register *		GJ
8.	Annual declarations of interest	35 - 40	JK
9.	Appointment of new Company Secretary	41 - 42	JK
10.	Any other business	43 - 46	PI

Date of next meeting
3.00 pm on Tuesday, 7 March 2017

Members: Paul Ivey (Chair), Richard Flatman, Gurpreet Jagpal and Hilary McCallion

In attendance: Michael Broadway, Joe Kelly, Rebecca Warren and Sally Black

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**Minutes of the meeting of the South Bank University Enterprises Limited
held at 11.00 am on Thursday, 13 October 2016
DCG-07 - Clarence Centre for Enterprise and Innovation**

Present

Paul Ivey
Richard Flatman
Gurpreet Jagpal
Hilary McCallion

In attendance

Michael Broadway
Joe Kelly
Rebecca Warren

1. Welcome and apologies

The Chair welcomed members to the meeting, including Joe Kelly, the newly appointed Governance Officer and Clerk to the Board.

2. Declarations of interest

No directors declared any interests in any item on the agenda. A list of annual declarations would be made at the December meeting.

3. Minutes of the last meeting

The Board approved the minutes of the meeting held on 25 July 2016 subject to recording that Richard Flatman had recorded apologies to the meeting.

4. Matters arising

Minute 11: It was noted that hiring office space by the hour had been reviewed and was not deemed profitable.

Minute 12: The Board agreed that in the normal course of events Schools dealt with ethics issues internally. More serious ethics questions were dealt with by the university panel.

Minute 21: An update on company shares would be presented to the next meeting on 7 December.

5. CEO's report

The CEO gave a presentation summarising his report which focused on income generation 2016/17 and expansion of SBUEL's service offerings. The Board noted the report and requested income targets for the Schools of Health and Social Care, Engineering and Applied Sciences, reflecting how realistic the targets are and aspirations for growth, to its meeting on 7 December 2016.

The Board congratulated the team on being shortlisted for the Enterprise University of the Year at the Times Higher Education Awards. The Board requested that this achievement is widely publicised.

6. Draft financial statements, 2015-16

The Board noted and discussed the draft accounts, 2015-16 which showed a profit of £168k. The Board agreed to the adjustment of £73,506 which is a debit rather than a credit, and would therefore be more appropriately included in Debtors.

The CEO would review the future prospects section of the accounts.

The Board would be asked to approve the final accounts at its meeting of 15 November 2016.

7. Debtors report

The Board noted the aged-debtors report. The Board noted the concentrated actions and success in recovering arrears. It was noted that Protimos has agreed to make a down payment on arrears by 1 November and establish an agreed payment plan. The Board reported that the debt is settled.

The Board requested that a legal notice be served on Pulse Medic.

8. Proposals on SBUEL

The Board discussed initial proposals on the future of the company. The Board noted that the LSBU executive expects the company to be proactive in expanding its services, but that this ambition is restricted by the current structure.

The Board discussed options of the company's relationship with LSBU. An option appraisal was requested for a future meeting.

9. Review of current REI staff contracts

The Board discussed the proposals of a revised policy on allocation of organisational contract type to Research, Enterprise and Innovation staff. The Board noted that it was not currently clear whether REI staff should be contracted to LSBU or SBUEL.

The Board discussed the nature of SBUEL staff contracts which were intended to be commercial in nature. It was agreed that the Chair and CEO would work with HR to develop performance-related contracts with more attractive terms and conditions and to present an options appraisal to a future meeting.

The decision on whether to transfer the staff listed in the paper to LSBU contracts would be deferred until the revised options had been agreed.

10. Annual Board business plan

The Board made the following amendments to the annual business plan:

- (i) bonuses to be discussed at November meeting for payment in December;
- (ii) the company Risk Register to be presented at every meeting;
- (iii) review of internal controls at November meeting as part of the approval of accounts.

11. Matters reserved for the Board

The Board approved Matters reserved for the Board.

12. Any other business

Confirmed as a true record

_____ (Chair)

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South Bank University Enterprises Limited, 13 October 2016

ACTIONS

Item	Detail	Owner
4. Matters Arising	Update on company shares - to discuss with Governance Team	GJ
5. CEO Report	Income targets for Schools of Health and Social Care, Engineering and Applied Sciences	GJ
5. CEO Report	Shortlisting for Enterprise University of the Year to be widely publicised	GJ
6. Draft Financial Statements	(for November) Review the future prospects section of the accounts	GJ
7. Debtors Report	Legal notice to be served on Pulse Medic	GJ
8. Proposals on SBUEL	Option appraisal for future meeting re SBUEL relationship with LSBU	PI, GJ
9. Review of current REI staff contracts	Develop performance-related contracts with more attractive T&Cs and to present options paper to a future meeting	PI, GJ
10. Annual Board Business Plan	(for November) Bonuses to be discussed at November meeting for payment in December	GJ
10. Annual Board Business Plan	Company Risk Register to be presented at every meeting	GJ
10. Annual Board Business Plan	(for November) Review of internal controls at November meeting as part of approval of accounts	GJ, RW

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Minutes of the meeting of the South Bank University Enterprises Ltd Board

held at 10.00 am on Tuesday, 15 November 2016
DC211 - Clarence Centre for Enterprise and Innovation

Present

Richard Flatman
Gurpreet Jagpal (Chair for the meeting)
Hilary McCallion (via conference call)

Apologies

Paul Ivey

In attendance

Michael Broadway
Joe Kelly
Rebecca Warren

1. Welcome and apologies

The Chair welcomed members to the meeting. The above apologies were noted.

2. Declarations of interest

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

3. Audit findings

The Board noted the Audit Findings report from Grant Thornton, the external auditors. The Board noted that the report applied to LSBU and SBUEL and had been reviewed in detail by the LSBU Audit Committee. The Board noted that there were no significant audit findings.

It was noted that this was the first set of accounts produced under FRS102 which required changes in relation to disclosures in the financial statements and to the payment of gift aid.

4. Letter of representation to auditors

The Board approved the Letter of Representation. The Board noted the letter was a standard letter and that no specific issues had been raised by the auditors.

5. **Statutory accounts to 31 July 2016**

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The Board discussed the statutory accounts, 2015-16, which had been prepared in accordance with FRS 102. The Board was informed that operating profit was down on the previous year largely due to an increase in staff, from 13 to 20, during the year. The Board noted that the future direction of the company was being reviewed.

The Board approved the accounts.
The Board approved the in-year £150k and the proposed £32k gift aid payments to LSBU.

6. **SBUEL staff bonuses**

Richard Flatman took the Chair for this item.

The Board discussed the individual bonus recommendations in detail with the CEO who had reviewed and moderated each recommendation. It was noted that no collective sales bonuses were awarded and that the total bonus amount was within the agreed budget.

After due consideration, the Board approved the staff bonuses which would be paid in the December 2016 payroll. It was agreed that the SBUEL Bonus Scheme (Annex 1) should be reviewed in line with LSBU's appraisal categories for approval at the next Board meeting.

The Board agreed that, in future recommendations, performance assessment against bonus ratings be supported by a description of the relevant appraisal processes, and that a moderating comment be provided by the CEO.

7. **Any other business**

The Board agreed that the Financial Accountant job share partner should attend SBUEL Board meetings.

The Board requested that the CEO ensure that SBUEL's recognition through awards be widely communicated within LSBU and beyond.

Date of next meeting
10.00 am, on Wednesday, 7 December 2016

Confirmed as a true record

..... (Chair)

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**SOUTH BANK UNIVERSITY ENTERPRISES LTD BOARD - TUESDAY, 15 NOVEMBER 2016
ACTION SHEET**

Agenda No	Agenda/Decision Item	Action	Date	Officer	Action Status
6.	SBUEL staff bonuses	<p>Revise bonus ratings (SBUEL Bonus Scheme) to concur with LSBU appraisal categories.</p> <p>Future bonus recommendations to include (i) description of relevant appraisal processes and (ii) CEO moderating comment for each bonus.</p>	Before 7 Dec 2016	<p>Gurpreet Jagpal</p> <p>Gurpreet Jagpal</p>	<p>To do</p> <p>To do</p>

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Agenda Item 5

	CONFIDENTIAL
Board:	SBUEL Board
Date:	7 December 2016
Paper title:	CEO Update Paper
Author:	Gurpreet Jagpal, Director Research, Enterprise and Innovation, and CEO South Bank University Enterprises Ltd.
Purpose:	For information
Recommendation:	To discuss

1. Financial Summary

1.1. Enterprise Income Analysis for 2016/17 YTD to end October

YTD budget	£ 11,532,482
<u>YTD income</u>	<u>£ 1,962,568</u>
Full year variance	£ 9,569,915

1.2. Enterprise Income Analysis for 2016/17 YTD to end October

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

Smtareas	Full year budget £ (a)	YTD actuals £ (b)	To be recognised £ (a)-(b)	To be recognised made up of	
				Contracted income £	Shortfall £
CATR	0	0	0	0	0
ACI	114,996	0	114,996	114,996	0
ASC	178,924	976	177,957	9,033	168,924
BCM	799,674	2,087	796,867	727,768	69,099
BEA	623,500	208,203	415,297	557,698	(142,401)
CON	109,800	53,167	56,633	60,418	(3,785)
ENG	878,925	114,704	764,221	646,522	117,699
HSC	4,175,22	412,859	3,762,361	3,237,510	524,851
LSS	281,817	9,404	272,413	281,822	(9,409)
ENTR	2,695,788	423,619	2,272,169	1,700,347	571,822
Unallocated Infrastructure	0	295,760	(295,760)	0	(295,760)
Library	2,719	875	1,844	1,844	0
Marketing	1,000	0	1,000	1,000	0
Internationalisation	87,550	0	87,550	87,550	0

Residences	891,996	302,096	589,900	589,900	0
Academy of Sport	640,570	133,797	506,773	426,821	79,952
Student Services and Employment	0	4,310	(4,310)	0	(4,310)
Development Projects	50,004	0	50,004	50,004	0
Total	11,532,483	1,962,568	9,569,915	8,493,233	1,076,682

2. Financial Analysis

The forecast has not yet been fully updated against budget.

3. Overview of Enterprise Performance

Table 2: Sales Pipeline as at end October

1. School	Number	Value		Likely value achieved	
		£'000	% share	£'000	% share
ACI	4	426	5	114	6
ASC	7	693	7	89	5
BCM	13	796	8	148	8
BEA	3	183	2	5	0
ENG	16	2,495	27	207	11
HSC	20	2,207	24	830	43
LSS	9	314	3	31	2
Others	16	2,271	24	514	27
Total	88	9,386	100	1,939	100

- Projected conversion by value is 21% which is identical to that achieved last financial year. There is however significant variation by of conversion success by School. See Appendix 1 for full review of REI KPIs for year 2015-16.
- 75% of the pipeline is covered by ENG, HSC and REIs own bid development. This group has a proportionately higher conversion rate than average and accounts for 80% of the likely value achieved, with HSC dominant.
- The drop in the overall value of the pipeline is due to the formal closing of the ERDF projects (won) and to a single large HSC opportunity. Sales performance from the REI team for the YTD is now £1.5million above last year at the same period.

Table 3: Analysis of new sales via REI

	YTD 2016/2017						YTD 2015/2016
	CLOSED WON		CLOSED LOST		Conversion		CLOSED WON
School	Volume	Value	Volume	Value	Volume	Value	Value
ACI	0	£0	2	£17,000	0%	0%	£0
APS	2	£31,583	34	£368,692	6%	8%	£0
BEA	0	£0	3	£314,836	0%	0%	£1,260
BUS	1	£36,000	4	£42,500	20%	46%	£0
ENG	5	£280,072	5	£341,250	50%	45%	£0
HSC	4	£56,880	17	£1,361,440	19%	4%	£196,020
LSBU	2	£1,292,275	0	£0	100%	100%	£0
LSS	0	£0	3	£275,000	0%	0%	£2,000
Other	1	£1,500	2	£122,350	33%	1%	£6,000
SBUEL	8	£12,840	2	£15,000	80%	46%	£0
SE	0	£0	0	£0	0%	0%	£0
Total	23	£1,711,150	72	£2,858,068	24%	37%	£205,280

4. Review by enterprise income generating department:

4.1 Health and Wellbeing Institute

- Recent win of £675k from GSTT Charity for the support of young offenders with mental health issues. Another win for LSBU to redevelop the NHS Improvement Network Toolkit (£60k) as well as the signing of the £620k SimDH ERDF project, due to 'hard launch' in Q1 2017
- Very successful meetings with the local Keralan Government about collaboration with their Nursing Institute of Career Enhancement initiative regarding the 'import' of Indian nurses to plug to current 10,000 vacancies. Focus is now on overcoming significant operational challenges (visa issues, London accommodation, NMC registration etc.)
- High level of involvement in a large scale multi-stakeholder bid to the Health Foundation for the set-up of a £30m Health System Improvement Research Centre. Partners include the likes of King's, Oxford, Birmingham.
- Successfully won an opportunity with MIND for research to understand the value of peer support networks, with reliance on Peoples Academy for delivery – REF potential
- Continued focus on developing online offers with several commercial partners (Clinical Science, CCH, GAIA) in order to overcome capacity and geographical issues, improve scalability and increase quality

- Continued market research being undertaken in China to assess potential for International Business and on-going discussions with Tianjin municipality

4.2 Sustainable Communities Institute

- Recruitment of a new SCI BDM is happening this month to replace Richard Moore moving to A2i Project Manager.
- Delivery has already started on the £600k A2i ERDF project with 5 innovative SMEs engaged with LSBU.
- Network Rail Infrastructure Ltd project around biocementation of railway earthworks materials is awaiting approval from Network Rail but expected to launch before the end of the year.
- The Balanced Energy Network project pipework installation is going through procurement and we expect drilling to start imminently. This project is the first of its kind at the current scale, and other side projects are already being developed as a result. This will help position LSBU SCI as a lead player in this area.
- Very successful delivery of the first series of Sustainability Debates with two current live opportunities as a direct result being worked up. Interest from external organisations for future collaboration is high, and we are exploring the opportunity to host LSBU debates 'on the road', helping expand our reach and networks.
- Strategic focus for the next 3 Q's is around the academic cultivation and external engagement in the areas of Healthy Spaces, Smart Spaces, Community Energy and Material and Product Innovation

4.3 Creative and Digital Economy Institute

- Scope and activity being mapped to understand LSBU capability in the sector. A programme of work is underway to determine areas of excellence to create pathways for revenue, this is being carried out in conjunction with CRS.
- Linking with Southwark to support and engage with their Creative and Digital Industries study focused on creating a database to establish potential inward investment to support the local sector. Close alignment with this project could provide a useful spring board for developing the CDEI, especially within the local context
- Contacting digital industries in the local area with the aim to create collaborative projects and start planning toward the launch of a Debate Series.

- Designs for Website and marketing content being developed. Early planning complete regarding a YouTube broadcast channel.
- Early development planning in place for a Commercial Games development studio and associated brand.

4.4 Global Challenges Institute

- During Q1 and 2, GCI has focused on understanding the market and developing an aligned strategy. As a result, the GCI will be aligned to the 17 Sustainable Development Goals (SDG), an inter-governmentally agreed set of targets relating to international development.
- An exercise is underway to map LSBU's expertise against SDG across all schools (with emphasis in LSS). We will also organise internal events to promote the GCI, to showcase LSBU's expertise, and to encourage academic engagement and multidisciplinary collaborations
- During the last Q GCI held an event to launch the Institute with the participation of Prof Craig Barker as chair and more than 40 representatives from 6 different schools. This event resulted in very positive feedback from the attendees.
- To support strategy 17 (Good Health and Wellbeing) we will submit a £250K bid to Guy and St Thomas' Charity on healthy ageing
- The GCI is in negotiation with Gryllo Co around the development of a licence agreement for IP and further development. An InnovateUK bid is being submitted to support on further exploitation, with the hope of attracting royalties through the sale of insect protein food stuffs.
- To support SDG Goal 16 (Peace, Justice and Strong Institutions), we will organise a talk by the famous Guardian journalist, author and broadcaster Gary Younge on the US elections.
- Working towards SDG Goal 4 (Quality Education), we will be performing consultancy in order to assess early literacy in schools and to train teachers in developing countries

4.5 Strategic Projects

- 2 ERDF Grant Agreements signed for SimDh and A2i projects. Total project value £2.6m (£1.3m ERDF). Projects have commenced delivery and early stage milestones (procurement) have been achieved.
- Grant Agreements for Dek Growth Programme (with Lewisham Borough Council) and Enterprise Steps (with Newham College) expected to be signed in December 2016. Total project value £1,030,000 (ERDF £515,000 ERDF) LSBU will sign SLAs December 2016 for both projects.

- ESF Careers Clusters contact in final negotiation with Lambeth Council. Total value circa £60K
- Projects being developed for submission to British Council re entrepreneurship education and leadership in healthcare.
- Bid recently submitted to Mayors Digital Talent Programme, work being undertaken to position LSBU as key supplier in future strands of the programme.
- Bid submitted to DG Grow to run support programme for migrant entrepreneurs in partnership with HEIs from Netherlands (Zuyd) and Belgium (UCLL). Total project value 500,000 Euros (LSBU share is 200,000 Euros as lead)

4.6 Knowledge Exchange Institute

- The new KTP is still in the Associate recruitment phase. One submission from the November call is still awaiting a decision from the Project Approvals Group. The previously strong pipeline has been reduced due to two clients withdrawing and our advisor rejecting two. The January pipeline has 4 projected submissions. However, our Advisor has informed us he has no time to meet with the clients until January which would only give two weeks to complete the full applications (assuming he meets in the first week of January). Advisor input is an on-going issue.
- From next year KTP calls will no longer be open. Instead they will be themed. The sectors are Health & Life Sciences, Emerging and Enabling Technologies, Manufacturing and Materials, Infrastructure Systems, and an Open call. There will be two calls for each per annum. The open call does not include those applications which could fall within the four sector calls. This can potentially cause issues with client recruitment as it is the knowledge exchange that defines which call the KTP is entered for so there is no way to target companies on a per call basis. Also, if a submission is rejected but advised to resubmit there will be a six-month wait, so reducing the likelihood of the client continuing to work on the resubmission. At the recent National KTP managers conference Innovate were lobbied strongly to reconsider this approach but to no avail.
- KE Voucher scheme has now approved 6 PhD bursaries
- Work continues on the development of the Leadership Academy with negotiations for ILM leadership courses for ASU Bahrain, China and Lambeth on-going. A bid is also being submitted for training to Pakistan HEC via the British Council.

Table 4: Overview of key KTP projects in development 29th November

Proposal Rating %	Submission Date	School	School DEPT	Project Title	Organisation Name	Value	Canvasser	Lead Academic	KTP Advisor
50	08/03/2017	ENG	ENG - Computer Science & Informatics	KE001_Academy Class_VL Solutions_KTP_01092014	Academy Class	£145,740.00	Baljinder Ghoman	Alessio Corso	Terry Corner
10	12/04/2017	APS	APS - Food Sciences	KE020_Signature Flatbread_Recipe Development_KTP_18022016	Signature Flatbreads	£140,000.00	Ashutosh Choubey	Christopher Brock	Not Referred
10	18/01/2017	ENG	ENG - Computer Science & Informatics	KE005_Tendercare_Virtual Design Studio Development_KTP_10052016	Tendercare Nurseries Ltd	£140,000.00	Baljinder Ghoman	Shushma Patel	Anne Hartnell
10	18/01/2017	BEA	BEA - Construction, Property, & Surveying	KE009_M&E Data Provision Model Development_KTP_04022016	Royal Institution of Chartered Surveyors (RICS)	£150,000.00	Baljinder Ghoman	Steve Pittard	Terry Corner
10	30/11/2016	BEA	BEA - Civil & Building Services Engineering	KE012_Kelvion Searle_Heat Recovery, Adiabatic Development and Controls Development_KTP_18022016	Kelvion Searle	£163,958.00	Ashutosh Choubey	Graeme Maidment	Steven Woodhouse
05	12/04/2017	APS	APS - Food Sciences	KE017_Nicholas & Harris_Product Development_KTP_18022016	Nicholas & Harris Ltd	£140,000.00	Ashutosh Choubey	Chris Brock	Not Referred
05	12/04/2017	APS	APS - Food Sciences	KE004_Mr Bagels_Developing a new Gluten Free recipe_KTP_17082016	Mr Bagels Ltd	£140,000.00	Ashutosh Choubey	Chris Brock	Not Referred
05	08/03/2017	ENG	ENG - Computer Science & Informatics	KE021_Zzish_Virtual Tutor_KTP_22092016	zzish	£150,000.00	Ashutosh Choubey	Philip Burrell	Not Referred
05	02/02/2017	ENG	ENG - Mechanical Engineering & Design	Highly efficient, flexible, tandem solar cells for BIPV applications	scientific vacuum systems limited	£100,000.00	Ashutosh Choubey	Hari Reehal	Not Referred
05	18/01/2017	ACI	ACI - Creative Technologies	KE030_Footprint Scenery_Design and build a fully VR integrated portable Blackbox_KTP_21032016	Footprint Scenery Ltd	£140,000.00	Baljinder Ghoman	Lizzie Jackson	Terry Corner
0	17/05/2017	BUS	ENG - Mechanical Engineering & Design	KE063_Langley UK Ltd_KTP_07112016	Langley UK Ltd	£150,000.00	Ashutosh Choubey	Suela Kellici	Not Referred
0	17/01/2017	ENG	ENG - Mechanical Engineering & Design	KE064_Demand Logic_KTP_07112016	Demand Logic	£150,000.00	Ashutosh Choubey	Dudley-Mcevoy, Sandra	Not Referred

4.7 Tenants

- Clarence Centre 96% occupied. Occupancy for the Centre is 96% against a target of 85% within the first 36 months of operations. Average per square foot rate stands at £42.00. New vacant property continues to achieve £50 per square foot.
- Technopark occupancy stands at 92%. New tenancies continue to achieve £45 per square foot.
- We've submitted an application for benchmarking in the University Business Incubator Global rankings, other applicants include SETSquared (SW England) and the Digital Media Zone (DMZ, Ryerson University).
- Engagement notes attached (Appendix 3).

5. Entrepreneurship and Innovation Institute

- We will be placing recent graduates in partner SMEs for 8 week internships to develop their entrepreneurial skills during January 2017.
- We will be recruiting the next cohort of students for Spark in February 2017 and launching the Make It Happen Competition.
- We will be supporting students from the National Bakery School to trade at a pop-up stall in December 2016.
- We recently won a Highly Commended Award for Learning Provider of the Year from the Institute for Enterprise and Entrepreneurship.

6. Compliance and systems

- We have agreed the Enterprise Approval Process SharePoint system will be used for Overseas Partnerships enterprise income, and that the International team will develop its own documentation and due diligence that can be utilised within our standard system.
- The Guide to Research and Enterprise Income Generation for Academics has been formally issued. Though it is an online document which will be regularly updated we have found it useful to issue hard copies to Directors of Research and Enterprise so they can readily see the full scope of the document. We now need to continue with promotion of individual topics in order to embed understanding of process. We will also work with finance on the additional guides to process required by functional specialists in our teams.
- We continue within REI to have some issues with correct income categorisation, particularly between research and enterprise. We plan to rectify this through incorporating research prospects on the Raiser's Edge CRM which we use for enterprise pipeline control, and by following up with combined research and enterprise team training jointly led by line managers.
- We do not currently have a systematic approach to the capture of soft REI projects i.e. those projects which generate value but no income. Examples would be many student enterprise activities, the health debates and the KET voucher scheme. It is important that we demonstrate this value and we plan to extend our formal Raiser's Edge recording to incorporate these projects.

Appendix1: REI KPIs for 2015-16

	ACI	APS	BCM	BEA	ENG	HSC	LSS	Other	Total 2014-15	Total 2015-16	YoY % change
ENTERPRISE											
REI New opportunities identified (Value £000's)	£503	£2,384	£184	£1,646	£1,491	£6,024	£273	£3,337	£9,307	£15,842	70%
REI New opportunities identified (Number)	6	130	8	22	24	49	6	32	152	277	82%
REI Enterprise sales (Value £'000's)	£0	£321	£0	£762	£265	£981	£11	£12	£1,427	£2,352	65%
REI Enterprise sales % conversion (Value)	0%	16%	0%	33%	17%	20%	7%	8%	17%	21%	23%
REI Enterprise sales (Number)	1	11	0	14	9	25	2	18	58	80	38%
REI Enterprise sales % conversion (Number)	33%	9%	0%	70%	36%	63%	40%	86%	38%	53%	38%
Number of active KTPs				1	2				5	3	-40%
Income by HEBCIS category (B-1-1e Collaborative Research) - £000's	£164	£15	£0	£374	£538	£0	£0	£0	£872	£1,091	25%
Income by HEBCIS category (B-1-2h Contract Research) - £000's	£0	£11	£4	£60	£343	£210	£11	£0	£842	£639	-24%
Income by HEBCIS category (B-2a Consultancy) - £000's	£0	£4	£0	£45	£0	£106	£4	£24	£372	£183	-51%
Income by HEBCIS category (B-2-2 Facilities & Equipment related) - £000's	£13	£0	£0	£13	£0	£2	£0	£1,268	£1,437	£1,296	-10%
Income by HEBCIS category (B-2-3 CPD) - £000's	£0	£10	£79	£128	£0	£3,875	£9	£88	£3,880	£4,189	8%
Income by HEBCIS category (B-3 Regeneration and development fund) - £000's	£0	£0	£34	£0	£11	£0	£0	£170	£191	£215	13%
IP Activity – total portfolio cost by HEBCIS category(B-4-3) £'000s									£25	£16	-36%
IP Activity - Total spend on Innovation									£0	£26	
IP Activity - Proof of Concept projects supported									0	2	
Number of new Invention Disclosures									0	0	
Income by HEBCIS category (B4-3-f IP)									£7	£0	-100%
Total Enterprise Income £000's	£75	£21	£942	£555	£818	£2,911	£369	£3,038	£8,772	£8,729	0%
Total Enterprise Income as % turnover	0.1%	0.0%	0.7%	0.4%	0.6%	2.1%	0.3%	2.2%	6.2%	6.3%	1%

CIVIC UNIVERSITY & STUDENTS											
Number of Graduate Start Ups in HEBCIS B4-4aiv/4biv									44	57	30%
Number of student/graduate learner hours									5687	3539	-38%
Number of students/graduates with business ideas advised 1-2-1									130	126	-3%
Number of supported student/graduate businesses (LSBU definition)									53	102	92%
Amount of income raised by student/graduate ventures									£10,000	£0	-100%
Number of new staff start-ups supported									0	0	0%
Number of external businesses supported									542	498	-8%
CC & TP Occupation Rates									86%	95%	10%
Number of Business operating in CC & TP									65	90	38%
Total turnover of businesses in CC & TP -£000's									£34,000	£173,000	409%
Number of REI workshops delivered to staff.									20	44	120%
Number of enterprise related training participants									3835	4668	21%
Number of research related training participants									749	804	7%

Note: Hebci numbers are still draft with final submission/confirmation not till January

Appendix2 : Enterprise pipeline by School/project at end of October

Department	Project Name	Enterprise Manager	Principal Investigator	Client	Category	Project value	Likelihood %	Likely project value	Date Started
ACI - Creative Technologies	Develop game based learning programme to support field managers in crisis management	Ashutosh Choubey	Thomas, Siobhan	Save The Children	Knowledge Exchange	£80,000	5	£4,000	20/10/2016
ACI - Film & Media	Actors Film Lab	Peter Hadfield	Benjamin Johns	ENTR General Business Development Opportunities PH	Short Courses	£6,200	50	£3,100	04/02/2016
ACI - Creative Technologies	Design and build a fully VR integrated portable Blackbox	Baljinder Ghoman	Lizzie Jackson	Footprint Scenery Ltd	Knowledge Exchange	£140,000	5	£7,000	29/01/2016
ACI - Film & Media	Interactive documentary apps.	Peter Hadfield	Janet Jones	Tomas Rawlings Bristol Games Hub	Contract Research	£200,000	50	£100,000	29/01/2016
ACI	4					£426,200		£114,100	
APS - Psychology	KE Voucher	Ashutosh Choubey	Paula Reavery	St Andrew Healthcare	Knowledge Exchange	£0	5	£0	26/10/2016
APS - Food Sciences	To develop new gluten free recipe for bagels	Ashutosh Choubey	Chris Brock	Mr Bagels Ltd	Knowledge Exchange	£140,000	5	£7,000	29/07/2016
APS - Human Science	H299_GSTC_Ageing app	Monica Ganan	Katya Mlieva	Guy's and St Thomas' Charity	Contract Research	£250,000	20	£50,000	08/07/2016
APS - Food Sciences	Recipe development	Ashutosh Choubey	Elaine Thomson	Signature Flatbreads	Knowledge Exchange	£140,000	10	£14,000	15/01/2016
APS - Food Sciences	Food development_shelf life improvement	Ashutosh Choubey	Chris Brock	Nicholas & Harris Ltd	Knowledge Exchange	£140,000	5	£7,000	13/01/2016
APS - Food Sciences	H147_AppRes_Warburtons_Food development	Monica Ganan	Unknown	Warburtons	Contract Research	£0	0	£0	08/12/2015
APS - Human Science	H090_AppRes_Innovate UK_Gryllo	Monica Ganan	Elaine Thompson	Gryllo	Contract Research	£22,679	50	£11,340	14/10/2015
APS	7					£692,679		£89,340	
BEA - Civil & Building Services Engineering	KE Voucher Evaluating Business Opportunities for Renewable Energy	Ashutosh Choubey	Andy Ford	South East London Community Energy, SELCE	Knowledge Exchange	£0	5	£0	26/10/2016
BEA - Civil & Building Services Engineering	Jonathan Garelick	Unknown	Maria Mavroulidou	Network Rail	Consultancy	£0	75	£0	25/10/2016
BEA - Civil & Building Services Engineering	Industrial Fellowship	Ashutosh Choubey	Maria Mavroulidou	Network Rail	Knowledge Exchange	£75,000	5	£3,750	12/10/2016
BEA - Civil & Building Services Engineering	SC060_BEA_Network Rail_Soil Attenuation	Richard Moore	Maria Mavroulidou	Network Rail	Contract Research	£45,000	75	£33,750	29/09/2016
BEA - Civil & Building Services Engineering	SC061_BEA_ICAX_Innovate UK_BEN tool kit for users	Richard Moore	Aaron Gillich	ICAX	Contract Research	£114,587	33	£37,814	21/09/2016
BEA - Civil & Building Services Engineering	Sci048_BEA_Cons_Alfa Mediterranean Enterprises_Energy Generation Study Work Scope	Richard Moore	Aaron Gillich	Alfa Mediterranean Enterprises Ltd	Consultancy	£15,000	20	£3,000	21/06/2016
BEA - Civil & Building Services Engineering	Heat Recovery, Adiabatic Development and Controls Development	Ashutosh Choubey	Graeme Maidment	Kelvion Searle	Knowledge Exchange	£163,958	10	£16,396	01/05/2016
BEA - Civil & Building Services Engineering	SC033_BEA_ExFund_SME Instrument_Solar Polar_Phase2	Richard Moore	Graeme Maidment	Solar Polar Ltd	Contract Research	£42,000	20	£8,400	22/04/2016
BEA - Civil & Building Services Engineering	SC029_ExFund_SME Instrument_Energy Transitions_Low Emissivity Transpired Solar Collectors	Richard Moore	Graeme Maidment	Energy Transitions Ltd	Contract Research	£7,000	25	£1,750	25/02/2016
BEA - Architecture	SC028_BEA_ExFund_H2020_ChoiceGmbH_Urban Mobility	Richard Moore	Federico Rossi	Choice GmbH	Contract Research	£113,500	10	£11,350	15/02/2016
BEA - Construction, Property, & Surveying	Component Lifecycle Measurement and Construction Sustainability	Baljinder Ghoman	Steve Pittard	Royal Institute of Chartered Surveyors	Knowledge Exchange	£140,000	10	£14,000	12/02/2016
BEA - Architecture	SC010_BEA_AppRes_Ministry of Sound_Digital spatial models, kiosk design, artwork and CGI/Animation	Peter Hadfield	Federico Rossi	Ministry of Sound	Contract Research	£35,000	25	£8,750	20/07/2015
BEA - Architecture	SC009_BEA_Cons_MITIE_Best practise process for housing stock maintenance	Richard Moore	Yamuna Kaluarachchi	MITIE	Consultancy	£45,000	20	£9,000	24/04/2015
BEA	13					£796,045		£147,960	
BUS - Management, Marketing & People	H364_KE_DWP_Managing Sickness SMEs	Natalie Gough	Rea Prouska	Innovate UK	Knowledge Exchange	£150,000	0	£0	24/10/2016
BUS - Management, Marketing & People	Delivery of marketing module	Neil Pearce	Dag Bennett	Hanze University of Applied Sciences	Contract Research	£14,000	10	£1,400	30/03/2016
BUS - Business & Enterprise	English for NHS Trainee Nurses	Neil Pearce	Phil Vellender	ENTR General Business Development Opportunities TLE	Short Courses	£19,400	20	£3,880	08/12/2015
BUS	3					£183,400		£5,280	

Department	Project Name	Enterprise Manager	Principal Investigator	Client	Category	Project value	Likelihood %	Likely project value	Date Started
ENG - Mechanical Engineering & Design	KE Voucher Impact on acoustics within commercial and domestic settings	Ashutosh Choubey	Deborah Andrews	British Blind and Shutters Association	Knowledge Exchange	£0	5	£0	26/10/2016
ENG - Mechanical Engineering & Design	KE Voucher To develop a predictive model/tool	Ashutosh Choubey	James Ingram	BOC Limited	Knowledge Exchange	£0	5	£0	26/10/2016
ENG - Electrical & Electronic Engineering	KE Voucher design a software radio for the new EU GNSS	Ashutosh Choubey	Perry Xiao	Silicon Thoughts	Knowledge Exchange	£0	5	£0	26/10/2016
ENG - Computer Science & Informatics	G004_EC_Migrant entrepreneurs	Monica Ganan	Ros Wade	European Commission	Contract Research	£200,000	5	£10,000	24/10/2016
ENG - Mechanical Engineering & Design	Highly efficient, flexible, tandem solar cells for BIPV applications	Ashutosh Choubey	Hari Reehal	scientific vacuum systems limited	Knowledge Exchange	£100,000	5	£5,000	13/10/2016
ENG - Computer Science & Informatics	G001_BEIS_STEM	Monica Ganan	Safia Barikzai	Department for Business, Energy & Industrial Strategy	Consultancy	£1,400,000	5	£70,000	12/10/2016
ENG - Mechanical Engineering & Design	Possible KTP	Ashutosh Choubey	Suela Kellici	Langley UK Ltd	Knowledge Exchange	£0	0	£0	03/10/2016
ENG - Computer Science & Informatics	H331_Consultancy_Horizon Watch_COST technology	Monica Ganan	Ebad Banissi	QinetiQ	Consultancy	£999	15	£150	07/09/2016
ENG - Chemical & Petroleum Engineering	SC057_ENG_BUE Summer Training	Peter Benson	Basu Saha	The British University in Egypt	Short Courses	£58,590	20	£11,718	23/08/2016
ENG - Mechanical Engineering & Design	KTP	Ashutosh Choubey	Dudley-McEvoy, Sandra	Demand Logic	Knowledge Exchange	£150,000	0	£0	29/07/2016
ENG - Electrical & Electronic Engineering	SC041_Eng_Other_SurgicVision_facilities hire	Richard Moore	Mohammad Ghavami	SurgicVision	Letting Of Facilities	£2,500	10	£250	20/05/2016
ENG - Computer Science & Informatics	SC027_Eng_ExtFund_UIA_E_Car Club_Plug and Play	Chloe Hampton	Daqing Chen	E-Car Club	Consultancy	£117,027	10	£11,703	31/03/2016
ENG - Computer Science & Informatics	KE005	Baljinder Ghoman	Shushma Patel	Tendercare Nurseries Ltd	Knowledge Exchange	£140,000	10	£14,000	15/01/2016
ENG - Computer Science & Informatics	Data mining	Baljinder Ghoman	Daqing Chen	Apperception Services Ltd	Knowledge Exchange	£140,000	5	£7,000	30/10/2015
ENG - Mechanical Engineering & Design	KTP around workflow and process	Baljinder Ghoman	Shushma Patel	Freed of London	Consultancy	£40,000	10	£4,000	15/06/2015
ENG - Computer Science & Informatics	KE001	Baljinder Ghoman	Alessio Corso	Academy Class	Knowledge Exchange	£145,740	50	£72,870	28/04/2014
ENG	16					£2,494,856		£206,691	
HSC - Institute for Leadership and Practice Innovation	H371_Lewisham Primary Care Improvement Academy	Peter Benson	Becky Malby	Lewisham CCG	Short Courses	£111,075	33	£36,655	31/10/2016
HSC - Mental Health & Learning Disability	H368_KE_HEE_Intellectual Disabilities Innovation Programme	Natalie Gough	Sally Hardy	Health Education England	Knowledge Exchange	£50,000	0	£0	24/10/2016
HSC - Mental Health & Learning Disability	H363_Consultancy_MIND_Evaluating Peer Support Group Experience	Natalie Gough	Sally Hardy	Mind	Consultancy	£7,500	15	£1,125	24/10/2016
HSC - Institute for Leadership and Practice Innovation	H365_Consultancy_JCHP_Evaluation of healthcare commissioning	Sam Thorp	Elaine Maxwell	Imperial College Health Partners	Consultancy	£35,044	5	£1,752	19/10/2016
HSC - Institute for Leadership and Practice Innovation	H283_Consultancy_NHS England_Network Tool Kit	Peter Benson	Becky Malby	Capita	Knowledge Exchange	£53,700	33	£17,721	04/10/2016
HSC - Adult Nursing & Midwifery	H358_LoF_JCHP_AF Lab 2	Natalie Gough	Gary Francis	Imperial College Health Partners	Letting Of Facilities	£1,000	10	£100	28/09/2016
HSC - Primary & Social Care	H343_Consultancy_UKPHR_Review	Natalie Gough	Susie Sykes	UK Public Health Register	Consultancy	£6,000	25	£1,500	26/09/2016
HSC - Adult Nursing & Midwifery	H320_Short Courses_Homerton Hospital_Perinatal MH	Natalie Gough	Sarah Church	Homerton University Hospital NHS Foundation Trust	Short Courses	£40,696	0	£0	16/08/2016
HSC - Mental Health & Learning Disability	H321_Contract Research_GSST	Natalie Gough	Eddie Chaplin	Guys and St Thomas' NHS FT	Contract Research	£676,000	75	£507,000	16/08/2016
HSC - Institute for Leadership and Practice Innovation	H335_Consultancy_HEE NCEI_Darzi Sustainability	Natalie Gough	Becky Malby	Health Education England	Consultancy	£50,800	10	£5,080	16/08/2016
HSC - Mental Health & Learning Disability	H330_CPD_Merton_Mindfulness	Sam Thorp	Sally Hardy	Merton Council	Short Courses	£23,150	15	£3,473	10/08/2016
HSC - Primary & Social Care	H286_AppRes_Spring Consortium_Expert heuristics	Natalie Gough	Andrew Whittaker	Department for Education	Knowledge Exchange	£189,121	5	£9,456	04/07/2016
HSC - Primary & Social Care	H284_Cons_NHS England_Next Gen Lab	Peter Benson	Becky Malby	NHS England	Consultancy	£139,961	50	£69,981	30/06/2016
HSC - Primary & Social Care	H282_Short Courses_DFE_Permanence	Natalie Gough	Sally Boyle	Department for Education	Short Courses	£350,000	15	£52,500	20/06/2016
HSC - Adult Nursing & Midwifery	H245_Consultancy_PA	Natalie Gough	Becky Malby	ENTR General Business Development Opportunities NG	Knowledge Exchange	£120,000	15	£18,000	24/03/2016
HSC - Institute of Vocational Learning	H231_Short Courses_KCH	Natalie Gough	Claire Nadaf	King's College Hospital NHS Foundation Trust	Short Courses	£39,795	50	£19,898	17/03/2016
HSC - Mental Health & Learning Disability	H217_Other_BAT	Natalie Gough	Jo Delree	Burgess Autistic Trust	Knowledge Exchange	£110,000	25	£27,500	19/02/2016
HSC - Primary & Social Care	H213_CPD_CC_PHE	Natalie Gough	Jane Willis	Croydon Council	Short Courses	£20,000	0	£0	16/02/2016
HSC - Adult Nursing & Midwifery	H187_Cons_North West Leadership Academy_STP	Natalie Gough	Becky Malby	ENTR General Business Development Opportunities NG	Consultancy	£20,000	20	£4,000	18/01/2016
HSC - Primary & Social Care	Delivering Step up to Social Work Programme	Peter Benson	Unknown	London Borough of Bromley	University Accredited Courses	£163,200	33	£53,856	23/06/2015
HSC	20					£2,207,042		£829,596	

Department	Project Name	Enterprise Manager	Principal Investigator	Client	Category	Project value	Likelihood %	Likely project value	Date Start
LSBU Match funded	SP_005 Entrepreneurial Training for Enterprise Educators (ETEE)	Nicoletta Bonansea	Unknown n	Erasmus+	Regeneration Programme	£96,000	10	£9,600	31/03/2016
LSBU Match funded	SP_004 University Entrepreneurial Ecosystems (UEE)	Nicoletta Bonansea	Unknown n	Erasmus+	Regeneration Programme	£141,000	20	£28,200	26/02/2016
LSBU Match funded	SP_012 ENTERPRISE STEPS	Nicoletta Bonansea	Unknown n	ERDF	Regeneration Programme	£240,000	85	£204,000	19/02/2016
LSBU Match funded	SP_011 The deK Growth Programme	Nicoletta Bonansea	Unknown n	ERDF	Regeneration Programme	£277,269	75	£207,952	19/02/2016
LSBU Match funded	SP_010 Innovation Catalyst (IC)	Nicoletta Bonansea	Unknown n	ERDF	Regeneration Programme	£420,580	0	£0	19/02/2016
LSBU Match funded	SP_009 Social Enterprise Escalator (SEE)	Nicoletta Bonansea	Unknown n	ERDF	Regeneration Programme	£382,859	0	£0	19/02/2016
LSBU Match funded	SP_008 Enhancing graduate employability through internationalisation (EGEIT)	Nicoletta Bonansea	Unknown n	Erasmus+	Regeneration Programme	£59,500	10	£5,950	09/02/2016
LSBU Match funded	SP_003 Cold Water Heat Networks (CWHN)	Nicoletta Bonansea	Unknown n	Interreg B NWE	Regeneration Programme	£240,000	10	£24,000	04/10/2015
LSBU	8					£1,857,208		£479,702	
LSS - Social Sciences	KE Voucher develop educational curriculum for THP	Ashutosh Choubey	Gaim Kibreab	The Hunger Project	Knowledge Exchange	£0	5	£0	26/10/2016
LSS - Social Sciences	G005_JRCT_Peace and security	Monica Ganan	Katy Stylianou	Joseph Rowntree Charitable Trust	Contract Research	£50,000	5	£2,500	24/10/2016
LSS - Education	G003_Trust for London Prisoners education	Monica Ganan	Jenny Fogerty	The Trust for London	Contract Research	£75,000	5	£3,750	20/10/2016
LSS - Education	G002_Consultancy_VSO_Jane Courtney	Monica Ganan	Jane Courtney	Volunteer overseas	Consultancy	£10,000	5	£500	20/10/2016
LSS - Social Sciences	H357_AppRes_JRCT_Peace and security	Monica Ganan	Kathy Stylianou	The Joseph Rowntree Foundation	Contract Research	£80,000	5	£4,000	10/10/2016
LSS - Law	SC046_LSS_AppRes_t-stone group research	Peter Hadfield	Craig Barker	T-Stone Group Ltd	Contract Research	£56,991	25	£14,248	15/06/2016
LSS - Law	SP_013 Innovative Solutions for Practicality and Impact in Refugee and migration oriented Education (INSPIRED)	Nicoletta Bonansea	Unknown n	Erasmus+	Regeneration Programme	£41,750	15	£6,263	31/03/2016
LSS - Social Sciences	Science Film	Peter Hadfield	Unknown n	Edomol UK	Letting Of Facilities	£156	50	£78	27/11/2015
LSS - Law	Bribery Corruption Act Training	Peter Hadfield	Unknown n	Mayfields Legal Training Ltd	Short Courses	£0	0	£0	07/05/2015
LSS	9					£313,897		£31,338	
Unknown n	Innovate UK	Ashutosh Choubey	Fedrico Rossi	Hal Robotics Limited	Knowledge Exchange	£100,000	5	£5,000	19/10/2016
Unknown n	Virtual Tutor (KTP)	Ashutosh Choubey	Philip Burrell	zzish	Knowledge Exchange	£150,000	5	£7,500	11/10/2016
Unknown n	KE009_KTP	Baljinder Ghoman	Unknown n	Royal Institution of Chartered Surveyors (RICS)	Knowledge Exchange	£150,000	10	£15,000	11/10/2016
Unknown n	Approving the development of new Apprenticeship Standards September 2016	Rachel Beach	Unknown n	Department for Education	SSEO Advice	£0	50	£0	30/09/2016
Unknown n	Identified for research	Caroline Breed	Unknown n	Fermex International Ltd	National Bakery School	£0	0	£0	18/04/2013
Unknown n	Prospect for National Bakery School	Caroline Breed	Unknown n	Warburtons	National Bakery School	£0	0	£0	27/02/2013
Unknown n	Guy's and St Thomas' Charity	Unknown n Unknown n	Unknown n	Guy's and St Thomas' Charity	HSC non-capital applications	£0	0	£0	14/02/2011
Other	7					£400,000		£27,500	
SBUEL	SC024_SBUEL_AppRes_TUCO_Training course	Peter Hadfield	Unknown n	The University Caterers Organisation Ltd	Short Courses	£14,184	50	£7,092	01/06/2016
SBUEL	1					£14,184		£7,092	
	88					£9,385,511		£1,938,597	

Appendix 3: tenant engagement links

School	Tenant	Project
HSC	College of Contemporary Health	Course validations now complete and courses available online. Provision has been expanded to include PG Courses.
All	Cameron & Wilding	Board member of the Small Business Charter (part of the Chartered Association of Business Schools), guest lecturer for Business and Engineering and employs 4 LSBU alumni.
Engineering	Jevon Davies T/A Silicon Thoughts	LSBU MSc graduate employed and now studying his PhD with funding through the Knowledge Exchange Voucher scheme.
Engineering	Silicon Rhino	Mentoring FalconDHQ and introduced to 5 VCs.
App Sci	Breathe Arts Health Research	Ongoing placements with Occupational Therapy students

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Agenda Item 6

	CONFIDENTIAL
Paper title:	Management accounts
Board/Committee:	SBUEL Board
Date of meeting:	7 December 2016
Author:	Keith Would, Head of Financial Planning and Reporting – Professional Functions and Enterprise
Purpose:	Information
Recommendation:	The committee is requested to review this information.

Executive Summary

The committee is asked to review the management accounts to 31 October 2016.

SMT Area: All
 Cost Centre: All

REF MANSUM

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)	
			2016 Forecast (£)	2016 Budget (£)	Variance - Forecast to Budget (£) %		Note	2016 Actuals (£)	2016 Budget (£)	Variance - Actuals to Budget (£) %		Note
(543,157)	(135,789)	Enterprise - Funding Grants	(486,888)	(486,888)		%		(121,723)	(121,722)	1	%	(365,165)
(53,240)	3,800	Enterprise - Research Related Activities	(10,000)	(10,000)		%		(8,605)	(5,000)	3,605	72%	(1,395)
(1,698,141)	(366,176)	Enterprise - Other	(2,056,970)	(2,036,186)	20,784	1%		(333,106)	(402,400)	(69,294)	(17%)	(1,723,865)
		Other - Operating Income						(4,310)		4,310		4,310
(2,867)	(243)	Endowment Income & Interest Receivable	(1,200)	(1,200)		%		(593)	(300)	293	98%	(607)
(2,297,405)	(498,409)	Total Income	(2,555,058)	(2,534,274)	20,784	1%		(468,336)	(529,422)	(61,086)	(12%)	(2,086,722)
117,317	21,704	Academic - Permanent staff	20,649	8,140	(12,509)	(154%)		10,700		(10,700)		9,949
21,033	2,239	Academic - Temporary staff	60,000	60,000		%		6,804	15,000	8,196	55%	53,196
1,061,451	227,716	Support - Permanent staff	1,302,530	1,412,314	109,784	8%		234,738	340,686	105,948	31%	1,067,792
963	1,707	Support - Temporary staff	25,800	25,800		%			2,700	2,700	100%	25,800
71,784	14,014	Third party staff	15,929	13,800	(2,129)	(15%)		(10,522)	3,450	13,972	405%	26,451
1,272,548	267,381	Total Staff Costs	1,424,908	1,520,054	95,146	6%		241,720	361,836	120,116	33%	1,183,188
53,285	(1,986)	Staff Related	76,276	76,276		%		5,755	18,334	12,579	69%	70,521
77,844	243	Marketing and PR	126,612	126,612		%		6,089	50,428	44,339	88%	120,523
7,120		Bursaries and Scholarships	48,000	48,000		%			12,000	12,000	100%	48,000
		Student Related						5,717		(5,717)		(5,717)
1,409	1,391	Equipment						2,187		(2,187)		(2,187)
7,699	2,662	Computing	20,292	20,292		%		1,370	7,323	5,953	81%	18,922
325,557	223,813	Utilities	335,500	335,500		%		(37,786)	213,500	251,286	118%	373,286
18,491	6,403	Maintenance & Other Estate	24,000	24,000		%		(59,413)	6,000	65,413	1,090%	83,413
10,603	1,320	Cleaning & Security										
188,037	297	Financial						153		(153)		(153)
11,937	2,772	Communications	20,629	20,629		%		2,125	4,960	2,835	57%	18,504
88,426	(878)	Legal & Professional	125,592	125,592		%		(14,426)	46,498	60,924	131%	140,018
3,058	850	Subscriptions and Membership Fees	35,244	35,244		%		155	8,811	8,656	98%	35,089
2,787	504	Photocopying and Stationery	1,844	1,844		%		208	336	128	38%	1,636
101,466	1,467	Other	157,473	162,280	4,807	3%		(11,284)	37,287	48,571	130%	168,757
(905)		Internal Recharges						74		(74)		(74)
1,006,814	238,859	Total Other Operating Expenses	971,462	976,269	4,807	%		(99,076)	405,477	504,553	124%	1,070,538
(18,042)	7,830	Contribution	(158,689)	(37,951)	120,738	318%		(325,693)	237,891	563,584	237%	167,004
		Contribution %	6.2%	1.5%				69.5%	(44.9%)			

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Agenda Item 8

	CONFIDENTIAL
Board/Committee:	South Bank Enterprises Limited Board
Date:	7 December 2016
Paper title:	Annual Conflicts of Interest Declarations
Author:	Joe Kelly, Governance Officer
Purpose:	To authorise declared interests of Board members
Recommendation:	That the Board authorises the interests of its members.

Executive summary

1. Under the Companies Act 2006, governors have a duty to avoid a "situation" in which they have, or can have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of SBUEL.
2. The Board are requested to review the declared interests.
3. When authorizing interests, unconflicted governors will need to consider whether to attach any conditions to the authorisation, for instance to not disclose confidential SBUEL information.
4. Directors will continue to have a duty to inform the Company Secretary if their interests change throughout the year.
5. Directors will also continue to have a duty to declare any conflicts of interest with items on the agenda at each meeting.
6. The Board is requested to authorise the declared situational conflicts of its members.

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South Bank University Enterprises Limited – Directors’ Declarations of Interest, December 2016

Paul Ivey

Organisation with which connected	Sector	Relationship with organisation	As of date	Notes	First approved by the Board
Collaborate CIC	Public Sector partnerships	LSBU Board representative	November 2014		14 October 2015
London South Bank University	Higher Education	PVC	2014		14 October 2015
London Higher Access HE	HE Access	Vice Chair (designate)	May 2015		14 October 2015
Emirates Aviation University	Higher Education	Visiting Professor	2010		14 October 2015

Richard Flatman

Organisation with which connected	Sector	Relationship with organisation	As of date	Notes	First approved by the Board
London South Bank University	Higher Education	Director of Finance	2002		22 November 2012
London Strategy Ltd	Dormant	Director	2002		9 November 2012
South Bank Academies	Secondary education	Director and Member	21/12/2015		
South Bank Engineering UTC Trust	Secondary education	Director	21/12/2015		
SW London & St. George’s Mental Health NHS Trust	NHS Trust	NED & Chair of Audit Committee	1/04/2016		

Gurpreet Jagpal

Organisation with which connected	Sector	Relationship with organisation	As of date	Notes	First approved by the Board
South Bank Collective CIC	Higher Education	Director	3 September 2015		14 October 2015
Enterprise Educators UK	Higher Education	Director	1 August 2015		14 October 2015

Hilary McCallion

Organisation with which connected	Sector	Relationship with organisation	As of date	Notes	First approved by the Board
LSBU	Higher Education	Governor	12 March 2013		
Hilary McCallion Consultancy Limited	Healthcare Consultancy	Owner and director (remunerated)	April 2013	Provision of service to NHS and possibly Educational bodies	
Bucks New University	Higher Education	Visiting Professor			

King's College, London	Higher Education	Visiting Professor			
London South Bank University	Higher Education	Daughter is a student – Children's Nursing			
Dementia UK	Charity	Trustee	December 2013		
Bethlem Museum of the Mind	Museum, art, archives provision	Trustee	June 2012		

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Agenda Item 9

	CONFIDENTIAL
Paper title:	Appointment of new Company Secretary
Board/Committee:	SBUEL Board
Date of meeting:	7 December 2016
Author:	Joe Kelly, Governance Officer
Purpose:	Decision
Recommendation:	The committee is requested to approve the appointment of Michael Broadway as Company Secretary.

Executive Summary

Under SBUEL's Articles of Association (article 33) the Directors may appoint a Company Secretary.

Following discussion at the Board meeting of 13 October on the Company Secretary, it is recommended that James Stevenson is replaced as Company Secretary by Michael Broadway, Deputy University Secretary.

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	CONFIDENTIAL
Paper title:	SBUEL Pay Benchmark Review
Board/Committee:	SBUEL Board
Date of meeting:	7 December 2016
Author:	Gurpreet Jagpal, CEO SBUEL
Purpose:	Information
Recommendation:	The committee is requested to note this information.

Executive Summary

The Annual Pay Review is due in December as part of the Board’s Annual Business Plan.

Current total salary costs: £806,100
 Proposed total salary costs: £826,600
 Total difference: £20,500

It is confirmed these costs are within budget and in line with SBUEL HR procedures (copy appended) . The CEO will approve individual staff increases. The Board is asked to note this information.

SBUEL staff salaries are calculated based on a ‘market rate’ which is set at the point a job is created and advertised. Recruiting managers develop job descriptions and then, working with HR, a market appraisal is conducted. Once an individual is recruited there is no process in place to review and/or adjust salaries. Working with the HR Business Partner for SBUEL we have conducted a review of staff salaries

South Bank University Enterprises Ltd (SBUEL)

Human Resources Procedures

1. Creation authorisation and deletion of posts on SBUEL establishment

The Director of Enterprise has the authority within the terms of their letter of delegation to create, authorise, or delete positions on the SBUEL establishment in conjunction with the agreement of members of the SBUEL Board.

(This section was amended following the meeting of the SBUEL Board on 26th June 2012)

2. Review of Staff salaries and pension costs

The Director of Enterprise will report on staff costs and pension costs for all staff employed by SBUEL to the Board of Directors on a quarterly basis.

3. Recruitment of Staff to SBUEL

All staff recruited into SBUEL will be selected and appointed to clearly defined and transparent job descriptions. The arrangements for recruitment will be made broadly (but not exclusively) in accordance with the recruitment arrangements operated by SBUEL's parent Company (London South Bank University).

4. Pre-Employment Checks

All employees recruited into SBUEL will have all pre-employment checks completed prior to taking up their appointment e.g. health checks, qualification checks, references and right to work in the UK.

5. Remuneration

The remuneration package for each position in SBUEL will be established prior to the commencement of recruitment. Each package will be based on commercial rates of pay and will also, in most cases (but not all) carry with it an element of incentive e.g. a bonus which would be payable on achievement of objectives.

6. Probation

The Director of Enterprise will be responsible for putting in place probationary periods of employment for each new employee and carrying out assessments during this period to ensure that the employee meets all of the requirements for the post into which they have been appointed.

7. Maternity and Paternity leave and Pay

8. These will be as provided by Statute.

9. Sickness absence and pay

This will be as provided by Statute

10. Grievance and Disciplinary Procedures

These are as the Procedures for SBUEL as put in place in December 2011

11. Health and Safety

The obligations that apply to all SBUEL employees are as those as laid out in the SBUEL policy statement put in place in December 2011. The exception to this is the Director of Enterprise who is a key health and safety manager and whose specific obligations in this role are as laid out in the letter of delegation.

These procedures were approved at the SBUEL Board meeting which took place on the 26 June 2012

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