

## Meeting of the Finance, Planning and Resources Committee

4.00 pm on Tuesday, 25 February 2020  
in Technopark, SE1 6LN

### Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
6.	Management accounts to 31/01/20	45 - 52	RF
9.	REI update	53 - 72	PI

**Date of next meeting**  
**4.00 pm on Tuesday, 28 April 2020**

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

**Apologies:**

**In attendance:** Pat Bailey, Richard Flatman, Paul Ivey, Nicole Louis, James Stevenson and Kerry Johnson

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# Agenda Item 6

	CONFIDENTIAL
Paper title:	December 2019 Management Accounts* <i>* Please note that agenda item 6 incorrectly refers to Jan 2020</i>
Board/Committee:	Finance, Planning and Resources
Date of meeting:	25 February 2020
Author(s):	Anna Conway, Head of Financial Planning & Reporting (Schools)
Sponsor(s):	Richard Flatman, Chief Financial Officer
Purpose:	For Discussion
Recommendation:	To note the December 2019 LSBU Management Accounts

## Executive Summary

The full year forecast as at 31st December 2019 is trending towards a surplus of £3m, which would deliver the University £1.5m ahead of budget and in line with the outturn for 18/19. There is no change in this position since last month.

The University is currently forecasting £155.3m income which is £3.2M ahead of budget. We have enrolled 563 more FTE students compared to the same period in 18/19, an increase of 5%. The forecast for International Student income is currently showing a position £398k below budget. It is estimated that International Tuition fees for semester 2 could exceed budget by +£2m. We will be conducting a full income review next month when we have confidence in the level of semester 2 enrolments.

Our current forecast for recurring staff cost/income is 57.5%, which is lower than the budgeted position of 58.52% (56.4% in 18/19) but still above the long term target of 55% target. We are undertaking a comprehensive staff reforecast to match the income reforecast and are confident that the staff cost forecast will reduce by almost £2M. We also anticipate that total income will reach +£158m after accounting for semester 2 billings and additional grant income. Delivering to these targets will deliver staff costs of between 55% - 56%.

The University is currently holding cash and cash equivalents of £55.5m. A transfer of £1.5m was made to South Bank Colleges to support its cash requirements including the NESC development, reducing the balance that the University is holding with respect to the recent Lambeth College transaction to £4.3m. Without these transactions the University would be holding £51.2m, an improvement on the equivalent position of £43.5m in Dec 2018.

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## DECEMBER 2019 EXECUTIVE SUMMARY

This Executive Summary reports on the draft financial position of London South Bank University as at 31st December 2019.

### 1) RAG Status

<b>Income Growth</b> <i>FYF v 18/19 outturn</i>	<b>4.1%</b>
<b>Opex Growth</b>	<b>-6.2%</b>

<b>Staff Cost %</b> <i>excluding restructuring</i>	<b>57.5%</b>
<b>Staff Cost Growth</b> <i>excluding restructuring</i>	<b>6.3%</b>

<b>FYF Surplus</b> <i>(Contribution %)</i>	<b>1.9%</b>
<b>EBITDA</b>	<b>11.0%</b>

### 2) Summary

The full year forecast as at 31st December is trending towards a surplus of £3m, which would deliver the University £1.5m ahead of budget and in line with the outturn for 18/19. There is no change in this position since last month.

The University is trending to deliver £155.3m income. We have enrolled 563 more FTE students compared to the same period in 18/19, an increase of 5%. The number of new FTE students has increased by 629 (11%) year-on-year, the number of continuing students is down by 66 (-1%) although this is primarily due to changes in Full Time Post Graduate course lengths which are now delivered in 12 months as opposed to spanning 2 academic years.

Billings from Semester 1 are £109m compared to £92m at the year-to-date position last year; growth of 18.6%. There are timing differences with regard to the School of Health & Social Care as £3.2m (YTD) of students have moved from being funded by the Health Contract to paying their own fees and this explains some of the YTD increase.

The forecast for Overseas Student income is currently showing a position £398k below budget. There was a concern that we would not deliver to our Semester 2 target and so Schools had reduced their forecast during Semester 1, however the pipeline is looking very strong and early indications are that Overseas Tuition fees for Semester 2 could exceed budget by +£2m. These students will begin to enrol in the first week of January and if the uplift is delivered this will be reflected in the January Management Accounts along with the estimated additional overseas recruitment agency costs.

To date, staff costs across the University are underspent by £606k, or 2%. Despite the Schools portfolio being underspent by £1.1m (5.8%) under budget year to date, collectively they are forecasting an overspend of £290k by the end of the year. The PSGs are overspent for the year-to-date by £241k (excluding FUNI and Projects). We will be undertaking a comprehensive staff reforecast in January to match the income reforecast and are confident that staff cost forecast will reduce by almost £2M.

The current forecast for recurring staff cost expressed as a % of income is 57.5%, which is lower than the budgeted position of 58.52% (56.4% in 18/19) but still above the long term target of 55% target set by the Board of Governors. Based on current data it is likely that the outturn for staff costs will be in the region of £87m. We also anticipate that total income will reach +£158m after accounting for semester 2 billings and additional grant income. Delivering to these targets will deliver a staff costs as a % of income of between 55% - 56%.

The University is currently holding cash and cash equivalents of £55.5m. A transfer of £1.5m was made to South Bank Colleges to support its cash requirements including the NESC development, reducing the balance that the University is holding with respect to the recent Lambeth College transaction to £4.3m. Without these transactions the University would be holding £51.2m, an improvement on the equivalent position of £43.5m in Dec 2018.

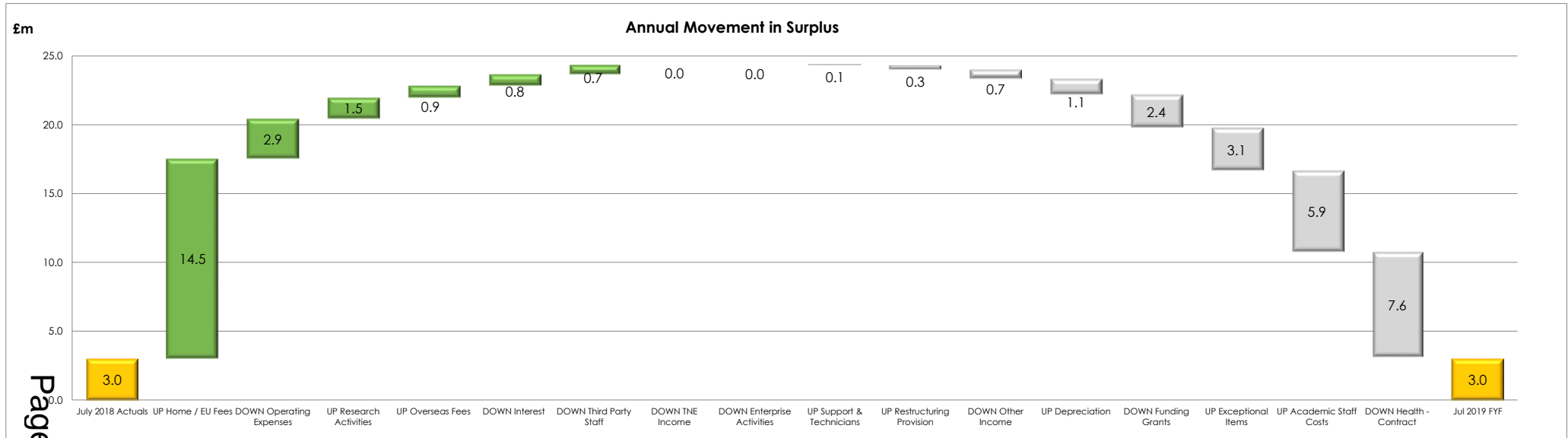
The above position will deliver EBITDA at 11% which is in line with 18/19. This is partially due to substantial increases to pension costs from Sep-19 and should decrease following the Jan-20 forecast.

### 3) Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m	CURRENT YEAR BUDGET vs PRIOR YEAR ACTUALS				FULL YEAR FORECAST OUTTURN POSITION					YEAR ON YEAR (Y-T-D COMPARISON)			
	18/19 Actuals	19/20 Budget	Change to 18/19	Change %	Nov 19/20 Forecast Outturn	Monthly move	Dec 19/20 Forecast Outturn	Variance to 19/20 Budget	Budget variance %	18/19 Actuals	19/20 Actuals	Change to 18/19	Change %
Funding Grants	14.4	12.0	-2.4	-17%	12.0	-0.0	12.0	0.0	0%	6.0	5.9	-0.1	-1%
Health - Contract	10.6	2.2	-8.4	-79%	2.9	0.0	2.9	0.8	36%	4.8	1.7	-3.1	-64%
Home / EU UG Fees	73.5	82.5	8.9	12%	85.6	0.2	85.8	3.3	4%	73.5	86.3	12.8	17%
Home / EU PG Fees	10.2	12.5	2.3	22%	12.3	0.1	12.5	-0.0	-0%	9.8	12.2	2.4	25%
Overseas Tuition Fees	10.3	11.6	1.3	12%	11.2	0.0	11.2	-0.4	-3%	8.6	10.5	1.9	22%
TNE Income	1.8	2.0	0.2	10%	1.8	0.0	1.8	-0.2	-10%	0.0	0.0	-0.0	-72%
Research Activities	6.0	7.5	1.5	25%	7.6	-0.0	7.5	0.0	0%	2.3	3.3	1.0	44%
Enterprise Activities	10.5	10.7	0.2	2%	10.6	-0.2	10.4	-0.3	-2%	3.3	2.8	-0.5	-14%
Student Related Income	10.2	10.9	0.7	7%	10.8	0.0	10.8	-0.1	-1%	4.5	4.4	-0.1	-2%
Other Operating Income	1.2	0.1	-1.1	-91%	0.1	0.0	0.1	0.0	9%	0.2	0.2	-0.0	-0%
Endowments & Interest	0.3	0.1	-0.2	-63%	0.1	0.0	0.1	0.0	0%	0.1	0.1	0.0	18%
<b>Income</b>	<b>149.1</b>	<b>152.1</b>	<b>3.0</b>	<b>2%</b>	<b>155.1</b>	<b>0.2</b>	<b>155.3</b>	<b>3.2</b>	<b>2%</b>	<b>113.1</b>	<b>127.5</b>	<b>14.4</b>	<b>13%</b>
Academic Staff Costs	39.9	45.8	5.8	15%	45.9	0.1	45.8	0.0	0%	16.7	17.0	0.3	2%
Support & Technicians	41.4	41.6	0.2	1%	41.5	0.0	41.5	-0.2	-0%	16.5	17.3	0.8	5%
Third Party Staff	2.7	1.6	-1.1	-41%	1.9	0.1	2.0	0.4	26%	1.2	1.7	0.5	39%
Restructuring	1.2	1.5	0.3	26%	1.5	0.0	1.5	0.0	0%	0.3	0.2	-0.1	-23%
Depreciation	9.4	10.5	1.1	12%	10.5	0.0	10.5	0.0	0%	3.7	3.5	-0.2	-6%
Operating Expenses	47.2	44.4	-2.8	-6%	44.4	-0.1	44.3	-0.1	-0%	17.8	17.4	-0.4	-2%
Interest Payable	4.4	3.5	-0.8	-19%	3.5	0.0	3.5	0.0	0%	1.7	2.0	0.3	17%
Exceptional Items	0.0	1.6	1.6	0%	2.9	0.2	3.1	1.5	89%	0.0	0.0	0.0	0%
<b>Expenditure</b>	<b>146.2</b>	<b>150.6</b>	<b>4.4</b>	<b>3%</b>	<b>152.1</b>	<b>0.2</b>	<b>152.3</b>	<b>1.7</b>	<b>1%</b>	<b>57.9</b>	<b>59.0</b>	<b>1.1</b>	<b>2%</b>
<b>Surplus for the year</b>	<b>2.9</b>	<b>1.5</b>	<b>-1.4</b>	<b>-49%</b>	<b>3.0</b>	<b>0.0</b>	<b>3.0</b>	<b>1.5</b>	<b>100%</b>	<b>55.2</b>	<b>68.5</b>	<b>13.3</b>	<b>24%</b>
<b>Surplus as % of income</b>	<b>2.0%</b>	<b>1.0%</b>	<b>-50%</b>		<b>1.9%</b>		<b>1.9%</b>			<b>48.8%</b>	<b>53.7%</b>		
<b>Staff costs as % of income</b>	<b>57.1%</b>	<b>59.5%</b>	<b>4%</b>		<b>58.6%</b>		<b>58.5%</b>			<b>30.6%</b>	<b>28.3%</b>		

#### 4) Forecast Summary

Compared to 18/19 we are forecasting an increase in income of £6.2m (4.2%), a £5.3m (6.3%) increase in total staff costs, a £0.3m increase in the costs associated with staff restructuring, an increase of £1.1m in depreciation, a decrease of £2.9m (6.2%) reduction in operating expenses which is offset by a £3.1m increase in exceptional items to fund in-year investments. We are also forecasting a £0.8m (19%) decrease in interest payable. This maintains our annual surplus at £3m.



The key movement in the year on year position of the University is a £14.5m increase in Home/EU Tuition fee income. This is partially driven by a strong recruitment round for Semester 1 and partially because the NHS contract which funded student fees for Pre-Registration courses has ended and new Health & Social Care students will be funded through Tuition fee income, hence the £7.6m decrease in Health Contract. The current forecast for Overseas Tuition Fee income is £872k (8.4%) ahead of the position for 18/19 and will increase further as indications are that recruitment for semester 2 will exceed budget by +£2m (this will be reflected in the next forecast when we have a better picture from enrolment).

The forecast for Research activities is forecast to grow by £1.5m year-on-year. This includes an increase of £791k in the TWI Innovation Centre activity, of which £500k is at risk of non-delivery, and a general increase to research activity in the Schools, particularly Engineering. A full re-forecast of Research and Enterprise segments is due to take place in January.

Staff costs are forecast to increase by £5.3m year-on-year. £2m of this increase is due to a rise in pension costs, £1.4m to support growth in Research and Enterprise income and ongoing investment by the University to support the growing student population. The University finished 18/19 with a recurring staff cost of £80.8m including £3.2m of extraordinary pension costs. As indicated earlier, we expect the staff cost forecast to reduce in next month's reforecast.

Operating expenses are budgeted to decrease by £2.9m but this is offset by an increase in Exceptional items of £3.1m.

#### 5) Contribution Analysis

Income for the Schools portfolio is forecast to be £8.1m more than in 18/19 and costs are forecast to increase by £6.9m as the University pursues its strategy of investing in the Schools. The growth in income is driven by strong recruitment in Semester 1 and the forecast assumes we will deliver to Semester 2 budget targets.

We are expecting to over deliver on semester 2 income by more than £2m; this will be reflected in the next forecast when we will also reforecast the cost of Overseas Recruitment Agency fees which are currently estimated at £2.6m (budget £1.76m). Commission is payable to overseas agencies who recruit a significant proportion of our EU and Overseas student. This year agents are receiving a higher percentage fee than in 18/19 as they have taken over some activities which were previously undertaken in-house.

The full year forecast for the Schools staff costs is £290k greater than budget to support the growth in student population; this is £5.9m more than the outturn in 18/19. However, there are year-to-date savings, particularly in Health and Social Care, which have not yet been reflected in the forecast.

Our current forecast for recurring staff cost expressed as a % of income is 57.5%, which is lower than the budgeted position of 58.52% (56.4% in 18/19) but still above the long term target of 55% target set by the Board of Governors. We will be undertaking a comprehensive staff reforecast in January to match the income reforecast and are confident that the staff cost forecast will reduce by almost £2M. We also anticipate that total income will reach +£158m after accounting for semester 2 billings and additional grant income. Delivering to these targets will achieve a staff costs as % of income ratio of 55%.

Contribution per School across Teaching, Research and Enterprise activities

	Applied Sciences		Arts and Creative Industries		Built Environment & Architecture		Business		Engineering		Health & Social Care		Law & Social Sciences		Total All Schools	
£'millions	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF
Income	£10.8	£11.1	£11.3	£11.3	£18.9	£19.4	£18.0	£21.5	£17.9	£19.0	£36.7	£37.5	£14.4	£16.2	£128.0	£136.1
Expenditure before space charge	£4.7	£5.2	£4.2	£4.7	£5.9	£7.3	£6.2	£7.3	£9.1	£9.4	£16.3	£18.4	£5.6	£6.6	£52.1	£59.0
Contribution	£6.1	£5.9	£7.1	£6.6	£12.9	£12.1	£11.8	£14.2	£8.8	£9.6	£20.4	£19.1	£8.8	£9.6	£75.9	£77.1
Contribution %age	56%	53%	63%	58%	69%	62%	66%	66%	49%	51%	56%	51%	61%	59%	59%	57%

The 7 schools have different levels of Research and Enterprise activities which can mask differences in Staff / Student ratios and contribution and so the teaching only levels of contribution is shown below.

	Applied Sciences		Arts and Creative Industries		Built Environment & Architecture		Business		Engineering		Health & Social Care		Law & Social Sciences		Total All Schools	
£'millions	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF	18/19 Actual	Dec 19/20 FYF
Teaching Income	£9.9	£10.1	£10.8	£10.5	£17.8	£18.5	£17.2	£20.7	£13.9	£14.8	£32.0	£34.1	£13.9	£15.5	£115.5	£124.2
Teaching Staff	£3.6	£3.8	£3.1	£3.2	£4.8	£5.5	£4.3	£5.1	£4.7	£4.8	£12.6	£14.7	£4.7	£5.5	£37.8	£42.7
Teaching Expenditure excl. space charge	£0.4	£0.5	£0.7	£0.6	£0.7	£0.9	£1.6	£1.9	£1.1	£0.9	£1.6	£1.8	£0.7	£0.8	£6.8	£7.4
Teaching Contribution	£6.0	£5.8	£7.0	£6.9	£12.3	£12.4	£11.2	£14.2	£8.1	£9.6	£17.8	£17.6	£8.5	£9.4	£70.9	£74.1
Staff cost as %age of income	36%	38%	29%	31%	27%	30%	25%	25%	34%	32%	39%	43%	34%	35%	33%	34%
Contribution %	60%	57%	65%	65%	69%	67%	65%	69%	59%	65%	56%	52%	61%	61%	61%	60%
Return on Academic Investment	167%	151%	225%	212%	253%	225%	258%	276%	174%	202%	142%	120%	180%	172%	187%	174%
Full Year Student FTE (actual + S2 budget)	1,007	1,053	1,189	1,104	1,879	2,078	2,096	2,439	1,380	1,444	3,961	3,974	1,546	1,732	13,058	13,824
Expenditure per FTE	£3,926	£4,127	£3,198	£3,473	£2,937	£3,100	£2,840	£2,889	£4,167	£3,894	£3,581	£4,160	£3,519	£3,623	£3,416	£3,624
Contribution per Stud FTE	£5,900	£5,500	£5,900	£6,200	£6,500	£6,000	£5,300	£5,800	£5,900	£6,600	£4,500	£4,400	£5,500	£5,400	£5,400	£5,400

The School Teaching budget was set using Staff / Student ratios and with a standard investment in Operating Expenses per student. Schools predominately offering courses categorised as "high-cost subjects" by the OfS receive more funding per student to compensate for the cost of providing specialised laboratory space and technical support. It is consistent with expectations that those Schools delivering a portfolio of courses biased towards "high-cost subjects" would have a higher contribution to cover the costs incurred by Estates and Technicians required to support delivery.

6) Student Number Analysis

As at the end of Dec-19 we had 12,911 enrolled FTE and are 5% ahead of the year on year position. This is 9 more than last month. In terms of the comparable position, in 18/19 we had 12,348 FTE and finished the year with a student body of 13,058.

The biggest increase is in new students which is up by 11%; most significantly the School of Business has seen growth of 38% in new student number, but a 7% decline in continuing students. Law and Social Sciences is showing a total increase of 11% compared to the same period last year, and The School of Built Environment and Architecture is up 9%.

[----- New -----]				
School	Dec-18	Dec-19	Change	% Change
ASC	466	520	54	12%
ACI	478	433	-45	-9%
BEA	839	919	80	10%
BUS	829	1,145	316	38%
ENG	589	678	90	15%
HSC	1,533	1,524	-9	-1%
LSS	753	897	144	19%
YTD Total	5,487	6,116	629	11%

[----- Continuing -----]				
School	Dec-18	Dec-19	Change	% Change
ASC	546	514	-32	-6%
ACI	656	657	0	0%
BEA	1,049	1,144	95	9%
BUS	1,064	986	-78	-7%
ENG	786	748	-38	-5%
HSC	1,974	1,931	-43	-2%
LSS	785	816	31	4%
YTD Total	6,862	6,796	-66	-1%

[----- TOTAL -----]				
School	Dec-18	Dec-19	Change	% Change
ASC	1,012	1,034	22	2%
ACI	1,135	1,090	-45	-4%
BEA	1,888	2,063	175	9%
BUS	1,893	2,131	238	13%
ENG	1,375	1,426	51	4%
HSC	3,507	3,455	-52	-1%
LSS	1,538	1,713	175	11%
YTD Total	12,348	12,911	563	5%

## 7) Student Withdrawal Analysis

Lost income increased by £603k (31.4%) from £1,923k at the end of November, to £2,526k at December month end. Headcount of drops has also increased during the month by 100 from 329 to 429.

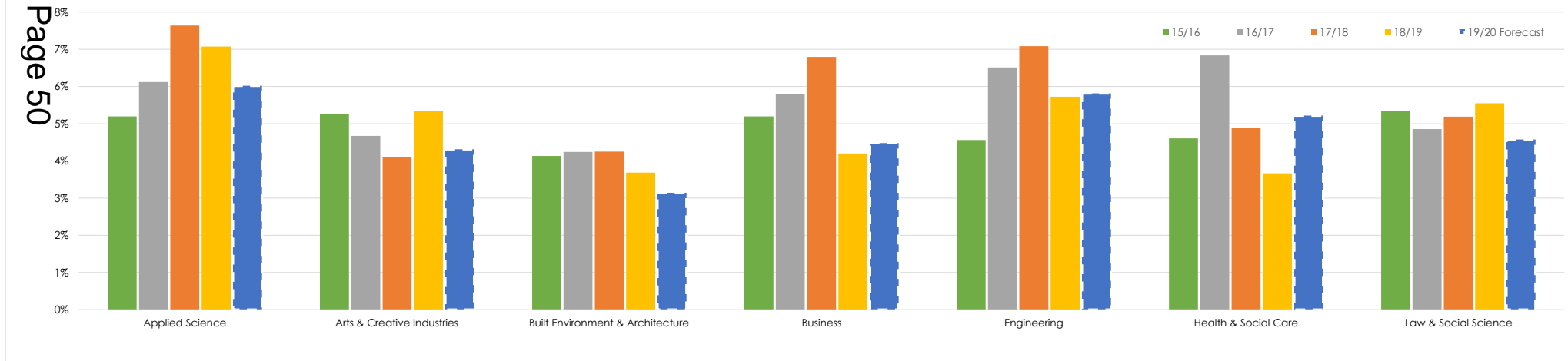
There was a marginal increase in lost income year-on-year from £2,436k to £2,526k, £89k or 3.7%; headcount of drops increased by 5 or 1% compared to the equivalent period in 18/19. There were slightly fewer UG drops during Dec-19 compared to Dec-18, down by 3% in income terms. PG drops have increased compared to the equivalent period in 18/19, continuing the trend from last month, up 12% in headcount terms and 54% in income which is indicative of the increase in PG fees year-on-year whilst UG fees have remained flat.

Interrupted student activity is down compared to 2018 in terms of head count by 8.3%, from 145 in 18/19 to 133. However, withdrawal activity has increased year-on-year by 6.1% from 279 in 18/19 to 296.

In terms of School income lost to drops vs total income (£2.5m v £108m) by 31 Dec 2019 four schools (\*) are performing better than last year and on average we are performing 0.34% better than December 2018.

Lost Fee Income' in £000K	16/17 Actuals	17/18 Actuals	18/19 Actuals	Forecast 19/20	% change 18/19 vs 19/20	Forecast % income lost by Jul 20	Last 4 year school average	Lost income as at Dec-19	Academic year	YTD withdrawals
Applied Science	552	653	603	559	-7.3%	6.0%	6.5%	346 *	16/17	424
Arts and Creative Industries	429	391	538	422	-21.5%	4.3%	4.8%	237 *	17/18	387
Built Environment & Architecture	616	601	558	521	-6.7%	3.1%	4.1%	328 *	18/19	424
Business	904	998	696	805	15.6%	4.5%	5.5%	536	19/20	429
Engineering	834	815	659	743	12.8%	5.8%	6.0%	316 *		
Health & Social Care	232	482	715	1,375	92.3%	5.3%	5.0%	345		
Law & Social Sciences	647	652	722	689	-4.6%	4.5%	5.2%	418		
<b>Total</b>	<b>4,214</b>	<b>4,592</b>	<b>4,490</b>	<b>5,113</b>	<b>13.9%</b>	<b>4.7%</b>	<b>5.2%</b>	<b>2,526</b>		

% of total income lost to drop-outs per year & forecast 19/20



\*"Lost income" is the difference between income generated at Enrolment and the amount retained at the end of the Year. The University receives funding for UG students in 3 tranches; 25% for Semester 1, 25% for Semester 2 and 50% for semester 3; if a student does not progress into the following semester then a refund is generated.

## 8) Income Analysis

Y-t-d income remains significantly ahead of the 18/19 position particularly in terms of Home and EU UG income which is £12.8m (17.4%) ahead, and PG which is £2.4m (24.5%) ahead. Some of this increase is due to £3.2m of student who were funded through the Health Contract who are now paying their own fees. Overseas Tuition fees have increased by £1.9m (22%) compared to the equivalent period in 18/19.

As per last month's management accounts, the forecast for Overseas Student income continues to show a position £398k lower than budget; it is still expected that we will increase the forecast by around £2m for the next forecast.

Research income is £546k ahead of the budgeted position for Dec-19 and £944k (41%) ahead of the same period in 18/19. Enterprise income as at the end of Dec-19 was £140k 5% lower than the same period in 18/19 and £397k behind budget. Given the Enterprise pipeline, there is a concern about our ability to deliver Enterprise income on budget and we will be undertaking a full reforecast in January which is likely to lead to a reduced income forecast in this area.



## 9) Staff Cost Analysis

Based on current data it is likely that the outturn for staff costs will be in the region of £87m. We also anticipate that total income will reach +£158m after accounting for semester 2 billings and additional grant income. Delivering to these targets will achieve a staff costs as % of income ratio of 55%, in line with the target set by the Board of Governors.

The Schools were underspent by £1.1m against budget at the end of Dec-19 with HSC making up 58% of this balance. Staff costs in BEA are £311k below budget, and £199k in the School of Business. The variances are due to delays in recruiting to vacant posts.

The Professional functions are currently £241k over budget (excluding Projects and FUNI). In particular ICT, Estates and Residences, Marketing, REI, and Legal are overspent and unlikely to deliver to budget.

Staff costs were high this month due to backdated pay rise and bonus payments.

Year-to-date Third Party costs are overspent by £431k (35%) as some areas are employing LSBU agency staff or contractors to cover vacancies, particularly in ICT, Finance and Student Support. The run rate for the last two months is considerably lower than the average spend during the first 3 months of the year.

Recurring staff costs are 4.5% more than for the comparable period in 18/19. The spend on Academic staff cost is £270k (1.6%) higher compared to the same period in 18/19, which is to be expected given the increase in TSA pension costs.

Support staff costs have also risen year-on-year and are £799k (4.9%) more than the equivalent period last year.

## 10) Operating Expense Analysis

Currently we are reporting an underspend of £1.6m or 8% year-to-date vs budget and have incurred £425k (2.4%) less costs than for the comparable period in 18/19. £1m of the variance against budget is due to a delay in recognising Overseas Recruitment Agency costs which are expected to be £2.1m for semester 1; the total budget for the year was £1.8m.

Hire of External Facilities is underspent by £660k which is a timing difference between budget and actual expenditure.

## 11) Interest Payable

Interest payable is £424k over budget. The overspend relates to management charges that will be recharged to Lambeth College at the end of the financial year. The forecast for the year remains as per the budget.

## 12) Budget Analysis

The University operates on a Portfolio basis so members of the Executive are expected to manage their portfolio as a whole and if one area requires additional funds this can be generated by reducing investment in another area of the Executive's responsibility. Where it is anticipated that an Executive's consolidated portfolio will not to deliver its budgeted contribution, an application for funding from the Investment post should be made via a business cases to the University's Executive.

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Note	Full year Forecast less Actual YTD (£)
			2019 Forecast (£)	2019 Budget (£)	Variance - Forecast to Budget (£) %		2019 Actuals (£)	2019 Budget (£)	Variance - Actuals to Budget (£) %			
-149,049,467	-113,095,202	<b>Total Income</b>	-155,279,051	-152,100,000	3,179,051	2%	-127,478,117	-121,129,298	6,348,819	5%		-27,800,934
85,203,850	34,621,710	<b>Total Staff Costs</b>	90,812,613	90,514,285	(298,328)	(%)	36,099,461	36,705,034	605,574	2%		54,713,152
9,352,180	3,725,876	<b>Total Depreciation</b>	10,500,000	10,500,000		%	3,498,030	3,489,564	(8,466)	(%)		7,001,970
47,234,281	17,818,769	<b>Total Other Operating Expenses</b>	44,323,025	44,403,527	80,502	%	17,394,062	18,995,414	1,601,352	8%		26,928,963
4,360,146	1,708,351	<b>Total Interest Payable</b>	3,532,906	3,532,906		%	1,999,026	1,574,984	(424,042)	(27%)		1,533,880
		<b>Total Exceptional Items</b>	3,110,507	1,649,282	(1,461,225)	(89%)						3,110,507
-2,899,009	-55,220,495	<b>Contribution</b>	-3,000,000	-1,500,000	1,500,001	100%	-68,487,538	-60,364,301	8,123,237	13%		65,487,538
57.2%		Staff costs as % of income	58.5%	59.5%			28.3%	30.3%				
1.9%		Contribution %	1.9%	1.0%			53.7%	49.8%				

	CONFIDENTIAL
Paper title:	REI Update
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	25 February 2020
Author(s):	Linsey Cole, Acting Director, Research, Enterprise and Innovation
Sponsor(s):	Paul Ivey, Chief Business Officer and Deputy Vice Chancellor Innovation
Purpose:	For Information
Recommendation:	To note the update on research and enterprise activities.

## **Executive Summary**

This paper provides an update on research and enterprise activities since the start of the 19/20 academic year as at end December 2019 (end of period 5). A pipeline of research and enterprise activity and income YTD for the same period is included with the report.

The Committee is requested to note the contents.

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## **Executive Summary**

This is the third report from REI to FPR. A pipeline of research and enterprise activity and income to period 5 is included with this report. Detail on won projects in 19/20 has also been included, though it should be noted that this income will not all be drawn down in this financial year. From this report, £2.3million of research income has been secured to the end of Period 5, with a further £2.6million contracted. A new business target of £311k remains for this financial year. Schools have started to reforecast research income targets, to give a more realistic picture of the expected 19/20 outturn which will be reported to the next Committee. Enterprise income continues to be a challenge with £2.5million income still needing to be secured. Enterprise performance is being reviewed monthly and the team is working with Schools to secure sales.

## **Engagement with Schools**

Below are key updates on enterprise projects with Schools since the last Committee meeting:

- LSS won a second contract with Surrey County Council for £28,806 and an evaluation contract with Gypsy Hill School for £25k
- ENG are working towards the creation of a new Innovation Centre. We are awaiting the first membership payment of £25k plus awaiting signature on a further Innovation Centre memberships at £25k each.
- ACI unfortunately had to close a KTP (Footprint Scenery) due to financial strains on the client partner.
- HSC are currently negotiating to transfer Foundation for People with Learning Difficulties to LSBU from the Mental Health Foundation. This would bring in around £600k of income in the first year.
- LSBIC at TWI won contracted consulting work worth £200k
- The ERDF project LAFIC with APS has recently been awarded and extension to 2023 with an additional c£500k ERDF funding.

## **Engagement with Students**

In the first quarter of 19/20, we delivered 30 curriculum sessions across 5 Schools at LSBU. We worked with academic colleagues to develop and deliver relevant, embedded content for students from level 4 to 8 (HND to PhD): this work is closely aligned to linking students to our research and enterprise activity, as part of the developing Group strategy

The project to adopt use of the Entrecomp Framework (an entrepreneurship competency framework) in learning and teaching activities continues. We have designed and delivered 3 EntreComp in-curriculum sessions for ACI, HSC and BEA. Feedback has been positive across the 60 students, building confidence and growing understanding of their enterprise competencies and transferable skills.

We have recruited 9 new Enterprise Ambassadors to encourage wider student engagement and provide the team with crucial input from a student perspective. This group will continue the work of previous ambassadors of ensuring that the student voice is represented, and heard, by student enterprise.

Last semester, 8 entrepreneurial students and graduates completed the Idea Hub programme, which saw them test and validate new business ideas before practicing their pitching skills at a pre-Christmas pitch party.

### **Engagement with Tenants**

The mid to long term future of the 2<sup>nd</sup> floor of the Technopark was agreed at an Executive meeting in December 2019 which confirmed that the 2<sup>nd</sup> floor of the Technopark would remain as a tenant space until at least 2021. Prospective tenants had already been identified in anticipation of this decision and they will be signing leases in the near future.

Recent tenant engagement includes Law in Sport assisting with the new student-focused start-up programme (IdeaHack), an event for the community on Cyber Security by Secrutiny and Luma Works helping the School of ACI with their Super Course in partnership with Ryerson University (Toronto).

### **Engagement with community**

Since helping Southwark Council develop their South Pioneers Fund (launched November 2019) we have been included in the Council's submission for funding to the Local Access Programme (a further £1.6m in funding to support similar social start-ups to the Southwark Pioneers Fund). The submission for the Local Access Programme was successful, further updates will be provided as the plans develop.

Through our ERDF-funded projects, we are building links between the academic community and local growing businesses. Through the a2i project ([sustainableinnovators.com](http://sustainableinnovators.com)) LSBU worked with Skipping Rocks Labs to create a biodegradable alternative to single use plastic packaging, based on seaweed called 'Ooho'. Ooho capsules were subsequently released to market and can be eaten whole, or bitten into to release the product inside. Ooho capsules were used to refresh runners during the 2019 London Marathon, saving 30,000+ plastic bottles from littering the streets during the event. Through the SimDh project ([simdh.com](http://simdh.com)) LSBU's academics in HSC worked with Dual Dual Good Health to develop a training programme using a combination of virtual reality and a resuscitation dummy to teach people CPR skills in more realistic settings. Called Redo Reality, the aim is to better

prepare people to put their CPR training into action in the chaos of a real-life situation.

We have recently launched a new ESF funded project, Digital Grid partnership (<https://www.digitalgridpartnership.org>) which is led by Newham College. LSBU will work with London-based SMEs in the creative and tech sectors to redesign qualifications for the future. We will build the capacity of SMEs so that they can host work placements to develop relevant industry experience, as well as strengthening partnerships between skills training organisations and small businesses.

### **Operations and systems**

The extended central administrative team has got up to speed quickly in the last three months and has demonstrated the ability to handle a wider range of work than originally envisaged, including supporting with the legal enquiries framework.

Key projects (Haplo Bio and Differentiated Services) both have support from senior academics, though overall project progress has been slowed with the extended Christmas break. The Differentiated Services project aims to ensure the focus of academic and REI resource in winning new research and enterprise income. The core project team of REI/Finance staff has reviewed relevant JDs and issues and developed an outline new organisational structure. We now need to scope JDs in detail and assess staff numbers to manage required activity levels.

In terms of future systems and project development, we have identified three main areas of work:

- Staff changes mean we are working to transition responsibilities for MediaSphere, the system planned to become the public face and management support for the University's CPD. Our initial perspective is system administration will need to go to the Operations Team with content/population led by development. We have system training booked for all potentially involved.
- We have also recognised the need to identify and implement immediately a CRM with more extensive capabilities than the Haplo proposal/project management system where the front end CRM is primarily a vehicle for linking



proposals to clients. A more comprehensive system will improve the development team's ability to manage and exploit contacts and prospects.

- We have scoped a comprehensive REI HR Management project covering recruitment, induction and development processes, culture and environment and the fit for the future technologies and training that drive productivity.

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

## Research Income Analysis 2019/2020

Research income analysis for 2019/2020	Research Grants & Scholarships	% of budget	Variance to Full year Budget (agrosso)	Variance to Full year Forecast (agrosso)	Research Income Analysis for 2018/2019
Full year Budget (agrosso)	£5,316,725				£4,386,092
Full year Forecast (agrosso)	£5,345,364	101%	£28,640		£4,388,649
Year to date Actuals	£2,323,132	44%			£1,409,625
Contracted	£2,682,244	50%			£2,391,563
<b>Total Actuals + Contracted</b>	<b>£5,005,376</b>	<b>94%</b>	<b>(£311,349)</b>	<b>(£339,989)</b>	<b>£3,801,188</b>

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

Research income analysis for 2019/20	Research Grants & Scholarships	QR Grants	Total Research Income
Full year Budget (agrosso)	£5,316,725	£2,175,849	£7,493,574
Full year Forecast (agrosso)	£5,345,364	£2,175,849	£7,521,213
Year to date Actuals	£2,323,132	£935,891	£3,259,023
Contracted	£2,682,244	£1,239,958	£3,922,202
<b>Total Actuals + Contracted</b>	<b>£5,005,376</b>	<b>£2,175,849</b>	<b>£7,181,225</b>

The current forecast per the management accounts is a positive Research income variance to budget of £29k

The year to date income plus forecast contracted income suggests that there will be a negative Research income variance to budget of (311k)

Therefore, there is potential further downside to the management accounts of (£340k)

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

	<i>agresso</i>	<i>agresso</i>	<i>agresso</i>		
	Full Year Budget	Full Year Forecast	Year to Date Actuals	Contracted	Total Actuals + Contracted
<b>Total Schools</b>	<b>£3,294,325</b>	<b>£3,322,965</b>	<b>£1,370,766</b>	<b>£1,856,000</b>	<b>£3,226,766</b>
School of Arts & Creative Industries	£38,608	£38,608	£5,009	£38,608	£43,617
School of Applied Sciences	£250,514	£296,415	£46,920	£249,495	£296,415
School of Business	£10,000	£10,000			
School of the Built Environment & Architecture	£120,814	£120,814	£33,020	£23,040	£56,060
School of Engineering	£2,489,739	£2,453,325	£1,093,573	£1,365,729	£2,459,302
School of Health & Social Care	£307,820	£303,623	£192,244	£98,947	£291,191
School of Law & Social Sciences	£76,831	£100,181		£80,181	£80,181
<b>Total REI</b>	<b>£2,022,399</b>	<b>£2,022,399</b>	<b>£,675,626</b>	<b>£826,244</b>	<b>£1,501,870</b>
Research Enterprise & Innovation					
The Welding Institute	£1,986,599	£1,986,599	£675,626	£790,444	£1,466,070
Collaborative Institutes	£35,800	£35,800		£35,800	£35,800
<b>Total Other areas</b>			<b>£276,740</b>		<b>£276,740</b>
<b>Total Research 2019/2020</b>	<b>£5,316,725</b>	<b>£5,345,364</b>	<b>£2,323,132</b>	<b>£2,682,244</b>	<b>£5,005,376</b>
<b>Total Research 2018/2019</b>	<b>£4,386,092</b>	<b>£4,388,649</b>	<b>£1,409,6250</b>	<b>£2,391,563</b>	<b>£3,801,188</b>

## Research Performance

### Analysis of awards by school

School	YTD 2019-2020					
	Closed won		Closed lost		Conversion %	
	Volume	Value £	Volume	Value £	Volume	Value
Arts & Creative Industries	1	£3,200	1	£144,619	50%	2%
Applied Sciences	4	£164,574	9	£2,015,886	31%	8%
Built Environment & Architecture	0	£ -	9	£752,277	0%	0%
Business	2	£110,221	0	£ -	100%	100%
Engineering	5	£960,488	8	£2,582,886	38%	27%
Health & Social Care	5	£179,885	4	£204,197	56%	47%
Law & Social Sciences	2	£42,306	5	£230,128	29%	16%
The Welding Institute	3	£854,489	4	£2,269,365	43%	27%
Research, Enterprise and Innovation	0	£ -	1	£208,403	0%	0%
<b>Total</b>	<b>22</b>	<b>£2,315,163</b>	<b>41</b>	<b>£8,407,761</b>	<b>35%</b>	<b>22%</b>

As at End December 2019

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

## Research Activity

### Pipeline of projects in development by school

School	Number	Value		Likely value achieved	
				End Dec 2019/20	
		£	Share %	£	Share %
Arts & Creative Industries	3	£750,587	7%	£35,048	3%
Applied Sciences	8	£346,184	3%	£13,361	1%
Built Environment & Architecture	5	£929,830	8%	£41,044	4%
Business	1	£8,935	0%	£ -	0%
Engineering	39	£5,734,981	52%	£692,091	61%
Health & Social Care	4	£1,049,367	9%	£50,048	4%
Law & Social Sciences	7	£192,553	2%	£36,212	3%
The Welding Institute	11	£2,058,023	19%	£262,233	23%
Research, Enterprise & Innovation	0	£ -	0%	£ -	0%
<b>Total</b>	<b>78</b>	<b>£11,070,460</b>	<b>100%</b>	<b>£1,130,036</b>	<b>100%</b>

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

## Won Project details academic year 2019/2020: Research

Project	Principal Investigator	School	Funder / client	Income type	Total expected value (£)	Date won
Keelinspect resub	Corsar, Michael	The Welding Institute	European Commission (H2020)	Research collaboration	620,088	23-Dec-19
E-CigO: Developing and ontology for use within e-cigarette research	Cox, Sharon	Applied Science	Cancer Research UK (CRUK)	Research grant	31,375	20-Dec-19
National and local audit of smoke, e-cigarette and cessation support policies at homeless suppose services	Cox, Sharon	Applied Science	Cancer Research UK (CRUK)	Research grant	20,988	20-Dec-19
Complex Needs in Primary Care	Thomas, Nicola	Health and Social Care	Burdett Trust for Nursing	Research contract	44,465	19-Dec-19
Provision of Innovative Flexible Prosthetic Devices to Limb-Difference Patients in Sri Lanka	Berthaume, Michael	Engineering	Global Challenges Research Fund (GCRF)	Research collaboration	21,182	13-Dec-19
Bankenergij3	Maidment, Graeme	Engineering	Innovate UK	Research collaboration	37,241	13-Dec-19
SESQoL	Callaghan, Patrick	Applied Science	Economic and Social Research Council (ESRC)	Research grant	64,464	25-Nov-19
Health foundation	Thomas, Nicola	Health and Social Care	The Health Foundation	Research grant	29,974	13-Nov-19
GreenSCIES 2	Maidment, Graeme	Engineering	Innovate UK	Research collaboration	399,765	29-Oct-19
Report Supervision and access to facilities	Chatzichristodoulou, Maria	Arts and Creative Industries	Korean Ministry of Culture, Sports and Tourism	Research collaboration	3,200	21-Oct-19
The Implementation of Quartizationstaratgy: The status quo, challenges and remedies	Younis, Heba	Business	Qatar National Research Fund	Research grant	84,173	15-Oct-19
App Res_SCC_Cullum Centres Review	Moore, Michele	Law and Social Science	Surrey County Council	Research collaboration	28,806	08-Oct-19
Nursing discharge assessment for people with learning disabilities	Chaplin, Edward	Health and Social Care	Burdett Trust for Nursing	Research grant	99,989	07-Oct-19
Developing the cross-culture skills of graduates in response to the needs of European enterprise	Prouska, Rea	Business	Eramus+	Research collaboration	26,048	01-Oct-19

Ice-phobic and durable coatings for the aerospace and energy sectors (ICELIP)	Durand, Geraldine	The Welding Institute	Innovate UK	Research collaboration	186,410	27-Sep-19
Therapeutic radiographers' usage and user experiences of currently available online learning resources on delivering healthy eating and physical activity advice among cancer survivors	Pallin, Nickola	Health and Social Care	Society and College of Radiographers	Research contract	2,965	26-Sept-19
The Provision of Food and Hospitality Feasibility Study Services	Jones, Andrew	Law and Social Science	The Skills Centre	Research contract	13,500	25-Sep-19
Flammable Gases	Holborn, Paul	Engineering	Sellafield Ltd	Research contract	500,000	24-Sept-19
Consultancy_Emerson_Safe use of aluminium in oxygen applications	Benson, Claire	Engineering	Emerson Advance Design Centre (Europe)	Research contract	2,300	13-Sept-19
HSC_AppRes_GOSH_Evaluation	Francis, Gary	Health and Social Care	Great Ormond Street Hospital	Research contract	2,492	19-Sept-19
Testing E-Cigarette pod-devices	Kimber, Catherine	Applied Science	Cancer Research UK (CRUK)	Research grant	47,747	28-Aug-19
RoboVine – Innovative robotic fruit packaging system for on the vine produce with the dexterity required equalling that of humans	Corsar, Michael	The Welding Institute	Innovate UK	Research collaboration	47,991	01-Aug-19

Won bids as at End December 2019

## Enterprise Income Analysis 2019/2020

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

Enterprise income analysis for 2019/2020	Enterprise	% of budget	Variance to Full year Budget (agrosso)	Variance to Full year Forecast (agrosso)	Enterprise Income Analysis for 2018/19
Full year Budget (agrosso)	£10,683,053				£11,904,180
Full year Forecast (agrosso)	£10,423,713	98%	(£259,340)		£11,910,907
Year to date Actuals Contracted	£2,848,258	27%			£3,092,514
	£5,283,180	49%			£5,257,480
<b>Total Actuals + Contracted</b>	<b>£8,131,438</b>	<b>76%</b>	<b>(£2,551,615)</b>	<b>(£2,292,275)</b>	<b>£8,349,994</b>

The current forecast per the management accounts is a negative Enterprise income variance to budget of (£259k)

The year to date income plus forecast contracted income suggests that there will be a negative Enterprise income variance to budget of (£2,552k)

Therefore, there is potential further downside to the management accounts of (£2,292k)

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

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

	agrosso	agrosso	agrosso		
	Full Year Budget	Full Year Forecast	Year to Date Actuals	Contracted	Total Actuals + Contracted
<b>Total Schools</b>	<b>£4,896,655</b>	<b>£4,694,204</b>	<b>£1,265,818</b>	<b>£1,664,663</b>	<b>£2,930,481</b>
School of Arts & Creative Industries	£335,157	£335,157	£52,942	£187,892	£245,833
School of Applied Sciences	£355,895	£309,994	£79,376	£143,175	£222,551
School of Business	£203,500	£203,500	£12,000	£56,500	£68,500
School of the Built Environment & Architecture	£516,671	£276,671	£185,227	£47,844	£233,071
School of Engineering	£664,339	£700,753	£179,046	£345,872	£524,918
School of Health & Social Care	£2,681,872	£2,681,973	£752,228	£697,124	£1,449,352
School of Law & Social Sciences	£140,222	£186,256		£186,256	£186,256
<b>Total REI</b>	<b>£3,673,618</b>	<b>£3,457,408</b>	<b>£1,000,158</b>	<b>£1,931,340</b>	<b>£2,931,498</b>
Research Enterprise & Innovation	£3,400,118	£3,183,908	£1,000,158	£1,731,340	£2,731,498
The Welding Institute					
Collaborative Institutes	£273,500	£273,500		£200,000	£200,000
<b>Total Other areas</b>	<b>£2,111,780</b>	<b>£2,272,101</b>	<b>£582,282</b>	<b>£1,687,178</b>	<b>£2,269,460</b>
<b>Total Enterprise 2019/2020</b>	<b>£10,683,053</b>	<b>£10,423,713</b>	<b>£2,848,258</b>	<b>£5,283,180</b>	<b>£8,131,438</b>
<b>Total Enterprise 2018/2019</b>	<b>£11,904,180</b>	<b>£11,910,907</b>	<b>£3,092,514</b>	<b>£5,257,480</b>	<b>£8,349,994</b>



Enterprise Income by Type

Company	Income type	Full Year Budget	Full Year Forecast	Full Year Variance to Budget	Year to Date Actuals	Remaining Year To recognise
	<b>Total Enterprise Income</b>	<b>(10,683,053)</b>	<b>(10,423,713)</b>	<b>(259,340)</b>	<b>(2,848,258)</b>	<b>(7,575,455)</b>
	<b>Total LSBU</b>	<b>(6,993,752)</b>	<b>(6,582,496)</b>	<b>(411,256)</b>	<b>(1,802,346)</b>	<b>(4,780,150)</b>
LSBU	Consultancy					
LSBU	Contract Research SU		(30,721)	30,721	(30,721)	
<b>LSBU</b>	<b>Enterprise Support</b>	<b>(623,736)</b>	<b>(623,736)</b>		<b>(207,912)</b>	<b>(415,824)</b>
	HEIF to SBUEL	623,736	623,736			623,736
LSBU	Enterprise Support				(259,890)	259,890
LSBU	Events and Conferences				(297)	
LSBU	Intellectual Property					
LSBU	Knowledge Exchange	(360,871)	(395,322)	34,451	(148,551)	(242,772)
LSBU	Letting Of Facilities	(1,102,648)	(1,257,676)	155,028	(46,485)	(1,211,191)
LSBU	Other Income Generating Activities	(4,274,202)	(3,340,632)	(933,570)	(638,971)	(2,701,661)
LSBU	Overseas Partnerships					
LSBU	Property Rental					
LSBU	Regeneration Programmes	(956)	(15,956)	15,000		(15,956)
LSBU	Short Courses	(278,800)	(349,200)	70,400	(93,287)	(256,913)
LSBU	Student Enterprise				(212)	212
LSBU	University Accredited Courses	(976,274)	(1,192,691)	216,417	(583,524)	(609,168)
	<b>Total SBUEL</b>	<b>(3,689,301)</b>	<b>(3,841,218)</b>	<b>151,917</b>	<b>(1,045,912)</b>	<b>(2,795,306)</b>
SBUEL	Consultancy	(39,842)	(147,247)	107,405	(86,613)	(60,634)
SBUEL	Contract Research	(244,251)	(287,360)	43,109	(90,658)	(192,702)
<b>SBUEL</b>	<b>Enterprise Support</b>				<b>(34,286)</b>	<b>34,286</b>
<b>SBUEL</b>	<b>HEIF to SBUEL</b>	<b>(623,736)</b>	<b>(623,736)</b>			<b>(623,736)</b>
SBUEL	Enterprise Support	(623,736)	(623,736)		(24,010)	(599,726)
SBUEL	Events and Conferences					
SBUEL	Intellectual Property					
SBUEL	Knowledge Exchange					
SBUEL	Letting Of Facilities				(36,627)	36,627
SBUEL	Other Income Generating Activities	(473,833)	(461,504)	(12,329)	(93,456)	(368,048)
SBUEL	Overseas Partnerships					
SBUEL	Property Rental	(1,174,652)	(1,174,652)		(513,182)	(661,470)
SBUEL	Regeneration Programmes	(1,132,988)	(1,132,988)		(188,190)	(944,798)
SBUEL	Short Courses		(13,731)	13,731	(2,900)	(10,831)
SBUEL	Student Enterprise					
SBUEL	University Accredited Courses					

## Enterprise Performance

### Analysis of awards by school

School	Closed won		Closed Lost		Conversion %	
	2019/20 YTD					
	Volume	Value £	Volume	Value £	Volume	Value
Arts & Creative Industries	0	£ -	0	£ -	0%	0%
Applied Sciences	0	£ -	1	£20,000	0%	0%
Built Environment & Architecture	5	£49,700	0	£ -	100%	100%
Business	3	£124,700	2	£68,930	60%	64%
Engineering	2	£58,714	0	£ -	100%	100%
Health & Social Care	4	£181,816	6	£1,511,344	40%	11%
Law & Social Sciences	1	£100,000	0	£ -	100%	100%
Research, Enterprise & Innovation	2	£59,967	1	£125,000	67%	32%
Academic Related Resources	0	£ -	0	£ -	0%	0%
Student Services and Employment	0	£ -	0	£ -	0%	0%
The Welding Institute	0	£ -	1	£140,000	0%	0%
Other	0	£ -	0	£ -	0%	0%
<b>Total</b>	<b>17</b>	<b>£574,897</b>	<b>11</b>	<b>£1,549,774</b>	<b>61%</b>	<b>24%</b>

As at End December 2019

For more details information about won projects see: [Won Project details academic year 2019/2020: Enterprise](#) on page 9 of this document.

## Enterprise Activity

### Pipeline of projects in development by school

School	Number	Value		Likely value achieved	
		End Dec 2019/20		End Dec 2019/20	
		£	Share %	£	Share %
Arts & Creative Industries	0	£ -	0%	£ -	0%
Applied Sciences	0	£ -	0%	£ -	0%
Built Environment & Architecture	1	£92,000	5%	£12,000	6%
Business	1	£51,240	3%	£ -	0%
Engineering	1	£1,500,000	80%	£ -	0%
Health & Social Care	6	£181,714	10%	£67,097	33%
Law & Social Sciences	0	£ -	0%	£1,994	1%
Research, Enterprise & Innovation	1	£55,000	3%	£ -	0%
TWI	0	£ -	0%	£ -	0%
Other	0	£ -	0%	£125,000	61%
<b>Total</b>	<b>10</b>	<b>£1,879,954</b>	<b>100%</b>	<b>£206,091</b>	<b>100%</b>

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

## Won Project details academic year 2019/2020: Enterprise

Project	Principal Investigator	School	Funder / client	Income type	Total expected Income (£)	Date won
Peat Wastage Investigation	Mavroulidou, Maria	Built Environment and Architecture	Network Rail	Enterprise consultancy	36,730	20-Dec-19
RICs CPD	Chaer, Issa	Built Environment and Architecture	Royal Institute of Chartered Surveyors	Enterprise short courses	850	18-Dec-19
SBRI Phase 1 Affordable Urban Heat Networks	Gillich, Aaron	Build Environment and Architecture	Bridgend Country Borough Council	Enterprise consultancy	10,000	17-Dec-19
TTT LTD – 10 senior Bangladesh Government technical and vocation education officials	Ebohon, Obas	Built Environment and Architecture	TTT LTD	Enterprise short courses	420	10-Dec-19
Boosting silicon solar cell efficiency via plasmonic effect	Salimian, Ali	Engineering	Innovate UK	Enterprise research contracts	33,714	04-Dec-19
RICs CPD	Ofori, George	Built Environment and Architecture	Royal Institute of Chartered Surveyors	Enterprise short courses	1,700	13-Nov-19
HSC_EntConsult_HEE_REPAIR1819	Picton, Rachel	Health and Social Care	Health Education England	Enterprise consultancy	120,000	11-Nov-19
HSC_Short Courses_BHR_SSSA Training	Siddu, Charlii	Health and Social Care	North East London NHS Foundation Trust	Enterprise short courses	4,200	08-Nov-19
Source4Networks 2019	Malby, Rebecca	Health and Social Care	NHS England	Enterprise consultancy	44,950	01-Nov-19
PG CERTIFICATE IN LEADERSHIP AND MANAGEMENT: HOMELESSNESS AND HOUSING - EXTENSION OF CONTRACT	Summers, Andrew	Business	London Housing Foundation	Enterprise university accredited courses	105,000	23-Oct-19
Evolving Workplace Reality - How AR & VR are Changing the Way we Work	Haddadi, Vijak	Business	School of Business	Enterprise short courses	1,500	09-Oct-19
DPF Industries Innovation Centre Membership		Engineering	DPF Industries Limited	Enterprise consultancy	25,000	18-Oct-19
ACCA SBR & SBL 2019/2020	Adomako, Joe	Business	Association of Chartered Certified Accountants	Enterprise short courses	18,200	13-Sep-19
Supporting Surrey's ambition and children's transformation programme around autism	Krupa, Joanna	Law and Social Science	Surrey County Council	Enterprise consultancy	100,000	11-Sep-19
Creative Spark TSTU Year 2	Cole, Linsey	Research, Enterprise and Innovation	British Council	Enterprise student enterprise	29,985	19-Aug-19
Creative Spark AzUAC Year 2	Cole, Linsey	Research, Enterprise and Innovation	British Council	Enterprise student enterprise	29,982	16-Aug-19

HSC_Short Course_BHGF_China Nurses Visit	McGrath, Anthony	Health and Social Care	BHGF - Beijing Huatong Guokang Foundation	Enterprise short courses	12,666	08-Aug-19
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Won bids as at End December 2019

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