



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

12noon on Friday, 20 November 2015
in room 1B07, Technopark, London SE1 and via conference call

Agenda

		<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and Apologies		Chair
2.	Declarations of Interest		Chair
3.	SBUEL staff bonuses (to approve)	UE.23(15)	CEO
4.	CEO bonus (to approve) (in the absence of the CEO)	Verbal report	PVC(R&E)
5.	Date of Next Meeting – at 3pm on Tuesday 15 December 2015		Chair

Members: James Smith (Chair) (via conference call), Richard Flatman, Paul Ivey and Gurpreet Jagpal (CEO) (except for item 4).

In attendance: Accountant and Governance Manager.

	PAPER NO: UE.23(15)	
Board:	Board of Directors	
Date:	20 November 2015	
Paper title:	SBUEL Bonus Settlement 2012-13	
Author:	Gurpreet Jagpal, Chief Executive, SBUEL	
Recommendation:	That the Board approve the bonuses for SBUEL staff	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?		

SBUEL Staff Bonuses 2014 – 2015

1. *Gurpreet Jagpal*
Director Research, Enterprise and Innovation
CEO South Bank University Enterprises Ltd

Bonus arrangements by separate agreement.
Paul Ivey to lead discussion.

2. *Jacqueline Broome*
PA to Director and Team Administrator

Jacqueline has been PA to the Director and Team Administrator for a number of months, however she was only made permanent SBUEL employee from July 2015, having previously worked as a temp through an agency. Throughout her time as a temp and more recently, Jacqueline has quickly come to grips with what is expected of the role and has understood and adapted to most of LSBU's processes. There are some gaps that will be addressed this coming year, but her performance remains satisfactory nevertheless.

- Individual Performance Bonus – 2%
 - Spot Bonus – 0%
 - Total - £48.33
-

3. *Yvonne Mavin*
Head of Compliance and Systems

The 2014/15 year has been challenging for Yvonne, incorporating the disbanding of the business development team (which she led) and the creation of the Compliance and Systems team (which she now leads). Although with some initial reservations about the new role and her suitability, Yvonne has quickly settled into the position and provided much welcome support to the Director REI.

Although with some difficulties in creating a high-performance team, Yvonne led the Business Development team to deliver outstanding results and embed the Business Development Managers as an integral part of the Schools' infrastructure. Much of this hard work laid the foundations that allowed for a smooth transition to the revised departmental structure.

During the REI restructure Yvonne was a critical member of staff, leading on the development of standardised job descriptions across the department and more recently leading on the development of a compliance culture with REI and delivery of key materials such as a staff handbook and staff induction pack. She has taken a leadership role on the

development of a new enterprise approval process and a revised research approval process.

Yvonne is a highly valued and trusted member of the senior management team and provides a detailed perspective into a lot of the areas we are challenged with.

- Individual Performance Bonus – 6%
- Spot Bonus – 0%
- Total - £3,870

4. *Peter Benson* *Head of Health and Wellbeing Institute*

Peter was formally the Business Development Manager for HSC and successfully brought in over £450k in the academic year 14/15 and has recently closed a further £188k in the first few months of the 15/16 academic year (from a base of £0k related to SBUEL). In that time Peter has worked extensively and successfully in repairing and building the Enterprise relationship with the School of HSC.

Peter now sits in SMT meetings as well as Enterprise and Planning and Research Committee meetings. He established regular BD meetings involving the Dean, BSM and key academics within the School. Peter has built lasting relationships with Public Health England and Health Education South London who have already commissioned repeat business. He is working with an industrial partner to validate the first (in the World!) fully online PG Diploma in Obesity Care. He has been involved in a number of international activities in Singapore, India and Saudi Arabia and as a result has developed, in collaboration with the School, their International Franchise Model.

From being a BDM Peter moved to Head of new Health and Wellbeing Institute where he has successfully recruited a new team, developed marketing collateral, a strategy and new networks. He is now forging close relationships with the local (Lambeth and Southwark) Health and Wellbeing Board, the Health Innovation Network in London as well the two relevant InnovateUK Catapult (Precision Medicine and Digital). Peter now manages a HWI pipeline of £1,273K and has delivered £188K of sales in the new academic year. The Health and Wellbeing Institute are currently on target to come in over their agreed Sales and Revenue targets.

- Individual Performance Bonus – 8% (as BDM) and 4% (as Head)
- Spot Bonus – 0%
- Total - £3,110

5. *Howard Thomas*
Head of Sustainable Communities Institute

It has been a successful year for Howard despite major changes in the team in terms of new senior management of SBUEL and new Deans and resulting structures in the schools. Howard had a very successful year and has coped well with the restructuring within REI and more widely across the University. He is highly regarded not just within the two schools he works with but more widely amongst LSBU staff and the partners he engages. There was no hesitation in Howard's appointment as the Interim Head for SCI and he has contributed fully to the development of the Senior Management Team, playing a pivotal role in shaping the direction of the department.

- Individual Performance Bonus – 6% (as BDM) and 4% (as Head)
- Spot Bonus – 0%
- Total - £2,465

6. *Peter Hadfield*
Business Development Manager – Sustainable Communities

Peter has been in his current role for around 18 months having moved from Healthcare. Peter has developed the hiring of the Edric Theatre with regular artists and groups using it most Friday nights and weekends – despite some challenges he faced along the way. He often is on site to check all goes smoothly thus working a very long week. He also primes the filming work and together these two activities bring on around £1000 per week for SBUEL. He also manages the TUCO contract that is bringing in around £90k, is presently establishing a training course for the Ministry of Justice, an Arts Festival and alternative tourism for Southwark. He challenged the Ministry of Sound over the NDA we were asked to sign as it compromised the University over IP and suggested a revised document that was then accepted by the client. He then wrote the offer document, which is with the MoS awaiting for them to get permission to build their new club. If it wasn't for this delay I am confident we would have secured a contract with this global brand. In addition, he supported the work with Mitie, Peabody and others. He works well with his faculties and has commenced a discussion with the Dean of ACI on hiring key industry experts to deliver lectures to the ACI students ensuring their teaching (particularly in technology) is current and up to date. He has recently commenced a discussion paper on how the University can exploit Spin Outs, and has delivered talks to students on IP law and how to protect ideas.

- Individual Performance Bonus – 4%
- Spot Bonus – £1,000 (for TUCO contract)

- Total - £2,720

7. *Neil Pearce*
Head of Knowledge Exchange Institute

Neil has been in the post for 6 months and was previously a BDM. He has been instrumental in developing the strategy for KTP and other KE initiatives. As well as this Neil continues to account manage the schools of business and applied science. There is now a much higher level of academic engagement and REI awareness in both schools. Neil has just completed negotiations of an research consulting contract for School of Applied Science with Allen Carr worth £295,000 (net). Neil has also worked at preventing LHF cancelling a £97,500 contract due to poor academic performance. In his new role he is starting to establish a healthy pipeline and has already converted one KTP lead (Nuplex Resins) into a £37,500 contract and is currently negotiating the second contract with this client. In total for the last year Neil has achieved a sales book totaling £532,795. Neil has also managed Innovate UK and existing clients of KTPs through a very difficult time with regard to internal resourcing issues that had potentially catastrophic results for LSBUs earnings and reputation.

- Individual Performance Bonus – 8% (as BDM) and 4% (as Head)
- Spot Bonus – 0%
- Total - £3,110

8. *Martha Crawford*
Business Development Manager

Martha has been in post for almost two years and is well established in her role. Martha's main responsibility has been in developing the KTP market. Martha submitted a proposal that she was the sole bid writer that showed excellent development. Unfortunately this bid was rejected on the grounds the client did not meet the needs. However Martha has helped in converting two failed KTP leads into consulting projects. TUCO at £64,500 was an organisation, which Martha introduced through her network to LSBU and was involved in the initial negotiations. Also, TAKEPARTS that has just signed for £37,500. Martha has also been key in developing the new KTP case studies and for generating leads for KTPs from academics.

- Individual Performance Bonus – 4%
- Spot Bonus – 0%
- Total - £937.40

9. *Daisy Chatterton*
Head of Strategic Projects

Daisy has had an interesting and challenging year making the transition from project manager for the ERDF Investment Escalator project to the Head of the Strategic Projects Team. Due to the limited experience of the wider Strategic Projects team Daisy has had to maintain an important and active role in the day-to-day management of the project – which is something both she and I hoped would be less onerous. However, her management of the project has seen it be turned around from something that was likely to fail to a project that is on target to deliver as best it can given the shortened timeframe of delivery. Daisy led a number of ERDF bid submissions to the latest call for projects and although unsuccessful she managed to engage and work with the wider REI team and across LSBU using her wider expertise. Daisy has become a key member of the REI SMT and contributes to all discussions and works with her colleagues outside of that forum to develop project opportunities and identify further funding opportunities to grow LSBUs service offering to SMEs.

- Individual Performance Bonus – 4%
- Spot Bonus – 0%
- Total - £912.00

10. Lee Harvey

Assistant Project Manager

Lee has had a very productive and challenging year and has stepped up from his role as Programme Support Officer to Assistant Project Manager. He has very quickly picked up the financial management elements and now effectively looks after the forecasting and budgets on the project. This has involved learning about how to forecast time on the project and link this to timesheets and resource management. This area of work could be further developed by Lee learning how to use Agresso and managing the full financial consolidation process which would assist with claims management. Lee has taken a more active role in overseeing elements of the project and this now needs to expand to include all aspects of claim management. One of Lee's key achievements on the project has been developing the projects MIS system in Excel which is a vital tool in the management of the project. If we were to win further funding this is something that could be developed into a real asset perhaps utilising external support from consultants. Lee has also taken ownership of the collation and evidencing of outputs and results from the programme that is critical. He has shown commitment and drive in putting robust systems in place to ensure the team is working to capacity in this area. Another key achievement is the monthly KPI reporting which Lee has really taken ownership of and is producing to a high standard. Lee could benefit taking a rounded view when assessing problems and issues to ensure he has considered alternative options before taking action. In order for Lee to develop fully into the project manager role he needs to be able to look at the 'whole picture' and take

ownership of driving forward all aspects of the project this includes more developing more proactive relationships with the wider team and key delivery staff in the PSGs. This could be addressed through formal project management training. He also needs to develop his analytical and writing skills so he can begin to contribute in a more significant way to the bid development process.

- Individual Performance Bonus – 2%
- Spot Bonus – 0%
- Total - £620.00

11. Richard Howarth
Senior Marketing Officer

Richard took on the role of Senior Marketing Officer in March 2015 prior to that he was a Programme Support Officer. Since his involvement on the Investment Escalator project Richard has become an important and productive member of the team. This year he has delivered some very good results including a successful exhibition at the Business Show, management of the project's external newsletter and a significant 'showcasing' event held at RBS Bishopsgate. In all three of these areas he showed creativity, initiative and determination to get the job done. These are highly valued qualities in this team and will stand him in good stead for future challenges and opportunities. Richard has also shown a willingness to learn and work outside of his comfort zone that has contributed towards achieving the goals of the project over a short time frame. He has shown commitment and willingness to learn and apply new technologies to improve our marketing output and this has been noted department wide. He inputs well in team meetings and has the ability to look at problems and challenges from individual perspective which is useful in problem solving. He also has a wide range of skills that acquired from previous roles here that have assisted with managing project finances and other administrative tasks. Richard could benefit from a more focused approach to time management and prioritisation of workload. Linked to this project and expectation management and could also be improved upon and this could be addressed through formal training.

- Individual Performance Bonus – 2%
- Spot Bonus – 0%
- Total - £559.92

12. Kajal Gotecha
Project Administrator

Kajal has been in the post of Project Administrator for the Investment Escalator (IE) Project since April 2014. She has excelled in developing strong relationships with many of the 500+ Investment Escalator SMEs. Kajal has led on submitting quarterly claims to the funding body, ensuring they are on time and to forecast. Included within this function is the completion of timesheets for all staff contributing time to the IE programme. A key success of Kajal's work year has been the development and organisation of over 100 successful events (workshops and 1-2-1 sessions) as part of the IE program. A key member of the IE team, she has forged many relationships with other departments including academic staff in the business school and members of other support departments. Kajal has also developed and maintained good interactions with external organisations such as NatWest, Red Ochre and London Small Business Centre.

- Individual Performance Bonus – 2%
- Spot Bonus – 0%
- Total - £470.00

13. *Adrian Tindall*

Tenants and Facilities Manager

Adrian has been in post for 7 and half years. This end of year's turnover increased to £1.18m from the previous £967K in FY13/14 and the contribution made by the team increased to £688K. Increased lettable space and therefore income (approx. £50K) in the Clarence Centre by managing moves by LSBU staff and students. A change in focus to gain increased tenant engagement led to the development of a new tenant strategy during FY14/15 that will be agreed and implemented in FY15/16 (being done as I type). Engagement last year included the HSC skills lab being used by a Technopark tenant on a regular basis, a social enterprise summer bootcamp for students, internships, 1st year informatics project for 120 UG students, full-time employment for a PG graduate in electrical engineering and an honorary degree for Malcolm Garrett (conferred in FY15/16). Sound financial management led to an underspend in opex most notably working with Southwark Council to reduce the business rates liability led to savings of almost £70K.

- Individual Performance Bonus – 8%
- Spot Bonus – 0%
- Total - £853.86

14. *Adam Udeogba*

Tenant and Facilities Co-Ordinator

Adam has been in post for two and a half years and continues to excel in his role. He provides a consistently high level of service to our tenants and maintains the University's relationship with them to ensure a high level of retention. In addition to his daily role, Adam has actively 'sold' office space to Siskin Property Management, Three Hands, Rees Lee Architects and Christine Green Publishing with an annual income of £49.6K helping towards our income figure of £1.18m Following our review, Adam is now running our invoicing operations and liaises with Finance to manage the process. This assists with the £24K saving made by reducing the services provided by Granby Martin. In addition to the above, Adam has been more active in management of the buildings whilst I have been developing the tenant strategy and increasing tenant engagement. Adam continues to supports the wider university values through his work with Estates and the Academic Environment and Schools and particularly shows professionalism when liaising with tenants trying to navigate University systems. Adam is still studying for his British Institute of Facility Management (BiFM) Level 3 Certificate an industry recognised and accredited course.

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- Total - £315.00

Budgeted Amount -	£30,000.00
Total Amount Awarded -	£19,926.51

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