

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

3.00pm on Tuesday, 17 June 2014  
held in DCG08, Clarence Centre for Enterprise and Innovation,  
London South Bank University

### Agenda

	<i>Paper No.</i>	<i>Presenter</i>
1. Welcome and Apologies		Chair
2. Declarations of Interest		Chair
3. Minutes of the meeting of 26 March 2014 (to approve)		Sec
4. Matters Arising		Chair
<b>Business Matters</b>		
5. Management accounts to 31 May 2014 (to note) <ul style="list-style-type: none"> <li>• Aged debtors *</li> </ul>	UE.09(14)	CEO
6. Business Plan (to approve)	UE.10(14)	CEO
7. University Enterprise Update reporting (to note)	UE.11(14)	CEO
8. Projects report (to note)	UE.12(14) *	Acct
9. Draft budget (to approve)	UE.13(14)	CEO
10. Key performance indicators (to note)	UE.14(14)	CEO
11. Intellectual property and spin out company matters (to discuss and note)	UE.15(14) *	CEO
12. University restructuring	Verbal update	PVC(E)
<b>Governance</b>		
13. Risk register (to review)	UE.16(14)	CEO
14. Any Other Business		Chair
15. Date of Next Meeting – Tuesday 17 June 2014 at 3.00pm		Chair

\* late papers

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

In attendance: Accountant, Business Support Manager and Governance Manager.

Minutes of a Meeting of the Board of Directors  
of South Bank University Enterprises Ltd  
Held at 3pm on Wednesday 26 March 2014  
in Room DCG07, Clarence Centre for Enterprise and Innovation,  
St George's Circus, London, SE1

**Present**

James Smith            Chairman  
Richard Flatman  
Tim Gebbels            CEO  
Beverley Jullien

**Apologies**

Julian Beer

**In attendance**

Michael Broadway    Governance Officer  
Rebecca Warren      Accountant for South Bank University Enterprises Ltd.

**Welcome and apologies**

1. The Chairman welcomed the directors to the meeting. Apologies had been received from Julian Beer.

**Declarations of interest**

2. No interests were declared in any item on the agenda.

**Minutes of the meeting of 5 November 2013**

3. The Board approved the minutes of the meeting of 5 November 2013.

**Matters arising**

4. All matters arising from the last meeting had been completed.

**Approval of the creation of new posts**

5. The Board noted that in December it had approved, via email under article 10, the creation of three new posts in the business (paper **UE.01(14)**). The three posts were within a new team developed to focus full time on strategic projects.

The posts were Head of Strategic Projects, Partnerships and Bids Manager and Programme Support Officer.

### **Management accounts**

6. The Board considered the management accounts to 28 February 2014 (paper **UE.02(14)**). It was reported that total enterprise income was broadly in line with budget.
7. The Board requested more detailed commentary on variances at future Board meetings.
8. The Board requested the CEO to present proposals to the Board on the reporting of university wide enterprise activity.

### **Aged debtors report**

9. The Board considered a report on aged debtors (paper **UE.03(14)**). The Board were concerned that there was no evidence of delivery from LKIC despite them receiving £10k per quarter and requested the CEO to discuss this with them.

### **CEO business update**

10. The Board noted a verbal update from the CEO on business activities since the last meeting (paper **UE.04(14)**), including the financial position, a projects update and a staffing update.
11. It was reported that the Knowledge Transfer Partnerships programme was on track to meet forecast.
12. The Board noted that following recruitment the Business Development team and the Programme Management team would soon be at full strength. The Board commended Yuliana Seymour for the excellent support she provides to student enterprise activities.
13. It was noted that staff satisfaction was currently on a downward trend largely due to understaffing and it was hoped that this would be improved as posts were filled. Staff engagement with the rest of the University was a key challenge for the Business Development team and it was reported that this was working well.

### **Key performance indicators**

14. The Board discusses the key performance indicators (paper **UE.04(14)**). It was noted that the implementation of the CRM system was key to tracking a number of the indicators.

### **Investment Escalator ERDF project**

15. The Board discussed the bid for European Regional Development Fund (ERDF) funding for the Investment Escalator programme (**UE.05(14)**). The project aims to support small businesses in accessing finance for growth and is supported with 50% match funding from the ERDF. The University would be the lead partner with the delivery of the project by SBUEL.

16. It was noted that the project provides funding for key areas of delivering the company's business plan. Advantages of the project were that it would build relationships with SME's and potentially lead to further business with them; it would lead to employability opportunities for students; and it would establish the University as a credible organisation to deliver these projects ahead of the next round of funding which would be worth around €750m in London in 2014-2020.

17. It was noted that support from the University Executive was crucial and that they were being kept fully informed.

18. The Board approved the proposal.

### **International top ups**

19. The Board discussed the proposal to developing a major programme of international top-ups through bilateral Supported Learning Agreements with colleges in international markets (paper **UE.06(14)**). It was noted that this had been an enterprise led project in development but would be delivered by academics in the University.

### **Intellectual property and spin out company matters**

20. The Board noted the update on intellectual property and spin out company matters (paper **UE.07(14)**).

### **Risk Register**

21. The Board noted the updated risk register (paper **UE.08(14)**) and requested the addition of new risks around delivery of the major projects discussed at the meeting.

### **Any Other Business**

22. The Board noted an update on the restructuring of the University and the potential impact of this on University and the company. It was noted that the enterprise and research function would come back together in one department. A further update would be provided to the next Board meeting.

### **Date of the next meeting**

23. The date of the next meeting was noted as Tuesday 17 June 2014 at 3pm.

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

Approved as a true record:

.....  
Chairman

	PAPER NO: UE.09(14)	
Board:	Board of Directors	
Date:	17 June 2014	
Paper title:	Management accounts to 31 May 2014	
Author:	Tim Gebbels, Director of Enterprise	
<b>Recommendation:</b>	<b>That the Board notes the accounts and the summary of key variances as presented.</b>	
Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A
Communications – who should be made aware of the decision?		

## Executive summary

### 1. Management Accounts

Annex 1 presents the management accounts to end May 2014. It presents views for SBUEL, University Enterprise and for All Enterprise in the format previously agreed with the Board.

### 2. Key Income Variances

Management account show a number of variances in University Enterprise income, some of which are real and some of which arise from the change in accounting treatment expected at the time of budgeting and current practice. In total, these amount to £554k. In practice, nearly half (45%) of this arises from changes in treatment of income since the budget was created – the true income variance is £307k.

.Reduced income:

Rental and lettings income: £165,000 variance. This arises out of loss of lettable space in Technopark, given up for other internal LSBU purposes. This space will be returned for lettings shortly and will undergo some refurbishment prior to re-letting. Income from the Clarence Centre is above plan.

ACCA income: £142,000 variance. Recruitment below forecast (September, failure to recruit BAAF graduates onto scheme; February, poor recruitment externally) while a proposed summer intake was cancelled in June 2013.

Income recognised elsewhere than budgeted:

KTP income: £99k versus budget of £150k. This forecast was for new KTP income arising from projects started this year (existing KTPs appear in Faculty accounts). Change in accounting approach means all new KTPs are now also taken in Faculty accounts. Forecast income is on track to reach £151,000 by year end (three new KTPs up and running), but less than 35% of this will appear in University Enterprise cost centres.

Miscellaneous Income: Current income £0 versus full year budget of £200k. This line is a budget holder for income generated through commercial projects by University Enterprise. This income was expected to be taken through University Enterprise but, in practice, has gone into Faculty income. These projects have delivered £54k (ytd) from research and consultancy with Faiveley, Fina, Eunomia, PBA Energy Solutions, NFRC, RICS. A further £60k is already contracted or invoiced from Bonds, Overview, Faiveley and for film location work. There is a strong pipeline of projects in development (prospective total value >£200k for ESBE related projects alone) to deliver the balance. However, none of this income will appear in University Enterprise cost centres.

### **3. Key Expenditure Variances**

Variances in expenditure have arisen through three main causes: Staffing, Projects and Clarence Centre. Each is described in the following paragraphs.

Staffing – Our vacancy rate during the year, particularly in the Business Development team has resulted in substantial underspend in the current year. Further, we failed to recruit two of the new posts established in 2013 at our first attempt to recruit them and it had been intended that these new appointments would absorb much of the staffing underspend in the team. As a result, the underspend will remain considerable at year end (£192k on total staff costs)



Projects – Where projects like the ACCA have underperformed in terms of income, the associated delivery costs have also been reduced. Poor recruitment to some of the offered papers resulted in cancellation of one or more papers each semester, and so the costs of delivery were avoided. In addition, where project income has been recognised elsewhere, the costs of project delivery are also recognised elsewhere. Our budget carried costs commensurate with forecast income, and these are largely shown in the “other” expenditure line.

Clarence Centre – The budget for the Clarence Centre included substantial sums for rates, estates charges and other costs recorded under Utilities. To date, nothing has been charged against these lines.

#### **4. Recommendations**

The Board are asked to:

Note the accounts and the summary of key variances as presented.

## Enterprise Report index

Enterprise Matrix Cells	Tab name	Sheet name
<i>All</i>	<i>All Enterprises - quadrant</i>	<i>All Enterprises: Quadrant</i>
<i>All</i>	<i>All Enterprises</i>	<i>All Enterprise: Management Accounts</i>
<i>4A+4B+3A+3B</i>	<i>SBUEL</i>	<i>SBUEL: Management Accounts</i>
<i>1A+1B+3A+3B</i>	<i>University Enterprise</i>	<i>University Enterprise: Management Accounts</i>

## ENTERPRISE MATRIX

	Faculty/Other		University Enterprise	
	Projects	Support	Projects	Support
LSBU	2A	2B	1A	1B
SBUEL	4A	4B	3A	3B

"University Enterprise" is Tim's University Enterprise cost centres only, i.e 748(0), 750(0), 751(0), 753(0)

"Faculty / Other" is all the other cost centres, which get reported in the Faculties, Estates, Events, Finance etc.

LONDON SOUTH BANK UNIVERSITY								
Management Summary Report from August 2013 To The End Of May 2014								
All Enterprise - YTD Actuals								
	1	2	3	4		1+3	2+4	
	LSBU	LSBU	SBUEL	SBUEL	TOTAL ENTERPRISE			
	University Enterprise	Faculty - Other	University Enterprise	Faculty - Other	Total Enterprise		Total University Enterprise	Total Faculty
	(£)	(£)	(£)	(£)	(£)		(£)	(£)
A Enterprise Project Income	-279,462	-5,511,869	-727,121	-462,078	-6,980,531		-1,006,583	-5,973,947
B Enterprise Support Income	-467,022	0	-459,247	0	-926,268		-926,268	0
<b>Total Income</b>	<b>-746,483</b>	<b>-5,511,869</b>	<b>-1,186,368</b>	<b>-462,078</b>	<b>-7,906,799</b>		<b>-1,932,852</b>	<b>-5,973,947</b>
A Enterprise Project Costs	175,325	2,492,909	481,617	219,203	3,369,054		656,942	2,712,112
B Enterprise Support Costs	101,826	7,230	544,237	23,139	676,432		646,063	30,370
<b>Total Costs</b>	<b>277,151</b>	<b>2,500,139</b>	<b>1,025,854</b>	<b>242,343</b>	<b>4,045,486</b>		<b>1,303,004</b>	<b>2,742,482</b>
A Grand Total Enterprise Project	-104,137	-3,018,960	-245,505	-242,875	-3,611,476		-349,641	-3,261,835
B Grand Total Enterprise Support	-365,196	7,230	84,990	23,139	-249,836		-280,206	30,370
<b>Grand Total</b>	<b>-469,332</b>	<b>-3,011,730</b>	<b>-160,515</b>	<b>-219,736</b>	<b>-3,861,313</b>		<b>-629,847</b>	<b>-3,231,465</b>

LONDON SOUTH BANK UNIVERSITY								
Management Summary Report from August 2013 To The End Of May 2014								
All Enterprise - Annual Forecast								
	1	2	3	4		1+3	2+4	
	LSBU	LSBU	SBUEL	SBUEL	TOTAL ENTERPRISE			
	University Enterprise	Faculty - Other	University Enterprise	Faculty - Other	Total Enterprise		Total University Enterprise	Total Faculty
	(£)	(£)	(£)	(£)	(£)		(£)	(£)
A Enterprise Project Income	-306,977	-5,400,398	-842,273	-415,293	-6,964,941		-1,149,251	-5,815,691
B Enterprise Support Income	-511,627	0	-548,679	0	-1,060,306		-1,060,306	0
<b>Total Income</b>	<b>-818,605</b>	<b>-5,400,398</b>	<b>-1,390,952</b>	<b>-415,293</b>	<b>-8,025,247</b>		<b>-2,209,556</b>	<b>-5,815,691</b>
A Enterprise Project Costs	254,321	2,945,255	836,753	230,596	4,266,925		1,091,074	3,175,851
B Enterprise Support Costs	429,207	0	780,220	0	1,209,427		1,209,427	0
<b>Total Costs</b>	<b>683,528</b>	<b>2,945,255</b>	<b>1,616,973</b>	<b>230,596</b>	<b>5,476,352</b>		<b>2,300,501</b>	<b>3,175,851</b>
A Grand Total Enterprise Project	-52,656	-2,455,143	-5,520	-184,697	-2,698,016		-58,177	-2,639,840
B Grand Total Enterprise Support	-82,420	0	231,541	0	149,121		149,121	0
<b>Grand Total</b>	<b>-135,077</b>	<b>-2,455,143</b>	<b>226,021</b>	<b>-184,697</b>	<b>-2,548,895</b>		<b>90,945</b>	<b>-2,639,840</b>

LONDON SOUTH BANK UNIVERSITY Management Summary Report from August 2013 To The End Of May 2014											
All Enterprise - Annual Budget											
	1		2		3		4		TOTAL ENTERPRISE	1+3	2+4
	LSBU	LSBU	SBUEL	SBUEL	TOTAL ENTERPRISE					Total University Enterprise (£)	Total Faculty (£)
	University Enterprise (£)	Faculty - Other (£)	University Enterprise (£)	Faculty - Other (£)	Total Enterprise (£)						
A Enterprise Project Income	-520,008	-4,823,767	-1,197,262	-390,620	-6,931,657					-1,717,270	-5,214,387
B Enterprise Support Income	-510,322	0	-536,590	0	-1,046,912					-1,046,912	0
<b>Total Income</b>	<b>-1,030,330</b>	<b>-4,823,767</b>	<b>-1,733,852</b>	<b>-390,620</b>	<b>-7,978,569</b>					<b>-2,764,182</b>	<b>-5,214,387</b>
A Enterprise Project Costs	383,760	2,603,732	836,753	183,959	4,008,204					1,220,513	2,787,691
B Enterprise Support Costs	586,636	0	706,908	0	1,293,544					1,293,544	0
<b>Total Costs</b>	<b>970,396</b>	<b>2,603,732</b>	<b>1,543,661</b>	<b>183,959</b>	<b>5,301,748</b>					<b>2,514,057</b>	<b>2,787,691</b>
A Grand Total Enterprise Project	-136,248	-2,220,035	-360,509	-206,661	-2,923,453					-496,757	-2,426,696
B Grand Total Enterprise Support	76,314	0	170,318	0	246,632					246,632	0
<b>Grand Total</b>	<b>-59,934</b>	<b>-2,220,035</b>	<b>-190,191</b>	<b>-206,661</b>	<b>-2,676,821</b>					<b>-250,125</b>	<b>-2,426,696</b>

LONDON SOUTH BANK UNIVERSITY Management Summary Report from August 2013 To The End Of May 2014											
All Enterprise - Variance Forecast vs Budget											
	1		2		3		4		TOTAL ENTERPRISE	1+3	2+4
	LSBU	LSBU	SBUEL	SBUEL	TOTAL ENTERPRISE					Total University Enterprise (£)	Total Faculty (£)
	University Enterprise (£)	Faculty - Other (£)	University Enterprise (£)	Faculty - Other (£)	Total Enterprise (£)						
A Enterprise Project Income	(213,031)	576,631	(354,989)	24,673	33,284					(568,019)	601,304
B Enterprise Support Income	1,305	0	12,089	0	13,394					13,394	0
<b>Total Income</b>	<b>(211,725)</b>	<b>576,631</b>	<b>(342,900)</b>	<b>24,673</b>	<b>46,678</b>					<b>(554,626)</b>	<b>601,304</b>
A Enterprise Project Costs	129,439	(341,523)	0	(46,637)	(258,721)					129,439	(388,160)
B Enterprise Support Costs	157,429	0	(73,312)	0	84,117					84,117	0
<b>Total Costs</b>	<b>286,868</b>	<b>(341,523)</b>	<b>(73,312)</b>	<b>(46,637)</b>	<b>(174,604)</b>					<b>213,556</b>	<b>(388,160)</b>
A Grand Total Enterprise Project	(83,592)	235,108	(354,989)	(21,964)	(225,437)					(438,580)	213,144
B Grand Total Enterprise Support	158,734	0	(61,223)	0	97,511					97,511	0
<b>Grand Total</b>	<b>75,143</b>	<b>235,108</b>	<b>(416,212)</b>	<b>(21,964)</b>	<b>(127,926)</b>					<b>(341,070)</b>	<b>213,144</b>

REF MANSUM

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)	
			2013 Forecast (£)	2013 Budget (£)	Variance - Forecast to Budget (£) %		Note	2013 Actuals (£)	2013 Budget (£)	Variance - Actuals to Budget (£) %		Note
(936,923)	(881,816)	Funding Grants	(1,010,912)	(1,010,912)		%		(888,049)	(849,160)	38,889	5%	(122,863)
		Health Contract	(200,603)		200,603			(71,352)		71,352		(129,251)
9,199	9,199	Home & EU Fees - PG	(239,924)	(341,716)	(101,792)	(30%)		(5,895)	(341,716)	(335,821)	(98%)	(234,029)
(3,776,631)	(3,697,910)	Other Fees	(3,453,608)	(3,487,991)	(34,383)	(1%)		(3,768,943)	(3,049,576)	719,367	24%	315,334
(228,491)	(228,491)	Overseas Fees - UG	(174,143)	(220,000)	(45,857)	(21%)		(58,020)	(220,000)	(161,980)	(74%)	(116,123)
4,199	4,199	Overseas Fees - PG	(29,590)		29,590			(27,500)		27,500		(2,090)
(1,077,881)	(977,534)	Research Grants & Contracts	(460,071)	(520,580)	(60,509)	(12%)		(474,871)	(437,150)	37,721	9%	14,800
(846)	(846)	Other Income - student related	(10,409)	(8,000)	2,409	30%		(8,720)	(8,000)	720	9%	(1,689)
(2,450,812)	(1,896,685)	Other Operating Income	(2,442,298)	(2,389,370)	52,928	2%		(2,599,384)	(2,004,704)	594,680	30%	157,086
(8,732)	(7,308)	Endowment Income & Interest Receivable	(3,689)		3,689			(4,065)		4,065		376
(8,466,917)	(7,677,191)	<b>Total Income</b>	<b>(8,025,247)</b>	<b>(7,978,569)</b>	<b>46,678</b>	<b>1%</b>		<b>(7,906,799)</b>	<b>(6,910,306)</b>	<b>996,493</b>	<b>14%</b>	<b>(118,448)</b>
1,018,522	869,230	Academic - Permanent staff	710,379	653,342	(57,037)	(9%)		627,914	552,510	(75,404)	(14%)	82,465
305,340	206,627	Academic - Temporary staff	316,477	354,808	38,331	11%		244,453	263,319	18,866	7%	72,024
614	614	Technicians staff										
1,190,339	983,596	Support - Permanent staff	1,378,910	1,672,995	294,085	18%		1,152,198	1,390,614	238,416	17%	226,713
2,022	1,505	Support - Temporary staff	37,784		(37,784)			41,996		(41,996)		(4,212)
97,827	57,435	Third party staff	66,774	32,400	(34,374)	(106%)		46,501	27,000	(19,501)	(72%)	20,273
2,614,664	2,119,006	<b>Total Staff Costs</b>	<b>2,510,324</b>	<b>2,713,545</b>	<b>203,221</b>	<b>7%</b>		<b>2,113,061</b>	<b>2,233,443</b>	<b>120,382</b>	<b>5%</b>	<b>397,263</b>
686	686	Depreciation	18,384	18,384		%		15,317	15,320	3	%	3,067
686	686	<b>Total Depreciation</b>	<b>18,384</b>	<b>18,384</b>		<b>%</b>		<b>15,317</b>	<b>15,320</b>	<b>3</b>	<b>%</b>	<b>3,067</b>
216,185	135,275	Staff Related	195,151	157,641	(37,510)	(24%)		141,164	131,401	(9,763)	(7%)	53,987
128,495	89,191	Marketing and PR	161,473	116,320	(45,153)	(39%)		64,535	96,100	31,565	33%	96,937
98,009	80,256	Bursaries and Scholarships	181,596	247,996	66,400	27%		161,242	225,330	64,088	28%	20,354
776,260	443,470	Student Related	565,178	658,000	92,822	14%		380,572	440,683	60,111	14%	184,606
67,346	35,346	Equipment	83,499	2,000	(81,499)	#####		68,963	1,499	(67,464)	#####	14,536
20,877	16,427	Computing	137,809	126,396	(11,413)	(9%)		17,070	105,330	88,260	84%	120,739
4,558	4,453	Utilities	173,939	173,939		%		2,741	148,605	145,864	98%	171,198
4,195	1,841	Maintenance & Other Estate	15,266		(15,266)			26,761		(26,761)		(11,495)
1,967	782	Cleaning & Security	132		(132)			239		(239)		(107)
492,206	(20,139)	Financial	(15,002)	(15,002)		%		(20,160)	(14,002)	6,158	44%	5,158
5,780	4,265	Communications	14,136	13,224	(912)	(7%)		16,885	11,020	(5,865)	(53%)	(2,749)
298,085	182,821	Legal & Professional	316,178	235,060	(81,118)	(35%)		151,859	202,550	50,691	25%	164,319
12,510	10,478	Subscriptions and Membership Fees	15,084	14,816	(268)	(2%)		36,011	13,080	(22,931)	(175%)	(20,927)
16,759	12,386	Photocopying and Stationery	33,552	28,760	(4,792)	(17%)		21,131	24,400	3,269	13%	12,421
557,930	472,498	Other	873,523	674,793	(198,730)	(29%)		701,360	582,007	(119,353)	(21%)	172,163
41,850	34,914	Internal recharges	65,752	5,496	(60,256)	#####		38,127	4,580	(33,547)	(732%)	27,625
2,743,014	1,504,265	<b>Total Other Operating Expenses</b>	<b>2,817,264</b>	<b>2,439,439</b>	<b>(377,825)</b>	<b>(15%)</b>		<b>1,808,500</b>	<b>1,972,583</b>	<b>164,083</b>	<b>8%</b>	<b>1,008,764</b>
511,563	426,301	Internal Allocations	130,380	130,380		%		108,650	108,650		%	21,730
511,563	426,301	<b>Total Internal Allocations</b>	<b>130,380</b>	<b>130,380</b>		<b>%</b>		<b>108,650</b>	<b>108,650</b>		<b>%</b>	<b>21,730</b>
(2,596,990)	(3,626,933)	<b>Contribution</b>	<b>(2,548,895)</b>	<b>(2,676,821)</b>	<b>(127,926)</b>	<b>(5%)</b>		<b>(3,861,271)</b>	<b>(2,580,310)</b>	<b>1,280,961</b>	<b>50%</b>	<b>1,312,376</b>
		Staff costs as % of income	31.3%	34.0%				26.7%	32.3%			
		Contribution %	31.8%	33.6%				48.8%	37.3%			

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)	
			2013 Forecast (£)	2013 Budget (£)	Variance - Forecast to Budget (£) %		Note	2013 Actuals (£)	2013 Budget (£)	Variance - Actuals to Budget (£) %		Note
(536,590)	(447,158)	Funding Grants	(536,590)	(536,590)		%		(447,158)	(447,158)		%	(89,432)
(409,724)	(395,216)	Research Grants & Contracts	(203,680)	(260,616)	(56,936)	(22%)		(244,582)	(217,180)	27,402	13%	40,902
(846)	(846)	Other income - student related	(10,409)	(8,000)	2,409	30%		(4,053)	(8,000)	(3,947)	(49%)	(6,356)
(1,138,421)	(762,542)	Other Operating Income	(1,051,877)	(1,319,266)	(267,389)	(20%)		(948,588)	(1,082,893)	(134,305)	(12%)	(103,289)
(8,732)	(7,308)	Endowment Income & Interest Receivable	(3,689)		3,689			(4,065)		4,065		376
(2,094,313)	(1,613,071)	<b>Total Income</b>	<b>(1,806,245)</b>	<b>(2,124,472)</b>	<b>(318,227)</b>	<b>(15%)</b>		<b>(1,648,447)</b>	<b>(1,755,231)</b>	<b>(106,785)</b>	<b>(6%)</b>	<b>(157,798)</b>
263,137	236,205	Academic - Permanent staff	180,186	146,651	(33,535)	(23%)		185,834	126,679	(59,155)	(47%)	(5,648)
6,744	2,833	Academic - Temporary staff	71,300	72,804	1,504	2%		8,121	60,670	52,549	87%	63,179
456,641	358,743	Support - Permanent staff	676,876	603,564	(73,312)	(12%)		544,808	502,970	(41,838)	(8%)	132,068
		Support - Temporary staff						4,539		(4,539)		(4,539)
14,252	3,326	Third party staff						4,768		(4,768)		(4,768)
740,774	601,107	<b>Total Staff Costs</b>	<b>928,362</b>	<b>823,019</b>	<b>(105,343)</b>	<b>(13%)</b>		<b>748,069</b>	<b>690,319</b>	<b>(57,750)</b>	<b>(8%)</b>	<b>180,293</b>
5,021	2,593	Staff related	3,306	1,500	(1,806)	(120%)		9,391	1,250	(8,141)	(651%)	(6,085)
15,106	2,449	Marketing and PR	10,000	10,000		%		10,918	7,500	(3,418)	(46%)	(918)
4,411	2,787	Student Related	100		(100)			15		(15)		85
18,272	4,891	Equipment	7,380		(7,380)			11,076		(11,076)		(3,696)
(183)	(183)	Computing	110,400	110,400		%		3,545	92,000	88,455	96%	106,855
247,756	172,332	Utilities	498,479	498,479		%		379,782	419,055	39,273	9%	118,697
		Maintenance & Other Estate						11,495		(11,495)		(11,495)
492,206	(20,139)	Financial	(15,002)	(15,002)		%		(20,160)	(14,002)	6,158	44%	5,158
		Communications						12,513		(12,513)		(12,513)
148,662	62,126	Legal & Professional	221,220	216,220	(5,000)	(2%)		55,775	186,850	131,075	70%	165,445
245	245	Subscriptions and Membership Fees						10,620		(10,620)		(10,620)
102	102	Photocopying and Stationery	100		(100)			2,590		(2,590)		(2,490)
6,327	483	Other	83,004	83,004		%		31,711	69,170	37,459	54%	51,293
		Internal recharges	220		(220)			856		(856)		(636)
937,925	227,686	<b>Total Other Operating Expenses</b>	<b>919,207</b>	<b>904,601</b>	<b>(14,606)</b>	<b>(2%)</b>		<b>520,127</b>	<b>761,823</b>	<b>241,696</b>	<b>32%</b>	<b>399,080</b>
301,004	250,834	Internal Allocations										
301,004	250,834	<b>Total Internal Allocations</b>										
(114,610)	(533,443)	<b>Contribution</b>	<b>41,324</b>	<b>(396,852)</b>	<b>(438,176)</b>	<b>(110%)</b>		<b>(380,250)</b>	<b>(303,089)</b>	<b>77,161</b>	<b>25%</b>	<b>421,575</b>
		Staff costs as % of income	51.4%	38.7%				45.4%	39.3%			
		Contribution %	(2.3)%	18.7%				23.1%	17.3%			

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)		
			2013 Forecast (£)	2013 Budget (£)	Variance - Forecast to Budget (£) %		Note	2013 Actuals (£)	2013 Budget (£)	Variance - Actuals to Budget (£) %		Note	
(894,894)	(846,641)	Funding Grants	(1,010,912)	(1,010,912)		%		(888,049)	(849,160)	38,889	5%		(122,863)
(105,189)	(103,010)	Other Fees	(207,977)	(350,004)	(142,027)	(41%)		(207,977)	(291,670)	(83,693)	(29%)		
(39,116)	(16,458)	Research Grants & Contracts	(99,000)	(150,000)	(51,000)	(34%)		(71,484)	(125,000)	(53,516)	(43%)		(27,516)
(40,533)	(10,998)	Other Operating Income	(887,978)	(1,253,266)	(365,288)	(29%)		(761,276)	(1,027,893)	(266,617)	(26%)		(126,702)
(8,732)	(7,308)	Endowment Income & Interest Receivable	(3,689)		3,689			(4,065)		4,065			376
(1,088,464)	(984,416)	<b>Total Income</b>	<b>(2,209,556)</b>	<b>(2,764,182)</b>	<b>(554,626)</b>	<b>(20%)</b>		<b>(1,932,852)</b>	<b>(2,293,723)</b>	<b>(360,871)</b>	<b>(16%)</b>		<b>(276,705)</b>
4,283		Academic - Permanent staff	48,305	45,000	(3,305)	(7%)		35,890	37,500	1,610	4%		12,415
		Academic - Temporary staff	108,659	191,004	82,345	43%		24,081	159,170	135,089	85%		84,578
750,246	614,946	Support - Permanent staff	846,586	969,908	123,322	13%		667,719	808,024	140,305	17%		178,867
137	137	Support - Temporary staff	8,652		(8,652)			14,117		(14,117)			(5,465)
49,449	22,161	Third party staff	1,414		(1,414)			762		(762)			652
804,116	637,244	<b>Total Staff Costs</b>	<b>1,013,616</b>	<b>1,205,912</b>	<b>192,296</b>	<b>16%</b>		<b>742,569</b>	<b>1,004,694</b>	<b>262,125</b>	<b>26%</b>		<b>271,047</b>
38,135	10,065	Staff Related	50,137	45,924	(4,213)	(9%)		17,863	38,270	20,407	53%		32,274
106,254	77,989	Marketing and PR	153,643	116,320	(37,323)	(32%)		55,116	96,100	40,984	43%		98,527
83,479	66,626	Bursaries and Scholarships	177,996	177,996		%		152,757	155,330	2,573	2%		25,239
11,693	11,625	Student Related	5,882		(5,882)			6,371		(6,371)			(489)
7,815	6,440	Equipment						5,900		(5,900)			(5,900)
6,025	4,708	Computing	126,996	126,396	(600)	(%)		4,738	105,330	100,592	96%		122,258
105		Utilities	173,939	173,939		%		2,741	148,605	145,864	98%		171,198
2,812	1,832	Maintenance & Other Estate						11,495		(11,495)			(11,495)
1,237	639	Cleaning & Security											
7	7	Financial	(15,002)	(15,002)		%		(20,318)	(14,002)	6,316	45%		5,316
3,440	2,422	Communications	13,299	13,224	(75)	(1%)		15,620	11,020	(4,600)	(42%)		(2,321)
168,844	60,237	Legal & Professional	228,220	228,220		%		77,403	196,850	119,447	61%		150,817
10,517	9,194	Subscriptions and Membership Fees	15,797	14,816	(981)	(7%)		21,210	13,080	(8,130)	(62%)		(5,413)
6,843	4,585	Photocopying and Stationery	25,216	24,900	(316)	(1%)		9,107	20,750	11,643	56%		16,109
3,744	1,822	Other	148,169	280,212	132,043	47%		36,171	233,510	197,339	85%		111,998
46,151	41,790	Internal recharges	61,393		(61,393)			63,325		(63,325)			(1,932)
497,102	299,979	<b>Total Other Operating Expenses</b>	<b>1,165,685</b>	<b>1,186,945</b>	<b>21,260</b>	<b>2%</b>		<b>459,500</b>	<b>1,004,843</b>	<b>545,343</b>	<b>54%</b>		<b>706,185</b>
118,588	98,823	Internal Allocations	121,200	121,200		%		101,000	101,000		%		20,200
118,588	98,823	<b>Total Internal Allocations</b>	<b>121,200</b>	<b>121,200</b>		<b>%</b>		<b>101,000</b>	<b>101,000</b>		<b>%</b>		<b>20,200</b>
331,342	51,631	<b>Contribution</b>	<b>90,945</b>	<b>(250,125)</b>	<b>(341,070)</b>	<b>(136%)</b>		<b>(629,782)</b>	<b>(183,186)</b>	<b>446,596</b>	<b>244%</b>		<b>720,727</b>
		Staff costs as % of income	45.9%	43.6%				38.4%	43.8%				
		Contribution %	(4.1)%	9.0%				32.6%	8.0%				
		<b>Total Income</b>	<b>(2,209,556)</b>	<b>(2,764,182)</b>	<b>(554,626)</b>			<b>(1,932,852)</b>	<b>(2,293,723)</b>	<b>(360,871)</b>			
		<b>Total Staff Costs</b>	<b>1,013,616</b>	<b>1,205,912</b>	<b>192,296</b>			<b>742,569</b>	<b>1,004,694</b>	<b>262,125</b>			
		<b>Total Other Operating Expenses</b>	<b>1,165,685</b>	<b>1,186,945</b>	<b>21,260</b>			<b>459,435</b>	<b>1,004,843</b>	<b>545,408</b>			
		<b>Total Internal Allocations</b>	<b>121,200</b>	<b>121,200</b>				<b>101,000</b>	<b>101,000</b>				
		<b>Contribution</b>	<b>90,945</b>	<b>(250,125)</b>	<b>(341,070)</b>			<b>(629,847)</b>	<b>(183,186)</b>	<b>446,661</b>			

This summary comes from the following sheets:

Tab name

Sheet name

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)
			2013 Forecast (£)	2013 Budget (£)	Variance - Forecast to Budget (£) %	Note	2013 Actuals (£)	2013 Budget (£)	Variance - Actuals to Budget (£) %	Note	
		UE Projects SU									
		UE Support SU									
		UE Projects SBUEL									
		UE Support SBUEL									
			1A) LSBU: University Enterprise - Projects								
			1B) LSBU: University Enterprise - Support								
			4A) SBUEL: University Enterprise - Projects								
			4B) SBUEL: University Enterprise - Support								



	PAPER NO: UE. 09b(14)
Board:	South Bank University Enterprises Ltd
Date:	17 June 2014
Paper title:	South Bank University Enterprises Ltd: aged debtors report
Author:	Rebecca Warren, Accountant
<b>Recommendation:</b>	The Board is requested to note the aged debtors.

This report has been divided into two pages. The first section of the first page shows all aged debtors on the sales ledger. Several of the older debtors have special arrangements. Life Centre Bible Church (the only debtor on the list which goes back to the previous financial year) is paying instalments of £200 per month. The former CEO made a request that the outstanding invoices for the various NHS clients should be given special attention by Credit Control.

The second section shows arrears from the previous year for several Technopark tenants. Self Energy have made a further payment since the last report in March.

On this page, tenancy clients are highlighted in grey.

The second page of the report shows the sales ledger with the tenancy clients excluded. Since the tenancy clients have different arrangements from other clients, this list gives a clearer impression of the sales ledger.

**SALES LEDGER AGED DEBTOR REPORT – ALL DEBTORS**

T	CustID	CustID (T)	current	1-30 days	31-60 days	61-90 days	90+	Rest amount
B	1479	CARA (Council for Asisting Refugee Acdmics)	6,900.00	-	-	-	-	6,900.00
B	1633	RUACH MINISTRIES	-	-	-	1,046.40	-	1,046.40
B	1724	ICAN DISTRICT UK	1,006.20	-	850.20	-	344.40	1,512.00
B	2001	Assoc for Collaborative Provision	349.44	-	-	-	-	349.44
B	2007	Student's Union-London South Bank University	40.00	-	-	-	-	40.00
B	2017	CIPD	-	-	852.00	234.00	-	1,086.00
B	2081	GREAT ORMOND STREET CHILDREN'S CHARITY [ST07]	-	-	-	10,122.00	-	10,122.00
B	2094	LIFE CENTRE BIBLE CHURCH	-	-	-	-	614.22	614.22
B	2146	Guys and St Thomas NHS Foundation Trust	891.60	-	-	1,113.60	-	2,005.20
B	2157	NHS PROPERTY SERVICES	-	1,934.52	-	-	1,522.14	3,456.66
B	2180	NEWMEDICA	2,083.20	-	-	-	-	2,083.20
B	2185	INTERACTIVE	-	-	-	765.60	-	765.60
B	2195	SHARP CLOUD SOFTWARE	816.00	1,025.69	-	-	-	1,841.69
B	2198	UK POWER NETWORK SERVICES	1,636.20	2,759.76	-	-	-	4,395.96
B	2207	EMPOWERED WOMAN LTD	-	-	-	-	415.00	415.00
B	2218	Naked Creativity	3,087.00	5,421.00	-	339.00	-	8,847.00
B	2220	ALL ICELAND	14.40	-	-	-	69.92	84.32
B	2221	ARIADNE DESIGNS	1,325.74	-	-	-	-	1,325.74
B	2225	CAMERON WILDING	3,757.50	-	-	-	-	3,757.50
B	2226	COGITARE	216.72	-	-	-	-	216.72
B	2227	CULTURE TRIP	4,677.23	-	-	-	-	4,677.23
B	2229	FIRST THOUGHT IP	2,685.54	-	-	-	-	2,685.54
B	2230	HEAD4HIRE	-	-	-	-	779.45	779.45
B	2231	IHRA	6,031.71	-	-	-	-	6,031.71
B	2232	INTERACTIVE	5,538.99	-	691.75	459.44	312.00	5,618.68
B	2233	LONDON YOUTH GAMES	857.11	-	29.16	-	-	886.27
B	2234	KINASE LTD	2,301.90	-	-	-	-	2,301.90
B	2235	MILLION+	7,554.16	-	-	-	-	7,554.16
B	2236	NEW MEDICA	4,661.70	-	-	-	-	4,661.70
B	2237	OAK SOLICITORS	655.20	-	-	-	-	655.20
B	2239	PROTIMOS FOUNDATION	792.00	792.00	80.50	1,788.69	2,544.10	5,997.29
B	2241	SHARPCLOUD	3,107.33	-	-	1,560.00	-	4,667.33
B	2242	Jevon Davies T/a Silicon Thoughts	709.80	-	-	-	709.80	1,419.60
B	2244	SUCH & SUCH DESIGN	600.00	-	-	-	-	600.00
B	2245	TOCA TRAINING	819.90	-	91.44	109.68	21.19	1,042.21
B	2246	TRYTAG RUGBY	720.00	-	-	-	-	720.00
B	2247	VANGUARDIA	121.70	-	-	-	-	121.70
B	2248	WINE FUSION	1,856.06	-	-	-	-	1,856.06
B	2250	DIGITAL DETOX	4,742.40	4,742.40	-	-	-	9,484.80
B	2251	IMAGES & CO	288.00	3,012.64	7,636.20	-	-	10,936.84
B	2252	FAIVELEY TRANSPORT TAMWORTH LTD	14,799.60	-	-	-	-	14,799.60
B	2268	DISABILITY SPORTS COACH	666.00	-	-	-	201.60	867.60
B	2270	SKANSKA CIVIL ENGINEERING	900.00	-	-	-	606.00	1,506.00
B	2271	READY CACHE TECHNOLOGIES	1,320.00	-	-	-	-	1,320.00
B	2273	Valiant Business Media Ltd	-	-	-	1,404.00	-	1,404.00
B	2276	CAFOD	-	-	-	15.72	-	15.72
B	2283	BREATHE ART HEALTH RESEARCH	61.80	-	-	-	-	61.80
B	2285	STORY SMITHS	1,453.50	-	-	1,356.00	-	2,809.50
B	2286	R J METIS LTD	2,188.62	-	-	-	-	2,188.62
B	2287	ICAN	960.00	-	-	-	-	960.00
B	2290	2EQIPP LTD	222.00	-	1,860.90	-	-	2,082.90
B	2292	CareTrade Charitable Trust	132.00	0.58	0.48	-	-	132.10
B	2293	DASSH-UK	375.06	-	-	-	-	375.06
B	2294	POST OFFICE LTD	3,889.20	-	-	-	-	3,889.20
B	2297	PULSE MEDIC SERVICES LTD	390.00	30.00	-	-	-	420.00
B	2299	DOING SOCIAL	0.80	40.00	-	-	-	40.80
B	2300	JACKSONS BAKERY LTD	836.00	-	-	-	-	836.00
B	2301	ABB LTD	1,003.80	-	-	-	-	1,003.80
B	2302	FEZZEE LTD	511.20	-	-	-	-	511.20
B	2303	INSTITUTE OF FINANCIAL ACCOUNTANTS	5,112.00	-	-	-	-	5,112.00
B	2307	UNIVERSITY OF NORTHAMPTON	462.00	-	-	-	-	462.00
B	2309	SGM LIFEWORDS	504.00	-	-	-	-	504.00
B	2310	GAPPT	378.00	-	-	-	-	378.00
			107,008.71	19,678.59	10,708.17	20,314.13	7,451.02	165,160.62

**Arrears from 2012-13**

LKIC	240,518
Self Energy	2,809
Protimos	5,486
Seyhan Tezel	5,060
<b>TOTAL</b>	<b>253,873</b>

**SALES LEDGER AGED DEBTOR REPORT – EXCLUDING TENANTS**

T	CustID	CustID (T)	current	1-30 days	31-60 days	61-90 days	90+	Rest amount
B	1633	RUACH MINISTRIES	-	-	-	1,046.40	-	1,046.40
B	1724	ICAN DISTRICT UK	1,006.20	-	850.20	-	344.40	1,512.00
B	2001	Assoc for Collaborative Provision	349.44	-	-	-	-	349.44
B	2007	Student's Union-London South Bank University	40.00	-	-	-	-	40.00
B	2017	CIPD	-	-	852.00	234.00	-	1,086.00
B	2081	GREAT ORMOND STREET CHILDREN'S CHARITY [ST07]	-	-	-	10,122.00	-	10,122.00
B	2094	LIFE CENTRE BIBLE CHURCH	-	-	-	-	614.22	614.22
B	2146	Guys and St Thomas NHS Foundation Trust	891.60	-	-	1,113.60	-	2,005.20
B	2157	NHS PROPERTY SERVICES	-	1,934.52	-	-	1,522.14	3,456.66
B	2180	NEWMEDICA	2,083.20	-	-	-	-	2,083.20
B	2198	UK POWER NETWORK SERVICES	1,636.20	2,759.76	-	-	-	4,395.96
B	2207	EMPOWERED WOMAN LTD	-	-	-	-	415.00	415.00
B	2252	FAIVELEY TRANSPORT TAMWORTH LTD	14,799.60	-	-	-	-	14,799.60
B	2270	SKANSKA CIVIL ENGINEERING	900.00	-	-	-	606.00	1,506.00
B	2276	CAFOD	-	-	-	15.72	-	15.72
B	2283	BREATHE ART HEALTH RESEARCH	61.80	-	-	-	-	61.80
B	2287	ICAN	960.00	-	-	-	-	960.00
B	2290	2EQIPP LTD	222.00	-	1,860.90	-	-	2,082.90
B	2293	DASSH-UK	375.06	-	-	-	-	375.06
B	2300	JACKSONS BAKERY LTD	836.00	-	-	-	-	836.00
B	2301	ABB LTD	1,003.80	-	-	-	-	1,003.80
B	2302	FEZZEE LTD	511.20	-	-	-	-	511.20
B	2303	INSTITUTE OF FINANCIAL ACCOUNTANTS	5,112.00	-	-	-	-	5,112.00
B	2307	UNIVERSITY OF NORTHAMPTON	462.00	-	-	-	-	462.00
B	2309	SGM LIFEWORDS	504.00	-	-	-	-	504.00
B	2310	GAPPT	378.00	-	-	-	-	378.00
			32,132.10	4,694.28	3,563.10	12,531.72	2,812.96	55,734.16

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Date:	17 June 2014	
Paper title:	University Enterprise Business Plan 2014-15	
Author:	Tim Gebbels, Director of Enterprise	
<b>Recommendation:</b>	<p><b>That the Board</b></p> <ul style="list-style-type: none"> <li>• <b>Approves the business plan for University Enterprise team, subject to separate budget approval elsewhere on the agenda at this meeting.</b></li> </ul>	
Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A
Communications – who should be made aware of the decision?		

## Executive summary

### Introduction

1. In common with the Faculties and Departments of the University, University Enterprise is required to submit an annual departmental business plan, in prescribed format, to the University. Our plan for 2014-15, together with the associated budget, was approved by the University senior management on 12<sup>th</sup> May.
2. This paper presents, at Appendix 1, the University Enterprise business plan as presented to the University Executive. The plan covers the work of the whole team, only part of which is SBUEL. Specifically, those parts in the plan which address commercial enterprise activity relate to activity that will take place within SBUEL although SBUEL management time covers the whole of the plan.

3. The budget associated with this business plan is presented as a separate agenda item on this agenda (Item UE.13(14)).
4. At the same time the business plan was presented, University Enterprise presented a case for increased marketing support – appendix to the budget paper.

### **Recommendation**

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

**University Enterprise**

2014/15 Business Plan

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

*How will your department / Professional Service Grouping develop? What change do you want to deliver? [link to planning guidance document](#)*

<b>Vision:</b>	For LSBU to be recognised as a leading Enterprising University
<b>Mission:</b>	To promote and support Enterprise as a driver of LSBU success
<b>Strategic Priorities:</b>	
<i>How will this professional service group meet the needs of stakeholders? What 5 key changes do you want to deliver in the next three years?</i>	
Support growth in enterprise income to meet University targets	
Build active academic engagement in Enterprise	
Increase the value of the relationships between the University and external stakeholders	
Drive an increase in capacity, engagement and support for enterprise to grow commercial research and other enterprise activity	
Embed enterprise centrally in the student experience	
<b>External Drivers:</b> <i>What are the key changes in professional activity or sector trends that you hope to respond to in the</i>	
Increasing Government pressure to support student Enterprise	
Reducing government funding for Universities	
Increasing competition for both students and for funding	
Increasing student expectations	
Proliferation of co-working and office spaces in London	
<b>Assumptions:</b> <i>What are the specific assumptions that you have made in developing this business plan?</i>	
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## 2. Core Services :

*[What are the main services and functions provided by your Professional Service Group? (this can be grouped by teams if required)]*

<p><b>Team 1 services:</b></p>	<p><b>Commercial Enterprise (CE)</b></p> <ul style="list-style-type: none"> <li>• Lead and opportunity generation covering both individual organisations and wider funding</li> <li>• Support for the process of moving from prospect to sale for more complex and higher value sales, including project planning, leading commercial negotiations, supporting proposal development, costing and pricing, contract development, management of the internal approval process</li> <li>• Working with Schools/Departments to identify, assess and implement new strategic opportunities based on both internal academic capacity and capability, and external demand.</li> <li>• Working with Schools/Departments to create an interface between our academic expertise and the external community. This includes a) supporting the growth of relevant commercial relationships and the local community b) the identification of our sector specific priorities, and the development and articulation of the relevant University enterprise “narrative” c) Creating links across support departments and Schools with external organisations to support the wider activities of the University</li> <li>• KTP commercial management from cradle to grave</li> <li>• Support the development of academic up-skilling and engagement in enterprise</li> </ul>
<p><b>Team 2 services:</b></p>	<p><b>Programme Management (PM)</b></p> <ul style="list-style-type: none"> <li>• Provide project management support to University Enterprise projects and programmes, including consultancy, commercial research, full-cost taught programmes, knowledge transfer programmes, events and others.</li> <li>• Plan and deliver externally-funded projects won by University Enterprise with a focus on European-funded projects</li> <li>• Manage and support the delivery of agreed CPD courses in conjunction with the University</li> <li>• Work with the School/Departments to provide operational support to Principal Investigators engaged on enterprise activity across the University</li> <li>• Provide administrative support for University Enterprise Team and support University Enterprise own events and conferences within the Clarence Centre and the wider University</li> </ul>
<p><b>Team 3 services:</b></p>	<p><b>Student Enterprise and Commercialisation (SEC):</b></p> <ul style="list-style-type: none"> <li>• Supporting LSBU students at all stages of the student and graduate journey to develop enterprise skills and start a business             <ul style="list-style-type: none"> <li>○ Programme of activities including events and workshops, business start-up support (grants, IP advice and space in the Clarence Centre), access to a network of mentors and business experts and signposting to external partners</li> </ul> </li> <li>• Working with LSBU’s academic Schools to develop an enterprising curriculum through the Enterprise Champions Network</li> <li>• Providing IP advice and expertise to LSBU staff and students:             <ul style="list-style-type: none"> <li>○ Support in filing patents and trademarks and maintaining a register of LSBU’s IP assets to maximise commercial</li> </ul> </li> </ul>

	<p>income and opportunities</p> <ul style="list-style-type: none"> <li>○ Advising students and staff about IP issues on a 1-2-1 basis or via talks and workshops to increase their knowledge and awareness of IP issues (up-skilling staff and students)</li> </ul>
<b>Team 4 services:</b>	<p><b>Tenant Management (TM)</b>  Tenant Management</p> <ul style="list-style-type: none"> <li>• Provide and manage space and support for SMEs and start-ups.</li> <li>• Maximise opportunities for engagement between LSBU and tenants in areas of expertise and business reflecting LSBUs areas of Degree, CPD and Research provisions.</li> <li>• Provide a pathway for student engagement with resident organisations to enhance the Student Experience and opportunities.</li> <li>• Support Student Enterprise and Commercialisation (SEC) with office space and support including access to established SME networks for Student Enterprise Programmes.</li> <li>• Active income generation from tenants to support SBUEs revenue targets for FY14/15.</li> </ul>
<b>Team 5 services:</b>	<p><b>Strategic Projects (SP)</b></p> <ul style="list-style-type: none"> <li>• Identify, assess, promote and develop major multi-year investment opportunities for long-term income generation</li> <li>• Lead early stage implementation of projects to the point that they warrant the establishment of their own delivery vehicles</li> <li>• Build external and internal networks of clients, partners, and stakeholders, suppliers to promote and support the work of the University, maintain a deep understanding of the market and to identify new opportunities.</li> </ul>



### 3. Outcomes, deliverables & performance indicator targets:

Value Drivers	Teams to deliver	Outcomes (change expected over 3 years)	Deliverables in 2014/15	SMART Targets 14/15 (Stretching, Measurable, Attainable, Relevant, Time-bound)
		What difference will it make if you successfully deliver these?	What action will you take in 14/15 to work toward delivery of these objectives?	How do you intend to measure success for these outcomes? What targets do you have? Link to the corporate KPIs where appropriate
Student Success	CE+ PM	Increased student employment by a) increase in student employability through gaining real work experience, and developing skills and relationships through working with SMEs b) Increased cross-referrals for vacancies and internships	In conjunction with Employability and the Schools/Departments, students will be recruited to the ERDF project Growth Escalator strand and engage in short consultancy projects with SMEs  Design and set up of a Business Advice Centre (BAC) for students, working with the Business School.  Improved promotion of wider university services and client handoffs to other support departments	Pilot strands to be developed and rolled out by July to Sept 2014  Full programme to run from Sept 2014 with 120 consultancy projects delivered through the lifetime of the project.  October 2014 live BAC with opportunities for students to accompany business development, work with enterprise agencies, run start-ups conference. Target 200+ opportunities
	TM	Enterprise and SME engagement becomes embedded in the Student experience  Increased support for student employability drivers.  Increased support for Student/Graduate entrepreneurs.	Develop a tenant/student/Academic engagement and communications pathway  <ul style="list-style-type: none"> <li>Tenants survey to be used to influence the plan.</li> <li>Act as conduit for connections and collaborations between tenants, Business Development team and</li> </ul>	Plan to be delivered in Q2, with 50 unique student/tenant contacts by year end.

		Support for Heart of SE1 strategy.	academics.	
	TM	Support the SEC team with the Undergraduate and Graduate Student Entrepreneurs	Maximise use of dedicated Student office space by conducting a review of the current space offering.	Review to be carried out before FY13/14 year end. A usage/occupancy target of 60% to be achieved by students during FY14/15.
	SEC	Enterprise is embedded in the student experience as a driver of student success	<p>A student enterprise marketing and communications plan.</p> <p>Identification of Student Enterprise Ambassadors, amongst the student community, to be advocates for student enterprise at LSBU.</p> <p>Review and evaluate offer during Summer 2014 to inform delivery of an enhanced offer during 2014/15</p> <p>An enhanced extra-curricular Student Enterprise programme</p> <p>Student Enterprise plan 2014 to 2017 to create step-change in student enterprise at LSBU</p>	Increase the numbers of students supported by the Student Enterprise team to 3,000 in the academic year 2014/15, resulting in an increase the number of student/graduate start-ups supported to 60 (HEBCIS return 2014/15)
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Stakeholder Satisfaction		Click here to enter text.	Click here to enter text.	
		Click here to enter text.	Click here to enter text.	Click here to enter text.
	CE+TM+SE	Support the development of LSBU as a civic university, contributing to the local community and business economy and strengthening LSBU's reputation as an Enterprising University.	<p>Work with marketing to create a welcoming environment for the Clarence Centre that encourages walk-ins, communicates the University's services, and supports the capture of relevant contact information</p> <p>Offer membership of the business lounge for use to support local business</p>	August 2014

		<p>networking and collaboration</p> <p>Work to encourage wide community participation in enterprise events at the Clarence Centre. These will include the University's own enterprise events and those of partners, typically enterprise agencies and social enterprise organisations. Internal academic participation will be encouraged at these events, along with the communication of the wider University services.</p> <p>Run a bi-monthly programme of events/seminars in the Clarence Centre to showcase Enterprise activity spanning commercial projects, student enterprise and tenant engagement at LSBU to all stakeholders.</p>	
CE + PM	Inspire increased interest, knowledge and participation of academic staff in enterprise	<p>Communication of enterprise services support offer, and detailed processes/forms to all academic staff via intranet</p> <p>Staff questionnaire on personal enterprise activity, barriers and routes forward</p> <p>Work with Organisational Design to develop a series of workshops/activities to support academic engagement in enterprise</p> <p>Set up funded competitive proposals scheme to give financial support to development of new academics</p>	<p>Initial framework by September 2014</p> <p>Establish baseline % of enterprise active staff by December 2014</p> <p>Launch March 2015</p> <p>Launch January 2015</p>

		developing commercial proposals	
		Work with Business School to support achievement of ABS Small Business Charter award, aligned with the Business Advice Centre	
PM + SP + SE	Establish LSBU as a partner of choice within ERDF/ESF and similar funding opportunities, targeting significant growth of external funding for core University strategic projects and aims	<p>Establish the reputation of LSBU as successful and trusted lead partner and deliverer for the ERDF funded Investment Escalator project is established by:</p> <ul style="list-style-type: none"> <li>Recruit 320 SMEs into the project over its lifetime</li> <li>Deliver a full programme of SME project activities( diagnostics, workshops, consultancy and coaching)</li> <li>Agreed outputs and results to plan and budget</li> <li>LSBU submits timely and appropriately evidenced claims to the GLA for the grant payments. Project administration is efficient and meets the ERDF requirements</li> </ul> <p>Identify and develop a range of new partnerships, for both bid development and delivery, and as match funding sources</p>	<p>320 SMEs in total to be recruited in stages and engaged in the project by end June 2015</p> <p>Entry Level activities commence in July 2014 and run across the year</p> <p>Phased outputs and results are delivered in accordance with plan submitted to the GLA</p> <p>First claim is submitted after the initial Programme Evaluation Visit and then quarterly. Claims are fully paid by the GLA</p> <p>Make a minimum of three new ERDF/ESF or other bids in the year resulting in at least one successful bid with a value of £600k funding for LSBU, with an external contribution to</p>

				assist funding the LSBU match.
Business Processes	TM	Develop measures of tenant satisfaction and engagement.	Source and purchase helpdesk/tenancy software and conduct a tenant survey.	Software to be in use by FY 14/15 with a tenant survey conducted in Q1.
		<a href="#">Click here to enter text.</a>		
	CE + PM	Establish effective management reporting systems to support robust forecasting and iterative improvement in the effectiveness of targeting, lead generation and opportunity and client management	<p>Raiser's Edge BDM inputs and reporting fully operational</p> <p>Develop KTP system of predictive forecasting from assessment of inbound leads by source (enterprise and academic) to proposal acceptance. To be based on the budget model.</p> <p>Quarterly reporting on current enterprise activity to plan for Schools</p> <p>Formalised approach to assessment of activities and campaigns to establish cost per opportunity and sale</p> <p>Establish formal review by client/overall to valuate University client performance and identify areas for improvement</p> <p>Work with Schools to understand how academic client information can best be shared within the current mandated Raiser's Edge CRM</p>	<p>By start of budget year</p> <p>By start of budget year</p> <p>October 2014</p> <p>September 2014</p> <p>Client satisfaction – 60%+ in response to “would you recommend LSBU?”</p>
PM	More robust and transparent reporting of Enterprise income across the University and increased operational support to Enterprise activity in the Schools.	<p>Monthly meetings with PIs, BSMs and new Enterprise Programme Support officer to review and monitor expenditure</p> <p>Provide monthly standardised reports PIs and each HoD for their areas of work</p>	<p>By start of budget year</p> <p>Reporting templates created by start of budget year and used going forward.</p>	

			Updated accurate forecasts for all contracted Enterprise activity on the forecasting tool.	All historic data and new data to be in forecasting tool by Sept 2014 and updated monthly.
Financial Performance	CE	Step change in KTPs with target of 20+ running	<p>Implementation of sustained generic telesales campaigns, plus sector specific and alumni trials</p> <p>Development of new external lead generation routes, with a particular focus on making contacts with relevant SME prospects through our relationships with enterprise agencies and the ERDF programme recruits</p> <p>Implementation of internal engagement plan with academics including workshops, attendance at university and departmental meetings</p> <p>Work with Schools to agree optimum management. To include reward structures to incentivise academic participation, promotion of opportunities and communication with academic staff, and the identification of a School Enterprise Champion</p> <p>Work with marketing on new approaches to collateral/ communications</p>	<p>Number of new opportunities generated by enterprise team 140</p> <p>Number of new projects contracted in year 9 subject to achievement of required academic leads target</p>
	CE	Step change in commercial research and consultancy income, matching the University's expertise to real-world challenges	Move from new client acquisition schematic to full supporting process detail, templates for standardisation and detailed implementation plan. This includes identification of expertise, sector evaluation and prioritisation	By November 2014

			<p>Identify and agree three cross-university major themes</p> <p>Publicise themes and hold workshops to ensure buy in and mapping of all academic expertise</p> <p>Ensure all formal funding and tender opportunities are captured and shared</p> <p>Work with marketing to develop a marcomms plan and develop the external narrative for themes. This will include evaluation of a range of approaches to sector population and client acquisition.</p> <p>Work with Schools to agree optimum management. To include reward structures to incentivise academic participation, promotion of opportunities and communication with academic staff, and the identification of a School Enterprise Champion</p>	<p>By October 2014</p> <p>By November 2014</p> <p>Formal identification and dissemination routes in place October 2014</p> <p>First theme by December, all complete by February 2015</p> <p><u>Targets in budget year:</u>  Number of new opportunities generated by enterprise team x</p> <p>Number of new projects contracted supported by enterprise team x</p> <p>Value of new projects contracted supported by the enterprise team x</p> <p><b>[Comment:</b> We cannot define these</p>
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				targets until we have had the first iteration of school targets so that we are clear where our support is required and on what type of projects]
PM + SPM	Lead and manage the development of major new long-term and cross University investment opportunities to deliver the Enterprise contribution to the 16-20 Challenge	<p>Recruit a team of two to lead the development of Strategic Projects.</p> <p>Develop major 16-20 Challenge projects from initial concept to full approval and to the point where they justify the appointment of dedicated project teams.</p> <p>Maintain ACCA numbers despite loss of Internal Assessment on F Papers. Develop and implement new marcomms plan to strengthen messaging and target recruitment more effectively. Introduce new payment plan in line with competitors</p>	<p>Recruitment complete during first quarter.</p> <p>Accelerate two projects in the pipeline by at least one year over a 5 year timeframe, creating an additional £2m – £6m in cumulative income by 2018.</p> <p>Implementation to start in Aug 2014 10% increase in student numbers by June 2015 (compared to 2013/14)</p>	
SEC	<p>An up-to-date and commercially relevant IP portfolio</p> <p>IP Policy is robust and fit-for-purpose: staff are aware of policy and up-skilled to lever value from their knowledge</p> <p>Academic staff more aware of support for commercialisation at LSBU</p>	<p>To review LSBU's IP portfolio on a bi-annual basis to maximise commercial revenue</p> <p>Review the implementation of LSBU's IP policy, raising awareness of IP and commercialisation opportunities amongst staff via induction and Departmental workshops</p> <p>Identify IP Champions in each School to support the exchange of best practice/knowledge and enhance the work of the IP Steering Group.</p> <p>Build an online resource/website to support student and staff activity in this</p>	<p>To lead the development and ongoing review of a new IP strategy for LSBU to focus on raising awareness of IP amongst staff and students, building a pipeline for future commercial exploitation</p> <p>Increase number of Disclosures from 0 (2013/14 HEBCIS return) to 2 (2014/15)</p>	



			area	
	TM	Increased income form commercial tenants.	Upgrade identified areas of the 2nd floor in Technopark.  Identify and implement new services and identify and cut unprofitable services.	Rental income to have paid for refurbishments by Q2 FY15/16.  One new service to be introduced in FY14/15. One unprofitable service to be removed by Q3
		Maximised occupancy and rent realisation.	Retain and recruit high quality relevant tenants who add value to the University and its students.	Ensure University Enterprise KPIs for lettings are met
Learning & Growth	SEC	Active academic engagement in student enterprise	Increase the number of Student Enterprise Champions to at least 7 (one per School) by December 2014  Map enterprise activity across LSBU's academic Departments to provide a baseline for future development (December 2014)  Pilot a Student Enterprise Projects Fund to encourage academic staff to embed enterprise in the curriculum (Autumn 2014)  Work with all Schools to raise awareness of IP via problem-based learning and workshops in the curriculum (ongoing)	Increase academic engagement in and awareness of student enterprise and IP activities to support the development of an enterprising curriculum
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#### 4. Risks to achievement of Objectives and deliverable.

Please limit this list to the **top 3** key risks specific to the objectives of your Professional Service Grouping, and avoid repetition of risks already held at Corporate level. Please refer to the University [Risk Strategy](#) or see the planning guidance for an overview of the risk matrix.

Risks (change expected over 3 years)	Risk Ratings			Related Actions or Controls
	Impact (1-4)	Likelihood (1-3)	Risk Priority I x L	
<i>What risks are key to the achievement of your department objectives?</i>				<i>What actions do you plan to take to reduce the impact of the risk, or the likelihood of its occurrence? Are there any controls in place to reduce the likelihood of the risk occurring?</i>
High staff turnover and a significant number of new and unproven staff result in inadequate staff resource to support planned programme; at risk areas include Investment Escalator project, B2B marketing, partnerships and bid writing, new strategic projects (e.g. 16-20 projects), and commercial income generation	4	3	12	<ul style="list-style-type: none"> <li>• Continue recruitment of Head of Strategic Projects</li> <li>• Implement team development programme with OSDT</li> <li>• Maintain active review of resources allocated to key projects (e.g. Investment Escalator)</li> <li>• Develop business case for additional marketing support</li> </ul>
High degree of change across University structures and staff time driving different initial priorities and tasks affects ability to engage academic staff in enterprise activities	3	3	9	<ul style="list-style-type: none"> <li>• Multiple activities and touchpoints</li> <li>• Making enterprise activities attractive and accessible</li> <li>• Mapping of BDMs to Schools</li> </ul>
Lack of proven maturity in the commercial models that drive new commercial income, in particular KTP and ACCA, and across all supporting IGA processes across the University	2	4	8	<ul style="list-style-type: none"> <li>• Effort to complete Raiser's Edge input and reporting framework which gives early visibility, and ability to support, individual and group performance</li> <li>• KTP model ratios conservative</li> <li>• Focus on development of commercial research acquisition model equivalent to KTP model</li> </ul>
Lack of appropriate external funding opportunities to submit bids to	3	1	3	Brainstorming sources of income; building partnerships with local providers to lever income from new sources
Lack of resources to meet student demand for enterprise activity	3	2	6	Working with Development and Alumni office to secure income from donors and/or alumni; develop a plan for step-change in student enterprise to be considered by the Exec in Summer 2014
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## Section 5: Business Continuity

<b>Business Impact Assessment:</b>	
Has a business impact analysis been undertaken for your business within the last 12 months?	Yes
Have all activities / services been included, apart from those of ongoing low criticality?	Yes
Is the impact profile in respect of each activity / service justifiable with tangible examples if necessary?	Yes
Have realistic recovery time objectives which meet business needs been included?	Yes
Have any resources required to support each of these processes been included?	Yes
<b>Business continuity planning:</b>	
Does your business have an up to date business continuity plan?	Yes
Have recovery strategies for each of loss of premises, IT systems, key skills and third party provided services each been included?	Yes
Are all of those within your team who may utilise it, familiar with the available solutions and other relevant content to enable them to recover critical activities?	Yes
Has any contact information which may be required to support recovery been included?	Yes

	PAPER NO: UE.11(14)
Board:	South Bank University Enterprises Ltd
Date:	17 June 2014
Paper title:	University Enterprise Update Reporting
Author:	Lee Harvey, Sarah Morgan, Linsey Cole, Yvonne Mavin and Tim Gebbels
<b>Recommendation:</b>	<p>The Board is requested to:</p> <ul style="list-style-type: none"> <li>- Note the information presented in the paper and especially in the four appendices.</li> <li>- Discuss how these reports can be developed to meet the needs of the Board for a comprehensive overview of LSBU Enterprise performance.</li> </ul>

### **Paper Background (brief summary and key points)**

The University Executive has asked for fuller reporting of cross-University enterprise activity and performance and for regular updates on the key performance data that will inform the HE-BCI survey return. It would be appropriate to adopt the same format and content in providing updates to the SBUEL Board.

This paper presents, as a work in progress, our approach to delivering this and seeks feedback on how to further develop and refine the reports to best meet the needs of the Board. The update reports are included in Appendices 1 – 5.

## 1. Management Accounts and Commentary

It is not currently possible, in part due to the time table allowed between month-end and the presentation of management accounts to the Executive, for University Enterprise to be given any foresight of the management accounts and associated financial commentary before they are formally presented. This paper was originally prepared (for an Executive meeting on 10<sup>th</sup> June) without any foreknowledge of what would be contained in the June management report. It is recommended that, in future, the Executive considers revising its meeting timetable to allow more time for the preparation and circulation of management accounts sufficiently in advance of each meeting to allow fuller analysis of the financial performance by University Enterprise and other departments.

Enterprise activity at LSBU is undertaken across the University. Much of it is led by Faculty staff and developed and delivered without any engagement with the central University Enterprise team. The most obvious example of this is the CPPD activity in HSC but there is much else in this category. Historically, there has been no process by which University Enterprise can get any overview of this activity and of its financial performance against budget. However, in late 2013, University Enterprise gained approval for a new post, a second Programme Support Officer (PSO), part of the function of which was to establish the process by which this overview could be developed. This position was filled at the end of April 2014.

Under the co-ordination of the new PSO, we are seeking to establish a routine process through which the PSO, the Business Support Managers in Finance and the active project leaders across the University meet on a regular basis to allow a fuller overview of Enterprise activity to be developed. This will include actively feeding back project and department level financial data to Project Leaders and Heads of Department as well as assessing operational progress of projects and forecasts of current year and whole life out-turns.

The development of this new process has only just begun and it is likely to take several months to be fully developed. It depends for its success on the active and open engagement of academics across the University. It is not likely to provide an accurate overview of whole university enterprise activity until into the next financial year.

In advance of this process being fully developed, Appendix 1 presents the summary graphical presentation of whole-university Enterprise performance.

## 2. Enterprise Activity

This report presents three specific aspects of Enterprise activity: Delivery of ongoing commercial projects, the pipeline of emerging commercial opportunities and the programme of Student Enterprise activity. These are described in each of the following sections and summarised in tabular form in Appendices 2 – 4.

At present, this summary exclusively focuses on work with which the University Enterprise team is actively engaged and does not include Faculty-led work in which we are not involved. In future, the new process set out above should allow the fuller inclusion of commercial activity across the whole University.

### **Delivery of Commercial Activity**

The University Enterprise team is actively involved in the delivery of ongoing commercial activity including, most significantly, the KTP programme, the ACCA professional qualification programme and the ERDF funded Investment Escalator project. These activities are summarised in Appendix 2.

In addition, Appendix 2 includes a summary of the development projects in which we are involved, including those related to the 16-20 Challenge programme (e.g. International Top-ups). These are not treated in the same way as commercial leads because they are not related to a specific client or customer but instead represent a broader commercial opportunity.

### **Future Commercial Opportunities**

The business development (BD) team is currently transitioning to implementation of Raiser's Edge (RE), the University's selected sales management system, to capture all client data and opportunities. The attached report (Appendix 3), which lists open opportunities at the end of May, is derived from a RE Query with data exported and manipulated in Excel.

The definition we use for listing an opportunity is that it has (as a minimum) involved a positive commercial discussion about particular project or service with a qualified prospect.

Appendix 3 summarises the live opportunities the team is currently working on and estimates their expected value (i.e. the product of their value and the estimated likelihood of them happening). The report shows that the BD team is currently handling 64 opportunities with a total potential value of £3.9m, and that from this we expect to deliver sales of £524k. The KTP proportion is significant with 18 KTP opportunities representing 28% of total opportunity

volume and 58% of total expected value (£305k). This demonstrates the more advanced maturity of our KTP sales model.

### *Future reporting recommendations*

#### 1. Extension of scope of pipeline monitoring to all enterprise activities

The data currently captured in RE only covers opportunities generated by the University Enterprise business development team and does not include Faculty standalone activity. It does not therefore act as a comprehensive lead indicator of future sales or provide a base for adequate analysis of overall sales performance.

Faculties could be requested to include all opportunity information in RE so that the full pipeline reports could be derived. Including Faculty clients and opportunities in RE would also provide a knowledge base that would support future sales generation.

RE is not an intuitive system and it would be unreasonable to expect most academics to do this. The BD team would be happy to work with academic staff to update RE with Faculty opportunities as this would assist their knowledge of ongoing projects and academic expertise and support the building of cross-School relationships.

We would need to consider carefully how to implement this as standard. For example FHSC already have separate reporting. And there are examples of enterprise activity where other services or value is exchanged rather than income received.

We are able to assign responsibilities within the RE system so can retain reporting clarity of which sales were generated and supported by Business Development staff.

The Executive would need to mandate this, and we should recognise that it would take some time to capture and build up visibility of all opportunities.

#### 2. Standard monthly reporting for the Executive

##### *Open Opportunities at month end*

Future reports should be structured as per example except sub totalled by School rather than Faculty. Only opportunities with an individual Expected Value of over £50k will be listed separately in future.

##### *Closed opportunities, current month and YTD*

Closed Opportunities will follow the same reporting structure, with opportunities analysed by closed/won and closed/lost which is, in turn,

split into categories (LSBU withdrew, project did not proceed, lost to a competitor) by School and in Total.

Closed/won opportunities will be integrated into the formal financial forecast system operated by the Business Support Managers in the Finance Department when contracted.

As the number of closed opportunities grows we would expect to create new analyses to give additional insight into our performance. This will include the ability to assess our likelihood estimating performance and assess the robustness of the expected value of the pipeline.

### 3. Monthly reporting for the Schools

Open and closed opportunities listing with accompanying narrative update on all individual opportunities is suggested, but could be varied according to each individual Dean's requirements.

These should be available to all support departments.

## **Student Enterprise**

Student Enterprise continues to run the broad programme of activities for students and recent graduates spanning introductory talks through enterprise placements to support for graduates wanting to set up their own business. Engagement continues to be good across the University but we are currently also developing plans for to create a step change in our student enterprise offer in support of the University's ambition to be London's Enterprising University. This proposal will be ready for Board consideration by September.

A brief summary of current Student Enterprise activity is presented in Appendix 4.

### 3. HE-BCI Survey data collection

HEFCE uses the HE-BCI survey to collect data from HE institutions nationally on their business and community interaction. In the past, this data has been used to determine the level of HEIF funding institutions receive, and this is expected to continue in future.

The survey is undertaken annually, with returns for the preceding academic year collected nationally in December. In previous years, LSBU has compiled the data for its return on an annual basis, too. However, comparison with other, similar institutions suggests that LSBU is underperforming or under reporting against key measures used in the return. As part of the work to strengthen our return, we have developed a process of updating and reporting the key measures monthly or quarterly, where possible. This will



allow more scrutiny of the data to ensure that it is capturing a comprehensive view of the University's achievement and allow more time for the data to be revised and refined prior to its ultimate submission to HEFCE.

A dedicated resource (part of a Programme Support Officer role) has been allocated to coordinate the collection and verification of the data, as well as continuing to improve the completeness and quality of the data collected (e.g. as set out in the recommendations below). A working group has also been set up to oversee this work and to provide guidance.

The update presented here (Appendix 5) represents an incomplete view of the full set of KPIs, reflecting that the process of collecting this information is new and, as yet, incomplete. It is supported (in the following paragraphs) with a summary of progress to date and plans for how the data will be developed leading up to the December submission deadline.

### **Research Related Activities**

#### May Update:

- Central Research Support is responsible for both the collaborative and contract research figures. Figures not available at the time of May update.

#### Actions & Recommendations:

- Collate and collect figures for June update.

### **Business and community services**

#### *Consultancy*

The consultancy section reports the use of the University facilities if facilitated by staff members with a high degree of expert knowledge, particularly by academic staff, this can be reported under consultancy contracts (2a).

#### May Update:

- Provisional figures have been provided by Rebecca Warren (Accountant for SBUEL). Figures are not categorised and are to be confirmed.

#### Actions & Recommendations:

- Review conference bookings to enable us to capture events with a specialist element that can only be provided by the University.
- Consider opportunities to add specialist element to conference bookings.

- Consider other income that may fall into the category of 'consultancy' that is not captured in as such on Agresso.
- Collate and collect figures for June update.

#### *Facilities and equipment related services*

Hire of specialist facilities can be included in 'Facilities and Equipment Hire' (2b) which reports use by an external third party of the institutions physical resources. This section aims to capture provision which can be uniquely provided by an HEI.

#### May Update:

- The figures for facilities and equipment related services have been provided by Adrian Tindall (*Tenant Manager*). These figures include all tenants within the Technopark and Clarence Centre. This data does not include Business Lounge members, this data is to be collated and included in the June update.

#### Actions & Recommendations:

- Collate and collect Business Lounge (Clarence Centre) members' data to be included in June Update.
- Gather information from individual faculties about specialist facilities that have been hired out during the year.
- Consider opportunities to increase income from hire of specialist facilities.
- Investigate if we could include: aerospace company use of institution's wind tunnel, media company use of digital media suite, community theatre use of stage and studio space and conferences that include an element of specialist knowledge provided by the University

#### *CPD*

This section reports short and long training programmes for learners already in work who are undertaking the course for purposes of professional development, up skilling and workforce development. Both income and the number of CPD days delivered are reported.

#### May Update:

- Provisional figures have been provided by Rebecca Warren (Accountant for SBUEL). Figures are not categorised and are to be confirmed. Health figures have not yet been confirmed.

Actions & Recommendations:

- Analysis of Health CPD data to ascertain if method of estimating hours delivered is reasonable.
- Investigate methods of capturing hours for non-health contracts.
- Full review of all courses that fall under the heading of CPD to ensure that they are reported in this section.

## **Regeneration and development programmes**

May Update:

- Provisional figures have been provided by Rebecca Warren (Accountant for SBUEL). Figures are to be confirmed. Other section includes lottery funding.

Actions & Recommendations:

- Collate and collect figures for June update.
- Confirm ERDF figures for June update.

## **Intellectual property**

May Update:

- The figures for intellectual property (IP) have been provided by Syeda Rahimunnessa (*Intellectual Property Manager*).
- In 2012/13 we reported 37 Active Patents.
- In 2013/14 we are down to 12 active patents. The downward trend reflects the more rigorous active management of the patent portfolio ensuring that we are not maintaining patents that inventors are no longer working on/have lost interest in and/or it is has not been possible to commercialise.
- The number for 2012/13 should have been 36 as it looks like one patent was counted twice.
- IP Licences: There was one licence to Such and Such Design - non software.
- IP Income: Biox Royalties have come through recently - £12,088.56
- Total costs to be calculated.

Actions & Recommendations:

- Review HESA guidance to see if there is anything else that we could include in this section under IP.

## **Enterprise creation**

This section reports company's set-up to exploit IP that has originated from within the HEI. All investment from the HEI and external partners can be included but any investment from HEFCE/BIS third stream funds (such as the Higher Education Innovation Fund in England or the Third Mission Fund in Wales) should be excluded.

### May Update:

- Number of student/graduate start-ups (to date): 12 (will be updated quarterly going forward).
- The other HEBCI fields for student enterprise will be calculated after the end of July. The 'companies/start-ups surviving three years' measure will only be updated on an annual basis (at the end of the academic year).

### Actions & Recommendations:

- Ask individual faculties for information about start-ups that have not gone through University Enterprise.

## **Social, community and cultural engagement: designated public events**

This section reports should include analysis of social, community and cultural events intended for the external community. Knowledge/facility related events, and in particular events designed to raise awareness of diversity should be reported. Numbers of attendees and academic staff time are reported (5).

### May Update:

- Figures not available at the time of May update.

### Actions & Recommendations:

- Gather number of attendees to include in next return including Start and Evolve, Enterprise network, ESBE design show and Gallery events.
- Ask individual faculties about events that may be able to be reported in this section.
- Collate and collect figures for June update.

## **4. Recommendations**

It is recommended that the Executive/Operations Group:

- Notes the information presented in the paper and especially in the four appendices.
- Discusses how these reports can be developed to meet the needs of the Executive/Operational Group for a comprehensive overview of LSBU Enterprise performances.
- Agrees to encourage academic support of the new processes set out for capturing in this report both the ongoing enterprise activity and the pipeline of new commercial opportunities that are currently outside the purview of University Enterprise team.

Appendix 2 – Summary of Ongoing Commercial Project Delivery (University Enterprise)

	<b>Project Description</b>	<b>Value (£k)<sup>1</sup></b>
<b>AHS</b>	<ul style="list-style-type: none"> <li>• Concept development of digital agency</li> </ul>	
<b>BUS</b>	<ul style="list-style-type: none"> <li>• KTP management, Construction Youth Trust</li> <li>• KTP management, Itech</li> <li>• Business Advice Centre development</li> <li>• Business finance summer interns – developing enterprise programme</li> <li>• ACCA - Sept '13 &amp; Feb '14 cohorts</li> </ul>	£130k £140k  £215k pa
<b>ESBE</b>	<ul style="list-style-type: none"> <li>• KTP set up in progress, Eppendorf CryoTech. Recruiting LSBU student.</li> <li>• KTP management, Adende</li> <li>• Support for Horizon2020 and KTP workshop in May</li> </ul>	£125k £150k
<b>FHSC</b>	<ul style="list-style-type: none"> <li>• Scoping NHS Trusts' requirements and needs for CPPD provision and development</li> <li>• Financial modelling of UCAS enhancement courses</li> <li>• CBT symposium marketing</li> <li>• Mapping Healthbox (VC/ Accelerator) start-up portfolio with FSHC capability</li> <li>• Developing requirements for an accessibility map for public spaces (indoor location, OCR etc.)</li> </ul>	
<b>Lettings</b>	<ul style="list-style-type: none"> <li>• Combined occupancy of 71% (83% Clarence Centre, 59% Technopark)</li> <li>• Combined square foot rate of £39 (£42 Clarence, £36.10 Technopark)</li> <li>• 1,821 square feet will be occupied in the Technopark during June and a further 1,162 square feet in July</li> <li>• Increase in monthly income of £13k during April, May and June to £87K per month by July.</li> </ul>	£1m pa

<sup>1</sup> Except where indicated, the value is a whole project value and will not necessarily generate this income in a single year. Where the value is per annum, this is the expected income each year.

	<ul style="list-style-type: none"> <li>• 6 tenants in the pipeline to take 1,715 over the next few months. Still in negotiations.</li> </ul>	£76k pa
<b>All University</b>	<ul style="list-style-type: none"> <li>• Development of model/processes to support growth of applied research sales</li> <li>• BDP redevelopment to resolve issues re bursaries and quality of underpinning degree</li> <li>• Internal communication – developing enterprise information for intranet</li> <li>• Development of relationship with Post Office via new tenancy</li> <li>• Review of marketing requirements to support enterprise sales across University</li> <li>• KTP alumni telesales campaign in process, designed and undertaken by Business Development staff</li> <li>• International Top-ups project development and management support</li> <li>• Revision of underpinning KTP FEC costs for TSB for use in future applications</li> <li>• Investment Escalator ERDF Project set up, procurement &amp; marketing – grant claim to be made retrospectively in July for November ‘13 to June ‘14</li> </ul>	Up to £4m pa ~5k per KTP £395k

## Appendix 3 – Summary of Live Commercial Opportunities

<b>OPEN ENTERPRISE OPPORTUNITIES VIA SBUEL</b>							
<b>Run at end May 2014 2014</b>							
<b>Prospect Proposal Name</b>	<b>Client</b>	<b>Sector</b>	<b>Amount</b>	<b>Likelihood %</b>	<b>Expected value</b>	<b>Faculty</b>	<b>Date Added</b>
Kuwait educational curriculum	Birmingham College	ENTR CPD	£40,000	20	£8,000	AHS	19/05/2014
Develop brand and new commercial space and restaurant to boost footfall and profit.	Vauxhall City Farm	ENTR KTP	£130,000	5	£6,500	AHS	23/04/2014
Impact monitoring and process documentation	Family Action	ENTR BDP	£39,000	80	£31,200	AHS	10/10/14
<b>Total AHS 3</b>			<b>£209,000</b>		<b>£45,700</b>		
Business school services - consulting and research partner for a Swiss financial house	Six Group	ENTR Consultancy	£50,000	0	£0	BUS	27/05/2014
Develop articulated naturality web software which offers augmented reality.	PC Service Ltd	ENTR KTP	£130,000	0	£0	BUS	22/05/2014
Industrial PhD	Sustensis	ENTR Applied Research	£24,000	0	£0	BUS	22/05/2014
Lean Implementation for Sterilisation Services Department	Ashford and St Peter's Hospitals NHS Foundation Trust	ENTR Consultancy	£22,000	50	£11,000	BUS	04/04/2014
Process management, embedding CRM and new controls across company.	E-Novations Ltd	ENTR KTP	£130,000	5	£6,500	BUS	19/03/2014
Design and build a virtual learning system	Academy Class	ENTR KTP	£130,000	50	£65,000	BUS	07/02/14
Carbon reduction and better energy usage for the domestic and SME market	Matrica	ENTR KTP	£130,000	50	£65,000	BUS	04/04/14
ITIL (Information Technology Infrastructure Library) modernising - security compliance	Redmayne Bentley	ENTR KTP	£130,000	5	£6,500	BUS	24/03/14
Designing a virtual showroom to enable both testing and sales to new clients	FirstCo	ENTR KTP	£130,000	70	£91,000	BUS	04/04/14
New workflow and crm system	We R Creative	ENTR KTP	£130,000	0	£0	BUS	04/11/13
Call centre software linked to CRM etc.	Noetica	ENTR KTP	£130,000	5	£6,500	BUS	01/11/13
Subject to NDA	Optimity	ENTR KTP	£130,000	10	£13,000	BUS	07/02/14
To develop a bespoke CRM and management system for the company	Citisoft plc	ENTR KTP	£130,000	0	£0	BUS	15/05/2014
Workflow, online commerce, CRM, stock control	Virocom	ENTR KTP	£130,000	20	£26,000	BUS	19/05/14
New workflow and crm system	Last Exit	ENTR KTP	£130,000	0	£0	BUS	28/03/14
Subject to NDA	VerdErg	ENTR KTP	£130,000	5	£6,500	BUS	28/03/14
Development of IT service software platform for architecture companies	Lomas Davies	ENTR KTP	£130,000	0	£0	BUS	03/06/14
Online retail hub, strategy to expand online distribution, market and customer base	Callancote	ENTR KTP	£130,000	0	£0	BUS	03/06/14
Develop data mining and research capabilities in-house	Hubcreate	ENTR KTP	£130,000	0	£0	BUS	03/06/14
<b>Total BUS 19</b>			<b>£2,176,000</b>		<b>£297,000</b>		
Consultancy services to SME food process manufacturers and food equipment manuf.	Food Innovation Solutions	ENTR Consultancy	£10,000	10	£1,000	ESBE	23/05/2014
Social media and article support for their web site	Fridgehub	ENTR Other	£3,000	33	£990	ESBE	21/05/2014
huilt competition	HEC PARIS	ENTR Other	£250,000	5	£12,500	ESBE	19/05/2014
Sous vide development	ENTR General Business Development Opportunities	ENTR Other	£100,000	10	£10,000	ESBE	23/04/2014
Data mining electric meter data and service development	Electralink	ENTR KTP	£130,000	10	£13,000	ESBE	31/05/2014
Social media and article support for their web site	Fridgehub	ENTR Consultancy	£10,000	20	£2,000	ESBE	23/05/2014
Removal of hazardous substances from gas emissions	Dagwood Technology	ENTR Consultancy	£3,000	5	£150	ESBE	23/05/2014
Study into advanced industrial cooling	Carbon Architecture Ltd	ENTR Consultancy	£5,000	10	£500	ESBE	23/05/2014
Assistance with recipe formulation	Palm Peninsula	ENTR Consultancy	£3,000	20	£600	ESBE	23/05/2014
Product design consultancy - Circular Economy	Neoslip	ENTR Consultancy	£3,000	50	£1,500	ESBE	23/05/2014
Room hire for outside training provider	De Lever Ltd	ENTR Consultancy	£1,000	100	£1,000	ESBE	23/05/2014
Selling training manual	LECA	ENTR Consultancy	£1,000	10	£100	ESBE	23/05/2014
Consultancy into "sticky bread" issue	Jacksons Bakery	ENTR Consultancy	£1,000	50	£500	ESBE	23/05/2014
Testing of Bio Diesel fuel	Price Waterhouse Cooper	ENTR Consultancy	£4,800	80	£3,840	ESBE	23/05/2014
Technical expertise in use of limb fitting rig	Blatchford Clinical Services	ENTR Consultancy	£2,000	10	£200	ESBE	23/05/2014
Design consultancy for the design of a limb fitting rig	BLESMA (British Limbless Ex Service Men Association)	ENTR Consultancy	£3,000	80	£2,400	ESBE	23/05/2014
TSB funded competition for Safety in the Nuclear Power Industry - initial customer Sellafield	MMI Engineering	ENTR Consultancy	£200,000	30	£60,000	ESBE	23/05/2014
Consultancy for Dext Heat Recovery Ltd for end client Nandos	Dext Heat Recovery Ltd	ENTR Consultancy	£14,000	30	£4,200	ESBE	23/05/2014
BIM course development	ENTR General Business Development Opportunities	ENTR Consultancy	£1,000	50	£500	ESBE	23/05/2014
Work for The Climate Group (for end client Ikea)	The Climate Group	ENTR Consultancy	£8,000	20	£1,600	ESBE	23/05/2014
Manufacturer of cooling unit	Wakefield Vette	ENTR Consultancy	£10,000	5	£500	ESBE	23/05/2014
Local power generation projects	London Sustainability Exchange	ENTR Consultancy	£5,000	5	£250	ESBE	23/05/2014
General support on cooling products	Greener Cooling	ENTR Consultancy	£2,000	5	£100	ESBE	23/05/2014
Possible investigation into wireless battery charging	Eval8	ENTR Consultancy	£1,000	5	£50	ESBE	23/05/2014
General engineering support/possible wire testing proposal	BI Communications Ltd	ENTR Consultancy	£5,000	10	£500	ESBE	23/05/2014
Engineering support	Sinclair Innovations	ENTR Consultancy	£1,000	0	£0	ESBE	23/05/2014
<b>Total ESBE 26</b>			<b>£776,800</b>		<b>£117,980</b>		



Private Healthcare CPPD	ENTR General Business Development Opportunities	ENTR CPD	£30,000	5	£1,500	FHSC	27/05/2014
Adolescents Mental Health Hospital Nurse Training	ENTR General Business Development Opportunities	ENTR CPD	£85,000	5	£4,250	FHSC	22/05/2014
Diabetic Foot Ulcer Protection	ENTR General Business Development Opportunities	ENTR Other	£10,000	5	£500	FHSC	22/05/2014
CPPD Midwifery (In-fill)	ENTR General Business Development Opportunities	ENTR CPD	£50,000	10	£5,000	FHSC	22/05/2014
UCAS Application Enhancement Courses	ENTR General Business Development Opportunities	ENTR Other	£35,000	10	£3,500	FHSC	22/05/2014
Cognitive Behavioural Therapy Symposium	ENTR General Business Development Opportunities	ENTR Other	£48,000	15	£7,200	FHSC	22/05/2014
Provision of Pre-Registration Mental Health Nursing Education and Training	Health Education North West London	ENTR CPD	£150,000	10	£15,000	FHSC	22/05/2014
PGCert Course Validation	The College of Contemporary Health	ENTR Other	£20,000	5	£1,000	FHSC	15/05/2014
Locality-Based Workforce Development	Health Education North Central & East London	ENTR CPD	£162,500	10	£16,250	FHSC	15/05/2014
MOOC Co-Development	The College of Contemporary Health	ENTR Filming	£50,000	5	£2,500	FHSC	15/05/2014
Early Intervention Training Programme	Havering Local Authority	ENTR Training	£35,000	5	£1,750	FHSC	29/04/2014
Co-Sponsored Radiography Course Development	Fujifilm	ENTR Training	£10,000	5	£500	FHSC	15/04/2014
Non medical prescribing (Year 2 sale opportunity £30k)	I am Ilp	ENTR CPD	£0	33	£0	FHSC	19/05/2014
<b>Total FHSC 13</b>			<b>£685,500</b>		<b>£58,950</b>		
Film opportunity NTFS	ENTR General Business Development Opportunities	ENTR Filming	£3,600	50	£1,800	SBUEL	30/05/2014
Film opportunity Channel 4	ENTR General Business Development Opportunities	ENTR Filming	£6,000	50	£3,000	SBUEL	30/05/2014
PerSent diabetic neuropathy identification jv (£50k)	ENTR General Business Development Opportunities	ENTR Other	£0	25	£0	JOINT	01/01/2012
<b>Total</b>			<b>£3,856,900</b>	<b>64</b>	<b>£524,430</b>		

Appendix 4 – Summary of Student Enterprise activity

	<b>Programme Description</b>
<b>All University</b>	<ul style="list-style-type: none"> <li>• Applications are now open to students interested in taking part in the undergraduate entrepreneurship scheme (Entrepreneurship in Action) and graduate entrepreneurship scheme (Graduate Entrepreneurs Scheme) in 2014/15.</li> <li>• 30 students have been awarded Certificates of Enterprise in 2013/14 (for their attendance at the Start and Evolve series of enterprise events)</li> <li>• The Make It Happen Business Plan competition final took place on 14th May: it was won by Stephen Addison (Business, 2013 graduate).</li> <li>• Work by first year Digital Photography students (theme: LSBU, SE1 in context) is now on display in the Clarence Centre. This is the starting point for a new student-led photography agency.</li> <li>• Working with the Development Officer to secure a donation to support student enterprise activity from Rami Ranger.</li> </ul>

Appendix 5 – Overview of HE-BCI data

Overview HE-BCI		Historical Data			2013/14 Cumulative			Full Year Forecast
Heading		2010-11	2011-12	2012-13	May	Jun	Jul	2013/14
<b>1a Collaborative research</b>	Total (£000s)	2,178	1,610	1,180	0			
<b>1b Contract research</b>	Total number	80	54	41	0			
	Total value of contracts (£000s)	1,321	1,021	884	0			
<b>2a Consultancy</b>	Total number of contracts	67	38	29	8			
	Total income (£000s)	589	272	148	69			
<b>2b Facilities and equipment related services</b>	Total number	46	48	35	53			61
	Total income (£000s)	340	761	572	665			753
<b>2c CPD</b>	Total revenue (£000s)	4,068	4,073	4,846	3,728			4500
	Total learner days of CPD/CE courses delivered	25,089	35,553	42,426	0			
<b>3 Regeneration and development programmes</b>	Total (£000s)	1,194	103	86	32			
<b>4a Intellectual property</b>	Cumulative portfolio of active patents	56	42	37	12			12
<b>4b Intellectual property licences</b>	Total number	5	2	0	0			
<b>4c Intellectual property income</b>	Total revenues (£000s)	18	10	10	12			
	Total costs (£000s)	98	69	87	0			
<b>Grand total (£000s)</b>		<b>9,708</b>	<b>7,850</b>	<b>7,726</b>	<b>4506</b>			
<b>4d. Enterprise creation</b>	Number of new Spin offs	0	0	0	0			
	New companies surviving more than 3 years	1	1	2	0			
	Graduate start-ups	2	6	1	12			
	Graduate start ups surviving more than 3 years	5	3	2	0			
	Staff start-ups	0	2	1	0			

	PAPER NO: UE.12 (14)
Board:	South Bank University Enterprises Ltd
Date:	17 June 2014
Paper title:	South Bank University Enterprises Ltd: large projects report
Author:	Rebecca Warren, Accountant
<b>Recommendation:</b>	The Board is requested to note the activity of the largest faculty-based projects in SBUEL.

This report covers the five largest faculty-based projects in SBUEL. The four projects referred to as the "Big Four" are included (all are in ESBE, apart from 7321 which is in Business):

PROJECT 7321: Ehrenberg Research and Development Initiative

PROJECT 7622: Tesco

PROJECT 7625: Fitflop

PROJECT 7626: Actegy (formerly High-Tech Health – the company has changed its name).

One further project, also in ESBE, has been included, because it has generated a significant amount of income in the current year:

PROJECT 7679: Support to Faiveley Transport for London Underground (Evo train cooling)

For projects 7625 and 7626, it is already known that activity will continue into the financial year 2014-15, so this has been incorporated into the forecast.

As for previous presentations of this report, the transactions on the projects run over the entire lifetime of the projects to the end of May 2014. Income is shown in the reports as negative, and expenditure as positive. The income shown against each year in the table is the released income – if there is deferred income that is to be carried forward to the next financial year, this is shown in the box below the table.

PROJECT 7321: Ehrenberg Research and Development Initiative

	Year ended 31 July:	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Grand Total	2012-13 full year forecast	Lifetime forecast to 31 July 2014	
1040	Research Grants & Contracts	-	709.17	-53,455.59	-225,135.09	-84,990.56	-354,513.76	-147,992.91	-136,725.00	-132,974.99	-147,750.02	-150,083.33	-155,208.33	-150,083.33	-116,875.01	-61,529.78	-51,962.21	-1,969,989.08	51,962.21	1,969,989.08
2000	Academic - Permanent staff											109,733.75	112,353.63	116,047.61	53,811.89	44,201.83	436,148.71		53,042.20	444,989.08
2020	Academic - Temporary staff		30,197.81	133,595.63	33,768.11	115,715.19	143,112.35	114,547.42	113,501.88	117,567.99	118,478.76	6,699.32	8,696.52	10,367.98			946,248.96			946,248.96
2200	Support - Permanent staff		11,409.21	48,803.88	24,913.45	28,814.74	27,634.92	30,171.20	31,419.41	17,778.95	13,227.22	13,837.83	14,112.34	6,796.12			268,919.27			268,919.27
4009	Staff related		2,177.32	1,921.81	2,301.05	5,559.18	1,656.28	578.31	1,923.74	1,982.97	4,037.28	4,208.39	3,905.93				30,252.26			30,252.26
4010	Marketing and PR		116.96	305.73	239.84	821.58	555.85	859.22	401.86	1,180.46	205.92	365.00	624.27	123.69			5,800.38			5,800.38
4013	Student Related			186.92	247.93	235.84	65.71										736.40			736.40
4015	Equipment			3,785.42	4,710.00	3,242.50	1,924.14	2,621.21	84.97	-	430.50	1,578.19	172.40	863.41	539.26		19,091.00			19,091.00
4045	Financial			30.00	-	73.44	491.27	930.72	1,006.17	424.67				21.00		2,830.39				2,830.39
4050	Communications					1.68											1.68			1.68
4055	Legal & Professional							6,535.90	2,100.00								8,635.90			8,635.90
4056	Subscriptions and Membership Fees			7,192.00	6,976.00	7,500.00	1,542.00	5,062.50	5,349.17	7,905.83	8,856.60	1,200.00	10,395.00	9,590.00			71,569.10			71,569.10
4058	Photocopying and Stationery			869.38	143.47	729.59	731.97	332.71	90.34	895.34							3,792.80			3,792.80
4060	Other		750.00	1,226.81	41.69	880.84	274.01	80.00	117.22		143.75	109.05	24.96				3,648.33			3,648.33
9998	Internal Overheads		709.17	10,981.91	26,962.00	12,028.26	15,615.67	17,249.00	17,556.90	14,577.35	13,075.72	12,676.69	10,842.13	13,002.17	12,168.18	2,581.93	180,027.08			180,027.08
	TOTAL EXPENDITURE		709.17	53,455.89	225,135.09	84,990.56	174,904.40	199,747.23	180,548.07	169,189.46	160,439.42	157,006.35	147,031.46	164,364.78	159,563.73	56,414.82	44,201.83	1,977,702.26	53,042.20	1,986,542.63
	Profit for year (shown negative) or loss (positive)		-	0.30	-	-	-179,609.36	51,754.32	43,823.07	36,214.47	12,689.40	6,923.02	-	8,176.87	14,281.45	42,688.72	-	5,114.96	-	7,713.18

To period 10 inclusive

Staff charged to project:  
 DAG BENNETT                      50% FTE  
 LU HENFREY

UE.12(14) Project update - Appendix 2 - Tesco

**PROJECT 7622: Tesco**

		<b>2010-11 actual</b>	<b>2011-12 actual</b>	<b>2012-13 actual</b>	<b>2013-14 actual</b>	<b>Grand total</b>
1040	TOTAL INCOME	- 196,594	- 19,286	- 49,233	- 49,656	- 314,770
2001	Academic - Permanent staff	29,591	17,912	48,244		95,747
2020	Academic - Temporary staff	2,990				2,990
4009	Staff related	152	233	86		470
4010	Marketing and PR	36	6	264		305
4013	Student Related	135	1,136			1,270
4015	Equipment	2,376		683		3,059
4050	Communications	74				74
4055	Legal & Professional	7,900				7,900
4060	Other	30,707		- 44		30,663
9998	Internal Overheads	122,636				122,636
	TOTAL EXPENDITURE	196,594	19,286	49,233	-	265,113
	Profit for year (shown negative) or loss (positive)	-	-	0	- 49,656	- 49,656

<b>Lifetime FEC</b>	<b>Lifetime actual forecast</b>	<b>Variance</b>
- 294,000	- 314,770	20,770
105,443	95,747	9,696
	2,990	- 2,990
4,000	470	3,530
	305	- 305
22,000	1,270	20,730
	3,059	- 3,059
	74	- 74
10,000	7,900	2,100
52,100	30,663	21,437
122,636	122,636	-
316,179	265,113	51,066
22,179	- 49,656	71,835

Staff charged to project:  
Alex Paurine

Full-time      Until July 2013 inclusive – since then he has been charged to 7679.

**PROJECT 7625: Fitflop**

	<b>Year ended 31 July:</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Grand Total</b>
1040	Research Grants & Contracts	- 19,775	- 47,871	- 58,179	- 25,797	- 151,623
2001	Academic - Permanent staff		20,307	21,929	19,034	61,271
2020	Academic - Temporary staff			3,911	2,440	6,351
4009	Staff related	637	1,472		47	2,155
4013	Student Related		277	38		315
4015	Equipment			572		572
4060	Other		297	66		363
9998	Internal Overheads	19,138	25,518	25,518		70,174
	<b>TOTAL EXPENDITURE</b>	<b>19,775</b>	<b>47,871</b>	<b>52,034</b>	<b>21,521</b>	<b>141,201</b>
	Profit for year (shown negative) or loss (positive)	-	-	- 6,146	- 4,276	- 10,422

To period 10 inclusive

<b>2013-14 full year forecast</b>	<b>2014-15 full year forecast</b>	<b>Lifetime FEC</b>	<b>Lifetime actual forecast</b>	<b>Variance</b>
- 25,797	- 21,000	- 156,000	- 172,623	16,623
22,834	21,000	60,700	86,071	- 25,371
2,440			6,351	- 6,351
47		4,000	2,155	1,845
			315	- 315
		7,000	572	6,428
		6,500	363	6,137
		76,553	70,174	6,379
25,321	21,000	154,753	166,001	- 11,248
- 476	-	- 1,247	- 6,622	5,375

Income shown in the table is released income.

Current balance of deferred income:

-	21,000.00
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Staff charged to project:

Darren James

50% FTE

UE.12(14) Project update - Appendix 4 - High-Tech Health

**Project 7626: High-Tech Health**

	Year ended 31 July:	2011	2012	2013	2014	Grand Total
1040	Research Grants & Contracts	- 31,674	- 84,804	- 28,448	- 89,841	- 234,768
2001	Academic - Permanent staff		26,286	6,369	58,970	91,625
2020	Academic - Temporary staff		1,049		696	1,745
4009	Staff related		300	608	91	999
4013	Student Related			160		160
4015	Equipment			52		52
4060	Other					-
9998	Internal Overheads	31,674	57,169	21,259		110,103
	<b>TOTAL EXPENDITURE</b>	<b>31,674</b>	<b>84,804</b>	<b>28,448</b>	<b>59,757</b>	<b>204,684</b>
	Profit for year (shown negative) or loss (positive)	-	-	-	- 30,084	- 30,084

To period 10 inclusive

2013-14 full year forecast	2014-15 full year forecast	Lifetime FEC	Lifetime actual forecast	Variance
- 89,841	- 16,417	- 100,000	- 251,184	151,184
73,410	16,417	35,743	122,482	- 86,739
696			1,745	- 1,745
91		200	999	- 799
			160	- 160
		16,000	52	15,948
		2,000	-	2,000
		45,735	110,103	- 64,368
74,197	16,417	99,678	235,541	- 135,863
- 15,644	-	- 322	- 15,644	15,322

Income shown in the table is released income.

Current balance of deferred income:

-	16,416.64
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Staff charged to project:

Paul Sumners

Todor Arabadzhiev

One year starting from 1 September 2013

One year starting from 21 October 2013



**PROJECT 7679: Support to Faiveley Transport for London Underground (evo train cooling)**

	<b>Year ended 31 July:</b>	<b>2014</b>	<b>Grand Total</b>
1060	Other Operating Income	- 64,999	- 64,999
2001	Academic - Permanent staff	41,752	41,752
	<b>TOTAL EXPENDITURE</b>	<b>41,752</b>	<b>41,752</b>
	<b>Profit for year (shown negative) or loss (positive)</b>	<b>- 23,247</b>	<b>- 23,247</b>

To period 10 inclusive

<b>2013-14 full year forecast</b>	<b>Lifetime actual forecast</b>
- 64,999	- 64,999
41,752	41,752
41,752	41,752
- 23,247	- 23,247

Staff charged to project:

Alex Paurine

Full-time

From August 2013 to May 2014 inclusive

	PAPER NO: UE.13(14)
Board:	South Bank University Enterprises Ltd
Date:	17 June 2014
Paper title:	University Enterprise Budget 2014-15
Author:	Tim Gebbels
<b>Recommendation:</b>	<p>The Board is requested to:</p> <ul style="list-style-type: none"> <li>a) Note the significant changes made in the proposed budget for 2014-15 compared with the previous year</li> <li>b) Approve the proposed budget for 2014-15</li> <li>c) Notes the business case for additional marketing resource in Appendix 2.</li> </ul>

### **University Enterprise Budget 2014-15**

In common with the Faculties and Departments of the University, University Enterprise is required to submit an annual departmental budget to the University. Our budget for 2013-14, together with the associated business plan, was presented to the University senior management on 12<sup>th</sup> May.

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

The Business Plan associated with this budget is presented as a separate agenda item on this Agenda (Item UE.10(14)).

### **Comparison with previous year**

There are a number of changes between the budget presented this year and the budget for 2013-14. Each material change is summarised in the following points:

#### *Income*

- Total income is budgeted to be £320k (13%) higher than is forecast for 2013/14
- Rental income is expected to increase nearly £400k (nearly 50%) compared with 2013/14. In part this reflects the fact that the Clarence Centre was opened part

way into last year and the fact that occupancy will also be higher in the coming year than in the first (part) year of operation. In addition, significant parts of the Technopark that were withdrawn from commercial lettings to meet the University's internal needs will be returned to providing incubator space next year.

- New income of just under £250k will be received through the Investment Escalator project funded through an ERDF grant. This grant is expected to be approved before the end of June and the first claim made, covering activity backdated to November 2013, will then be submitted by end July 2014. Ongoing claims of 50% of project costs will be made quarterly thereafter
- The budget shows a substantial decline in Research Grants and Contracts. This does not reflect our expectations in this area but, rather, reflects that the accounting policy for this income has changed. Income in this category will in future be recorded through the schools rather than through University Enterprise. We have agreed that £500k of income generated through these activities should be recorded in the Schools budgets collectively across the University. A residual income of £37k in this income line represents a single KTP that was started within University Enterprise and will continue to be accounted through our accounts until it completes.
- The other material element of income is from the ACCA professional qualification. Our expectations for this course have been moderated compared with previous years because of the decision by ACCA to close the internal assessment route to qualification. Until now, this had given us a privileged position in the market and was our key USP. ACCA's decision will make it much harder for us to compete in a crowded marketplace.

### *Expenditure*

- Overall expenditure is budgeted to increase by £271k (12%) compared with 2013/14.
- Our staffing budget will increase substantially compared with 2013/14. During 2013/14 we have succeeded in recruiting the full complement of Business Development Managers for the first time and expect to achieve some stability in the team during the year. Current vacant posts in Student Enterprise are expected to be filled before the new financial year or very shortly afterwards and the proportion of part time working in this team will also reduce. Further, there are two posts previously approved and not yet filled. Although, as part of the University's change programme the focus of these jobs may change before they are filled, it is likely they will be filled during the year. The budget assumes both are filled for the

whole year. The position of Director, now vacant, will be filled on an interim basis and this is expected to happen before the start of the year.

- We have budgeted for a significant increase in marketing activity during the year. The successful launch of the KTP programme has been based on significant external marketing spend – although this has proven to be very cost effective in terms of the return generated. This activity will need to continue as the programme grows but it will also need to be replicated as we develop the programme for launching a new approach to selling our applied research capability. In addition, there are considerable marketing needs to support the Investment Escalator project and for ongoing recruitment to the ACCA programme.
- Staff resource to support our marketing requirements was assumed in this budget to be provided by the central Marketing function in the University. However, it has now been decided that this is not the optimal solution since the marketing team is primarily focused on recruitment and lacks both capacity and expertise to support our growing B2B needs. We have therefore developed a short business case to seek funding for additional marketing resources. This is attached at Appendix 2. This additional resource is outside our approved budget and has not yet been approved by the University.

## **Recommendations**

The Board is requested to:

- Note the significant changes made in the proposed budget for 2014-15 compared with the previous year
- Approve the proposed budget for 2014-15
- Notes the business case for additional marketing resource in Appendix 2.

INCOME & EXPENDITURE ACCOUNT	2013-14 Comparatives			2014 budget total				
	2013 forecast - Feb	2013 budget	2013 actuals ytd - Feb	TOTAL	748 COMMERCIAL ENTERPRISE	750 IP AND SPIN OUT	751 STUDENT ENTERPRISE	753 PROPERTY RENTAL
1008 Funding Grants	1,010,912	1,010,912	609,234	1,057,516	807,516	0	250,000	0
1024 Other Fees	275,004	350,004	193,292	227,004	227,004	0	0	0
1040 Research Grants & Contracts	150,000	150,000	35,663	37,800	37,800	0	0	0
1060 Other Operating Income	1,087,107	1,253,266	493,539	1,520,360	247,104	12,000	0	1,261,256
1080 Endowment Income & Interest Receivable	0	0	2,911	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>2,523,023</b>	<b>2,764,182</b>	<b>1,334,640</b>	<b>2,842,680</b>	<b>1,319,424</b>	<b>12,000</b>	<b>250,000</b>	<b>1,261,256</b>
2001 Academic - Permanent staff	45,000	45,000	18,113	14,283	14,283	0	0	0
2020 Academic - Temporary staff	191,004	191,004	689	77,784	77,784	0	0	0
2201 Support - Permanent staff	969,908	969,908	456,245	1,160,635	898,187	35,188	166,495	60,765
2220 Support - Temporary staff	0	0	7,477	6,000	0	0	0	6,000
2221 Third party staff	0	0	(1,833)	2,004	2,004	0	0	0
<b>TOTAL STAFF COSTS</b>	<b>1,205,912</b>	<b>1,205,912</b>	<b>480,692</b>	<b>1,260,707</b>	<b>992,258</b>	<b>35,188</b>	<b>166,495</b>	<b>66,765</b>
Staff costs as % of income	47.80%	43.63%	36.02%	44.35%	75.20%	293.23%	66.60%	5.29%
4009 Staff Related	45,924	45,924	12,677	43,896	18,900	0	24,996	0
4010 Marketing and PR	116,320	116,320	44,348	284,492	265,992	0	500	18,000
4012 Bursaries and Scholarships	177,996	177,996	95,198	165,000	0	0	165,000	0
4013 Student Related	0	0	2,714	8,268	6,768	0	1,500	0
4015 Equipment	0	0	1,635	0	0	0	0	0
4020 Computing	126,396	126,396	2,922	274,200	150,600	0	0	123,600
4030 Utilities	173,939	173,939	294	152,004	0	0	0	152,004
4035 Maintenance & Other Estate	0	0	1,156	0	0	0	0	0
4040 Cleaning & Security	0	0	0	3,000	0	0	0	3,000
4045 Financial	(15,002)	(15,002)	(13,544)	0	0	0	0	0
4050 Communications	13,224	13,224	10,223	18,000	0	0	0	18,000
4055 Legal & Professional	228,220	228,220	65,957	183,992	0	80,004	55,992	47,996
4056 Subscriptions and Membership Fees	14,816	14,816	9,486	14,004	9,000	0	5,004	0
4058 Photocopying and Stationery	24,900	24,900	4,282	9,996	0	0	9,996	0
4060 Other	205,212	280,212	29,130	156,000	3,000	0	12,000	141,000
4070 Internal recharges	0	0	52,664	15,516	15,516	0	0	0
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>1,111,945</b>	<b>1,186,945</b>	<b>319,143</b>	<b>1,328,368</b>	<b>469,776</b>	<b>80,004</b>	<b>274,988</b>	<b>503,600</b>
<b>SURPLUS / (DEFICIT) BEFORE INTERNAL ALLOCATIONS</b>	<b>205,166</b>	<b>371,325</b>	<b>534,805</b>	<b>253,605</b>	<b>(142,610)</b>	<b>(103,192)</b>	<b>(191,483)</b>	<b>690,891</b>
<i>CONTRIBUTION BEFORE INTERNAL ALLOCATIONS</i>	<i>8.13%</i>	<i>13.43%</i>	<i>40.07%</i>	<i>8.92%</i>	<i>-10.81%</i>	<i>-859.93%</i>	<i>-76.59%</i>	<i>54.78%</i>
<b>TOTAL INTERNAL ALLOCATIONS</b>	<b>121,200</b>	<b>121,200</b>	<b>70,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SURPLUS / (DEFICIT) AFTER INTERNAL ALLOCATIONS</b>	<b>83,966</b>	<b>250,125</b>	<b>464,105</b>	<b>253,605</b>	<b>(142,610)</b>	<b>(103,192)</b>	<b>(191,483)</b>	<b>690,891</b>
<i>CONTRIBUTION AFTER INTERNAL ALLOCATIONS</i>	<i>3.33%</i>	<i>9.05%</i>	<i>34.77%</i>	<i>8.92%</i>	<i>-10.81%</i>	<i>-859.93%</i>	<i>-76.59%</i>	<i>54.78%</i>

## University Enterprise: Business case for marketing support

### 1 Overview

Marketing and Student Recruitment Department (MSR) are no longer able to provide University Enterprise with the required level of marketing support. This follows a comprehensive review undertaken jointly across both marketing and enterprise teams to assess the scope of marketing expertise and support needed to deliver LSBU's ambitions for enterprise development across both the central enterprise team and the Schools. The enterprise marketing specification outlined in this paper has been formally endorsed by the Marketing Director.

MSR have however, confirmed that they are not able to undertake the activities required by University Enterprise due to their focus and expertise being around student recruitment and not enterprise. This paper presents the case for resourcing the marketing and marcomms activities for University Enterprise to support the achievement of LSBU's aspirations around increasing commercial sales in KT, applied research and consultancy; CPD; SME and community engagement; development of the Clarence Centre; student enterprise. Research requirements are currently covered by the SLA with MSR, but we would anticipate would be also covered by these marketing positions if they increase.

MSR have proposed to limit their marketing support to general access to core MSR services agreed in a separate SLA.

There is a need for an additional 3.0FTE of resource. This was determined by MSR as the staff required to deliver the enterprise marketing specification:

- 1.0FTE at Grade 7 (or equivalent, if employed through SBUEL) – Enterprise Marketing Manager
- 2.0FTE at Grade 6 (or equivalent, if employed through SBUEL) – Enterprise Marketing Officer

Last budget year the formal allocation within MSR was 0.5 FTE but in practice the usage was close to 1 FTE.

The approximate split of resource is:

Basic maintenance of a central professional face of enterprise including ACCA and ERDF	1FTE
Student Enterprise	0.5FTE

Increased commercial enterprise activity to support centres and Schools	1FTE
Increased Clarence Centre activity and community engagement	0.5FTE

## 2 Cost/benefit analysis

The cost of the 3 FTE marketing staff requested is £128k evaluated at mid spine point. The marketing spend to cover the implementation of these additional activities such as content development and events is already included within the submitted University Enterprise budget with the exception of design costs. Moving to use of external designers will require an additional spend of up to £10k. This gives a total requirement for enterprise marketing of £138k.

The benefits from this activity that are not financial are significant and are outlined in section 3.

In terms of income, enterprise marketing supports both income this year and future significant growth. The effectiveness of the Business Development team, now at planned strength for the first time, is dependent on marketing resource to achieve full potential. The BDMs are not marketing or marcomms professionals though their input to marketing is of course significant. The requirement for the Business Development team to undertake its own marketing has already led to sup-optimal performance and a reduced focus on client engagement.

The return needs to be evaluated against anticipated new income streams generated rather than invoiced. The table below sets out those income streams budgeted and incremental to current budget requiring marketing support:

	<b>2014-15 University Enterprise income £'000</b>	
	<b>Generated</b>	<b>Invoiced</b>
<b>In budget version at 12.6.14</b>		
ACCA and ERDF	450	450
<b>Additional to budget version at 12.6.14</b>		
KT	1300	300
Applied research and consultancy	300	150
CPD	50	50
<b>Total</b>	<b>2100</b>	<b>950</b>

The cost of the commercial marketing support (2FTE £88k) represents 4% of the new income generated in the budget year.

### **3 Qualitative benefits**

#### **3.1 Student Engagement**

There is currently no dedicated resource for student enterprise marketing activity within University Enterprise or MSR. 0.5FTE of an Enterprise Marketing Officer would work with the Student Enterprise team to raise the profile of enterprise amongst LSBU students.

Benefits:

- Increased levels of student engagement in enterprise activity: enhance the student experience
- Increased numbers of student and graduate start-ups (HEBCI return)
- Increase in LSBU's reputation for supporting enterprising students and graduates

#### **3.2 KT, applied research and consultancy development**

There is currently no marketing resource to support the commercial acquisition Business Development team of 7. The Marketing Manager and Officer would provide support for the team across marketing planning, marcomms planning and implementation with a focus on activities supporting sales across Knowledge Transfer, commercial research and consultancy services.

Benefits:

- Supports a step change in LSBU applied research and consultancy income, articulating and publicising the main elements of University expertise
- Implementation of the KTP marketing plan where this is currently eroding sales resource from the team of 2 BDMs allocated to KTPs.

#### **3.3 Internal engagement**

There is currently limited internal understanding of the support and opportunities open to academics through enterprise. This includes generic opportunities, support for individual areas of academic expertise and process support available for enterprise activity. There is also not a common recognition of the benefits of enterprise activity on wider University values. The Marketing team would work with the Schools to create awareness and interest internally in enterprise engagement.



Benefits:

The creation of internal enthusiasm and participation in enterprise should be a primary driver for commercial income growth. It also supports the development of a vocationally-relevant curriculum and the student experience.

### **3.4 SME and community engagement and development of the Clarence Centre**

There is currently no resource to support the presentation and development of the Clarence Centre from a building to the visual hub of enterprise and the civic university contributing to its local community across economic and societal axes. Engagement with the external community is currently piecemeal and led by BDMs, with SMEs a key focus because of the immediate interest in KT sales.

Benefits:

- Support for creation of the wider partnerships and relationships needed for larger European funding opportunities
- Feed for companies for commercial sales (see section 2)
- Demonstration of LSBU as an engaged institution, using resources to support our local community
- Reputational enhancement, internal and external
- Source of contacts to support wider university interests: research projects, speakers, student projects, direct employability etc.
- ERDF – Grant income from ERDF funding, development of lasting relationships and cross-selling opportunities with up to 320 SMEs, up to 200 student placement with SMEs

### **3.5 CPD**

Marketing resource is required to support two cohorts ACCA recruitment with its relatively heavy marketing spend, and the portfolio of CPD programmes that we envisage the new Schools will wish to develop.

- Marketing of ACCA including development of marketing and marcomms plan and implementation of promotional campaign to recruit students on an ongoing basis. (covered by proposed MSR/Enterprise SLA)
- Support for new CPD programme development by Schools developing individual marketing/ marcomms plans and implementation. Includes BIM.

Benefit:

- ACCA – increase in student numbers.

- Professional “face” for all courses across the University
- Support for academics/Schools as they start to offer their expertise and services to the market for the first time

## **Appendix setting out principal areas of work for 2014-15**

This is an overview and not the full detailed scope of anticipated tasks provided for the joint review with marketing.

### **1 Student Engagement**

- Developing a brand for Student Enterprise: invites, materials, banners, posters
- Developing content for web, print and social media: promote enterprise across all student-facing channels
- Producing case studies for internal/external PR purposes
- Liaison with MSR and external service providers (designers and digital)
- Identifying opportunities to showcase student entrepreneurs across HE sector and more widely

### **2 KT, applied research and consultancy development**

- Support for the University and for individual Schools to market LSBU knowledge and expertise to external stakeholders, and to build commercial partnerships. This includes supporting the development of cross-cutting themes and effective external messages, and subsequent implementation. The requirements are fully detailed in the new development model for increasing applied research sales.
- Identification and evaluation of new routes to support client acquisition.
- Cross-university liaison and management to ensure we maximise the value from all university external relationships and activities. Involvement in Raiser's Edge usage across the University will be required for successful achievement.
- Client and catchment profiling, data sourcing, data mining, establishment of testing and evaluation processes for both generic and targeted client groups.
- Evaluation and implementation of new executional routes, in particular content and social media.
- Development and maintenance of standard boiler plate copy.

### **3 Internal engagement**

- Communication of Enterprise support and processes, formal and informal
- Dissemination of formal funding and tender opportunities across Schools
- Support University Enterprise to increase awareness of and participation in commercialisation activities to grow revenue from exploiting the university's knowledge and expertise.

- Development of events to share funding opportunities and successes, within and cross-School
- Support University Enterprise in the development and promotion of new scheme to encourage “newbies” to develop undertake enterprise activities and support the development of new external activities
- Staff questionnaire to include monitor of numbers of enterprise active staff % which is an agreed KPI and perceived barriers to development

#### **4 SME and community engagement and development of the Clarence Centre**

- Establishment of programme of enterprise activities and showcase events at the Clarence Centre, (whole University, Schools and partner) providing both an overall programme framework and supporting the specific requirements of the BDM team and partners. Note: implementation to be supported by MSR.
- Establishment of business lounge membership strategy and policies and recruitment proposal
- Identification and development of new potential partnerships
- Formalised approach to assessment of all activities
- Planning and maintenance of marcomms for external digital screen messaging at Clarence Centre reception
- Support for development and promotion of Business Advice Centre
- Marketing support for recruitment of SMEs for the ERDF Investment Escalator Project from now until end of project activities in September 2015 ((covered by proposed MSR/Enterprise SLA)

#### **5 CPD**

- Marketing of ACCA including development of marketing and marcomms plan and implementation of promotional campaign to recruit students on an ongoing basis. (covered by proposed MSR/Enterprise SLA)
- Support for CPD programme development by Schools developing individual marketing/ marcomms plans and implementation. Includes BIM.



	PAPER NO: UE.14(14)	
Board:	Board of Directors	
Date:	17 June 2014	
Paper title:	Key performance indicators	
Author:	Tim Gebbels, Director of Enterprise	
<b>Recommendation:</b>	That the Board note the report	
Matter previously considered by:	The Board	Each meeting
Further approval required?	No	N/A
Communications – who should be made aware of the decision?		

### Executive summary

The Board is requested to note the key performance indicators.

Area of business	Key Performance Indicator	Rationale	2012/13 Actual	2013/14		Target	Data Source	Footnote
				Forecast	YTD			
University Wide	Total Enterprise Income	Overall headline for the University as a whole, including faculty-led enterprise activity	£8.4m	£8.0m	£7.9m	£8.5m	Management accounts	
	Contribution from all Enterprise activity	Overall headline for the University as a whole, including faculty-led enterprise activity	£3.1m	£2.5m	£3.9m	£2.8m	Management accounts	
Commercial Enterprise	University Enterprise Project Income	Headline financial result for University Enterprise team	£810k	£541k	£488k	£829k	From management accounts (inc KTP/KTC)	1
	Total Contracted Project Value (current year)	Primary leading indicator of commercial success	N/A	TBC	£650k	£1m	From CRM	2
	Number of Contracted Projects (current year)	Primary leading indicator of commercial success	N/A	TBC	22	30	From CRM	2
	New opportunities generated (current year)	To illustrate successful pipeline development	N/A	TBC	64	300	From CRM	2
	Client satisfaction	Key indicator of the quality of our client delivery	N/A	TBC		60%	Positive response. Q: Would you recommend LSBU (Client satisfaction survey, tbd)	3
Student Enterprise	Total number of students engaged	Breadth of our Student Enterprise offer	2037	3000	2622	2000	Student Enterprise records (Across all events, talks, etc)	
	Number engaged on specific programmes	Strength of our programme offer	71	170	156	70	Student Enterprise records(EAS, EAS extension, EELS, Make a Difference, Entrepreneurship in Action)	
	Number of businesses established	Key outcome indicator for enterprise success	34	35	15	30	Student Enterprise records	
Lettings	Occupancy Rate	Headline measure of utilisation across both Clarence Centre and Technopark	85%	80%	69%	75%	Tenancy records (based on net lettable space)	4
	Average rent realisation (Clarence Centre)	Measure of achieving income target	N/A	£43 / sqft	£48.00	£43 / sqft	Tenancy records (based on actual let space)	5
	Average rent realisation (Technopark)	Measure of achieving income target	£37.50 / sqft	£41 / sqft	£35.74	£41 / sqft	Tenancy records (based on actual let space)	6
	Usage of event space	Measure of business engagement (Heart of SE1)	N/A	N/A	35%	40%	Room booking system (based on Mon-Fri availability)	7
Team	Staff satisfaction	Headline measure aligned with University staff survey	44%	80%	53%	80%	Positive response. Q:Considering everything, I'm satisfied with LSBU/SBUEL at the moment (Staff survey and periodic snapshot)	8
	Staff turnover	Hygiene measure of staff satisfaction	37%	10%	19%	15%	HR records. Based on year end total establishment headcount.	9
Cross-University	Number of enterprise-active lead academics	Measures extent of enterprise engagement in academic community	N/A	TBC		TBC	Census of Enterprise active academics?	10
	Lead academic satisfaction with Enterprise support	Measures operational satisfaction with the support provided by the Enterprise team	N/A	TBC		80%	Positive responses to post completion PI survey (tbd)	11
	Contribution to wider University goals	Measure of broader contribution of team to the University		TBC			TBC	12

#### Footnotes:

- Enterprise income is increasingly channelled through faculty cost centres rather than University Enterprise. Consequently, forecast income is transferring there too. This is set out in the Board paper covering the management accounts
- CRM System not yet fully implemented. Although data capture is largely complete, reporting has not yet been implemented. Figures cover work in progress at end May rather than YTD figures.
- Customer satisfaction survey not yet designed.
- 2013/14 occupancy level is for Technopark alone. Current levels at 70% in Clarence Centre and 69% in Technopark. Recent release of the A corridor from internal use back to lettings has resulted in a drop in Technopark occupancy.
- We are working with 6 potential tenants to fill remaining space across both Technopark and Clarence Centre
- The Events team has only been able to collect data on event space usage since the end of December 2013. Measurement methodology is still being finalised.
- 2012 result is based on staff survey. 2013/14 YTD result is average of two "mini barometers" of staff morale. Following staff feedback, frequency of barometers reduced. Last results Feb 2014.
- One maternity non-returner, one managed exit and two resignations.
- Census yet to be defined. There is no existing system that captures this information.
- Survey of enterprise active academics yet to be defined.
- The aspiration is to capture a broad measure of the impact of University Enterprise across the University, but no suitable quantitative measure has yet been identified.

	PAPER NO: UE.15(14)	
Board:	Board of Directors	
Date:	17 June 2014	
Paper title:	Intellectual property and spin out company matters	
Author:	Rahimunnessa Syeda, Intellectual Property Manager	
<b>Recommendation:</b>	That the Board note the report	
Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A
Communications – who should be made aware of the decision?		

### Executive summary

The Board is requested to note the report.



# South Bank University Enterprises Ltd

Spin-Out Company Report

Report Update:

16/06/2014

**Company:** *Drive Daddy Ltd (DDL)*

**Nature of Business:** Design and production of motorised luxury 'hop-on and ride' golf-trolleys

**Origins:** Former enterprise associate of London South Bank University

**SBUEL Interest:** 10% Equity Stake

**SBUEL Director(s):** N/A

**SBUEL IP:** SBUEL owns the IP that Drive Daddy produces (patent, design registration and trademark)

## Summary of Developments since last Report:

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

The University received communication from Arnold's team. A response has been sent with 2 options:

- the University is prepared to discuss the licence agreement as was proposed 2 years ago;
- Drive Daddy consider offering a lump sum payment to buy the University out.

### **History and Previous Reports:**

(March 2014) The Publication Fee has been paid on the Community Design Registration due on 8th February 2014. At IPSPG meeting of 28/01/2014, it was agreed that the fee should be paid to retain the IP Right.

(Sept 2013) Arnold du Toit, the founder of Drive Daddy, has repeatedly refused to update the University on the business plan and sales. This made it impossible to plan patent protection and the decision was taken to discontinue with the patenting process which had reached the stage that required expenditure of £10k to £20k. In accordance with the terms of the Enterprise Associate agreement, the patent application was assigned to the inventor but the design registration and trademark remains with SBUEL and a draft licence agreement has been sent to Drive Daddy. There has been no response to this draft IPR licence agreement.

It has been recommended to maintain ownership of the IPR until Drive Daddy is in a position such that it needs to obtain a licence.

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

**Confidential**

**IP monitor and plan: Updated 16/06/2014**

Ref No.	Type of IP IP Company	Inventor and Title	Filing Date/Priority Date	Financials 2013/14	Development Plan & Stage	Commercial Potential	Progress since January 2014	Next steps
<b>Staff Projects</b>								
1	Copyright (small amount of practical know-how)	Martin Bush  Product is QuizSlides  Company name changed from Proper Computing Ltd to Quiz Slides	First raised Aug 2010	Investment into project of:  Repayable £15,000 from Student Enterprise PoC fund  BDM time input of minimum 50 days  Coaching of QS team	QuizSlides product developed and tested.  <ul style="list-style-type: none"> <li>Quiz Slides will receive support and £15000 funding from the Student Enterprise Proof of concept fund which will be re-payable to the fund.</li> <li>SBUEL will receive 15% equity unless the contract is terminated before completion of 18 months.</li> </ul>	<b>Technology</b> – 8/10  <b>Market</b> – positive response from limited survey – market research is being carried out by Enterprise Department.  Likelihood of income 50%	Martin Bush reported on 14 <sup>th</sup> January 2014:  1) £250 annual license sale to an Italian customer;  2) £800 license sale to Kingston University  3) £2,260 Semester 2 license sale to LSBU  <i>No further reports received since the January update.</i>	Continued monitoring of the company's progress by the University Enterprise BDM team.  18 month contract period due to expire June 2014.
2	Copyright	Larissa Fradkin  Sound Mathematics	First raised Jan 2010	Possible auditing costs	Assignment for no equity, 7.5% royalty until £50k has been paid.	Assigned out of SBUEL. Likelihood of income 20%	Following an email request, annual accounts for 2012 were provided. No royalties due.	Continued monitoring of the company. Requested 2013 accounts.

Ref No.	Type of IP IP Company	Inventor and Title	Filing Date/Priority Date	Financials 2013/14	Development Plan & Stage	Commercial Potential	Progress since January 2014	Next steps
3	Patent UEL 007 (Lucas and Co)	Bob Imhof  Measuring Vapour Flux	08/10/2002	Budget: £6000 Spent: Forecast:	Licensed to BIOX	Fully commercialised.	Royalty statement provided for YE Oct 2013. Royalties payable to SBUEL £12,088.56  Full 2013 Accounts provided  US patent renewed 27 <sup>th</sup> Feb 2014, approx. £3k.	Japan patent due for renewal June 2014.
4	Patent (First Thought IP)	Paul Jones Socket Lockit	15/07/2010 UK Patent	Budget: £2000 Spent: £0 Forecast:£0	Submit to external database, takers of old IP.	Technology 8/10 Market 7/10	Patent dropped Feb 2014. SBUEL still own the trade mark.	Looking to submit to an external IP database(s) to invite interest from other potential parties. Contacting inventor if interested in taking it back.
5	Patent (First Thought IP)	Simon Noyce Coursework submission system	25/01/2010	N/A	Requires evidence based Business Plan	Technology 7/10 Market 5/10 as limited to HEIs	No progress from inventors who wanted to spin-out a business	Wrote to Simon Noyce March 2014. No response. Unlikely any further work will be conducted – drop from next patent plan.
6	Patent (Potter Clarkson)	Basu Saha Alkenes	31/07/2009 Filed in EU, USA, China	Budget: £12,000 Spent: £7,522	Commercial leads have gone cold with the	This was identified as having potential but chemical companies	Responses prepared and sent to US and Chinese	Maintaining and

Ref No.	Type of IP IP Company	Inventor and Title	Filing Date/Priority Date	Financials 2013/14	Development Plan & Stage	Commercial Potential	Progress since January 2014	Next steps
	The IP is a continuous process for the epoxidation of an olefinic compound with an oxidant in the presence of a catalyst.  <i>http://patentscope.wipo.int/search/en/WO2011012869</i>	Process	and India  At examination stage in EU which is causing problems		companies initially interested so currently working on a cost-benefit analysis to reignite interest.	do not want to take the licensing step.  Technology 7/10  Market 5/10 for licensing but may be opportunities for gaining research consultancy or KTP.	Office Actions  Proceeding with US Divisional application for the permeable particle container.  Attempts at a cost/benefit analysis have resulted in conversations with 2 companies. One is based in Slovakia.  Established that it is not possible to conduct a cost/benefit analysis as there are too many variables.	supporting the patent process.  Contact ongoing with Slovakian company as they are interested in H2020 research project collaboration.  Slovakian company lining up other partners too, H2020 application not due until Dec 2014.
<b>Graduate Projects</b>								
7	Copyright	Erlend Grefsrud  Strongman Games computer code and design	Ka-Bloom	N/A	Licensed to Strongman Games Ltd		It has been established that the company has been closed and no longer operating. There was a sub-licence of Ka-Bloom to BBCWW but sales figures have been difficult to obtain although unlikely to have been significant.	To formally sever the licence agreement between Strongman and SBUEL.
8	Patent (First Thought IP) Trademark Design Copyright (in	Arnold Du Toit  Rolleygolf	25/11/2010  Patents were assigned to the inventor  IP in	N/A	Partnership with Texcel.	Technology 8/10 Market 8/10	Due to lack of progress and reporting the IPSPG could not justify the £1300+ spend on National filings and lack of business plan prevented country	Publication fee for the Community Design Registration was due by 8 <sup>th</sup> Feb. IPSPG

Ref No.	Type of IP IP Company	Inventor and Title	Filing Date/Priority Date	Financials 2013/14	Development Plan & Stage	Commercial Potential	Progress since January 2014	Next steps
	controller).		development of controller  SBUEL holds the Design registrations filed in EU, USA & South Africa Trade Mark for Rolleygolf and Drive Daddy				selection therefore the patent was assigned back to the inventor.  On-going situation with company not responding. Decision to take no further action.	Meeting 28/01/2014 - agreed to pay fee to retain the IP right.  Communication received from Drive Daddy and response provided.
<b>EAS 2011</b>								
9	Patent (First Thought IP)	Judith Lane Calm Tea Cup	20/06/2011 PCT  Design registration	Budget: £2000 Spent: Forecast:	<ul style="list-style-type: none"> <li>• Prototype manufactured</li> <li>• Graduate left and therefore unknown progress</li> </ul>	Technology 8/10 Market 8/10	Inventor contacted and agreeable to licence to Such & Such if they want to obtain it.	Examination requested.  Such and Such considering if the product would be suitable for them to develop and include in their portfolio.
<b>New Filings and IP</b>								
10	Design Registration (First Thought IP)	Hayley Smith Wrap-around cup handle	Design registrations in Europe and USA	Budget: £2,000 Spent: 0 Forecast:	In production and market	Technology 7/10 Market 6/10	Licence Agreement signed Nov 2013. Agreed they can pay royalties back early without royalty holiday. This would enable them to earn equity back quickly.	Ensure compliance with licence agreement and reporting of annual sales figures.
11	Design Registration (First	Hayley Smith Hooks for		As 13 above.	In production and Market	Technology 7/10 Market 6/10	As 13 above.	As 10 above.

Ref No.	Type of IP IP Company	Inventor and Title	Filing Date/Priority Date	Financials 2013/14	Development Plan & Stage	Commercial Potential	Progress since January 2014	Next steps
	Thought IP)	hanging Crutch						
<b>Invention Disclosures</b>								
12	Copyright	Josh Oliver Feature Document ary and Associated Film Media	August 2011	Budget: 0 Spent: 0 Forecast:0	On hold.		Progress delayed due to sick leave	No expenditure by the University and no progress.  Offer assignment back to the inventor – no forwarding contact details at present.
13	Invention Disclosure	Hayley Smith Pad for Crutch handle	TBC	Budget: 1000 Spent: 0 Forecast:0	Prototype made		Development has been on hold as they focus on Wrap-around cup handle and Hooks for hanging crutch. No expenditure by the University and no progress.	Assignment offered back to the inventor. Awaiting response.
14	Invention Disclosure	Hayley Smith Suckipad	TBC	Budget: 1000 Spent: 0 Forecast:0	Prototype made		As 16 above.	As 13 above.
15	Invention Disclosure	Steve Dance Mega Sound Proofing	TBC		If Steve Dance needs to build a prototype before filing		Awaiting prototype	On Hold
16	Invention Disclosure	Dr. Chris Brock Sous Vide Cooker	June 2013	Budget: £9,500 (POC funding) Spent: £600	Concept Prototype		Progress on schedule with work done on the precise control system, circuitry, design of the model and chassis.  Patent submitted with	Project meeting 1 <sup>st</sup> July to discuss and agree a plan for 2014/15 and opportunities for student to continue on it.

Ref No.	Type of IP IP Company	Inventor and Title	Filing Date/Priority Date	Financials 2013/14	Development Plan & Stage	Commercial Potential	Progress since January 2014	Next steps
							updated IP and drawings. Currently displayed at the Final Year Degree Show starting 13th June.	



	PAPER NO: UE.16(14)	
Board:	Board of Directors	
Date:	17 June 2014	
Paper title:	Risk register	
Author:	Tim Gebbels, Director of Enterprise	
<b>Recommendation:</b>	That the Board note the risk register	
Matter previously considered by:	The Board	At each meeting
Further approval required?	No	N/A
Communications – who should be made aware of the decision?		

### **Executive summary**

The Board is requested to note the risk register.

# Risk Register

<b>Date</b>	09/06/2014
<b>Risk Status</b>	Open
<b>Risk Area</b>	Support
<b>Sub Risk Area</b>	University Enterprise

## University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
323	UE3 Lack of priority for Enterprise from faculty and academic staff  <b>Risk Owner: Tim Gebbels</b>  <b>Last Updated: 21/03/2014</b>	<b>Cause &amp; Effect:</b> Cause: Enterprise not recognised as a corporate priority versus Teaching or Research.  Effect: Poor support for Enterprise activity from Faculty and department management and from individual academics. Inability of the University to deliver major new commercial projects if and when they can be found.	2 2 <b>Medium</b>		<b>Medium</b>	Ensure priorities are established that do not create perverse incentives between faculties and University Enterprise but instead encourage them to co-operate.  <b>Person Responsible: Tim Gebbels</b> <b>To be implemented by: 31/12/2013</b> <hr/> Ensure that Enterprise becomes a central component of the criteria used to recruit and promote University staff, whether academics, support staff or senior managers  <b>Person Responsible: Tim Gebbels</b> <b>To be implemented by: 31/07/2014</b>

## University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
324	UE4 Poor project management or delivery	<p><b>Cause &amp; Effect:</b></p> <p><b>Cause:</b>                      Inadequate project management controls for Enterprise activity.                      Inadequate understanding of customer requirements or deadlines.                      Poor resource and staff time planning.</p> <p><b>Effects:</b>                      Reduced income (client unwilling to pay) or cost over-runs.                      Inability to grow Enterprise activity as planned.                      Damaged reputation of the University.</p>	2    2 Medium		Medium	<p>University Enterprise to take ownership of the commercial client relationship (where appropriate) and to improve client communications throughout project lifecycle to ensure sound understanding of client need and appropriate quality control of final deliverables.</p> <p><b>Person Responsible: Tim Gebbels</b>  <b>To be implemented by: 31/12/2013</b></p> <hr/> <p>Devise and implement formal project management to effectively manage project phasing, milestones, deliverables, resource and budget scheduling, client reporting and billing.</p> <p><b>Person Responsible: Tim Gebbels</b>  <b>To be implemented by: 31/07/2014</b></p>

## University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
325	UE5 Insufficient team capacity or capability	<p><b>Cause &amp; Effect:</b></p> <p><b>Cause:</b> Step change in corporate ambition requires step change in performance of University Enterprise team performance.</p> <p>Successive change processes or other de-motivators may result in staff turnover.</p> <p>Change in team focus and priorities may result in new skills needs not met by existing staff.</p> <p><b>Effect:</b> High staff turnover resulting in loss of existing skills. Inability of team to meet growth targets.</p>	2 2 Medium		Medium	<p>Keep team under review to maintain staff numbers and skill profile to meet business need</p> <p><b>Person Responsible: Tim Gebbels</b> <b>To be implemented by: 31/07/2014</b></p> <hr/> <p>Develop and implement a programme of organisational development both for the whole team and for the management team to foster team cohesion.</p> <p><b>Person Responsible: Tim Gebbels</b> <b>To be implemented by: 31/07/2014</b></p>

## University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
360	UE6 Crisis causes disruption to University Enterprise business  <b>Risk Owner: Tim Gebbels</b>  <b>Last Updated: 01/11/2013</b>	<p><b>Cause &amp; Effect:</b></p> <p><b>Cause:</b> Unexpected crisis disrupts business critical element of University Enterprise activity</p> <p><b>Effect:</b> Projects and other ongoing commercial activity fail to meet customer expectations Key records and/or documents lost, disrupting client relationships, contract management or other essential processes.</p>	2 1 <b>Low</b>		<b>Low</b>	

## University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
361	UE7 Action of Spin-out or Spin-in company adversely affect University Enterprise  <b>Risk Owner: Tim Gebbels</b>  <b>Last Updated: 21/06/2013</b>	<b>Cause &amp; Effect:</b> Cause: Uncontrolled and unmanaged activity of spin-out or spin-in company has an adverse impact on SBUEL or LSBU e.g. through legal or financial liabilities, reputational damage  Effect: Losses in related businesses may need to be consolidated into SBUEL and LSBU accounts, impairing performance Damaged reputation in the market place may impact our ability to secure commercial business or even to recruit students	2 1 <b>Low</b>		<b>Low</b>	Develop a simple framework for assessing the risk associated with associated companies. Populate the framework for all such companies. Monitor risks on a regular basis (quarterly)  <b>Person Responsible: Tim Gebbels</b> <b>To be implemented by: 31/07/2013</b>
365	UE8 Enterprise Centre performs poorly at launch  <b>Risk Owner: Tim Gebbels</b>  <b>Last Updated: 21/03/2014</b>	<b>Cause &amp; Effect:</b> Cause: Poor operational planning for the launch and subsequent running of the Enterprise Centre post completion  Effect: Enterprise Centre seen as a failure Reputational damage to the University	2 1 <b>Low</b>		<b>Low</b>	Establish a programme of events to engage the business community, particularly SMEs in SE1.  <b>Person Responsible: Tim Gebbels</b> <b>To be implemented by: 31/07/2014</b>

## University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
366	UE9 Letting of Technopark accomodation under performs	<p><b>Cause &amp; Effect:</b></p> <p>Cause: Poor management of the Technopark tenants and of the ongoing lettings business</p> <p>Effect: Loss of tenants leading to erosion of income Reputational damage leading to reduced ability to recruit and retail tenants</p>	2 2 Medium		Medium	<p>Identify new tenants and retain existing tenants to build occupancy levels across both Technopark and Clarence Centre to achieve 85% occupancy in 3 years.</p> <p><b>Person Responsible: Tim Gebbels</b> <b>To be implemented by: 30/09/2016</b></p>
367	UE10 Inadequate communication of Enterprise plans	<p><b>Cause &amp; Effect:</b></p> <p>Cause: Inadequate communications, primarily with Faculties, over the targets and plans of University Enterprise and the support needed to deliver them.</p> <p>Effect: Low recognition of the value and importane of Enterprise Lack of buy in from Faculties to Enterprise activity Low take-up of enterprise initiatives Poor income generation results</p>	2 2 Medium		Medium	<p>University Enterprise to be actively involved the the development of Faculty plans, income targets and budgets for Enterprise activity in the 14/15 planning cycle and in future.</p> <p><b>Person Responsible: Tim Gebbels</b> <b>To be implemented by: 31/07/2014</b></p>



## University Enterprise

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
						<p>Provide regular updates to the Board of Governors, University Executive and SMG.</p> <p>Continue to promote University Enterprise at University committees (e.g. Research committee) and at Faculty Departmental meetings</p> <p>Make use of internal comms channels to promote Enterprise messages</p> <p>Deliver events like the VC's Enterprising Staff Awards to enhance the profile of enterprising staff.</p> <p><b>Person Responsible: Tim Gebbels</b></p> <p><b>To be implemented by: 31/07/2014</b></p>
403	<p>UE11 Major projects underperform or fail</p> <p><b>Risk Owner: Tim Gebbels</b></p> <p><b>Last Updated: 09/06/2014</b></p>	<p><b>Cause &amp; Effect:</b></p> <p>Major projects fail or underperform because they are poorly designed, inadequately resourced or poorly implemented.</p> <p>Consequences include failure to generate anticipated income or contribution, failure of wider partnerships and reputational damage</p>	<p>2 2</p> <p>Medium</p>		<p>Medium</p>	<p>The Investment Escalator is an inherently complex project with burdensome administrative requirements. Resources needed to oversee and manage this project need to be kept under constant review.</p> <p><b>Person Responsible: Tim Gebbels</b></p> <p><b>To be implemented by: 31/12/2015</b></p>

## Action Plan

**Date**

09/06/2014

**Risk Status**

Open

**Risk Area**

Support

**Sub Risk Area**

University Enterprise

## University Enterprise

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

## University Enterprise

Risk Ref	Risk Title	Residual Risk Priority	Action Required	Person Responsible	Action Cost	Budget Available	To be implemented by	Comments
325	UE5 Insufficient team capacity or capability	Medium	Keep team under review to maintain staff numbers and skill profile to meet business need	Tim Gebbels	£0.00	No	31/07/2014	Staff turnover and maternity leave have resulted in some vacancies and are likely to continue to do so. Loss of skills through staff departures, coupled with changing priorities may lead to skills gaps
			Develop and implement a programme of organisational development both for the whole team and for the management team to foster team cohesion.	Tim Gebbels	£0.00	No	31/07/2014	To be developed and implemented with support from LSBU OD team.
			Undertake a review of the team structure and the purpose of each job (within the defined establishment envelope). Move to the new structure as soon as possible.	Tim Gebbels	£0.00	No	31/07/2014	Three new posts created in December and recruitment underway. All posts to be filled by summer 2014
360	UE6 Crisis causes disruption to University Enterprise business	Low	Under the University's Business Continuity Planning Framework, develop a business continuity plan for University Enterprise	Tim Gebbels	£0.00	No	31/12/2013	
361	UE7 Action of Spin-out or Spin-in company adversely affect University Enterprise	Low	Develop a simple framework for assessing the risk associated with associated companies. Populate the framework for all such companies. Monitor risks on a regular basis (quarterly)	Tim Gebbels	£0.00	No	31/07/2013	
365	UE8 Enterprise Centre performs poorly at launch	Low	Procure a consultant or interim to develop a detailed business model and operational plan for the running of the Enterprise centre	Tim Gebbels	£50,000.00	Yes	30/09/2013	

## University Enterprise

Risk Ref	Risk Title	Residual Risk Priority	Action Required	Person Responsible	Action Cost	Budget Available	To be implemented by	Comments
366	UE9 Letting of Technopark accomodation under performs	Low	Establish a programme of events to engage the business community, particularly SMEs in SE1.	Tim Gebbels	£0.00	No	31/07/2014	Active programme currently in place. Additionally, lettings are ahead of plan.
		Medium	Identify new tenants and retain existing tenants to build occupancy levels across both Technopark and Clarence Centre to achieve 85% occupancy in 3 years.	Tim Gebbels	£0.00	No	30/09/2016	
			Include Technopark into the business model and operational plan for the Enterprise Centre so that, when the Enterprise Centre goes live, both it and Technopark form a coherent enterprise "ecosystem" which is greater than the sum of its parts.	Tim Gebbels	£0.00	No	30/09/2013	
367	UE10 Inadequate communication of Enterprise plans		Through transfer of staff from previous management company maintain continuity and quality of tenant management services.	Tim Gebbels	£0.00	No	31/07/2013	
		Medium	Provide regular updates to the Board of Governors, University Executive and SMG. Continue to promote University Enterprise at University committees (e.g. Research committee) and at Faculty Departmental meetings Make use of internal comms channels to promote Enterprise messages Deliver events like the VC's Enterprising Staff Awards to enhance the profile of enterprising staff.	Tim Gebbels	£0.00	No	31/07/2014	

## University Enterprise

Risk Ref	Risk Title	Residual Risk Priority	Action Required	Person Responsible	Action Cost	Budget Available	To be implemented by	Comments
403	UE11 Major projects underperform or fail	Medium	University Enterprise to be actively involved in the development of Faculty plans, income targets and budgets for Enterprise activity in the 14/15 planning cycle and in future.	Tim Gebbels	£0.00	No	31/07/2014	Joint business planning approach for 14/15 plans now underway between Enterprise, Research and individual HoDs.
		Medium	The Investment Escalator is an inherently complex project with burdensome administrative requirements. Resources needed to oversee and manage this project need to be kept under constant review.	Tim Gebbels	£0.00	No	31/12/2015	There is a strong reliance on skilled support from a temporary member of staff and this alone constitutes a material risk to the project, further compounded by staff turnover.