



Yorkshire Universities
The regional voice for higher education

Annual Report 2015-16

Company No 03467035

Charities No 1109200

Registered address:

Yorkshire Universities

22 Clarendon Place

Leeds

LS2 9JY

Chair's Introduction

Yorkshire Universities (YU) has continued to provide a forum for discussion amongst the heads of Yorkshire's universities and higher education colleges. A clear regional voice for higher education in Yorkshire remains important, particularly as we move into a new political climate and higher education landscape following the decision to leave the European Union.

The year of this report (2015-16) was the final year of the Yorkshire Universities' strategic plan, which began in 2013. This focused on three themes:

- Developing and promoting higher education (HE) in Yorkshire
- Engaging with the economy
- Collaborative projects to advance our practice

The 2015-16 annual report is organised largely under these three headings and I am glad to report progress on all three fronts. A new technical assistance project has been commissioned and work carried out on the economic impact of HE in Yorkshire; exciting new activity on student engagement is underway; and YU has been influential in shaping the 'Northern Powerhouse'.

The new strategic plan - beginning 1 August 2016 and running to 31 July 2019 - has been through an extensive process of consultation. A draft was considered at the Board meeting in March 2016; after changes, a further draft was discussed at the Executive Management Group (EMG) meeting in June. Informal consultation took place in June and July, and the final version of the plan (and accompanying budget) was approved at the July Board meeting. More information on the content of the plan can be found in a later section of this report ('Future plans').

This year (2015-16) marks the end of my two-year term of office as Chair of the YU Board. I should like to thank my colleagues on the Board for their support and to welcome my successor, Professor Koenraad Lamberts, Vice-Chancellor of the University of York. I am confident that he will enjoy his time leading YU into the new challenges we face, many of which will best be approached in a spirit of collaboration. I would also like to thank the Executive Director and her team for a job well done.

Yorkshire Universities provides a unique platform to enhance and advocate our mutual interests, and through which we will continue to develop and promote the benefits of higher education in Yorkshire – it is here that YU's contribution is uniquely felt.

Professor Calie Pistorius
Director and Former Chairman
21 November 2016

Welcome to Yorkshire Universities

Welcome to the Yorkshire Universities trustees' report for the year ended 31 July 2016. The role of Yorkshire Universities (YU) is to promote Yorkshire higher education (HE) nationally and internationally to politicians, students, businesses, and other stakeholders. In addition, through facilitating collaboration and dialogue within the region's HE sector, YU ensures that opportunities are identified and maximised.

Founded in 1987, YU is a charity and company limited by guarantee. The vice-chancellors and principals of Yorkshire's higher education institutions are the members of the company and form its board of directors. (Note that throughout this report we use the terms 'universities' and 'higher education institutions' interchangeably; please note also that a list of acronyms is included as Annex 1.)

YU represents twelve institutions in Yorkshire: the universities of Bradford, Huddersfield, Hull, Leeds, Leeds Beckett, Leeds Trinity, Sheffield, Sheffield Hallam, York and York St John; and Leeds College of Art and Leeds College of Music.

In 2015-16 we welcomed three new vice-chancellors to the region; Professor Karen Stanton (York St John), Professor Chris Husbands (Sheffield Hallam) and Professor Peter Slee (Leeds Beckett, previously Deputy Vice-Chancellor at the University of Huddersfield). The YU Executive Director, together with the Chair of the YU Board, met with each new VC to discuss how YU can support their institutions' priorities for collaboration and development.

Members of the various YU groups, and details of the core team, can be found later in this report.

YU works with additional partners as relevant. In 2015-16 partners have included the four Local Enterprise Partnerships (LEPs) based in Yorkshire, the Northern School of Contemporary Dance, the White Rose Consortium, the Higher Education Funding Council for England (HEFCE), Universities UK (UUK), the N8 Research Partnership, the Student Engagement Partnership (TSEP) and the All Party Parliamentary Group for Yorkshire and Northern Lincolnshire.

Board members

Professor Sir Keith Burnett, Vice-Chancellor

University of Sheffield

Professor Brian Cantor, Vice-Chancellor

University of Bradford

Professor Bob Cryan, Vice-Chancellor

University of Huddersfield

Professor David Fleming, Vice-Chancellor

York St John University (until August 2015)

Mr Gerry Godley, Principal

Leeds College of Music

Professor Margaret House, Vice-Chancellor

Leeds Trinity University

Professor Chris Husbands, Vice-Chancellor

Sheffield Hallam University (from January 2016)

Professor Philip Jones, Vice-Chancellor

Sheffield Hallam University (until December 2015)

Professor Koenraad Lamberts, Vice-Chancellor

University of York

Professor Sir Alan Langlands, Vice-Chancellor

University of Leeds

Professor Calie Pistorius, Vice-Chancellor

University of Hull (Chair of the Board)

Professor Peter Slee, Vice-Chancellor

Leeds Beckett University (from September 2015)

Professor Karen Stanton, Vice-Chancellor

York St John University (from September 2015)

Professor Susan Price, Vice-Chancellor

Leeds Beckett University (until September 2015)

Ms Simone Wonnacott, Principal

Leeds College of Art

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Objectives of the charity

Our 'objects' are 'to promote, market and secure further recognition of universities in Yorkshire and the Humber locally, regionally, nationally and internationally' and other areas related to the public benefit of HE, such as the continuous development of more effective services and products through collaboration.

Organisational structure

The charity is incorporated by guarantee (Registered No 03467035). Our governing documents are our memorandum and articles, which were last amended on 19 January 2004.

The Board consists of twelve trustees. The Chair and officers of the Board are appointed by the trustees from among their number. The Board meets three times a year. Sub-committees and ad hoc task sub-groups of the Board are convened to expedite the execution of duties. Current sub-committees are governed by their own terms of reference and delegated duties are approved by the full Board. Sub-committees are served by trustees and co-opted appointees.

The Board

YU brings together Yorkshire's higher education leaders to create an environment in which current and future issues can be explored.

YU's regular meetings explore opportunities for collaboration, discuss challenges to the sector and agree strategic priorities. The Board keeps YU members in touch with their peers in Yorkshire, stimulating the exchange of ideas, plans and strategies, and creating a culture of mutual support.

Through a programme of invited speakers, Board members are alerted to emerging issues and developments affecting HE. Networking and special interest groups help members to develop new knowledge and valuable contacts drawn from politics and business as well as from HE.

During the year speakers at Board meetings and dinners have included:

- Ed Cox, Director, Institute for Public Policy Research (North)
- Dr David Docherty, Chief Executive, National Centre for Universities and Business
- Professor Madeleine Atkins, Chief Executive, HEFCE

Details of the members of the YU Board are on p.3. Note that the trustees are also directors of YU for the purposes of company law. Thus the names of Board members are also the names of the trustees and directors of the company.

The Executive Management Group

The Executive Management Group (EMG), comprising deputy and pro-vice chancellors, is an important link between YU and its member institutions. The EMG's role is to oversee the implementation of the strategy agreed by the Board and to work with stakeholders on common areas of interest which address regional and local priorities for Yorkshire. The EMG provides support and direction to the YU team and oversees standard business areas such as financial and risk management and the governance of the organisation.

During the year speakers at EMG meetings have included:

- Greg Wade, Higher Education Policy Advisor, Universities UK
- Amanda Wilcox, Regional Consultant, Higher Education Funding Council for England

Details of the members of the EMG are on p.30.

The Knowledge Transfer Directors' Group

After the Board, YU's longest-standing group is that of the Knowledge Transfer Directors. This fulfils an important advisory role, identifying priority issues in universities' engagements with business and the economy. The group also identifies opportunities for funding for collaborative work, both internally (from members) and from external sources.

During the year speakers at Knowledge Transfer Directors' Group (KTDG) meetings have included:

- Rachel Tyrell, Senior Higher Education Officer, HEFCE

Details of the members of the Knowledge Transfer Directors' Group can be found on p.31.

Network groups

Collaboration between members enables them to work more effectively. YU runs network groups for colleagues. The number and nature of these groups depends on current challenges and opportunities. The groups meet a number of purposes including:

- Influencing policy development
- Promoting Yorkshire's HE
- Building professional expertise
- Responding to consultations
- Developing collaborative projects
- Sharing good practice.

External speakers are invited to stimulate discussion. The groups will usually decide to run collaborative projects (see p.16 which covers Theme 3 of the strategic plan – Collaborative projects to advance our practice).

Small and specialist network

The small and specialist institutions (SSI) network group continued to function throughout the year. The heads of these institutions – Leeds Trinity University, Leeds College of Art, Leeds College of Music and the Northern School of Contemporary Dance met three times to develop a strategy for collaboration and to support three areas of work: student engagement awards, staff development for colleagues in student service departments, and a business competition for students. These are described under Theme 3 (Projects) on p.16

Student engagement network

A further network group, covering all YU members, met to develop activity under student engagement (SE). Three large group meetings (including staff and students) met during this and the previous year; in February 2015 (13 participants – including five students – from seven institutions), June 2015 (17 participants – including seven students – from ten institutions) and October 2015 (17 participants – including seven students – from nine institutions). These meetings explored collaborative opportunities in student engagement across the dimensions of academic, social and community engagement. As a result, three project areas were chosen: student engagement with academic quality processes; how to engage 'hard-to-reach' students; and how to engage students in the design and use of space. These areas are being developed by three working groups with good representation across the YU membership (Quality, seven HEIs; hard-to-reach, six HEIs; space, eight HEIs). Again, students are also involved. YU is setting up a steering group over the summer to ensure strategic connections are made between these initiatives (which are described more fully under Theme 3 (Projects, see p.16).

Achievements and performance

Theme 1 Developing and promoting higher education in Yorkshire

Our key measures for Theme 1 relate to:

- the continuing engagement of our members
- the recognition of YU as the voice for HE in Yorkshire
- effective collaboration with our main external stakeholders
- the development of Yorkshire's HE 'offer' through projects in key areas
- the promotion of what Yorkshire HE offers.

YU core groups

During the year we prepared for a new incoming chair – Professor Koenraad Lamberts, Vice-Chancellor of the University of York. The smooth handover was confirmed at the final Board meeting of the year. We thank Professor Calie Pistorius for his help and advice throughout his two-year term of office.

We also prepared for a new Chair of the EMG, as Professor Andrew Slade's term of office came to an end. This handover also went smoothly and Professor Paul Harrison (Pro Vice-Chancellor at Sheffield Hallam University) took up office at the end of July 2016. We thank Andrew Slade for the energy and commitment he showed during his time as Chair.

In addition, earlier in the year, we welcomed Professor Liz Towns-Andrews as the new Chair of the KTDG. Liz took up her position in September 2015 and we thank Bill Walker for his support to this group, especially during his three-year period as its Chair.

Strategic plan 2016-19

The year was a busy one as we developed our new strategic plan for the three-year period 2016-19. This involved widespread and iterative consultation both internally (e.g. with the KTDG and with EMG, including individual discussion with each member of EMG) and with external stakeholders. The plan was 'signed off' at the final Board meeting of the year. As part of that meeting we also submitted a reflective analysis of our achievements and the challenges we faced during the three years of the plan ending in July 2016.

Feedback from members and other stakeholders

The feedback of members and external stakeholders is important to us and during this year we carried out in-depth interviews with over 20 representatives of our key YU groups and associated external organisations, to get their views of YU and especially of our work under the 'Engaging with the economy' theme. The feedback was analysed and the report on the feedback was discussed at the KTDG, EMG and other groups. The results were used to inform the drafting of the strategic plan for 2016-19. This exercise was found very helpful and has been built into our new strategic plan as an annual process.

Communications

We continue to develop YU's electronic 'presence'. We have identified as a priority the need to integrate our communications activity more closely with our strategic aims. To this end we plan to set up a group of our members' communications' directors in the forthcoming year, as part of our new strategic plan.

Developing the HE offer

The competitive HE environment inevitably puts all universities under pressure to develop new products and approaches. Working collaboratively can help all our members to 'stay ahead of the game' and thereby strengthen Yorkshire's HE provision.

This year our members identified student engagement as a major area and, with the University of Bradford as 'champion' at EMG, small groups developed projects in that area; we report on these under Theme 3.

Similarly, our 'small and specialist' institutions, as a sub-set of our members, are working on areas of especial interest to them, as 'niche' providers. Their activity is also reported under Theme 3.

Attracting external funding

External funding can help us to develop and promote HE more effectively. This year we succeeded in putting together a funding package to enable us to continue our work on 'Engaging with the economy'; more information on this is given under Theme 2.

Measure	Target 2015-16	Performance 2015-16
Engaged members: retention of the current number and range of members	All members continue in membership	Achieved
	New Board Chair in place ready for 1 August 2016	New Board Chair identified by 30 March 2016 and formally endorsed at the July Board meeting
	Incoming Chairs of Board and EMG involved in development of next YU strategy (2016-19)	Achieved; in addition, newly appointed York EMG member also closely involved
	ED (with Chair of EMG) holds one-to-one meetings with members of EMG to discuss evolving YU strategy (2016-19)	Achieved
	Strategy for 2016-19 signed off by Board after wide consultation	Achieved
	New KTDG Chair elected, briefed and in place for September 2015	Achieved
	Continued analysis of attendance at/participation in YU core groups with attendance target at least comparable with 2014-15	Achieved
External support/recognition (i) YU is seen as authoritative voice of HE in Yorkshire and works with external stakeholders	Interviews with YU members/ main external stakeholders undertaken; report produced; findings shared with members and stakeholders; outcomes feed into development of strategic plan 2016-19	All achieved; further (annual) stakeholder reviews built into 2016-19 strategic plan
	Participate in events key to YU's strategy	ED and colleagues contributed to Northern Powerhouse events; YU organised and participated in events under the TA project; YU set-up new KE events network co-badged with AURIL; contact maintained with APPG for Yorkshire and North Lincs

Measure	Target 2015-16	Performance 2015-16
	Review HE Liaison Group and other ways of maintaining engagement with external stakeholders	On hold. UK exit from EU has led to a changed landscape; this will be re-activated as part of the new strategic plan
External support/recognition (ii) YU website continues to grow in scope and use	Maintain monthly blog (including contributions from guests)	Monthly blog achieved; as yet no guest blogs
	Migrate YUTA website to main YU website	Achieved
	Integrate blogs, website content, Twitter etc more closely within YU strategy	Communications is a standing item on team meeting agendas to help alignment with strategy; YU is developing collective messages on HE's impact, working with the KTDG; Communications Directors Group to be set up as part of strategy for 2016-19
Promoting HE (i) emergence of project sponsors	Continue to develop projects from specialist network	Regular meetings of SSI network held throughout the year and projects developed including student awards event and business competition.
	Develop projects from student engagement network	Sub-groups working on projects including quality, hard-to-reach students, and 'engaging spaces'
	Explore possibilities for new networks (e.g. covering postgraduate area (PG))	Possibilities explored including with EMG; decided not to proceed with PG network this year
Promoting HE (ii) proposals for external funding have a good success rate	Re-submit Catalyst proposal to HEFCE	Catalyst proposal was resubmitted (but was unsuccessful)
	Complete work on collaborative proposals to ESIF	ESIF YUTA delivery plan and outputs/budget submitted to LEPs by September 2015; see Theme 2 Engaging with the economy for more detail

Theme 2: Engaging with the economy

Higher education is increasingly identified as a major contributor to economic growth. Its activity leads to:

- Income and job generation
- Research, innovation and knowledge exchange
- New businesses
- Graduates who add value to the businesses and organisations that employ them
- Graduates who stay in the region and help businesses to grow
- Enterprising students, graduates and postgraduates, including those who set up their own businesses.

For these reasons, YU has focused on 'Engaging with the economy' as a major theme in its strategic plan, continuing the work of previous years.

The Yorkshire Universities Technical Assistance project (YUTA)

The YUTA project spanned three YU years, beginning in January 2014 and running until the end of September 2015 (with an extension to the original contract).

YUTA helped to establish HEIs as a major resource and contributor to the local growth agenda, raising awareness with local stakeholders (particularly LEPs) of the role and potential of universities in relation to both the ESIF programme and more broadly to the local growth agenda. Stronger links between national policy, European funding and local HE practice have been forged. The project has achieved national recognition both through the publication of a 'good practice guide' and through association with UUK and other UK agencies and organisations.

Despite delays in the ESIF programme at national level, the project delivered all the specified outcomes. YUTA thus:

- successfully informed and engaged our HE partners with the ESIF programme
- identified and prepared a healthy pipeline of projects to be developed as the programme progresses
- produced a high quality good practice guide for universities on how to engage with ESIF
- helped to construct and strengthen relationships and understanding between HEIs and local LEPs.

YUTA supported four proposals to be submitted to the first round of funding calls under the ESIF programme. Access Innovation, led by the University of Leeds in partnership with the Leeds city region universities; MedTech Innovation, also led by the University of Leeds; BioVale, led by the University of York - (all under Priority Axis 1) together with Ad:Venture, a partnership of nine councils, two chambers of commerce, universities and further education colleges in the Leeds city region and led by Leeds City Council (under Priority Axis 3).

The final YUTA project report was submitted to DCLG and accepted and the final audit was signed off without any conditions.

The new Technical Assistance project

Through YUTA, YU has developed expertise in, and a reputation for, HE engagement in ESIF and related funding streams. In addition, lessons learned through the project evaluation report have been taken forward in the next YU TA project, which commenced on 1st October 2015 (allowing continuity from the ending of YUTA).

Following consultation with members, YU supported the TA applications from LCR and from the combined LEPs of Humber and York, North Yorkshire and East Riding as a delivery partner in both the ESF and the ERDF programmes. YU's role in delivering ESF TA support is new and extends the capacity building, partnership and project development activity that YU is able to provide to members. In addition, through the new TA programme YU is represented on the LCR and YNYER and Humber TA steering groups and on the ESIF local sub-committee in LCR.

Project development: current project bidding

Following the first round of ERDF calls in LCR and YNYER, work has continued to progress projects to full application stage and to support further outline applications in response to ERDF and ESF calls in 2016. These comprise the following four areas of activity:

- BioVale (£1.8m revenue sought from ERDF, with no capital element) and Ad:Venture (£12.4m, £6.2m of which is requested from ERDF); both projects have been approved and are awaiting contracts from the managing authority
- Access Innovation (£8.6m, of which £3.5m was requested from ERDF) has been withdrawn, however YU has worked with the University of Leeds and the Growth Service within the West Yorkshire Combined Authority to develop a new model for the project and an outline application for Access Innovation 2.0 (£8.6m, of which £4.3m is requested from ERDF) was submitted to the most recent innovation call in the LCR in June 2016
- YU supported two further outline applications to the innovation call in LCR: Driving Innovation (£1.9m, of which £0.9 is requested from ERDF) led by the Northern Automotive Alliance (NAA) with the universities of Bradford, Huddersfield and Leeds included as strategic/delivery partners; and a capital bid for the proposed 3D Weaving Innovation Centre (£1.7m, of which £0.6 is requested from ERDF) led by the University of Leeds
- a proposal led by the West Yorkshire Colleges Consortium to the Widening Participation Programme (£7m, of which £3.5m is requested from ESF); YU has facilitated HE engagement with this proposal, which includes internships and access/outreach activity.

Training and dissemination events

As part of the new TA project, YU has delivered two training sessions for members and key stakeholders: one on ESIF and private sector match in December 2015, and a state aid workshop in April 2016. Both events were well attended both by YU members, by other HEIs, with in addition participants from organisations outside the region.

YU is organising a further training event, on smart specialisation, in collaboration with the National Centre for Universities and Business (NCUB) and with input from Innovate UK.

Higher level skills

In addition to the TA work, YU has been proactive in promoting and developing an HE sector contribution to the emerging national and regional agendas on higher level skills.

Strategic skills working group

In 2015 YU established a strategic skills working group to develop the HE sector's understanding of the policy and funding landscape relating to skills. The group is chaired by Professor Andrew Slade, Deputy Vice-Chancellor at Leeds Beckett University, and includes senior level representation from all YU member institutions.

Meetings in April and July 2015 and in February 2016 reviewed collaborative opportunities under ESF, as well as wider opportunities, such as those associated with higher and degree apprenticeships. Local support, such as that available through the LCR Skills Service, was also explored.

Apprenticeships group

Following the February meeting of the strategic skills working group, YU convened a sub-group to focus more specifically on opportunities emerging from the apprenticeships agenda. Activity is being facilitated by the HEFCE degree apprenticeships development fund and the Skills Funding Agency's degree apprenticeship service. Stephen North, apprenticeships lead at DBIS and Paul Johnson from the SFA gave presentations to this meeting and Conor Moss shared Sheffield Hallam University's experience of apprenticeships, highlighting the opportunities and challenges for HE providers.

Members agreed there is a role for YU in continuing to convene the apprenticeship group to facilitate the sharing of good practice, connect the sector to relevant expertise within and outside Yorkshire, provide a platform from which to explore collaborative developments and to ensure members are updated on national policy and funding developments.

LCR skills plan review

During the year of this report, LCR LEP consulted key stakeholders on a revision of its skills plan, part of a wider review of the LCR strategic economic plan with the intention of focusing on increasing productivity within the city region. YU worked successfully with members and the LEP to feed in key messages about how the HE sector can support this agenda through initiatives aimed at supporting graduate retention and utilisation, as well as ensuring there is sufficient emphasis on higher level skills and innovation.

Other activities

Northern Powerhouse conference February 2016

UK Northern Powerhouse Limited ran a series of conferences across the north of England aimed at building the reputation of the north as a world-class investment destination. The first of these was held in Manchester in February; YU was represented by Professor Liz Towns-Andrews (Chair of YU's KTDG), who took part in a panel debate on science, research and skills.

HE impact

Led by the Chair of the KTDG, YU is developing a template to demonstrate the impact of HE on the economy (and, beyond that, on society more generally). The template has been populated and the KTDG is now looking at dissemination options. In addition, an infographic on HE's impact in Yorkshire has been produced and uploaded to the YU website.

Measure	Target 2015-16	Performance 2015-16
Partnering (i) HE is recognised as a key strategic partner in economic development	Identify/review groups where YU could represent the sector	YU represents members (via the new TA programme) on the LCR and Humber/YNYER TA steering groups and on the ESIF local sub-committee in LCR
	Proposal to the HEFCE Catalyst fund accepted	The proposal was submitted but was not successful; elements may still be developed.
	Proposals for a business group are explored	The business group is one of a number of options to be explored as part of the 2016-19 strategic plan.
Partnering (ii) YU partnership work is recognised	Acceptance of proposal for continued post-YUTA financial support from YU members and agreement of project plan	Achieved; YU is a delivery partner in the TA proposals led by LCR and YNYER/Humber; project started October 2015 with YU member and LEP support
	Continuing work on new project ideas, including for skills	Projects have been developed in bio-economy, business innovation support, SME competitiveness, textiles, automotive supply chain development and widening participation for higher level skills

Measure	Target 2015-16	Performance 2015-16
Partnering (iii) YU is seen as in the lead nationally in relation to ESF	Collect feedback on the YUTA project from partners and stakeholders	Telephone interviews held with over 20 stakeholder representatives; most feedback very positive; findings have informed development of 2016-19 strategic plan
	Maintain YU lead position	YU ran ESIF training sessions and participated in national events
Partnering (iv) YU works with other partners to construct collaborative alliances	Work with FE on the skills agenda	YU has facilitated HE engagement with an FE-led proposal which includes internships and access/outreach activity; YU is working with relevant FE and FE/HE groupings on skills
	Work across LEP boundaries on ESIF	Work across LEP boundaries is underway through the new TA projects
Delivering (i) Joint projects with the LEPs	Full business plans developed for successful EOIs Identify further possible projects from the scoping reports	On-going: see text for Theme 2 On-going: see text for Theme 2
Delivering (ii) Collaborative activity to enhance student employability and enterprise	Via an appropriate member, construct proposal for skills development	Strategic skills working group met regularly to review collaborative opportunities under ESF as well as wider opportunities in relation to apprenticeships; SSI group are planning a business competition for their students
Delivering (iii) Successful delivery of YIF	Incorporate learning from YIF within relevant project proposals	Learning from YIF was used to shape the Catalyst proposal and the Access Innovation project (see text for Theme 2)
Delivering (iv) Evidence is apparent of HEI economic impact in Yorkshire	Follow-up letter to newly-elected MPs on HE impact	Communication with MPs on the impact of HE is in the 2016-19 plan
	Impact card (impact of HE on the economy) updated	The impact card was updated (May 2016)

Measure	Target 2015-16	Performance 2015-16
	Produce an 'infographic' on HE impact	Infographic produced (May 2016)
	Dissemination support for YIF case studies and associated media coverage	Publicity support provided for the University of Bradford (lead institution for YIF)
Benefiting (i) The YUTA project is funded to meet its objectives	Final report submitted to DCLG and accepted	Achieved early in this reporting year; final project audit signed off with no conditions
	Members and other stakeholders interviewed for qualitative feedback on YUTA; findings are used to fine-tune next YU strategic plan	Interviews carried out in summer of 2015; draft reports agreed with interviewees; reports on findings prepared for YUTA steering group, EMG and KTDG and actions agreed.
Benefiting (ii) HE benefits from the next EU programme	See Delivering (i) above	YU members have continued to receive TA support across LCR, YNYER and Humber, including via <ul style="list-style-type: none"> - technical advice and expertise - partnership facilitation - identification of ESIF opportunities - project development to outline and final business plan stages Workshops and training events organised (e.g. on private sector match; state aid)
Benefiting (iii) Continued funding from members (for Theme 2 activity)	See Partnering (ii) above	See Partnering (ii) above

Theme 3 Projects

Projects emerge from members – who show their commitment by finding the resource to fund project development from their own budgets, from outside bodies (as with the TA activity) or from a combination of these sources – illustrating how collaboration can operate in what might seem a competitive market.

Small and specialist network

Student awards event

A student awards event is being planned for November 2016. A number of awards will be open for students to apply for, covering different aspects of student engagement. Businesses and other external stakeholders will be invited to attend the presentation event. The steering group is chaired by Leeds Trinity University, which is also leading on website development and marketing of the awards. Some awards will be made by individual HEIs; some will be joint. Joint awards will be judged by a panel of staff, students and a representative from YU.

Staff development

Two meetings have taken place for staff in student services (all members of the network participated). The first meeting (in February 2016) focused on overall service provision and the key challenges associated with being a small institution. The second meeting (in April 2016) looked at induction processes, including arrangements for international students. Colleagues shared relevant policy documents, highlighting good practice at their institutions.

Business competition

The network began to develop (from May 2016) a business competition – ‘Broadening your horizons’ – for students. A team of students will be selected as a result of performance during a day of activities. This team, drawn from across the four institutions, will then work together to produce a solution to a challenge set by a relevant local business. The intention is to show how the specialist skills developed by the SSIs can add value to local businesses, and to equip students with the confidence to work in a business environment. The project is currently in planning; the intention is to run the competition from November to March 2017.

Student engagement network

Student engagement with quality

Twelve members of staff from eight institutions were nominated to take part in the quality working group. The group agreed to develop a new resource for supporting student engagement with quality, building on good practice from each institution’s existing resources. At the second meeting of the working group (held in April 2016) it was agreed that students from Sheffield Hallam University would support development of the resource. The group met twice in June, including a visit from Amanda Wilcox (Regional Consultant at HEFCE) who spoke on HEFCE’s new quality model and the Teaching Excellence Framework.

The group is also planning a conference for student representatives, to take place in Bradford in November. The event will include cross-institutional groups of student representatives working on solutions to common problems associated with engagement. The group agreed that once the initial resource was developed, it would be useful to consider targeting tools and resources at diverse groups of students, including those who are less likely to engage with the quality agenda. Resources could also help staff to engage more productively with students.

Engaging hard-to-reach students

Fifteen members of staff were nominated to take part in the hard-to-reach working group from ten institutions. Eleven people attended the first meeting in February 2016 at Leeds Beckett University. The group, chaired by Professor Phil Cardew (Deputy Vice-Chancellor (Academic) at Leeds Beckett University) agreed to work on three areas:

- Setting up networks for groups of students, for example students who are carers, students who are estranged from their families
- Supporting closer working between students' unions to engage a more diverse section of the student body
- Collaborative activity around the Teaching Excellence Framework (TEF) and how this relates to disadvantaged groups

Following the meeting, activity has been developed to advance each area of work, as follows.

- Support networks: Stand Alone (the charity for people estranged from their families) has been contacted to explore the opportunity for developing a support network. The group is considering delivery of joint training for student representatives, if a number of students' unions are keen to engage in this activity. This approach may also complement the joint training resources approach in the quality work stream.
- Students' Union joint working: the first meeting of a group of students' union representatives from six institutions took place in May. The group explored the challenges of engaging hard-to-reach groups with students' union activities, and discussed possibilities for joint strategies to engage these groups including use of data, and effective information gathering on hard-to-reach groups. The group has agreed to support input into other areas of network activity such as the quality resource.
- The TEF and disadvantaged groups: individual conversations with colleagues interested in this area were undertaken to identify in more detail how this work could be developed. A sub-set of the group is looking at bringing together a collection of stories showcasing the experiences of students from disadvantaged backgrounds, to highlight the strategies and support that worked for them in building resilience, retention and attainment.

Engaging students in the design and use of space

Eighteen colleagues were invited to participate in the spaces working group. Twelve attendees from seven institutions attended the first meeting which was held in April, at the University of York; the meeting was chaired by Peter Quinn (Head of Student Services, University of York). Charlie Leyland, lead for learning and teaching development at HEFCE spoke to the group on national policy drivers in this area. Ben Vulliamy (Chief Executive Officer at York Students' Union) and colleagues from the estates department at the University of York discussed their experiences of the challenges associated with engaging students in the development of space. A second meeting took place in June at Sheffield Hallam University and included a presentation by Andrew Middleton (Head of Academic Practice and Learning Innovation, Sheffield Hallam University) on learning space design principles and evaluation strategies. The group is now considering developing a project with the possible theme of "Involving students in defining the qualities of spaces for informal learning".

Steering group

A strategic steering group will ensure the outcomes of each strand of work are coordinated. The steering group will provide the following functions:

- Oversight and strategic input to the different strands of activity
- Advice to ensure the activities of the network complement and add to the national policy agenda including policies emerging from the White Paper, TEF consultation, access agreement guidance and differential outcomes
- Links to other aspects of YUs' activities and groups including higher level skills and business engagement
- A forum to consider joint responses to national policy consultations and a portal for relevant national stakeholders to engage with the region.

Neil McKay (Dean of Students, Sheffield Hallam University) has been approached to chair the group, which will also have representation from YU, the lead for each area of work (as outlined above), student representatives, and national policy representation (via Amanda Wilcox at HEFCE).

Measure	Target 2015-16	Performance 2015-16
Two or three successful projects	Take specialist network projects to full project specification stage	Three projects at specification stage; new project in process of definition
	Identify project(s) from student engagement network group	Three project areas now active
	CCX project accepted for funding	Proposal unsuccessful but aspects may be taken forward

Meeting and reporting on public benefit

The trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. The structure of the trustees' annual report allows us to report on each of our strategic aims, our activities and achievements during the year and our plans for 2016-17 within each of these areas. We have embedded examples of how YU meets the public benefit requirement throughout our report.

Financial review

Membership subscriptions continue to form the majority of our voluntary income for 2015-16 alongside a £25k grant from HEFCE.

Restricted fund grants have been received from the European Regional Development Fund (ERDF) programme, and these are declared in 'Other incoming resources'. All this restricted funding has been spent.

During the year, YU received £257k (2015: £292k) in unrestricted funding and £3k in restricted funding totalling £260k in funding. YU expenditure incurred was £280k (2015: £494k).

At the end of the year we are taking forward £176.5k (2015: £142k) of general reserves.

Members have also funded our 'Engaging with the economy' activity declared in 'Activities for generating funds'. The use of funds is described in Note 9 to the financial statements (see p.29). YU's funded activities are described in detail in the section on 'Achievements and performance' p.6. Our designated economy fund was fully utilised as at 31st July 2016 (2015 designated fund: £50k). It will be recharged with subscriptions from August 2016.

We hold £165k (2015: £188k) of these balances in a savings deposit account. Funds are invested on bank deposit at the best rate obtainable, with recognised financial institutions and banks.

Reserves policy

In 2010 the EMG approved a reserves policy setting unrestricted reserves to be held to meet the working capital requirements of the organisation, to meet unexpected costs (e.g. staff cover for illness and maternity leave) and to meet contractual liabilities should the organisation have to close. The YU reserves policy requires the organisation's unrestricted reserves to be between a fifth and a sixth of its unrestricted budget expenditure (i.e. between £27k and £33k for anticipated unrestricted costs in 16/17).

Our general reserves comfortably exceeded the target at the last year end. They will be higher at the end of the current year 31 July 2016 at £176.5k (July 2015: £142k). As explained in pension costs note 3 p26, we can anticipate that a further charge of £25k would have to be made under new accounting standards in forthcoming years. In 2016-17, we will convene a finance sub-committee to review the reserves policy for the organisation.

Major risks

For membership organisations such as YU, the principal risks and uncertainties relate to maintaining strong member engagement and income levels for the charity in order to continue and develop its work.

Major risks are reviewed and mitigating actions are put in place where necessary by the organisation. Consideration is given to the appropriate procedures and policies which support the effective management and governance of the organisation. In addition to its Board, YU has an EMG (comprising senior university representatives from all YU member organisations) which regularly reviews the organisation's activities and financial position, and ensures the organisation maintains strong senior-level, strategic engagement with its members.

YU also convenes an Audit Committee (comprising representatives from its Board and EMG) with a remit for overseeing the organisation's independent examination including considering any outcomes/issues raised from this and recommending actions to the Board as necessary.

YU has a business continuity plan in place. The plan identifies potential impacts that constitute a threat to the organisation and provides a framework for maintaining resilience and capability for an effective response to these to safeguard the interests of YU and its members, reputation and activities. The plan is reviewed and updated on a regular basis.

Board induction and training

Trustees are appointed to the Board ex-officio as a result of their membership. New trustees are inducted via a meeting with the Chair of the Board and the Executive Director (together any further preparation agreed on an individual basis). YU maintains a handbook which includes relevant policies, procedures, governance information and job descriptions.

YU monitors attendance at the Board and the Executive Director (ED) reports on this to the Chair of the Board; the Chair and ED decide on any necessary action. The Board monitors progress regularly; informal Board discussions are held, usually after each Board meeting.

Management

Day-to-day management of YU is delegated to the Executive Director. Performance and risk is monitored against strategic objectives. As of 31 July 2016 YU's headcount is six, equal to four full-time equivalent positions and two contractors. Names of YU's core team can be found on p.32/33.

Future plans

2016-17 will be the first year of the new 2016-19 YU strategy. In the early part of the year, we will develop delivery priorities to respond to the new plan's strategic aims summarised below:

1. Promote the economic role, contribution and collective impact of Yorkshire's Universities
2. Promote the wider civic, social and cultural role, contribution and collective impact of Yorkshire's Universities
3. Through collaboration, develop key HE activities in support of our strategic aims

As part of priority setting for the first year of the plan, we will review the external environment and policy context for the new strategy, following the result of the UK EU Referendum and the UK's decision to leave the EU. This will help identify YU members' interests in the developing post-Brexit environment and inform areas of focus for YU and its members' future development.

A new and important aspect of YU's work under the new plan will be to explore the civic, cultural and social role of HE to place. In year one, we will scope the potential for this new area using EMG and other groups as sounding boards to identify priorities and shape collaborative activities.

We will continue to work on the effectiveness of our YU groups and governance, ensuring YU remains a strong membership-led body and an efficient organisation. In the first year, we will establish a new Communications Directors' Group (CDG) comprising senior colleagues in member institutions to advise the organisation on its communications strategy and activities. This group will advise YU on ways of promoting Yorkshire's HE at all levels to key stakeholder groups (including politicians, students, business and local government). It will work closely with other YU groups and advise on how best to achieve alignment between individual member institutional communications strategies and YU's communications.

In the new YU plan, we have committed to carrying out an annual stakeholder perceptions review and will recommend and deliver actions based on its findings. In the first year, we will set the terms of reference for the first stakeholder perceptions review under the new plan and review our ways of working accordingly.

Investment policy

Funds are invested on bank deposit at the best rate obtainable, with recognised financial institutions and banks.

Conclusion

In preparing this report the Trustees have taken advantage of the small companies exemption provided by s415A of the Companies Act 2006.

By order of the Board

Professor Koenraad Lamberts
Chairman, 21 November 2016

Statement of trustees' responsibilities

The trustees are responsible for preparing the annual report in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

Statement of financial activities

For the year ended 31 July 2016

Incorporating the income and expenditure account

	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £	Total Funds 2015 £
Incoming resources				
Incoming resources from generated funds				
Voluntary income	176,900	0	176,900	177,200
Activities for generating funds	77,200	0	77,200	110,167
Investment income: interest	2,761	0	2,761	1,968
Other incoming resources	0	3,525	3,525	215,846
Total incoming resources	256,861	3,525	260,386	505,181
Resources expended				
Costs of charitable activities	257,069	19,694	276,763	489,654
Governance costs	3,455	0	3,455	4,186
Total resources expended	260,524	19,694	280,218	493,840
Net (expenditure)/income	(3,663)	(16,169)	(19,832)	11,341
Funds transfer	(11,237)	11,237	0	0
Reconciliation of funds	(14,900)	(4,932)	(19,832)	11,341
Total funds brought forward	191,376	4,932	196,308	184,967
Funds carried forward	176,476	-	176,476	196,308

The Statement of financial activities includes all gains and losses in the period.

Balance Sheet

31 July 2016

	Notes	2016 £	2015 £
Fixed Assets			
Tangible Assets	5	2	2
Current Assets			
Debtors	6	22,426	24,525
Cash at Bank		11,967	26,905
Cash on Deposit		165,297	188,091
Total Current Assets		199,690	239,521
Creditors:			
Amounts falling due within one year	7	(23,216)	(43,215)
Net Current Assets		176,474	196,306
Net Assets		176,476	196,308
Funds Unrestricted revenue accumulated funds			
General Fund		176,476	141,651
Designated Fund		0	49,725
Restricted revenue accumulated funds		0	4,932
Total Funds		176,476	196,308

For the year ended 31 July 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Act.

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. The financial statements were approved by the Board and authorised for issue on 21 November 2016.

Professor Calie Pistorius
Director and Former Chairman
Company Registration Number: 3467035

Note to the Financial Sections

1 Accounting policies

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the financial statements.

a) Basis of preparation of accounts

The financial statements have been prepared under the historical cost convention and comply with the Companies Act 2006. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities, Financial Reporting Standard for Smaller Entities (FRSSE)", which is effective from 1 Jan 2015. The charity has availed itself of paragraph 3(3) of Schedule 4 of the Companies Act and adapted the Companies Act formats to reflect the special nature of the charity's activities. The charity has taken advantage of the Financial Reporting Standard for Smaller Entities (FRSSE) this year.

b) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of Yorkshire Universities (YU). Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for a specific purpose. Designated funds are funds which have been set aside from unrestricted funds by the trustees for specific purposes. Voluntary income represents member subscriptions and unrestricted grants.

c) Incoming resources

All income (including grants) is accounted for as soon as YU has entitlement to the income, there is certainty of receipt and the amount is quantifiable. Subscriptions are accounted for in the year to which they apply.

d) Resources expended

All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs related to that activity. Where costs cannot be directly attributed they have been allocated to activities on a basis consistent with the use of the resources. Direct costs, including directly attributable salaries, are allocated on an actual basis to the key strategic areas of activity. Overheads and other salaries are allocated between expense headings on the basis of time spent. Governance costs include the costs of governance arrangements, which relate to the general running of the charity.

e) Pension Fund

The charity participates in the Universities Superannuation Scheme (USS), a defined benefit scheme which is contracted out of the State Second Pension (S2P). The assets of the scheme are held in a separate trustee administered fund. YU is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by FRS 17 "Retirement benefits", accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme in respect of the accounting period.

f) Fixed assets

Individual assets with an individual or aggregate cost when acquired in excess of £2,000, and which are intended to be of ongoing use to YU in carrying out its activities, are capitalised as fixed assets. Depreciation is charged on tangible fixed assets at 25% of cost per annum, so as to write them off over their expected useful lives. Computer assets are fully depreciated in the year of purchase.

g) Operating leases

Rentals payable in respect of operating leases where substantially all the benefits and risks of ownership remain with the lessor, are charged to the Statement of Financial Activities as incurred.

Notes to the Financial Statements

2 Staff information

The total pension cost for the charity was £25k (2015 £31k)

Total staff costs during the year were £203k (2015: £306k) broken down as follows (all figures in £000s):

	2016	2015
Salaries	152	197
Social security costs	14	16
Pension	25	31
Change in leave outstanding at year end	-	4
Contractors	15	47
Partners' Staff costs recharged	0	14
Employment allowance	(3)	(2)
Total	203	306

There were no employees whose emoluments for the year exceeded £60,000.

3 Pension costs

The charity participates in the Universities Superannuation Scheme (USS), a defined benefit scheme which is contracted out of the State Second Pension (S2P). The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the scheme's assets are not hypothecated to individual institutions and a scheme-wide contribution rate is set. The charity is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by FRS 17 Retirement Benefits, accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme in respect of the accounting period.

The latest triennial actuarial valuation of the scheme was at 31 March 2015. The triennial valuation was carried out using the projected unit method and is currently being audited by the scheme advisors. The assumptions which have the most significant effect on the result of the valuation are those relating to the rate of return on investments (i.e. the valuation rate of interest), the rates of increase in salary and pensions and the assumed rate of mortality. To calculate the technical provisions, it was assumed that the valuation rate of interest would be 5.2% per annum, salary increases would be 4.6% per annum and pensions would increase by 2.6% per annum. At the valuation date, the value of the assets of the scheme was £41.6 billion and the value of the scheme's technical provisions was £46.9 billion indicating a shortfall of £5.3 billion. The assets therefore were sufficient to cover 89% of the benefits which had accrued to members after allowing for expected future increases in earnings. At 31 March 2015, USS had over 167,000 active members and at the year end the charity had five active members participating in the scheme. The contribution rate payable by the charity was 16% of pensionable salaries. The total pension cost for the charity was £25k (2015 £31k).

The charity is taking advantage of FRSSE charity rules for this transitional year. Therefore no accrual has been made for the amortised anticipated costs of pension shortfall recovery payments that might be anticipated now but be payable in future years. We can anticipate that a charge of £25k would have had to have been made to the accounts if we had not taken advantage of the exemption. More detail of the costs and valuations for the USS pension scheme are available from www.uss.co.uk/HowUssIsRun/publications/

Notes to the Financial Statements

all figures in £000s

4a Analysis of resources expended	Staff Costs	Support Costs	Total 2016	Total 2015
Charitable activities				
Core (inc governance)	81	52	133	136
Economy (Designated)	109	18	127	118
Technical Assistance (Restricted)	13	7	20	240
Total Expended	203	77	280	494

all figures in £000s

4b Analysis of Support Costs	Core (inc governance)	Economy Designated	Technical Assistance	Total 2016	Total 2015
Governance: Independent Examiner	3	0	0	3	3
Other governance	1	0	0	1	1
Employee related costs	10	2	4	16	11
Phone, office, website	8	0	1	9	17
Depreciation	0	0	0	0	0
Premises	13	0	0	13	14
Consultants and communication	2	14	0	16	129
Meetings	3	2	2	7	5
Professional fees	11	0	0	11	8
Staff development	1	0	0	1	0
Total	52	18	7	77	188

5 Tangible Fixed Assets	Fixtures & Fittings £	Office Machinery £	Total £
Asset cost 1 Aug 2015 & 31 July 2016	5,433	9,157	14,590
Accumulated Depreciation 1 Aug 2015 & 31 July 2016	5,432	9,156	14,588
Net Book Value 31 July 2015 & 31 July 2016	1	1	2

6 Debtors	2016 £	2015 £
Trade debtors	22,200	-
Other debtors	-	118
Accrued income	-	23,860
Prepaid expenses	226	546
Total	22,426	24,524

7 Creditors and commitments	2016 £	2015 £
Trade creditors	16,406	28,981
Accrued expenses	4,810	7,210
Other deferred income	2,000	7,024
Total	23,216	43,215

The deferred income brought forward at the beginning of the year related to a deposit for participation in a project that was returned during the year once it became clear that the project was not going to run. The closing deferred income relates to the Employment Allowance received before year end but relating to 2016/17. YU has quarterly lease commitments of £198 for a photocopier contract until Jan 2017. YU also has quarterly commitments of £3,299 for the building rent. This is subject to a property licence from the University of Leeds which has no long term commitment.

8 Related party transactions

There were no transactions with related parties undertaken during the year such as are required to be disclosed in detail (2015: none). No remuneration was paid to any trustee during the year (2015: £Nil). There were transactions with the institutions represented by the charity's members that were all undertaken at arm's length, or at nil profit. Principal among these are receipts from University of Leeds (for grants paid from HEFCE for the benefit of the charity), costs from University of Leeds for accommodation and supplied services, recharged salaries from partners in the YUTA project and subscriptions from HEIs for the Economy and YUTA projects.

Notes to the Financial Statements

9 Analysis of movement in funds

All figures in £000s

	Brought forward	Incoming	Outgoing	Transfers	Total 2016	Represented At bank (*see below)
General Funds: Unrestricted Funds	141	180	(133)	(11)	177	194
Designated Fund : Economy Project	50	77	(127)	-	0	(17)
Restricted Fund : Technical Assistance	5	4	(20)	11	-	-
Total	196	261	(280)	-	177	177

* The analysis of funds shows our funds are largely available in cash. The General Fund element of our bank balances is now £194. There are £17k of designated fund liabilities in the form of deferred income and trade creditors.

* Our unrestricted general fund benefitted from a £25k donation from HEFCE (2015: £25k). This grant was fully received and spent during the year.

* The economy designated fund was transferred to designated funds last year. This fund (which supports our 'Engaging with the Economy' activity) connects universities with the regional LEPs to improve HEI support for their local economies. The HE Technical Assistance project is funded by an accumulated grant claims debtor, unpaid as at the year end.

* The designated fund balance was fully spent this year with nil overall balance and £22k year end debtors part matched by a small £5k year end creditor.

* Our restricted funds were closed during the course of this year. The YU Technical Assistance Restricted fund received no grant from HEFCE this year (2015: £28k) nor from DCLG (2015: £121k). The DCLG grant claimable at last year end (2015 £24k) was received during the year. There was an £11k transfer made from General Funds to pay off the unclaimable balance of the restricted fund at the end of the project YUTA.

EMG membership

Professor Glenn Burgess, Deputy Vice-Chancellor

University of Hull

Professor Shirley Congdon, Deputy Vice-Chancellor

University of Bradford

Professor Paul Harrison, Pro Vice-Chancellor

Sheffield Hallam University

Professor David Hogg, Pro-Vice-Chancellor

University of Leeds

Dr Jane Grenville, Deputy Vice-Chancellor and Pro Vice-Chancellor for Students (until August 2015), followed by Professor Saul Tendler, Deputy Vice-Chancellor

University of York

Howard Nelson, Chief Operating Officer

Leeds Trinity University

Professor Colin Mellors, Advisor to the Vice-Chancellor (Deputy Chair) (until September 2015)

followed by Professor Glenn Burgess, Deputy Vice-Chancellor and Pro-Vice-Chancellor (Academic Affairs)

University of Hull

Professor Andrew Slade (Chair), Deputy Vice-Chancellor

Leeds Beckett University

Professor Tim Thornton, Deputy Vice-Chancellor

University of Huddersfield

Simon Thorpe, Director of Studies

Leeds College of Art

Fay Treloar, Director of Employability, Enterprise & Business Engagement

York St John University

Professor Gill Valentine, Pro Vice-Chancellor

University of Sheffield

Professor Liz Towns-Andrews, Director of Knowledge Transfer Directors` Group

University of Huddersfield

Dr Julian White, Chief Executive (until September 2015) followed by Dr Craig Walker, Director

White Rose Consortium

Professor Joe Wilson, Director of Curriculum

Leeds College of Music

Knowledge Transfer Directors' Group membership

Simon Baldwin and Tina Conkar (Interim)

Leeds Beckett University

Andy Duley (until September 2015) followed by Dr Ceri Williams

University of Leeds

Dr Mark Mortimer

University of York

Bruce Rainford (until September 2015), followed by Ian Rowe

Leeds Trinity University

Lloyd Snellgrove

Sheffield Hallam University

Dr Liam Sutton

University of Bradford

Simon Thorpe

Leeds College of Art

Professor Liz Towns-Andrews (Chair)

University of Huddersfield

Fay Treloar

York St. John University

Bill Walker

University of Hull

Dr. Sarah Want

University of Sheffield

David Warren

Leeds College of Music

Dr Julian White (until September 2015) followed by Dr Craig Walker

White Rose Consortium

YU core team

Emily Wolton, Executive Director of Yorkshire Universities

Emily Wolton was appointed Executive Director of Yorkshire Universities in 2014 after working as Development Manager for the organisation for eight years.

As a public policy specialist with twelve years' experience of project development and management, Emily has worked with many stakeholders to deliver successful collaborations across a broad range of areas including research, knowledge exchange, graduate employability, widening participation and internationalisation.

Emily began her career teaching English as a foreign language to children and adults in northern Japan. After returning to the UK, she joined Leeds City Council as a project manager managing the work of a multi-agency skills development partnership piloting new approaches for tackling social and economic exclusion in Leeds. The partnership collaborated with eight partners in Europe exploring similar issues to inform both UK and European employment practice.

As head of Yorkshire Universities, Emily leads the Yorkshire Universities' team, working closely with the Board of Yorkshire Universities to deliver its strategic priorities for collaboration.

Professor Roger Lewis, Associate

Roger Lewis started his career teaching in schools and went on to work in open and distance learning for the Open University. In 1992 he became BP Professor of Learning Development at what is now the University of Lincoln. Roger's third strand of activity – higher education management, funding and governance – began in 1998 when he was appointed Regional Consultant for Yorkshire for the Higher Education Funding Council for England (HEFCE); he subsequently extended his role to the North West and the North East regions. Roger retired from HEFCE in 2009 and subsequently took up the part-time role of Chief Executive Officer of Yorkshire Universities, from which he retired at the end of December 2013.

Ian Rowe, HE-LEP Director (until September 2015)

Ian has worked in higher education for the last twenty years largely working at the interface between universities and business.

For the last decade Ian worked at the University of Bradford as the Director for Research and Knowledge Transfer Support. In 2012 he formed IDR Innovation Ltd, a consultancy company primarily focussed on supporting universities to develop and deliver strategic goals and projects in partnership with industry. Ian's work with Yorkshire Universities is focussed on strengthening higher education's links with Local Enterprise Partnerships and ensuring that universities fulfil and expand their roles as major partners for innovation, business growth and economic development.

Jo Barham, Development Manager

Jo joined Yorkshire Universities in March 2014 and has over nine years of research and policy experience working in both higher education and the private sector. Jo previously worked as a research manager for a UK consultancy firm where she both supported and managed delivery of a range of research and evaluation projects for clients in the public, private and voluntary sector.

Jo works on policy analysis, project development and provides support to Yorkshire Universities' key networks and groups.

Joanne Ennis, Technical Assistance Project Development Officer

Joanne joined Yorkshire Universities in May 2014 as part of the Technical Assistance project team, working with three Local Enterprise Partnerships (LEPs) in Yorkshire (Leeds City Region, York North Yorkshire and East Riding, and Humber) on the production and implementation of EU investment strategies that access the research and technology strengths of Yorkshire's universities to support local economic growth.

Prior to this, Joanne worked in the higher education sector for over ten years holding a variety of project and programme management roles at the University of Manchester, The Open University and most recently Newcastle University. In 2013 Joanne graduated from Durham University after completing a part-time MBA.

Ida Dortehea Vethe, Executive Assistant

Ida joined YU October 2014 as Executive Assistant. Ida provides administrative support for YUs key groups, and is responsible for day-to-day management of office activities. Originally from Norway, Ida has a degree in Acting and has studied in America, Germany and Wales. Prior to joining YU she worked with schools to promote the use of drama in learning.

Mark Hill, Accountant

Mark is our long-standing in-house accountant and provides financial administration and advice to managers and the committees. He runs an accounting practice with mainly commercial clients. He is a former City of York Councillor.

Annex 1: List of Acronyms

APPG: All Party Parliamentary Group (APPG) for Yorkshire and Northern Lincolnshire
AURIL: Association for University Research and Industry Links
BIS: Department for Business, Innovation and Skills
Catalyst: Catalyst Fund (managed by HEFCE)
CCX: Creative Connections (a proposal to the Catalyst fund for work in the creative sector)
DCLG: Department of Communities and Local Government
EMG: Executive Management Group
EOI: Expression of Interest (for European funding)
ERDF: European Regional Development Fund
ESF: European Social Fund
ESIF: European Structural and Investment Fund
FE: Further Education
HE: Higher Education
HEFCE: Higher Education Funding Council for England
HEI: Higher Education Institution
KE: Knowledge Exchange
KT: Knowledge Transfer
KTDG: Knowledge Transfer Directors' Group
LEP: Local Enterprise Partnership
LCR: Leeds City Region
SE: student engagement
SFA: Skills Funding Agency
SME: small or medium sized business
SSI: Small and specialist institutions
TA: Technical Assistance
TSEP: The Student Engagement Partnership
VC: Vice-Chancellor
UUK: Universities UK
YIF: Yorkshire Innovation Fund
YU: Yorkshire Universities
YUTA: Yorkshire Universities Technical Assistance

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF YORKSHIRE UNIVERSITIES

I report on the accounts of the company for the year ended 31 July 2016, which are set out on pages 24 - 32.

This report is made solely to the charity's trustees, as a body, in accordance with Regulation 31 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity's trustees as a body, for my work, for this report, or for the statement I have made.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility:

- o to examine the accounts under section 145 of the 2011 Act;
- o to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- o to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
 - o to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - o to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Linda Cooper BDO LLP

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