



Yorkshire Universities
The regional voice for higher education

Annual Report 2014-15

Company No 03467035

Charities No 1109200

Registered address:

Yorkshire Universities

22 Clarendon Place

Leeds

LS2 9JY

Chair`s Introduction

Yorkshire Universities 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 general election in May 2015.

The 2014/15 year was the second year of Yorkshire Universities' Strategic Plan (2016/19), which focuses on three themes:

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

The 2014-15 annual report is organised largely under these three headings and I am glad to report progress on all fronts as set out in the report.

The strategic current plan runs until July 2016. I look forward to working with the YU Board and Executive to develop the next phase of our strategic plan during the 2015/16 year. This will ensure continuity, whilst also identifying new opportunities and developing a framework for addressing challenges that lie ahead.

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

Professor Calie Pistorius
Chairman of Yorkshire Universities

Welcome to Yorkshire Universities

Welcome to the Yorkshire Universities trustees' report for the year ended 31st July 2015. The role of Yorkshire Universities (YU) is to promote Yorkshire higher education 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.

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

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 (Deputy Chair of the Board)

Mr Gerry Godley, Principal

Leeds College of Music (from September 2014)

Professor Margaret House, Vice-Chancellor

Leeds Trinity University

Professor Philip Jones, Vice-Chancellor

Sheffield Hallam University

Professor Koenraad Lamberts, Vice-Chancellor

University of York

Professor Sir Alan Langlands, Vice-Chancellor

University of Leeds

Professor Philip Meaden, Vice-Chancellor

Leeds College of Music (until August 2014)

Professor Calie Pistorius, Vice-Chancellor

University of Hull (Chair of the Board)

Professor Susan Price, Vice-Chancellor

Leeds Beckett University

Ms Simone Wonnacott, Principal

Leeds College of Art

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Trustees' report

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:

- Gordon McKenzie, Deputy Director, Higher Education Shape and Structure, Department for Business, Innovation and Skills
- Professor Colin Riordan, the President and Vice-Chancellor of Cardiff University
- Professor Madeleine Atkins, Chief Executive, HEFCE

Details of the members of the YU Board are on p.4.

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:

- Victoria Holbrook, Regional Consultant, HEFCE
- Dr Sue Brownlow, Independent Consultant, Loconton Ltd
- Daniel Hurley, Senior Policy Analyst, Universities UK

Details of the members of the EMG are on p. 25.

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 meetings have included:

- Dr Kelly Smith, Principal Enterprise Fellow, University of Huddersfield
- Kevin Richardson, Local Growth Advisor, HEFCE
- Dr Joe Marshall, Chief Operating Officer and Director of Strategy, National Council for Universities and Business (NCUB)

Details of the members of the Knowledge Transfer Directors' Group can be found on p. 26.

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. 13 which covers theme three of the strategic plan – Collaborative projects to advance our practice). The small and specialist institutions network

group continued to function throughout the year and in addition a wider student engagement group (representing all members) was convened. For more on these groups, see pp.7 -8

Significant activities

Theme 1 Developing and promoting higher education in Yorkshire

As well as the regular meetings of the Board and EMG, with external speakers (see pp.5-6), we have developed our communications strategy and our network groups.

Communications strategy

One of YU's core purposes is 'to promote Yorkshire Higher Education nationally and internationally to politicians, students, businesses, and other stakeholders'.

During the year we reviewed our stakeholders and identified those with whom we need to develop closer relationships. A particular target evolved: to re-establish the Liaison Group (of key external stakeholders) as a route to securing frank and constructive engagement.

The YU website is a major way not only to develop closer relationships with stakeholders but also to inform a wider constituency of our plans. We updated our website in both design and content. We have introduced a monthly blog on issues of current importance to HE – including student engagement, postgraduate education, the agri-economy, HEIs as 'anchor institutions' and HEIs' role in local economic growth. We continue to use Twitter. We renegotiated our contract with our website company to better reflect our evolving needs.

Network groups

The small and specialist institutions group

Following a meeting in September, three YU members (Leeds Trinity University, Leeds College of Art and Leeds College of Music), joined by the Northern School of Contemporary Dance, continued to meet to explore opportunities to extend their work through collaboration. Six sub-groups met, covering business engagement, employability, student engagement, international activity, research and postgraduate activity, and alumni. Work of the first two groups fed into the Catalyst proposal submitted to HEFCE towards the end of the year (the outcome of which we are awaiting).

The student engagement group (which comprised students from the institutions as well as staff with relevant responsibilities) evolved three potential projects: a student engagement awards competition; staff development for staff working in 'backroom' functions (such as accommodation and finance) but whose work significantly affects the student experience; and the development of student representatives (such as those who sit, for example, on governing bodies or course committees).

The international group explored four possibilities for collaboration: joint-retention of a consultant to advise on European funding; funding a joint post on compliance and immigration advice; joint participation in an international summer school; and working together to improve the services of international agents. Martin McCauley – a consultant with expertise in European funding – addressed the group on possibilities of strengthening their international work and, as a result of this, continued to explore projects, both on an individual institution basis and collectively.

The student engagement group

In February managers and student`s union officers from YU members met at the University of Bradford to consider setting up a network group on student engagement. There was a consensus that working collaboratively on the student engagement agenda would be beneficial and a number of ideas were taken forward at a subsequent meeting in June.

Other possible network groups

- A further area – postgraduate education – was discussed at a meeting of the EMG in June, with an external speaker (Daniel Hurley, Senior Policy Analyst, Universities UK) to stimulate discussion.

Network groups are led by project sponsors from the Board or EMG; for example, the small and specialist group is sponsored by Professor Margaret House and the student engagement group by Professor Shirley Congdon. Where it is appropriate, external funding is sought to pursue projects identified by the groups (as with the Catalyst proposal to HEFCE). For more information on projects arising from the groups, see p.13.

Measure	Performance in 2014-15	Target for 2015-16
Engaged members: retention of the current number and range of members	All members have continued in membership Structure of KT meetings modified (positive feedback from KT Directors) Attendance at meetings comparable with 2013-14 New EMG chair appointed and briefed.	Discussions prior to election of new Board Chair (to take office September 2016) New KT Chair in place and briefed from September 2015 Continued analysis of meeting participation; reflection on effectiveness of meetings Attendance at meetings at least comparable with 2014-15
External support/recognition (i):YU is seen as authoritative voice of HE in Yorkshire and works with external stakeholders	Stakeholder relations reviewed May 2014 as part of regular review of effectiveness in a constantly-changing environment See Theme 2: work with stakeholders with an interest	Maintain a regular stakeholder reviews Restructure the Liaison Group Plan YU participation in events key to YU`s strategy (e.g. economic impact of HE)

	in the economic impact of HE	Consider running YU events (in collaboration with stakeholders)
External support/recognition (ii): YU website continues to grow in scope and use	<p>Website updated regularly (in design and content)</p> <p>Renegotiation of contract with website company</p> <p>Monthly blog on current issues is instituted</p> <p>YUTA website developed</p> <p>Continued use of Twitter</p>	<p>Maintain monthly blog (including contributions from guests)</p> <p>Promote and follow-up blogs more thoroughly</p> <p>Explore (i) a themed approach to Twitter (i) use of LinkedIn</p> <p>Migrate YUTA website to main (YU) website</p>
Promoting HE (i) emergence of project sponsors	<p>YU specialist network established (Leeds Trinity University as sponsor) Projects emerging</p> <p>Student engagement network established (University of Bradford as sponsor)</p>	<p>Continue to develop projects from specialist network and student engagement network</p> <p>Explore possibilities of a sponsor for a postgraduate network</p>
Promoting HE (ii) proposals for external funding have a good success rate	<p>Funding not drawn down from ESIF due to delay in ESIF guideline formulation and subsequent bidding process</p> <p>CCX proposal drawn up for HEFCE Catalyst fund modifies in response to feedback</p>	<p>Re-submit CCX Catalyst proposal to HEFCE</p> <p>Complete work on collaborative proposals to ESIF (see Theme 2)</p>

Theme 2: Engaging with the economy

Higher education (ii) 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 post-graduates, 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. YU is using three routes to achieve successful collaboration in the interests of business growth:

- Continued working with the LEPs and other relevant stakeholders
- The YU Technical Assistance project (YUTA)
- The development of collaborative proposals for European funding

In addition, the YU Liaison Group oversees commissioned projects (including YUTA) and generally advises on strategy and direction in relation to the 'Engaging with the economy' strand. Its membership is drawn from government (BIS), governmental agencies (HEFCE and the Technology Strategy Board), the LEPs, and partnership groups (including the White Rose university consortium). The Knowledge Transfer Directors' Group continues to input into the 'Engaging with the economy' strand, including helping to define projects, engaging external stakeholders, gaining internal support from the universities they represent, and resourcing YU's work in this area.

Working with the LEPs

The HE-LEP project – a collaboration between a sub-set of YU's members (from west and north Yorkshire) and the two LEPs (Leeds City Region and York, North Yorkshire and East Riding) – concluded formally in June 2015, though in effect it is ongoing (and the expectation is that the essence of the work will continue up to and perhaps beyond the end of the current strategic plan). The purpose - to strengthen links between HE, business and the supportive government infrastructure – remains crucial for collaborative HE developments.

YU continued to represent HE on LEP and other groups and produced 'scoping reports' on key sectors of the economy. It also prepared papers for LCR LEP on the impact of HE.

The YUTA project

The YUTA project began just before the 2014-15 year (in January 2014) and it will end just afterwards (in September 2015). With LEP support, YU gained funding (£181,500) to help universities engage in both the development and operation of the next European Union structural plan (2014-2020).

The aims of the YUTA project were to:

- Improve collaboration between the LEPs in Leeds City Region; York, North Yorkshire and East Riding; and Humber, and Yorkshire's universities to ensure a shared approach to the development of the LEPs' strategic economic plans
- Identify and develop a pipeline of strategic collaborative projects for possible European investment
- Promote good practice on the use of innovation funding and European Structural and Investment Funding (ESIF) in the higher education sector

The third aim was made possible by funding from HEFCE (£78,000).

The YUTA project continued to meet its objectives. The good practice guide was published, electronically and in hard copy. A conference to publicise its findings was held at the

Carriageworks in Leeds on 14 November with 54 participants. Work developing the good practice guide and subsequently promoting it, positioned YU nationally, working closely with other national bodies, such as UUK. In June, DCLG agreed an extension of the project until the end of September 2015.

Collaborative proposals for European funding

The YUTA activity enabled YU to convene project groups for key sectors of the Yorkshire economy. By the submission date for proposals (27th May) EOIs for ESIF funding had been submitted in medical innovation (MedTech Innovation, led by the University of Leeds); the bio-economy (BioVale, led by the University of York); innovation in high growth SMEs (Access Innovation, led by the University of Leeds); and start-up support for SMEs (Ad:Venture', led by Leeds City Council).

YUTA focuses on the European Regional Development Fund (ERDF) component of the new European Funding programme. In addition, YU has been exploring opportunities for members to engage with the European Social Fund (ESF). An ESF skills working group met to explore collaborative engagement in a number of skills-related areas including graduate placements, student and graduate enterprise support, and access.

Measure	Performance in 2014-15	Target for 2015-16
Partnering (i): HE is recognised as a key strategic partner in economic development	YU represents HE on LCR LEP groups YU leads on the preparation of bid to HEFCE Catalyst fund	Catalyst proposal accepted Proposals for a business group are explored
Partnering (ii): YU partnership work is recognised	Proposal put together for continued post-YUTA financial support for YU's role in bringing together partners, developing funding proposals etc.	Acceptance of proposal for post-YUTA funding by YU members; project plan agreed. Continuing work on new project ideas, including for skills
Partnering (iii): YU is seen as in the lead nationally in relation to European Structural funds	Good Practice Guide produced and disseminated	Collect feedback from YUTA project and maintain YU lead position Contribute to national groups e.g. convened by UUK
Partnering (iv): YU works with other partners to construct collaborative alliances	Completion of `scoping reports` in important sectors (for LCR LEP) Production of `skills card` to promote the work of HEIs in developing skilled graduates to work in the economy.	Work with FE on the skills agenda Work across LEP boundaries on access and innovation
Delivering (i): joint projects with the LEPs	Four expressions of interest (EOIs) submitted for ESIF funding	Business plans developed for successful EOIs Identify further possible

		projects from the `scoping reports`
Delivering (ii): collaborative activity to enhance student employability and enterprise	Enterprise and entrepreneurship are strands in a `skills` project under discussion (via YU convened skills group)	Via an appropriate member construct proposal for skills` development
Delivering (iii): successful delivery of YIF	YIF project ends 2015. Learning from YIF flows into work on Access Innovation project (ESIF EOI) and into CCX	If EOI successful, develop Access Innovation project into full business plan Incorporate learning from YIF within operation of CCX
Delivering (iv): evidence is apparent of HEI economic impact within Yorkshire	Pre-election letters to regional MPs and prospective parliamentary candidates on HE impact Summary of results of the Research Excellence Framework prepared for the LCR LEP Dissemination support for YIF case studies and associated media coverage	Follow up letter to newly-elected MPs on HE impact Impact card (impact of HE on the economy) updated Infographic on HE impact in Yorkshire and LCR Dissemination support for YIF case studies and associated media coverage
Benefiting (i): the YUTA project is funded to meet its objectives	YUTA achieved targets set out in contract Final report submitted to HEFCE and accepted	Final report submitted to DCLG and accepted Members and other stakeholders interviewed for qualitative feedback on YUTA; findings are used to fine-tune next YU strategic plan
Benefiting (ii): HE benefits from the next EU programme	Target remains as for 2014-15, i.e. that at least two of the projects attracts EU funding (Target slips into 2015-16 due to delays in ESIF bidding procedures)	See Delivering (i) above
Benefiting (iii): continued funding from members	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 YUTA) or from a combination of these sources – illustrating how collaboration can operate in what might seem a competitive market.

Projects are spun-out from YU's core activity and especially from its network groups (see pp. 7-8). A good example is the network of small and specialist HEIs (Leeds College of Art, Leeds College of Music and Leeds Trinity University). As anticipated in last year's report, we have begun work on developing a number of projects arising from this network – in student engagement (training for students and staff and a student awards event), in economic development (a proposal submitted to HEFCE for support under their Catalyst fund). We also held a workshop on European funding, arising from the International working group of the specialist network.

Measure	Performance 2014-15	Target 2015-16
2 or 3 successful projects	<p>Phone app (for international students) updated</p> <p>Specialist network (student engagement group) identified three possible projects</p> <p>CCX project developed to proposal stage</p>	<p>Take specialist network projects to full project specification stage</p> <p>Identify project(s) from wider student engagement network group</p> <p>CCX project accepted for funding</p>

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 2015-16 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 2014-15. Restricted fund grants have been received from the Higher Education Funding Council (HEFCE) and the European Regional Development Fund (ERDF) programme, and these are declared in 'Other incoming resources'.

During the year, YU received £292K in unrestricted funding and £213K in restricted funding comprising a total of £505K in funding. YU expenditure incurred was £494K. At the end of

the year we are taking forward £191K of unrestricted reserves. This compares to an unrestricted reserves level of £153K for the previous year.

We hold £188K of these balances in a high interest deposit account.

Members have also funded our `economy` activity declared in `activities for generating funds`.

The use of funds is described in Note 9 to the financial statements (see p.24). YU's funded activities are described in detail in the section on 'Significant activities' p. 7.

Reserves policy

Our policy is that a proportion of the organisation's unrestricted income should be held in reserve 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 target reserves` level is between a fifth and a sixth of YU's annual budget unrestricted expenditure. Based upon the previous year's expenditure our target band for reserves for this year is between £28k and £34k. As at 31 July 2015, we have reserves of £191K which is higher than is required by the organisation's reserves policy.

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 against an uncertain policy and funding environment.

Major risks are reviewed and mitigating actions are put in place where necessary by the organisation. Consideration is given to the appropriate procedures, systems and policies which support the effective management and governance of the organisation. In addition to its Board, YU has an Executive Management Group (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 has also established an Audit Committee (comprising representatives from its Board and Executive Management Group) 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 building resilience and capability for an effective response to these to safeguard the interests of YU and its members, reputation and activities. The plan is regularly reviewed and updated.

Board

See p.4.

Names of trustees

See p.4. 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 of the company.

Board induction and conduct

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.

Trustee training

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 2015 YU's headcount is eight, equal to five full-time equivalent positions and three contractors. Names of YU's core team can be found on p.27 and trustees on p.4.

Achievements and performance

This is covered under 'Significant activities' see pp. 7-13.

Other relevant organisations

See 'Significant activities (pp.7-pp.13): YU works with twelve HEIs and additional partners as relevant. This year other partners have included the four LEPs in Yorkshire, the Northern School of Contemporary Dance (in Leeds), the White Rose Group, HEFCE, UUK and DCLG.

Future plans

New Vice-Chancellors

In 2015-16, we will be welcoming three new vice-chancellors to the region at York St John, Sheffield Hallam and Leeds Beckett. The YU Executive Director together with the Chair of the Board will be arranging meetings with these colleagues, to discuss YU and how it can support their priorities for collaboration and development.

YU's New Strategy for 2016-19

The focus for the 2015-16 year will be building on the work developed by YU over the past two years of its current three year strategy (completing what remains to be achieved) and developing and gaining member approval for a new strategic plan for 2016-19. This will

involve working closely with the Board to identify new priorities and areas of focus for YU and its members' future development.

In the early part of 2015-16, we will be conducting feedback interviews to assess partners' views of the effectiveness of YU's Technical Assistance Project and how we may develop it further. Some 25-30 interviews will be carried out with both internal stakeholders (such as knowledge transfer directors) and external (such as UUK and the LEPs). The outputs of these will help us fine-tune our work under 'Engaging with the economy' and will inform the development of the new YU strategic plan.

YU Groups

During 2015-16, in addition to its governance groups, we will continue to build YU's interest groups (currently covering specialist institutions, student engagement and higher level skills), and will identify and support delivery of projects which emerge from this activity. We will identify new areas for network opportunities; postgraduate will be one area under consideration (complementing national and regional initiatives e.g. White Rose) and will be explored in discussion with YU's EMG.

HE Engaging with the Economy

National HE policy continues to stress the important role HEIs have to play in delivering growth. Looking forward to 2015-16 and beyond, YU is an important vehicle for profiling and representing HE impacts and interests linked to geographical space (Yorkshire).

Under our 'Engaging with the Economy' strand of work, we will identify new funding and legacy opportunities to ensure key activities can be sustained. Within this strand, there are three areas that YU will focus on:

- Profile and lobbying – building and presenting a clear message about the positive social and economic impacts of HE in Yorkshire
- Partnerships – collective engagement and connectivity with other place-based organisations and partnerships – LEPs, Combined Authorities etc.
- Identifying and developing funding opportunities – including a specific focus on ESIF as a place-based funding stream

As part of this work, we will continue to facilitate collaborative alliances and project opportunities which respond to the collective aspirations of our members for engaging with their cities/localities (e.g. in regional/local economy sector priorities, higher level skills and enterprise and innovation).

Investment policy

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

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 Calie Pistorius
Chairman of Yorkshire Universities

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.

Statement of financial activities

For the year ended 31 July 2015
(Incorporating the income and expenditure account)

	Notes	Unrestricted Funds 2015 £	Restricted Funds 2015 £	Total Funds 2015 £	Total Funds 2014 £
<i>Incoming resources</i>					
<i>Incoming resources from generated funds</i>					
Voluntary income		177,200	0	177,200	177,096
Activities for generating funds		110,167	0	110,167	108,369
Corporation Tax recovered		0	0	0	6,600
Investment income: Deposit Interest		1,968	0	1,968	1,602
<i>Incoming resources from charitable activities</i>					
		0	0	0	0
<i>Other incoming resources</i>		2,699	213,147	215,846	154,097
Total incoming resources		292,034	213,147	505,181	447,764
<i>Resources expended</i>					
<i>Costs of charitable activities</i>					
<i>Graduates Yorkshire</i>		0	0	0	34,238
<i>Governance costs</i>		4,186	0	4,186	3,031
Total resources expended	4	253,240	240,600	493,840	392,495
Net income/(expenditure)		38,794	(27,453)	11,341	55,269
<i>Reconciliation of funds</i>					
<i>Total funds brought forward</i>		152,582	32,385	184,967	129,698
<i>Funds carried forward</i>		191,376	4,932	196,308	184,967

The statement of financial activities includes all gains and losses in the period. All incoming resources and resources expended in the current year; for the prior year see Note 1 on page 19.

Balance sheet

As at 31 July 2015

	Notes	2015 £	2014 £
Fixed assets			
Tangible assets	5	2	2
Current assets			
Debtors	6	24,525	47,514
Cash at bank		26,905	54,013
Cash on deposit		188,091	128,456
Total current assets		239,521	229,983
Creditors:			
Amounts falling due within one year	7	(43,215)	(45,018)
Net current assets		196,306	184,965
Net assets		196,308	184,967
Funds			
Unrestricted revenue accumulated funds		191,376	152,582
Restricted revenue accumulated funds		4,932	32,385
Total funds		196,308	184,967

For the year ended 31 July 2015 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities

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 30 November 2015.

Professor Calie Pistorius (Chairman – Yorkshire Universities)

Company Registration Number: 3467035

Notes to the financial statements

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 Commission, published in July 2005 (revised May 2008) and applicable accounting standards. 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. No separate Statement of Financial Activities (SOFA) or income and expenditure account for the prior year has been presented for the charity alone as permitted by section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

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 institution 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.

2 Employee information

The full time equivalent number of staff employed at the end of the year was 5 (2014: 7)

Total employee costs during the year were £307k (2014: £223k) broken down as follows (all figures in £000s):

	2015	2014
Salaries	197	116
Social security costs	16	8
Pension	31	14
Staff leave outstanding at year end	4	-
Contractors	47	68
Partners Staff costs recharged	14	17
Employment Allowance	(2)	-
Total	307	223

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 2014. The triennial valuation was carried out using the projected unit method and is currently being audited by the scheme auditor. 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 discount rate would be 3.3% per annum, salary increases would be 4.0% per annum and pensions would increase by 2.2% 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 2014, 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, but based on this 2014 valuation it is expected that the employer contribution will increase to 18% from 1 April 2016.. The total pension cost for the charity was £31k (2014 £14k).

More detail of the costs and valuations for the USS pension scheme are available from www.uss.co.uk/HowUssIsRun/publications/

4 Resources expended

All figures in £000s

a. Analysis of resources expended	Staff Costs	Support Costs	Total 2015	Total 2014
Charitable activities				
Core (inc governance)	84	57	136	159
Economy (Designated)	83	35	118	78
Technical Assistance (Restricted)	140	95	240	121
Graduates Yorkshire	0	0	0	34
Total Expended	307	187	494	392

b. Analysis of support costs	Core (inc Governance)	Economy Designated	Technical Assistance	Total 2015	Total 2014
Governance: Independent					
Examiner	3	0	0	3	2
Other governance	1	0	0	1	1
Employee related costs	6	3	2	11	17
Phone, office and web site	12	0	5	17	16
Depreciation	0	0	0	0	9
Premises	13	0	0	13	13
Consultants and communication	11	32	86	129	96
Meetings	3	0	2	5	3
Professional fees	8	0	0	8	11
Staff development	0	0	0	0	1
Total	57	35	95	187	169

5 Tangible Fixed Assets

All figures in £s

	Fixtures & Fittings	Office Machinery	Total 2015
Asset cost			
At 1st Aug 2014	16,490	25,941	42,431
Additions	0	0	0
Disposals	11,057	16,784	27,841
At 31st July 2015	5,433	9,157	14,590
Accumulated Depreciation			
At 1st Aug 2014	16,489	25,940	42,429
Charge for the year	0	0	0
Released on disposal	11,057	16,784	27,841
At 31st July 2015	5,432	9,156	14,588
Net Book Value			
At 31st July 2014	1	1	2
At 31st July 2015	1	1	2

6 Debtors

	2015	2014
	£	£
Trade debtors	-	20,725
Other debtors	118	118
Accrued Income	23,860	25,751
Prepaid Expenses	546	920
Total	24,524	47,514

7 Creditors and commitments

	2015	2014
	£	£
Trade creditors	28,981	39,095
Accrued Expenses	7,210	3,222
YU iPhone App unspent income	-	2,701
Other Deferred income	7,024	-
Total	43,215	45,018

The deferred income brought forward at the beginning of the year related to the iPhone App project and was released to income as it was spent during the year. The closing deferred income relates to an advance of project income and the Employment Allowance for 2015/16. YU has quarterly lease commitments of £198 for a photocopier contract until 2017. YU also pays the University of Leeds £3,299 quarterly for the rent of the building. This is subject to a property licence 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 (2014: none). No remuneration was paid to any trustee during the year (2014: £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.

9 Analysis of movement in funds

All figures in £000s	Brought forward	Incoming	Outgoing	Total 2015	Represented At bank (*see below)
General Funds:					
Unrestricted Funds	95	182	134	143	171
Designated Fund :					
Economy Project	58	110	119	49	54
Restricted Fund :					
Technical Assistance	32	213	241	4	(10)
Total	185	505	494	196	215

* The analysis of funds shows our funds are largely available in cash. The unrestricted fund held as part of our bank balances is now £171k, £28k higher than the overall fund. This £28k matches our unrestricted liabilities for deferred income and trade creditors.

* Our unrestricted fund benefitted from a £25k donation from HEFCE (2014: £25k). This grant was fully received and spent during the year.

* The Economy project 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 unspent balance is held largely in cash along with a small (£5k) creditor.

* Last year one of our restricted funds was reclassified as a designated fund and another was closed. The unspent element of the Graduates Yorkshire Ltd subsidiary funds was transferred to the unrestricted fund on dissolution last year and this charity is therefore no longer operating as a group.

* The Technical Assistance Restricted fund benefitted from a £28k grant from HEFCE (2014: £50k) and a £121k grant from DCLG (2014: £44k). The HEFCE grant was fully received and spent during the year. The DCLG grant was partially received during the year, with £24k claimed or claimable at year end (2014 £0). Our members contributed the remaining restricted funds received of £64K (2014:£60K). This includes £9K donation in-kind from members for the direct costs of staff supporting the project. The project has identified and developed a pipeline of strategic collaborative projects for possible European investment; this work is explained in more detail on page 10. The Technical Assistance balance is not held as cash. The closing fund balance is represented by as a £24k accumulated grant claims debtor, unpaid as at the year end, less £10k of trade creditors.

Subsidiary

The Statement of Financial Activities (SOFA) for the prior year includes the results of the charity's subsidiary, Graduates Yorkshire Limited which had a turnover of £(131) , expenditure of £31,903, loss on disposals, interest and sundry expenditure of £2,335, and a corporation tax refund of £6,600. On 15 August 2013 the business of the subsidiary was ended and the subsidiary ceased trading.

EMG membership

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

**Professor Colin Mellors, Pro Vice-Chancellor (until November 2014) followed by:
Dr Jane Grenville, Deputy Vice-Chancellor and Pro Vice-Chancellor for Students**
University of York

Howard Nelson, Chief Operating Officer
Leeds Trinity University College

**Dr David Richards Pro Vice-Chancellor (until January 2015) followed by:
Professor Colin Mellors, Advisor to the Vice-Chancellor (Deputy Chair)**
University of Hull

Professor Andrew Slade (Chair), Deputy Vice-Chancellor
Leeds Beckett University

Professor Tim Thornton, Pro 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

Bill Walker, Director of Knowledge Transfer Directors` Group
University of Hull

Dr Julian White, Chief Executive
White Rose Consortium

Professor Joe Wilson, Director of Curriculum
Leeds College of Music

Knowledge Transfer Directors' Group membership

Dr Roger Brooks, (until January 2015) followed by: Simon Baldwin and Tina Conkar (Interim)

Leeds Beckett University

Andy Duley

University of Leeds

Dr Mark Mortimer

University of York

Bruce Rainford,

Leeds Trinity University College

Lloyd Snellgrove

Sheffield Hallam University

Dr. Liam Sutton

University of Bradford

Simon Thorpe

Leeds College of Art

Professor Liz Towns-Andrews

University of Huddersfield

Fay Treloar

York St. John University

Bill Walker, (Chair)

University of Hull

Dr. Sarah Want

University of Sheffield

David Warren

Leeds College of Music

Dr Julian White

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 a 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

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, Policy and Project Manager, Development Manager (from April 2015)

Jo joined Yorkshire Universities in March 2014 and has over eight 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.

Monika Antal, Technical Assistance Project Coordinator (until March 2015)

Monika joined YU and the higher education sector in February 2014 after having worked in various EU public administration and project management roles in Brussels and Leeds. She completed a BA in International Relations and Japanese at Leeds University and an MA in English Linguistics and Literature in Budapest before she became an assistant policy officer at the Joint Research Centre of the European Commission in Brussels. She worked there until she was offered a project managerial role in setting up a local independent food business in Leeds combining professional and personal interests.

In her current role she is working closely with the YU team and provides project and coordination support to the Technical Assistance team. She oversees the coordination of project development work and communication between the YUTA team and its project partners.

Dr Jane Metcalfe, Technical Assistance Project Development Officer

Jane started her career as a research scientist, working as a post-graduate and then post-doctorate, on drought and water use efficiency in plants. After she left academia, she joined the Natural Environment Research Council, where she worked for over a decade in a range of roles, finally running the team responsible for commercialising NERC-owned IP on behalf of the Research Council.

Jane then entered the private sector, firstly in a newly formed early stage investment company created to help drive economic development in North East England, which focused on providing financial investment to innovative SMEs with high growth potential in the region. For the last few years Jane has been acting as a private consultant and joined Yorkshire Universities in May 2014.

The focus of Jane's work at YU has been developing opportunities in medical technologies, bio- and agri-technologies and renewable energies with members.

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.

Sam Lewis, Executive Assistant (until November 2014)

Sam joined Yorkshire Universities in July 2014 as Executive Assistant. Sam previously worked as a Policy Advisor at a local Chamber of Commerce and has experience working in

a membership organisation representing and promoting the interests of the local business community. Sam studied at undergraduate and postgraduate level at the University of Leeds and has worked in policy research and public affairs.

Sam worked closely with the Executive Director on the calendar of meetings and events and assisted the YU team with the wider work of the organisation, until he left the organisation in November 2014 to work for Leeds and Partners.

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.

Independent examiner's report

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF YORKSHIRE UNIVERSITIES

I report on the accounts of the company for the year ended 31 July 2015, which are set out on pages 18 to 25.

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:

- to examine the accounts under section 145 of the 2011 Act;
- 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
- 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:
 - to keep accounting records in accordance with section 386 of the Companies Act 2006; and

- 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
Leeds
Date:

Annex 1: List of Acronyms

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

KT: Knowledge Transfer

LEP: Local Enterprise Partnership

LCR: Leeds City Region

SME: small or medium sized business

UUK: Universities UK

YIF: Yorkshire Innovation Fund

YU: Yorkshire Universities

YUTA: Yorkshire Universities Technical Assistance