



Yorkshire Universities
The regional voice for higher education

Annual Report 2016-17

Company No 03467035

Charities No 1109200

Registered address:

Yorkshire Universities

22 Clarendon Place

Leeds

LS2 9JY

Chair's Introduction

As we reflect on another year of uncertainty in the political landscape, Yorkshire Universities (YU) has continued to provide a forum for discussion amongst the heads of Yorkshire's universities and higher education institutions.

August saw the start of delivery YU's new three year strategic plan (2016-19), structured around three strategic aims:

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



I am glad to report progress on all three of these aims.

This year we said goodbye to Emily Wolton who has taken up a new post as Strategic Advisor to the Vice-Chancellor at the University of Bradford. Emily was the Executive Director at YU for three years, having worked here for more than ten. We wish Emily all the best in her new role, and thank her for the service she has given YU.

A clear regional voice for higher education in Yorkshire remains important as we move into a new political climate and higher education landscape. The sector continues to face many challenges as well as opportunities, and regional collaboration is now more important than ever as we move towards delivery of the Government's Industrial Strategy. A place-based approach to investment highlights a clear opportunity for Yorkshire's universities to work together to maximise impact for our local towns and cities.

A handwritten signature in black ink, appearing to read 'K. Lamberts'.

Professor Koen Lamberts

Chair

Welcome to Yorkshire Universities

Welcome to the Yorkshire Universities trustees' report for the year ended 31 July 2017. The role of Yorkshire Universities (YU) is to promote Yorkshire's higher education (HE) sector 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 (p30).)

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 (from August Leeds Arts University) and Leeds College of Music.

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 2016-17 partners have included the four Local Enterprise Partnerships (LEPs) based in Yorkshire, the Northern School of Contemporary Dance (NSCD), the White Rose Consortium, the Higher Education Funding Council for England (HEFCE), Universities UK (UUK), the N8 Research Partnership, Jisc, and the All Party Parliamentary Group (APPG) for Yorkshire and Northern Lincolnshire.

2016-17 was the first year of delivery of YU's new strategic plan for 2016-19; the plan is structured around three strategic aims as follows:

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

Progress of activities developed in support of these aims is set out in this report.

Board members

Professor Sir Keith Burnett, Vice-Chancellor

University of Sheffield

Professor Glenn Burgess, Acting Vice-Chancellor

University of Hull (from January 2017 until August 2017)

Professor Brian Cantor, Vice-Chancellor

University of Bradford

Professor Bob Cryan, Vice-Chancellor

University of Huddersfield

Mr Gerry Godley, Principal

Leeds College of Music

Professor Margaret House, Vice-Chancellor

Leeds Trinity University

Professor Chris Husbands, Vice-Chancellor

Sheffield Hallam University

Professor Koenraad Lamberts, Vice-Chancellor

University of York (Chair of the Board from August 2016)

Professor Sir Alan Langlands, Vice-Chancellor

University of Leeds

Professor Susan Lee

University of Hull (from August 2017)

Professor Calie Pistorius, Vice-Chancellor until January 2017

University of Hull

Professor Peter Slee, Vice-Chancellor

Leeds Beckett University

Professor Karen Stanton, Vice-Chancellor

York St John University

Professor Simone Wonnacott, Principal

Leeds College of Art

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Objectives of the charity

Our objectives 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 2 December 2003.

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.

The Board'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:

- Andrew Battarbee, Deputy Director, Vocational Education Strategy, Department for Business, Energy and Industrial Strategy (BEIS)
- Dave Brown, Head of Migration Yorkshire
- Professor Phillip McCann, Professor of Urban and Regional Economics, University of Sheffield Management School
- Professor Madeleine Atkins, Chief Executive, Higher Education Funding Council for England (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 monitors standard business areas such as financial and risk management and the governance of the organisation.

During the year speakers at EMG meetings have included:

- Professor Peter Wells, Professor of Public Policy Analysis and Evaluation, and Assistant Dean for Research and Knowledge Transfer, Sheffield Hallam University
- Professor Dianne Willcocks (education consultant, formerly Vice-Chancellor of York St. John University)
- Carol Bell, Culture and Major Events Director, Newcastle Gateshead Initiative

Details of the members of the EMG can be found on page p26.

The Knowledge Transfer Directors' Group

After the Board, YU's longest-standing group is that of the knowledge transfer directors (KTDs). This group 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 KTDs meetings have included:

- Dr Malcolm Purdie, Head of Commercial Services at the University of Salford, with Andrew McKerney (Investor), and Darren Cowley (Senior Investor at Business Finance Solutions)
- Dr Maggie Smallwood, Head of Biovale, University of York
- Professor Colin Mellors, Professor of Regional Development, University of Huddersfield
- David Smith, Consultant

In addition to the core group meetings, sub-sets of the KTDs have met to share practice on key aspects of institutional delivery and to discuss funding opportunities for HEFCE's Connecting Capability Fund.

Details of the members of the Knowledge Transfer Directors' Group can be found on p.27.

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. Some group design collaborative projects and these support the third strategic aim of YU's plan.

Small and specialist institutions 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 twice to provide oversight and guidance for two areas of work: student engagement awards and a business competition for students. These are described under Strategic Aim 3 (p11-13). The group has agreed to continue to progress activities focusing on the creative sector in Leeds and is exploring options to engage with larger institutions.

Student engagement network

Groups have developed the theme of student engagement focusing on quality, spaces and engaging hard-to-reach students. A steering group (chaired by Dr Neil McKay, Dean of Students at Sheffield Hallam University) provides strategic oversight and suggests links between the activities. The group, which met three times, includes leads from each of the working groups as well as representation from HEFCE. Dr McKay updated EMG on progress of the student engagement network and the rationale of the steering group. Details of the project activity developed by the working group, can be found under Strategic Aim 3 (p12).

Social, civic and cultural impact

This year YU established a new group to support delivery of Strategic Aim 2 of the YU strategic plan. Two meetings of the group to date have involved ten of our members. The meetings explored opportunities to promote the social, cultural and civic impact of Yorkshire's Universities. Three areas for project activity were identified and are reported on later (see pp10-11).

Communication Directors Group (CDG)

There have been three meetings of the newly established CDG to date, involving eleven of our members. The inaugural meeting of the group was held in November in the form of a dinner and networking opportunity for senior communications colleagues from member institutions. The purpose of the group (as outlined in the new YU strategy) is to advise YU on ways of promoting Yorkshire's HE sector at all levels (locally, regionally, nationally, internationally) to key stakeholder groups including government. The group will also help members to network and explore best practice in their roles.

Achievements and performance

The 2016-19 strategic plan has three aims. For each of these YU drew up a detailed work plan at the beginning of this reporting period. The following three sections of this annual report provide a summary of key achievements under each strategic aim; the summary is followed by a table showing the activities carried out for each aim together with a review of performance.

Strategic Aim 1: Promote the economic role, contribution and collective impact of Yorkshire's universities

Promoting the economic contribution of higher education in Yorkshire remains a key focus for YU within the new strategic plan. This is particularly important as the UK leaves the European Union, and the Government seeks to deliver a place-based Industrial Strategy.

Our work has been structured in the following ways:

- Lobbying – presenting a clear message about the positive economic impacts of HE in Yorkshire
- Working in partnership – collective engagement and connectivity with other place-based organisations and partnerships including the LEPs and Combined Authorities
- Identifying and exploring funding opportunities (including a specific focus on ESIF as a place-based funding stream)

Lobbying and influencing

YU has participated in a number of high profile events in the past year showcasing member strengths and positioning Yorkshire's HE Sector in policy agendas such as The Northern Powerhouse (NP). YU has produced and distributed literature detailing the offer of universities to business.

YU led delivery of an All Party Parliamentary Group (APPG) in Westminster to draw attention to the role of HEIs in creating a strong economy at the heart of the NP and in particular the contribution of institutions working in partnership. The event demonstrated HE's impact through case studies, including energy (University of Hull) and advanced manufacturing (Sheffield), and explored strategies for extending such collaborative work. The event's profile was enhanced by a contribution from the Minister for Universities, Science, Research and Innovation, Jo Johnson.

In January, YU organised an event for all the Yorkshire LEPs and business schools. Lord Haskins spoke on business issues and opportunities for companies in Yorkshire. This was an opportunity for business schools, LEPs and local authorities to explore ways of getting maximum impact from business support activities, including how better to engage employers. All four Yorkshire LEPs contributed and a panel session focused on collaboration as a route to raising skills' levels and productivity in the region.

YU has maintained a strong presence on regional committees and groups including the ESIF sub-committee, the Business Innovation and Growth (BIG) panel, the Access Innovation Steering Group and the LCR LEP International working group. YU has been invited to join a Brexit working group chaired by Dame Rosie Winterton, looking at the challenges and opportunities presented by Brexit to the economies of Yorkshire and North Lincolnshire.

YU has contributed to Government consultations, most notably a response to the Industrial Strategy; this included input from the KTDs and colleagues in the LEPs.

Promoting Impact

YU has sought to ensure that the role and impact of HE in the region continues to be promoted effectively. Led by the Chair of the KT Directors' Group, YU developed a template to demonstrate the impact of Yorkshire HE on the economy (and, beyond that, on society more generally). The template has been populated with data from national sources as well as with data provided by members and YU has produced a series of communications (e.g. case studies and brochures) for HE business and research events.

Technical Assistance project (2016-19)

The West Yorkshire Combined Authority (WYCA) decided to withdraw from the L-CREATE TA Programme at the end of March 2017 a project in which YU was a 'signed-up' partner. The Leeds LEP is seeking to put in place less formal support, to enable relevant activity to continue on the ground. YU is also a partner in the York, North Yorkshire & East Riding (YNYER) & Humber TA programme; this will continue to run as planned until 2018. YU remains a strategic partner in this programme.

European-funded projects

YU has worked with its members (and the various TA programmes) to bring a number of projects to contract stage including Ad:Venture (£12.4m of which £6.2m ERDF) offering start-up support to businesses in the Leeds City Region and including as delivery partners the universities of Bradford, Leeds Beckett, Huddersfield and Leeds Trinity; Access Innovation (£8.6m of which £4.3m ERDF), a grant scheme supporting innovation in growth-oriented SMEs and including as delivery partners the universities of Bradford, Huddersfield, Leeds, Leeds Beckett, Leeds Trinity and York; the 3D Innovation Centre (£1.7m of which £0.6m ERDF), a capital project to establish a 3D weaving facility for SMEs primarily in the textile sector, led by the University of Leeds; Driving Innovation (£1.9m of which £0.9m ERDF), facilitating knowledge transfer to automotive sector companies to help SMEs develop a strong supply chain and including as partners the universities of Bradford, Huddersfield and Leeds; and Reach Higher (£7m of which £3.5m ESF), increasing access to HE, led by further education but with a role for HE in shaping the various streams of activity.

In addition to the TA support provided to projects in LCR, the YU TA project has fostered links with innovation projects in YNYER & Humber, sharing good practice and intelligence on ESIF project development and delivery with our members and wider stakeholders across different LEP areas.

Stakeholder review

In light of policy developments including the decision for the UK to leave the European Union (EU) and devolution developments in Yorkshire, YU is continuing to review core stakeholder groups for engagement, to ensure that members' interests continue to be met, and YU utilises the most effective structures for its core activities.

Details of objectives, activities and progress are set out in the table below:

| Objectives | Activities | Review |
|--|--|---|
| Identify and exploit YU's added value in relation to the regional economic agenda and the Northern Powerhouse (NP) through events, engagement with key groups and promotion of HE impact | Engage with NP private sector conference group and other relevant events/groups, attendance with exhibition stand at NP conference | Achieved |
| | Hold YU Yorkshire APPG to discuss the impact of Yorkshire's universities and their role and contribution to skills, innovation and growth in the region and the NP | Achieved, event held on 1st March 2017 at Westminster |

| Objectives | Activities | Review |
|---|--|--|
| Continue to promote and develop the collective HE business offer | Exhibit at Venturefest on Yorkshire HE offer to business. Exhibit at European Researchers' Night at University of Huddersfield | Achieved |
| | Review and update sector scoping reports to identify business development opportunities | This work is being reviewed in light of the results of the Science and Innovation Audits (SIAs) and member engagement with them |
| | Update 'For Business' section on website | Work to improve the YU website is currently ongoing, and will be completed following the appointment of the new YU Executive Director |
| Provide thought leadership on future skills gaps, regional economic development and the role of HE | Produce policy responses on behalf of members setting out the HE offer to Government | YU has provided responses to consultations such as the Industrial Strategy green paper, and has attended policy events run by stakeholders such as LCR |
| Achieve a recognised role for the YU partnership in post-Brexit regional funding | Produce policy paper on the role for HE in post-ESIF funding mechanisms | Ongoing |
| Agree measures of impact; develop evidence-based collective messages; promote the impact findings to key stakeholders | Complete and continue to develop and promote template of HE impact | YU has tailored and used impact messages at a series of events throughout the year promoting university and business engagement. YU continues to ensure that the most up-to-date data is included within impact templates including reviewing HESA and HEFCE sources |
| Facilitate engagement with ESIF through TA support | Successful ESIF applications and TA events | Four ESIF projects have been supported to application stage; a series of events for members has been held including on state aid |
| Identify key influencing mechanisms in the region for engagement with HE | Produce stakeholder perceptions review and engagement plan | YU has commissioned a report to stimulate discussion of the future role and focus of the KTD group |

Strategic Aim 2: Promote the wider civic, social and cultural role, contribution and collective impact of Yorkshire's universities

This activity focuses on the role that universities play in the cultural and civic life in the communities in which they are based, for example by ensuring that research and teaching excellence is accessible to local people.

The student aspect of HE's role in place-making under this aim will be furthered by YU's student engagement project activities (see Strategic Aim 3) which will have benefits not only for students but also for the 'places' in which the students live and study.

YU has progressed this work in the first year of the strategic plan through the establishment of a group to explore opportunities for form of collaboration which add value to institutions' existing activities. Following two meetings of the group, three areas for project activity were identified by members:

- Working with councils (and in particular in areas of the region which have traditionally had less to do with universities). The group felt it would be useful to come together to share models of good practice from the region and beyond, to strengthen engagement and develop relationships, particularly with smaller councils. The group also felt it would be beneficial to work with local authorities on regional challenges, such as educational under-attainment in schools
- Embedding social innovation in the curriculum through a competition for students (this could tap into the work with councils as the competition could focus on themes such as education achievement, mental health and social care which would resonate with councils as well as students)
- Promoting the impact of this work more widely: the group discussed the possibility of holding an APPG event and developing promotional materials under the banner of 'Yorkshire's universities supporting their communities'. This could be an opportunity to showcase the work that has been developed by this group (such as the work of students in the social innovation competition) and could also showcase the array of existing activities institutions are involved with.

Details of activities, outputs and progress are set out in the table below:

| Objectives | Activities | Review |
|---|--|---|
| Scope the territory, identify members' interests, relevant activities and priorities for collaboration | Establish new group to explore opportunities for collaboration in this area | Achieved |
| Begin to outline new collaborative projects to extend members' impact within their communities | Set-up two or three projects as delivery vehicles for the work | Areas for project development have been scoped by the group and are currently under development |
| Continue to develop relevant YU activities e.g. student engagement and shape them as necessary to deliver against this agenda | Consult student engagement steering group on opportunities for engagement with this strand | Achieved |
| Promote more widely members' current activity in this area | Create new section on website to promote this work | Work to improve the YU website is currently ongoing |
| | Update impact messages to include social impact data | Ongoing |

Strategic Aim 3: Through collaboration, develop key HE activities in support of our strategic aims

YU has every type of institution within its membership and because of this diversity (its member organisations tend to be complementary to – rather than in competition with – one another) there are many opportunities for cross-institutional learning. YU develops the HE offer of its members through its core partnership structures; the detailed work (e.g. project development and policy formation) is carried out through its project and special interest groups.

The governance structure YU uses to deliver its strategic mission is in itself a valuable partnership mechanism for the sector in Yorkshire. YU groups enable differing levels of individual institutional engagement to be achieved (from student representative to vice-chancellor) and create direct routes into different areas of HE activity and functions (e.g. learning and teaching, research development and innovation and student support services).

YU Core Groups

YU has continued to have strong engagement and attendance at its core group meetings, comparable to previous years. Full details of YU's core groups and their activities this year can be found on p4-5. In addition to maintaining strong core group attendance, YU has established new groups for its work on the social, civic and cultural impact of institutions.

Small and specialist institutions network

YU has continued to support collaboration between members of its small and specialist institutions'(SSI) network group, focused on two key areas of project activity.

Student awards event

In November, the first SSI awards ceremony took place at Canal Mills. Approximately 200 students and staff from four institutions attended. Awards were presented for the following categories:

- Entrepreneurial excellence
- Outstanding leadership
- Creative contribution
- Student of the year
- Environmental champion
- Community impact

Business competition

The student business competition comprised two components: a workshop and an in-company project. The two-day workshop was designed to boost students' confidence and skills via activities in multi-disciplinary, multi-institutional groups. Participants were divided into small groups to plan and make a 'pitch' to work at the Leeds International Film Festival (LIFF). The group winning the pitch then went forward to work 'for real' at the LIFF. The event was evaluated via in-depth interviews with participants. Students particularly welcomed the chance to work with their peers from other HEIs and the exposure to a 'real life situation'; without exception they were enthusiastic about what they had learned.

Student engagement network

The student engagement network has continued to deliver project activity through three working groups, with strategic oversight provided by the network's steering group.

Quality working group

The Quality working group delivered two key strands of activity:

- A conference for student representatives was held at the University of Bradford in November. This brought together student representatives from across the YU membership to participate in a range of capacity building workshops to discuss and problem-solve particular aspects of student engagement relating to quality processes. During the conference, an online training resource developed by the group was introduced to student representatives to support their role.

The group is now exploring the possibility of hosting a second conference, as well as scoping a set of professional competencies for student representatives.

Hard-to-reach working group

The group is developing a series of digital stories to showcase students' experience of higher education around the themes of resilience and retention. Stories are being developed with a diverse range of student groups, including mature learners, students from BME groups, care leavers, students with caring responsibilities, and students from areas of socio-economic disadvantage.

Learning spaces working group

The group is developing a resource mapping student engagement against the seven stages of the Royal Institute for British Architects (RIBA) Plan of Work . Each stage has been mapped against a series of processes and activities for student engagement. The group has now streamlined the framework into four parts, building on the principles of the RIBA framework, to provide a more flexible approach.

| Objectives | Activities | Review |
|--|--|--|
| YU partnership structures – continued maintenance and development | Core group meetings throughout the year | Board, EMG and KTD attendance remains strong |
| | Establish senior Communications Directors Group to advise YU on ways of promoting Yorkshire’s HE sector | The CDG has met three times in the year and terms of reference have been agreed with the group members |
| Continue to develop activities with the SSI network | Hold SSI cross-institutional awards | Achieved |
| | Produce SSI awards evaluation | Achieved |
| | Hold a cross-institutional SSI student business competition | Achieved |
| | Produce business competition evaluation report | Achieved |
| Continue to develop project activity through the YU student engagement network and associated working groups | Hold conference for student representatives | Achieved |
| | Support development of online training resource for student representatives | Achieved |
| | Develop an online guide for engaging students with the design and use of learning spaces | Ongoing |
| | Scope the possibility for a set of professional competencies for student representatives with external accreditation | Ongoing |
| | Produce digital stories to showcase the voices of hard-to-reach student groups with accompanying development guide | A series of digital stories are complete and being uploaded onto the YU website with an accompanying guide |
| Develop strategic links to national policy agenda for student engagement | Establish a student engagement steering group to oversee the network’s activities | Achieved |

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 2017-18 within each of these areas. We have embedded examples of how YU meets the public benefit requirement throughout our report.

Financial review

During the year, YU received £182k in general funding and £61k in designated funding totalling £243k in funding. YU expenditure incurred was £250k (2016: £280k).

Membership subscriptions continue to form the majority of our voluntary income for 2016-17 alongside a £25k grant from HEFCE.

Discretionary fund grants have been received from the European Regional Development Fund (ERDF) programme, these were declared in 'Economy Subscriptions and Grant Income'. All this funding has been spent and the European Special Fund (ESF) at 31st July 2017.

Members have also funded our 'Engaging with the economy' activity also declared in 'Economy subscriptions and grant income'. The use of funds is described in Note 9 to the financial statements (see p.25). YU's funded activities are described in detail in the section on 'Achievements and performance' from. The balance on our designated economy fund was £28k as at 31st July 2017 (2016 designated fund: zero).

At the end of the year we are taking forward £128k (2016: £162k) of general reserves.

We hold £137k (2016: £165k) 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 and Board 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 £38k and £46k for anticipated unrestricted costs in 2016/17). This reserves policy is reviewed on an annual basis in the light of the risks facing the organisation. As explained in pension costs note 3 p21 and accounting policies note 1b, we have allowed an exceptional charge of £14k under new accounting standards.

Our general reserves currently exceed the target. At the end of the current year 31 July 2017 they were £128k (in July 2016 they were £162k after adjustment) versus the target of £38k to £46k. The Board will continue to keep this position under review.

Major risks

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

Major risks are reviewed and mitigating actions are put in place where necessary. Consideration is given to the appropriate procedures and policies which support effective management and governance. 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.

The Audit Committee (comprising representatives from its Board and/or EMG) oversees the organisation's independent examination including advice to the Board on any necessary follow-up.

YU has a business continuity plan in place. This identifies potential impacts that constitute a threat to the organisation and provides a framework for maintaining resilience and capability to ensure an effective response to these, thereby safeguarding 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 (ED), together any further preparation agreed on an individual basis. YU maintains a handbook which includes relevant policies, procedures, governance information and job descriptions; this is regularly updated.

YU monitors attendance at the Board and the 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 ED. Performance and risk are monitored against strategic objectives. As of 31 July 2017 YU's headcount is four, equal to one full-time equivalent position and three contractors. Accounting support is provided by the company Simple Accounting. Names of YU's core team can be found on p.28-29.

Future plans

In May 2017, Board members were consulted via email on the future direction of YU, including the current strategic plan. The consultation was stimulated by the departure of the YU ED since this was seen by the Chair as providing an opportunity, if so desired, to re-consider YU's strategic priorities for collaboration given developments in the external environment since the plan was approved. The outcome of the consultation was discussed by Board members at the Board dinner which took place in July. A further email consultation was undertaken following the Board dinner, asking members to vote on two options for the future remit of YU. The outcome will be used to fine-tune YU activity for 2017/18.

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

Chair

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 Statement Of Recommended Practice (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

(including the income and expenditure account)
for the year ended 31 July 2017

| | General Funds 2017 £ | Designated Funds 2017 £ | Total Funds 2017 £ | Total Funds 2016 £ |
|---|---|--|---------------------------------------|---------------------------------------|
| Income | | | | |
| General subscriptions and grant income | 176,900 | 0 | 176,900 | 176,900 |
| Economy subscriptions and grant income | - | 61,341 | 61,341 | 77,200 |
| Investment income: bank interest | 2,181 | 0 | 2,181 | 2,761 |
| Other incoming resources | 2,606 | 0 | 2,606 | 3,525 * |
| Total Income | 181,687 | 61,341 | 243,028 | 260,386 |
| Expenditure | | | | |
| Total resources expended | 216,567 | 32,981 | 249,548 | 280,218 |
| Net (expenditure)/income and net movement in funds for the year | (34,880) | 28,360 | (6,520) | (19,832) |
| Funds transfers | 0 | 0 | 0 | 0 |
| Reconciliation of funds | | | | |
| Total funds brought forward | 162,476 | 0 | 162,476 | 182,308 |
| Funds carried forward | 127,596 | 28,360 | 155,956 | 162,476 |

The Statement of financial activities includes all gains and losses recognised in the year. All incoming resources and all resources expended are in the current year.

Including restricted funds in 2016 of Income £3,525 and expenditure of £19,694. After a transfer of general funds to cover the net expenditure there were no restricted funds carried forward into 2016/17.

Balance Sheet

As at 31 July 2017

| | Notes | 2017 £ | 2016 £ |
|--|-------|----------------|----------------|
| Fixed Assets | | | |
| Tangible Assets | 5 | 2 | 2 |
| Current Assets | | | |
| Debtors | 6 | 15,111 | 22,426 |
| Cash at Bank | | 29,782 | 11,967 |
| Cash on Deposit | | 137,329 | 165,297 |
| Total Current Assets | | 182,222 | 199,690 |
| Liabilities: | | | |
| Creditors: Amounts falling due within one year | 7 | (12,268) | (23,216) |
| Net Current Assets | | 169,954 | 176,474 |
| Creditors: Amounts falling due after one year | 7 | (14,000) | (14,000) |
| Net Assets | | 155,956 | 162,476 |
| The Funds of the Charity | | | |
| Unrestricted revenue accumulated funds | | | |
| General Fund | 9 | 127,596 | 162,476 |
| Designated Fund | 9 | 28,360 | 0 |
| Total Funds | | 155,956 | 162,476 |

For the year ended 31 July 2017 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities

These financial statements have been prepared in accordance with provisions applicable to companies subject to the small companies regime. The financial statements were approved by the board and authorised for issue on 29 Nov 2017.

These were signed on its behalf by:



Professor Koenraad Lamberts (Chair – Yorkshire Universities)

The notes at pages 19 to 25 form part of these accounts.

Note to the Financial Statements

1 Accounting policies and general information

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

The Company is a charity and Company limited by guarantee and is incorporated in the United Kingdom and registered in the United Kingdom. The address of the registered office is 22 Clarendon Place, Leeds, LS2 9JY. The role of Yorkshire Universities is to promote Yorkshires higher education sector nationally and internationally to students, business and other stakeholders.

a) Basis of preparation of accounts

The financial statements have been prepared under the historical cost convention and in accordance with Section 1a of Financial Reporting Standard 102 (FRS 102) the financial reporting standard applicable in the UK and Republic of Ireland, and the Statement of Recommended Practice – “Accounting and Reporting for Charities: revised 2015” (Charities SORP 2015 (FRS102)) and the Companies Act 2006. YUs meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. The accounting policies have been applied in preparing the financial statements for the year ended 31 July 2017, the comparative information presented in these financial statements for the year ended 31 July 2016 and in the preparation of an opening FRS 102 Balance Sheet at 1 August 2015. An explanation of how the transition to FRS 102 has affected the YUs financial position, and performance is set out below.

At the date of transition we have applied the requirement to recognise liabilities arising from employee benefits. A potential liability has been assessed for pension liabilities. There is a potential liability arising from the Universities Superannuation Scheme Ltd (USS) recovery plan for its current funding deficit. The assessment is based on the net present value of the USS recovery of an extra 2% of earnings, payable from the employer. The period of assessment for the recovery plan liability has been assumed as 10 years rolling, based upon the current undefined period as guided by USS. A reserves adjustment of £14,000 is required.

| Reconciliation of group funds and balances | 1st August 2015 | 31st July 2016 |
|---|------------------------|-----------------------|
| Fund balances as previously stated | 141,651 | 176,476 |
| Accrual for long term pension liabilities | 14,000 | 14,000 |
| Fund Balances as restated | 127,651 | 162,476 |

FRS 102 makes the distinction between a group plan and a multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as that provided by Universities Superannuation Scheme. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense is recognised in profit or loss. The trustee's are satisfied that the scheme provided by USS meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the funding plan in existence at the date of approving the financial statements.

Previously under UK GAAP the company did not recognise such a liability and resulting expense in the financial statements. Accordingly, at transition a liability of £14,000 was recognised and a cost of £14,000 was recognised in statement of financial activities for the year ended 31 July 2015.

c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of 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. General subscription income represents member subscriptions and unrestricted grants. There are no restricted funds.

d) 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.

e) 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, governance costs 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.

f) Pension Fund

The charity participates in USS. With effect from 1 October 2016, the scheme changed from a defined benefit only pension scheme to a hybrid pension scheme, providing defined benefits (for all members), as well as defined contribution benefits. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed 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. As required by Section 28 of FRS 102 "Employee benefits", the charity therefore accounts for the scheme as if it were a wholly defined contribution scheme. As a result, the amount charged to the statement of financial activities represents the contributions payable to the scheme.

Since the charity has entered into an agreement (the Recovery Plan that determines how each employer within the scheme will fund the overall deficit), the charity recognises a liability for the contributions payables that arise from the agreement to the extent that they relate to the deficit and the resulting expense in the statement of financial activities.

g) 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.

h) 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 Employee information

The full-time equivalent number of staff employed at the end of the year was 1 (2016:4).

Note that contractor costs are not included in staff costs. There were no employees whose emoluments for the year exceeded £60,000.

Total employee costs during the year were £147k (2016: £188k) broken down as follows (all figures in £000s):

| | 2017 | 2016 |
|---|------------|------------|
| Salaries | 120 | 152 |
| Social security costs | 12 | 14 |
| Pension | 20 | 25 |
| Change in leave outstanding at year end | (2) | 0 |
| Employment allowance | (3) | (3) |
| Total | 147 | 188 |

3 Pension costs

The total cost charged to the statement of financial activities is £20k (2016: £25k) as shown in Note 2. The latest available full actuarial valuation of the scheme was at 31 March 2014 (the valuation date), which was carried out using the projected unit method. The valuation as at 31 March 2017 is underway. Since the charity cannot identify its share of scheme assets and liabilities, the following disclosures reflect those relevant for the scheme as a whole.

The 2014 valuation was the third valuation for USS under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to adopt a statutory funding objective, which is to have sufficient and appropriate assets to cover their technical provisions. 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. Defined benefit liability numbers for the scheme have been produced using the following assumptions:

| | 2017 | 2016 |
|-------------------------------------|----------------|---------------|
| Discount rate | 2.57% | 3.6% |
| Pensionable salary growth | n/a | n/a |
| Pensions increases (CPI) | 2.41% | 2.2% |
| Scheme assets | £60.0bn | £49.8bn |
| Total scheme liabilities | £77.5bn | £58.3bn |
| FRS 102 total scheme deficit | £17.5bn | £8.5bn |
| FRS 102 total funding level | 77% | 85% |

In accordance with FRS102 an 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 have therefore made a charge of £14k to the opening reserves as at 1 August 2015 explained in Note 1b. More detail of the costs and valuations for the costs and valuations for the USS pension scheme are available from: www.uss.co.uk

Notes to the Financial Statements

4 Resources Expended

| a Analysis of resources expended | Staff Costs | Support Costs | Total 2017 | Total 2016 |
|---|--------------------|----------------------|-------------------|-------------------|
| Core (inc government) | 116 | 98 | 214 | 133 |
| Economy (Designated) | 31 | 2 | 33 | 127 |
| Other (Designated fund) | - | 3 | 3 | - |
| Technical Assistance (Restricted) | - | - | - | 20 |
| Total Expended | 147 | 103 | 250 | 280 |

| b Analysis of Support Costs | Core (inc governance) | Economy Designated | Other Projects | Total 2017 | Total 2016 |
|---|------------------------------|---------------------------|-----------------------|-------------------|-------------------|
| Independent examination | 3 | 0 | 0 | 3 | 3 |
| Director Insurance | 1 | 0 | 0 | 1 | 1 |
| Premises | 13 | 0 | 0 | 13 | 13 |
| Self employed Administrator & Consultants | 42 | 0 | 3 | 45 | 31 |
| Phone, Office and website | 9 | 0 | 0 | 9 | 9 |
| Travel costs | 7 | 2 | 0 | 9 | 16 |
| Depreciation (less profit on anet sales) | 0 | 0 | 0 | 0 | 0 |
| Meetings | 3 | 0 | 0 | 3 | 7 |
| Advertising and Promotion | 5 | 0 | 0 | 5 | 0 |
| Professional fees | 11 | 0 | 0 | 11 | 11 |
| Staff development | 4 | 0 | 0 | 4 | 1 |
| Total | 98 | 2 | 3 | 103 | 92 |

Notes to the Financial Statements

5 Tangible Fixed Assets

| | Office Equipment £ | Fixtures & Fittings £ | Total £ |
|---------------------------------|--------------------------|-----------------------------|------------|
| Asset cost | | | |
| At 1st Aug 2016 | 9,157 | 5,433 | 14,590 |
| Additions | 0 | 0 | 0 |
| Disposals | (3,054) | (2,694) | (5,748) |
| At 31st July 2017 | 6,103 | 2,739 | 8,842 |
| Accumulated Depreciation | | | |
| At 1st Aug 2016 | 9,156 | 5,432 | 14,588 |
| Charge for the year | 0 | 0 | 0 |
| Released on disposal | (3,054) | (2,694) | (5,748) |
| At 31st July 2017 | 6,102 | 2,738 | 8,840 |
| Net Book Value | | | |
| At 31st July 2016 | 1 | 1 | 2 |
| At 31st July 2017 | 1 | 1 | 2 |

6 Debtors

| | 2017 £ | 2016 £ |
|------------------|---------------|---------------|
| Trade debtors | 12,981 | 22,200 |
| Accrued income | 1,122 | - |
| Prepaid expenses | 359 | 226 |
| Other debtors | 649 | - |
| Total | 15,111 | 22,426 |

Notes to the Financial Statements

7 Creditors and commitments

| | 2017 | 2016 |
|---------------------------|---------------|---------------|
| | £ | £ |
| Trade creditors | 11,707 | 16,406 |
| Accrued expenses | 561 | 4,810 |
| Deferred income | - | 2,000 |
| Pension shortfall accrual | 14,000 | - |
| Total | 26,268 | 23,216 |

The closing deferred income in 2015/16 relates to the Employment Allowance received before year end but relating to 2017/18. YU has paid off its lease commitments on its photocopier contract. 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. The Pension shortfall accrual is the only liability greater than one year and is explained in detail under Note 3 entitled 'Pension Costs' (p21).

8 Related party transactions

There were no transactions with related parties undertaken during the year such as are required to be disclosed in detail (2016: none). No remuneration was paid to any trustee during the year (2016: £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, and subscriptions from HEIs for the Economy project.

Notes to the Financial Statements

9 Analysis of movement in funds

All figures in £000s

| | Brought forward | Incoming | Outgoing | Transfers | Total 2017 | Represented at bank (*see below) |
|---|------------------------|-----------------|-----------------|------------------|-------------------|---|
| General Funds: Unrestricted Funds | 162 | 182 | (216) | - | 128 | 152 |
| Designated Fund : Economy Project | 0 | 61 | (33) | - | 28 | 15 |
| Restricted Fund : Technical Assistance | - | - | - | - | - | - |
| Total | 162 | 243 | (249) | - | 156 | 167 |

The analysis of funds shows our funds are largely available in cash. The unrestricted general fund held as part of our bank balances is now £128k.

There are general fund liabilities in the form of provisions and trade creditors of £26k and £2k of debtors in the form of prepayments, leaving £152k in cash.

Our unrestricted general fund benefitted from a £25k donation from HEFCE (2016: £25k). This grant was fully received and spent during the year.

The Economy Designated fund (which supports our Engaging with the economy activity) connects universities with the regional LEPs to improve HEI support for their local economies. Our economy project was parts funded by ERDF and ESF grants routed through the LCRLEP and YNYER LEP. Part of the balance remains as a project claim debtor, unpaid as at the year end. There is £28k in Designated Funds of which £13k is held in the form of debtors and £15k in cash.

Our restricted funds were closed last year.

EMG membership

Professor Rob Aitkin, Executive Dean

York St John University from May 2017

Professor Shirley Congdon, Deputy Vice-Chancellor

University of Bradford

Professor Paul Harrison, Pro Vice-Chancellor (Chair)

Sheffield Hallam University

Professor Ray Lloyd, Deputy Vice-Chancellor

Leeds Trinity University from January 2017

Professor Lisa Roberts, Pro Vice-Chancellor

University of Leeds

Professor Saul Tendler, Deputy Vice-Chancellor

University of York

Mr Howard Nelson, Chief Operating Officer

Leeds Trinity University College until December 2016

Professor Glenn Burgess, Acting Vice-Chancellor and Pro Vice-Chancellor (Academic Affairs)

University of Hull until January 2017

Professor Andrew Slade, Deputy Vice-Chancellor

Leeds Beckett University

Professor Tim Thornton, Deputy Vice-Chancellor

University of Huddersfield

Simon Thorpe, Director of Studies

Leeds College of Art

Professor Alyson Tobin, Deputy Vice Chancellor

York St John University until May 2017

Professor Gill Valentine, Pro Vice-Chancellor

University of Sheffield

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

University of Huddersfield

Professor Joe Wilson, Director of Curriculum

Leeds College of Music

Knowledge Transfer Directors' Group membership

Professor Rob Aitkin, Executive Dean

York St John University from May 2017

Simon Baldwin and Tina Conkar (Interim)

Leeds Beckett University

Dr Ceri Williams

University of Leeds

Dr Mark Mortimer

University of York

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 until May 2017

Bill Walker

University of Hull

Dr Sarah Want

University of Sheffield

David Warren

Leeds College of Music

Dr Craig Walker

White Rose Consortium

YU core team

Emily Wolton, Executive Director of Yorkshire Universities

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

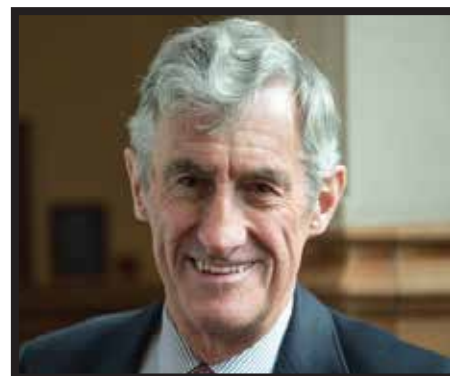
As a public policy specialist with twelve years' experience of project development and management, Emily has worked with many stakeholders to deliver successful collaborations across a broad range of areas including research, knowledge exchange, graduate employability, widening participation and internationalisation.

As head of YU, Emily led the YU team, working closely with the Board of Yorkshire Universities to deliver its strategic priorities for collaboration. Emily left YU in July 2017, to take-up a new post as Strategic Advisor to the Vice-Chancellor at the University of Bradford.



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 YU, from which he retired at the end of December 2013. Roger continued to work as an Associate for YU, and in July 2017, following Emily's departure from YU, he was appointed as Executive Director on an interim basis.



Jo Barham, Development Manager

Jo joined YU in March 2014 and has over ten 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 supported and managed delivery of a range of research and evaluation projects for clients in the public, private and voluntary sectors.

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



Joanne Ennis, Technical Assistance Project Development Officer

Joanne joined YU in May 2014 as part of the TA project team, working with three LEPs in Yorkshire (LCR, YNYER, 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. Joanne left YU in December 2016, to work in recruitment and project management in London.



Dr Peter O'Brien, Associate

Peter joined YU in February 2017, and supports YU's work on promoting the economic impact of member institutions. Peter works at the Newcastle University, Centre for Urban and Regional Development, and for HEFCE (in the Local Growth Team).



Mark Hill, Accountant

Mark is our long-standing in-house accountant. He 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.



Emma Dick, Executive Assistant and Office Manager

Emma joined YU in March 2017, as Executive Assistant and Office Manager. Emma supports YU as an Associate of Virtual Hand, a virtual assistant services and business support organization. Prior to working at YU, Emma worked on an ERDF Business Growth Programme at the University of Bradford.



Ida Dorthea Vethe, Executive Assistant

Ida joined YU October 2014 as Executive Assistant and left in February 2017. Ida provided administrative support for YU's key groups, and was responsible for day-to-day management of office activities. Ida left YU to take up a position with the IP Group in Leeds.

Annex 1: List of Acronyms

APPG: All Party Parliamentary Group (APPG) for Yorkshire and Northern Lincolnshire

BEIS: Department for Business, Energy and the Industrial Strategy

CDG: Communication Directors Group

DCLG: Department of Communities and Local Government

ED: Executive Director

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

FRS: Financial Reporting Standard

GAAP: Generally Accepted Accounting Principles

HE: higher education

HEFCE: Higher Education Funding Council for England

HEI: higher education institution

HESA: Higher Education Statistics Agency

KE: knowledge exchange

KT: knowledge transfer

KTDG: Knowledge Transfer Directors' Group

LEP: local enterprise partnership

LIFF: Leeds International Film Festival

LCR: Leeds City Region

NP: Northern Powerhouse

SE: student engagement

SFA: Skills Funding Agency

SIA: Science and Innovation Audit

SORP: Statement Of Recommended Practice

SME: small or medium sized enterprise

SSI: small and specialist institutions

TA: Technical Assistance

VC: Vice-Chancellor

USS: University Superannuation Scheme

UUK: Universities UK

WYCA: West Yorkshire Combined Authority

YU: Yorkshire Universities

YUTA: Yorkshire Universities Technical Assistance

YNYER: York North Yorkshire and East Riding

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF YORKSHIRE UNIVERSITIES

I report on the accounts of the company for the year ended 31 July 2017, which are set out on pages 17 - 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:

- 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 FCA
Leeds