



HATCH
REGENERIS

De Montfort University Socio-Economic Impact

A Final Report by Hatch Regeneris
May 2019

De Montfort University

De Montfort University Socio-Economic Impact

May 2019

www.hatchregeneris.com

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Executive Summary

- i. Hatch Regeneris has been appointed to assess the economic and social impact of De Montfort University (DMU). The report provides a quantitative and qualitative baseline of the wide range of contributions made by the University, informed by extensive data analysis, economic modelling and consultations.
- ii. The report comes at a highly dynamic time for the HE sector, with changes in HE and economic development policy driving an extraordinary focus on universities' economic and social value. In particular, this has manifested itself in a renewed emphasis on institutions' roles as Civic Universities. In this context, the report has therefore examined DMU's impact through the lens of what it means to be a civic university for Leicester.

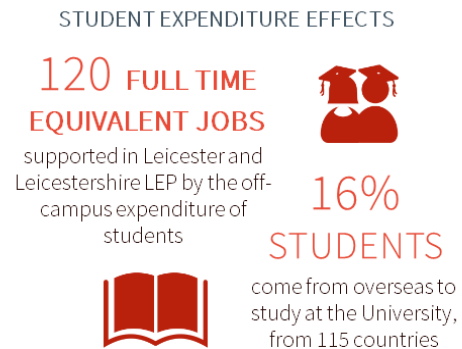
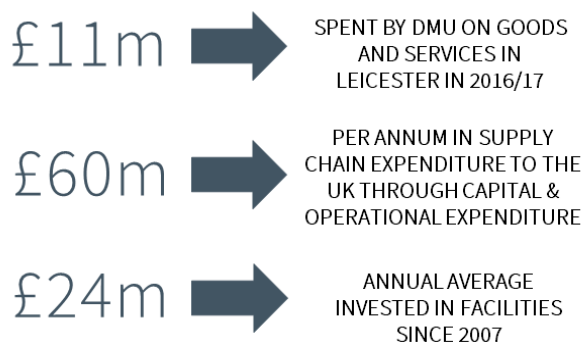
A civic university for Leicester?

- iii. The concept of a civic university dates back to the 19th century, when a set of civic universities was formed in the UK, driven by local partnerships of industrialists aiming to address skills shortages. In recent years, devolution, localism, austerity, scrutiny of value for money and the advent of the industrial strategy have served to shine a light on the value of well engaged, civic universities for their places.
- iv. The recent publication of the Civic University Commission report¹ is a timely update on this thinking. It concludes that a modern engaged civic university is one which:
 - is clear about its civic geography
 - backs up its civic activity with an evidence-based, strategic framework
 - aligns its civic activities to public wants
 - directs its teaching to the needs of its local labour market and
 - is able to measure the impact of this activity.
- v. It also recommends that these activities are set out in a formal Civic Agreement with partners.
- vi. With this in mind, our main report provides a quantitative economic impact assessment of the university, along with a detailed assessment of the catalogue of civic activities that the university is engaged in, which generate social value for Leicester and beyond. Importantly, it also shows how the portfolio of civic activities is backed by the above five key tests of what makes a civic university.
- vii. The following pages provide an overview of the key findings.
- viii. The infographic overleaf provides a summary of the key points.

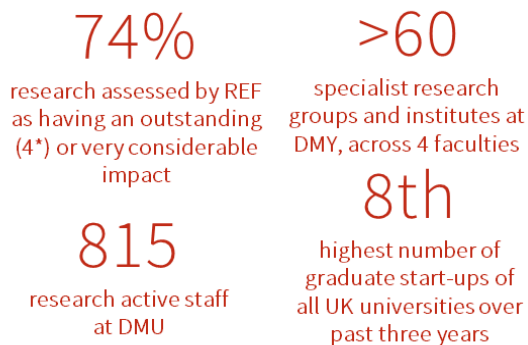
¹ <https://upp-foundation.org/civic-university-commission/>

ECONOMIC AND SOCIAL CONTRIBUTION OF DE MONTFORT UNIVERSITY

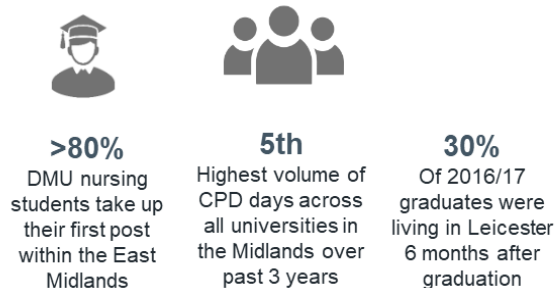
DE MONTFORT UNIVERSITY'S ECONOMIC FOOTPRINT



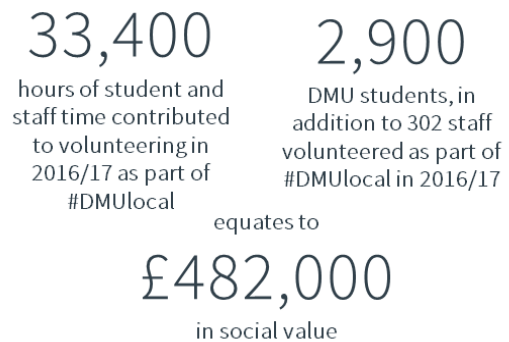
RESEARCH AND INNOVATION



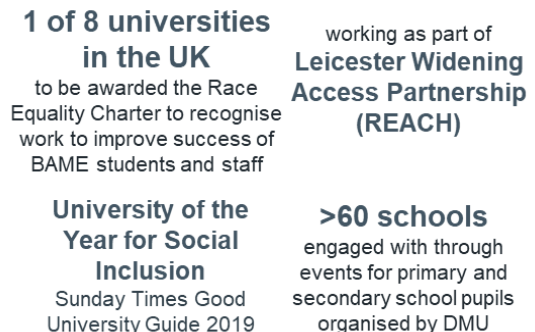
DRIVING UP LOCAL SKILLS



STUDENT VOLUNTEERING



SOCIAL INCLUSION



DMU as an economic anchor

- ix. The first theme that the report explores is DMU's role as an economic anchor institution, mapping the various expenditure flows that the university's activities support, and the consequent economic effects of these injections. Some of the headlines from this analysis are that:
- With an annual income in excess of £200 million, DMU's turnover is greater than the median for all Premier League football clubs and has grown by 65% since the year 2000.
 - The University employs 2,600 people directly on a Full Time Equivalent (FTE) basis, at an average salary of £36,000, which is well in excess of the prevailing local average.
 - DMU injects around £60m p.a. in supply chain expenditure to the UK through capital and operational investment.
 - Its student population has grown by nearly a quarter in the past three years alone, attracting students from both the local area and further afield. Around 20% of all students are from the city of Leicester, with 57% from outside the East Midlands. 1 in every 10 working age residents in Leicester studies at the University. The associated expenditure this brings supports an estimated 1,500 FTE jobs in Leicester.
- 1 in every 30 FTE jobs in Leicester can be traced back to the University
- x. Bringing these economic contributions together, DMU supports an estimated **7,800 FTEs and £500 million in Gross Value Added²** in the UK, of which at least 50% is in Leicester. This implies that approximately **1 in every 30 FTE jobs in Leicester** can be traced back to the expenditure flows generated by the University.

DMU's civic contributions

- xi. Our report has identified a very wide portfolio of what can be termed civic contributions of the University, and sets out evidence on DMU's activities, outcomes, achievements and case studies, as well as the underpinning strategic objectives. We summarise some of the key points here.

² Gross Value Added (GVA) is the key measure of the value of goods and services produced by an organisation, sector or region. It is measured as the difference between income and the value of bought in goods and services, or the sum of gross profits before interest costs, taxes, depreciation and amortisation and total employment costs.

Strategic partnerships in Leicester: #DMU Local

- xii. A critical aspect of DMU's civic engagement activities is that they are backed by strategic intent: one of the key tests of a civic university. DMU has forged a close partnership with Leicester City Council and *Promoting our City* is explicitly embedded as a major theme within the University's strategy. In 2018 the University and City Council published a joint document, *Together for our City*, which outlines the number of ways in which DMU works with the City Council to achieve local objectives.

- xiii. This follows the signing of a formal collaboration with the City Council, to establish #DMUlocal, the umbrella under which local work on education, health and community regeneration sits. It builds on the success of an earlier initiative, the award-winning DMU Square Mile, which focussed on the Fosse area, a highly deprived area of the city.

- xiv. Under the auspices of this agreement, further strategic partnerships have been formed, e.g. with Leicestershire Police and NHS Clinical Commissioning Groups.

- xv. Moreover, the University's civic activities in Leicester are underpinned by managerial and governance structures. The *Promoting Our City* theme has a dedicated Board, which meets regularly to refine strategy, increase responsiveness to local need, evaluate progress and push for action. It is made up of University staff and local representatives. Work has included a major survey of city residents to measure awareness and impact of DMU's civic activities.

Driving up local skills

- xvi. DMU works closely with industry to inform the design of its courses, linking to the extensive CPD and consultancy work DMU engages in and making use of Industry Advisory Boards. This extends to involving students in course co-creation. Our report identifies specific examples of courses that have been co-created in this way (e.g. the UK's Cyber Technology MSc).

- xvii. The University has delivered **the 5th highest volume of CPD learner days across all universities in the Midlands** over the past three years. DMU achieved a **TEF gold rating**, in part for its role in embedding employability into the curriculum.

- xviii. There are many examples of strong links with local employers, with particularly strong links developed by the Leicester Castle Business School through student consultancy projects and by the School of Nursing and Midwifery with hospitals, community areas and midwifery units through placements.

"One very special partnership is our successful collaboration with De Montfort University. The Vice-Chancellor and I meet frequently to discuss initiatives that bring real benefit to local communities. Since April 2016, when we formally agreed to work together on a range of projects as part of #DMUlocal, the relationship between our two organisations has had a powerful impact on areas as diverse as health, education and regeneration."

Sir Peter Soulsby, Mayor of Leicester

"De Montfort University delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK."

The 2017 Teaching Excellence Panel

- xix. DMU plays an active role in contributing to **graduate retention** in Leicester and the wider region, with a significant number of the 5,000 annual graduate qualifiers remaining in the region after graduation:
- 30% of 2016/17 graduates were living in Leicester 6 months after graduation.
 - The 2014-15 DHLE report identifies that 100% of DMU nursing graduates are in employment or further education within 6 months of graduation
 - Over 80% of DMU nursing students take up their first post within the East Midlands.
- xx. Given that a significant proportion of students originally come from outside the region, the University is playing a role in boosting the labour supply year on year. Together with the University of Leicester and Leicester City Council, the University has begun a partnership – believed to be the first of its kind – to fund a member of staff based at Leicester City Council, who will oversee the improvement of graduate retention in Leicester.
- xxi. Graduate retention is also facilitated by the programme of placements and internships DMU has with local employers: the university delivered 322 placements with industry in 2017/18. The university also performs very well on graduate enterprise, having the **8th highest number of graduate start-ups of all UK universities over the past three years**. There is a close fit between the stated skills needs of the LEP area and the destinations of DMU graduates. Education and human health activities are the most popular graduate destination sectors in Leicester and Leicestershire LEP area.

Social inclusion

- xxii. DMU undertakes a vast amount of activity targeted at improving social mobility and inclusion, and widening participation is strongly embedded in DMU's core activities and across its faculties. Key activities and achievements include:
- “De Montfort shows that social inclusion and academic success are not either/or options.”**

Sunday Times Good University Guide 2019
- Events for primary and secondary school pupils—mostly in Leicester and Leicestershire, such as Coding in Schools and the Tech Future Girls Club. In total, **over 60 schools and 12,534 participants were engaged across 272 total events in 2017/18.**
 - Working as part of the Leicestershire Widening Access Partnership (REACH) and using the National Collaborative Outreach Project funding to enhance the partnership's activities.
 - Being named the **University of the Year for Social Inclusion** by the Sunday Times Good University Guide 2019.
 - Being recognised for its dedication to LGBTQ equality (it was **the third highest HEI in the Stonewall Top 100 Employers League Table 2017**) and equality for disabled people (its Disability Enhancement Programme has been called “inspirational” by the UK Government)
 - The proportion of BAME students receiving good honours degrees increased from 60% in 2015/16 to 64.7% in 2016/17.
 - The Equality Challenge Unit awards the Race Equality Charter to recognise the work HEIs are undertaking to improve the success of BAME staff and students: DMU is one of only eight universities in the UK to have been awarded the Charter.

Student volunteering

- xxiii. The University has been working in partnership with local communities since the 1960s and this focus on social intervention and interaction with local communities continues to underline many of the University's strategies.
- xxiv. DMU's current approach to volunteering was first formed in 2011, where a large consultation exercise involving hundreds of residents was used to identify local challenges that could benefit from the University's support. A variety of volunteering programmes were consequently designed to focus on local need and have expanded year on year since then, to cover a wider part of the city and add an international focus. Community engagement is also delivered at a faculty level.
 - DMU's volunteering programme has won several national and international awards, such as a Guardian University Award 2014 for Contribution to Local Community, and the Mahatma Gandhi International Award 2013.
 - Under the auspices of #DMUlocal in 2016/17, almost 2,900 DMU students and 302 staff have contributed approximately 33,400 hours of their time to volunteering. This equates to £482,000 in social value.
 - Our report contains numerous case studies of impactful volunteering projects in the city.

Supporting regeneration and renewal in Leicester

- xxv. DMU has invested significantly in new facilities and this investment has played an important role in the physical renewal of Leicester. It has invested £136m in its campus transformation, which has included the restoration of the Great Hall of Leicester Castle, the upgrading of Leicester's Ring Road, the creation of numerous public squares and the enhancement of pedestrian linkages between the City Centre, the Campus and the River Soar.
- xxvi. The physical transformation of the campus has helped to extend the city centre and provide high quality public realm for members of the public, as well as staff and students. Growing student numbers have also had a catalytic effect on the city centre, where it has resulted in the construction of a number of high-quality purpose-built student accommodation blocks being provided. These have helped to vitalise the City Centre and to support the evening economy by bringing students closer to it. Some purpose-built student accommodation has been provided by refurbishing old buildings that were previously empty.

Aligning research to local and national need

- xxvii. DMU has over 60 specialist research groups and institutes across its four faculties. The University has key research strengths in creative arts, textiles, AI, cybersecurity and life sciences, which are all sectors that the LEP is focussing on in the local industrial strategy. In terms of research impact, 74% of DMU's research was assessed by the REF 2014 as having an outstanding (4*) or very considerable (3*) impact.
- xxviii. DMU's research is strongly oriented towards overcoming the business and societal challenges facing Leicester. It also conducts research of relevant to each of the industrial strategy Grand Challenges. Our report sets out a number of case studies of research with impact. Examples include:
 - There are strong links between #DMUlocal and the University's research, which enables the University to focus research on city issues and ensure the research

brings benefits within Leicester and Leicestershire. The University has carried out research projects with local communities aimed at improving the lives of people in the city, for example the survey of the city's homeless made by DMU students to support research for the End Street Homeless Campaign.

- The South Asians Respiratory and Inhaler Intervention Study Group responds to the particular issues and barriers that local Asian and Asian British people (who make up 37% of Leicester's population) face in accessing healthcare. These groups experience a particular issue with respect to respiratory-related illnesses. The Group, therefore, researched the issues and difficulties that South Asians experience with respect to their respiratory health and inhaler use.
- The Leicester-based property, construction, and infrastructure company Pick Everard and Dr Birgit Painter—course leader for MSc Engineering Management—are evaluating how construction management communicates building design and operation effectively to all those involved in a construction project, improving the transition from design-stage projections to actual building performance. Pick Everard sit on the Faculty of Technology's Industrial Liaison Committee.

xxix. Examples of research addressing the national Industrial Strategy Grand Challenges include:

- **Artificial intelligence and data**—DMU has a clear specialism in researching artificial intelligence from within the Faculty of Technology's School of Computer Science and Informatics, such as expertise on fuzzy logic and data mining, which are crucial in this regard.
- **Ageing society**—DMU hosts the Leicester Academy for the Study of Ageing, whose research is aligned to answering the questions of this challenge. This is also supported by other research such as ViR.AL where virtual reality, 3D audio technologies, gaming technologies, and other leading-edge interactive technologies are being developed for assisted living.
- **Clean growth**—the research in the Institute of Energy and Sustainable Development is an instance of research being undertaken at DMU that will help the UK be at the forefront of encouraging the world to move to clean growth. It integrated social scientists, engineers and physicists to develop knowledge of energy and resource use and ensuring its accessibility for needy communities around the world. Moreover, sustainable growth is a focus for the School of Engineering and Sustainable Development, such as efficient use of resources.
- **Future of mobility**—DMU's research into the future of transportation and connectivity will contribute to this agenda to shaping the future of mobility. For example, DIGITS research activity focusing on intelligent transport and transport infrastructure solutions is using innovative technology to increase efficiencies in transportation. Its expertise includes integrated traffic and air quality control, airport and harbour environment modelling, and telematics.

xxx. DMU's supports innovation and enterprise in numerous ways, from its Innovation Centre through to Faculties' own networks and supporting graduates in their own endeavours. DMU is plugged into local businesses by its membership of different networks, promoting its offer of tailored CPD, bespoke business support, contract research and consultancy and more:

- It has strong relationships with **2,500 companies and 130 community organisations** through its business engagement activities
- DMU has generated over **£9 million per annum** in income from business and community interaction between 2013/14 and 2015/16
- The Leicester Castle Business School, founded by DMU in 2016, is the headline partner of the Leicester Business Festival founded by LLEP in 2014 to elevate the sub-region's activities on an international platform.
- The University produced the 8th highest number of graduate start-ups in the past three years across all HEIs in the UK
- DMU ranked **2nd amongst all HEIs in the East Midlands for the number of social enterprises active after 3 years.**

"The Innovation Centre at DMU provides PDS Consultants with a professional, business-facing window into its operations. For a small organisation, this provides the stability and gravitas that encourages new clients to engage with the business while enhancing the retention of existing clients."

PDS Consultants, a software development, support and IT consulting business

Supporting culture and the visitor economy

xxxi. DMU's campus is in a historic area of Leicester and is a hub of culture. It hosts a wealth of cultural and heritage-based facilities for the public to enjoy from the University Gallery through to the Heritage Centre. The majority of its programme of events are open to the public to enjoy, such as #DMUPride, the Festival of Creativity and calligraphy workshops in DMU's Confucius Institute. Notable facts on its contributions include:

- In 2016 DMU became the **first higher education partner of Arts Council England**. The partnership has allowed DMU and the Arts Council to work together with local artists and art organisations to improve the quality and quantity of arts and culture in Leicester and Leicestershire.
- Also in 2016 DMU signed a **five-year partnership with the Leicester Philharmonia Orchestra** to develop links, such as in music research. The programme has also supported outreach, including Orchestra Unwrapped, where Leicester school children were able to experience live music and learn about it.
- DMU is the **official partner higher education partner of Leicester City Football Club**. Through this DMU has placed a Business graduate in the Club for work and a former professional footballer has been working with DMU's football teams for a period.

DMU became Arts Council England's first higher education partner in 2016

- DMU backed the Phoenix 2020 project, which involved the expansion of Leicester's Phoenix Cinema and Art Centre. Phoenix has recently secured £4 million from Arts Council England towards the expansion project. The expansion of the Phoenix Cinema has allowed it to increase its events offer, including taking part in a new arts festival to celebrate Artificial Intelligence, ART-AI, in early 2018.

Forging international links

- xxxii. Beyond its international community of 3,400 international students from 115 countries, the University has developed global partnerships with HEIs and through the #DMUGlobal programme offers global experiences for its students. In July 2018, DMU was selected as the global hub for the UN's Sustainable Development Goal 16 to promote peace, justice and strong institutions.

"The visibility given to the SDGs in DMU's strategic plan will undoubtedly spark curiosity. And curiosity in the hands of young people and nurtured within the walls of this university can help channel energy into activism, action and the creation of a better world."

Maher Nasser, Director of the UN's Department of Public Information Outreach Division

1. Introduction

Scope of the study

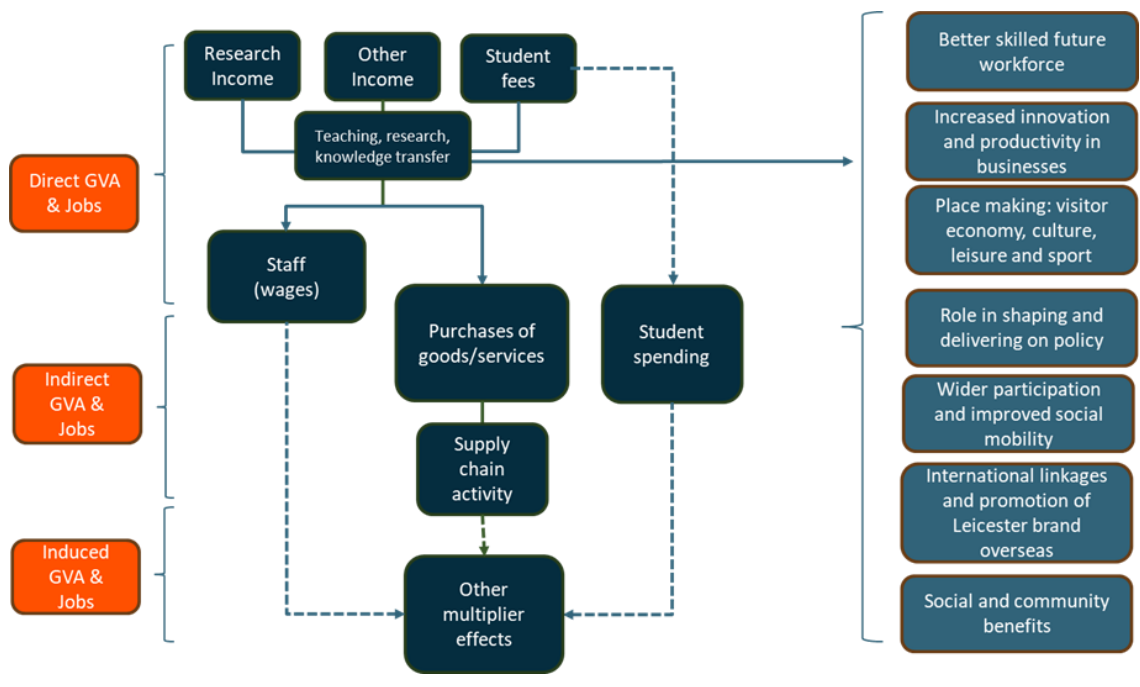
- 1.1 This impact report provides a detailed examination of De Montfort University (DMU)'s socio-economic contribution. It examines the wide range of ways in which DMU contributes to the economic and social development of the City of Leicester and the wider region and places this contribution into the wider local socio-economic context.
- 1.2 Much attention has recently been given to the concept of a civic university, and to universities as anchor institutions for their places: large economic drivers heavily embedded in their local communities.³ Alongside quantifying the economic contribution of the University, the report demonstrates – with reference to the literature and drawing on consultations with stakeholders – the ways in which DMU's approach exemplifies the model of an engaged civic university.

Types of impact

- 1.3 The report covers the full range of economic, social and cultural impacts generated by DMU, including:
 - **Demand-side economic effects:** The economic activity and expenditure the University brings to the area as a direct employer, a purchaser of local goods and services, and an attractor of students and visitors to the area.
 - **Supply-side economic effects:** The University's contribution to enhancing the skills and productivity of the workforce and business base via skills development and work with businesses and other organisations to drive innovation and productivity.
 - **Social and cultural effects:** The social value generated by the University's work with the local community, strategic links with public and third sector organisations and investments in widening participation and culture.
 - **The University's international role:** The strategic and economic benefits from the University's international linkages.
- 1.4 A summary of these effects is provided in the diagram below.

³ See, for example, the UPP Foundation's Civic University Commission, which was launched in 2018. <https://upp-foundation.org/civic-university-commission/>

Figure 1.1 Economic and social impact framework



- 1.5 The report makes use of a range of existing datasets and other material supplied by the University, economic modelling, consultations with both senior University staff and external stakeholders, and published economic data. Further detail is provided in the technical appendix.

Impact areas and time period

- 1.6 The study focuses on the impacts for four spatial impact areas:
- The City of Leicester
 - Leicester and Leicestershire LEP
 - East Midlands
 - The Midlands Engine
- 1.7 The study draws principally upon snapshot data from the academic year, 2016/17, whilst also covering activities that have developed over time, using time series data and case studies.

Measures of impact

- 1.8 Where possible, the report quantifies impacts in economic terms (Gross Value Added⁴ and Employment). Not all of the University's socio-economic contributions can be robustly expressed in these terms. Where this is the case, we draw on other statistics to illustrate the scale of the impact, along with evidence from case studies and the views of stakeholders.

⁴ Gross Value Added (GVA) is the key measure of the value of goods and services produced by an organisation, sector or region. It is measured as the difference between income and the value of bought in goods and services, or the sum of gross profits before interest costs, taxes, depreciation and amortisation and total employment costs.

Structure of the report

1.9 The report is structured as follows:

- Section 2 sets the scene for the analysis of DMU's contribution by reviewing the literature on the civic university, and the key socio-economic policy drivers at the national and local level that are shaping the external environment for DMU
- Section 3 provides an analysis of DMU's economic footprint as an employer, purchaser of goods and services, and an attractor of students and visitors to Leicester
- Section 4 outlines DMU's contribution to skills development for Leicester and beyond
- Sections 5 and 6 assess DMU's social and cultural contributions
- Section 7 examines DMU's wider civic contribution arising from its partnership work in Leicester
- Section 8 reviews the impacts generated by research, innovation and enterprise activities
- Section 9 provides a review of the University's international activities and linkages.

2. A Civic University for Leicester & Leicestershire

- 2.1 This section sets the scene for the rest of the report, by exploring what a modern engaged civic university would look like for Leicester. We review the literature on the concept of a civic university, before outlining relevant local and regional policy drivers.
- 2.2 We conclude with a policy-grounded framework for a civic university for Leicester.

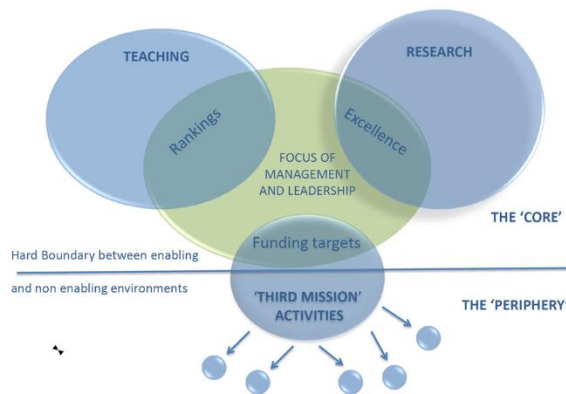
Defining a Modern Civic University

Civic Universities

- 2.3 The concept of a civic university dates back to the 19th century, when a set of civic universities was formed in the UK, driven by local partnerships of industrialists aiming to address skills shortages.
- 2.4 The resurgent policy agendas of devolution and localism, as well as the void left in many policy arenas due to local government austerity, have further served to shine a light on the value of well engaged, civic universities for their places, bringing more potential for local and regional influence for universities.
- 2.5 John Goddard, who has written extensively on the subject in the UK and internationally in the post-Financial Crisis age, describes an engaged civic university as:
- “one which provides opportunities for the society of which it forms part. It engages as a whole with its surroundings, not piecemeal; it partners with other universities and colleges; and it is managed in a way that ensures it participates fully in the region of which it forms part. While it operates on a global scale, it realises that its location helps form its identity and provides opportunities for it to grow and help others, including individual learners, businesses and public institutions, to do so too.”⁵*
- 2.6 An engaged civic university, then, is one where the needs of the host location are integral to the institution’s missions of teaching, research and engagement. This is outlined in the figures below, which contrast an engaged civic university with an unengaged university that see engagement purely as a “third mission” used to leverage in funding.
- 2.7 Building on this thinking, Goddard’s work outlines the various behaviours of an engaged civic university, which is distilled here to a university that:
- actively engages with the wider world and local community
 - takes a holistic, institution-wide, approach to engagement
 - has a strong sense of place, with a locally-formed, unique identity
 - has a sense of purpose, which is conceived not simply in terms of its strengths but what good these strengths serve
 - is willing to invest to have impact beyond its academic activities
 - is transparent and accountable to stakeholders and the wider public
 - uses innovative methodologies, social media, team building and so on in its engagement activities

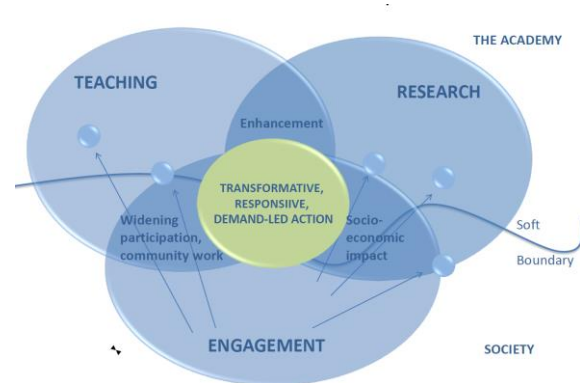
⁵ Goddard, J. (2009). *Reinventing the Civic University*, NESTA, Provocation 12: September 2009

Figure 2.1 An unengaged university



Source: Goddard, Hazelkorn, Kempton & Valiances (2016), *The Civic University*

Figure 2.2 An engaged civic university



Source: Goddard, Hazelkorn, Kempton & Valiances (2016), *The Civic University*

- 2.8 It is important to note here that there is sometimes seen to be a diametric tension between global excellence and local engagement. The concept of a civic university reframes the two approaches as potentially complementary, where global and local thinking can be aligned so that benefits can flow between the global and the local.

Anchor Institutions

- 2.9 In the 1960s, America's de-industrialising economy caused concern for urban conditions and rising unemployment which increased throughout the late 20th century. This led to Higher Education Institutions intervening in the development of their local communities and orientating to help address complex socio-economic challenges. The idea of an anchor institution is similar to the concept of a civic university but is built around a broader — In terms of its applicability to institutions like local councils and place-based organisations — yet more specific, in terms of its socio-economic focus, definition.
- 2.10 Anchor institutions are, typically, large organisations that are deeply rooted in their local community and unlike light-of-foot globalised businesses, are unable to easily (or at all) to relocate from a particular area. Therefore, they often have a historic and well-established presence, embedded in local networks, regional networks, and supply chains.
- 2.11 Recent work on community wealth-building, which is explicitly focused on achieving positive socio-economic outcomes for communities around anchor institutions⁶ highlights the spending power of institutions and how procurement spending can benefit local communities. This relates both to increasing local sourcing and using social value criteria to lever in stronger social impact.
- 2.12 Given that a university has a much broader socio-economic function than through supply chain linkages, other considerations are important here, including:
- meeting the skills needs of the local economy
 - knowledge exchange with local businesses and addressing sectoral issues
 - undertaking or aligning research to local socio-economic priorities
 - partnership working with other anchor institutions and policymakers to prioritise strategic actions for local benefit

⁶ For example, CLES (2017) *Local Wealth Building: harnessing the potential of anchor institutions in Preston*, 19th October 2017

- ensuring facilities (such as cultural venues) are open for use for local communities
 - giving time and resource to the local community on social development projects
- 2.13 In this vein, an anchoring role must be conceptualised as more than a purely incidental spin-off from existing activities. The role is a result of proactive, targeted work. An anchor institution aims to have a local impact, *to be engaged*, and recognises its responsibility as a part of its host community to orientate activity towards that community.

The Policy Context

- 2.14 Understanding local needs and priorities, and responding to them, is a key feature of a modern civic university.
- 2.15 DMU operates in a policy landscape determined at a range of levels including the City Council, Leicester and Leicestershire LEP (LLEP), Midlands Engine and the national level. We briefly review the key policy developments that shape DMU's external environment.

National Priorities

Industrial strategy

- 2.16 National policy change in higher education has come to place an extraordinary focus on the economic and social value of universities across a range of areas.
- 2.17 The UK Government published its Industrial Strategy White Paper in late 2017. It outlines the UK's economic strategy and priorities, with the clear priority above all to boost productivity. The industrial strategy identifies five key pillars of productivity:
- Ideas: encouraging the UK to be the world's most innovative economy
 - People: ensuring good jobs and greater earning power for all
 - Infrastructure: driving a major upgrade to the UK's infrastructure
 - Business environment: guaranteeing the UK is the best place to start and grow a business
 - Places: creating prosperous communities across the UK.
- 2.18 Within each of these pillars, universities are seen as playing a central role in driving productivity, especially by delivering skills, driving innovation, and their economic importance to their host communities in terms of support jobs and economic growth.
- 2.19 The Industrial Strategy also identifies four Grand Challenges (AI and data, ageing society, clean growth, and future of mobility) which are viewed as key to unlocking productivity and meeting future needs. Universities are expected to play a role in addressing these issues, through collaboration with industry and skills provision.
- 2.20 The Industrial Strategy is acutely place-based in its framing of economic interventions. It commits to developing Local Industrial Strategies (LISs), which will identify local strengths to be exploited, highlight challenges to be overcome, and present opportunities for the future.

Wider HE policy developments

- 2.21 The focus on Industrial Strategy has taken place concurrently with deep change to the UK's higher education policy background. The Witty Review in 2013 kickstarted some of this,

concluding that “universities have an extraordinary potential to enhance economic growth,”⁷ due to their innovative activity. The Higher Education and Research Act (HERA) brought in sweeping regulatory changes from 2017 onwards, including new performance metrics:

- The Teaching Excellence Framework (TEF) assesses universities on the quality of their skills provision, teaching and, importantly, their contribution to graduate outcomes
- The Knowledge Exchange Framework (KEF) which will formally benchmark HEIs on their knowledge transfer activities; though, it is still in development.

- 2.22 These are accompanied by changes in the regulatory architecture, with the creation of the Office for Students (OfS) and UK Research and Innovation (UKRI), which merges the seven Research Councils together with Innovate UK. The then Minister for Higher Education Sam Gyimah MP outlined the Government’s view that the civic role of universities is closely linked to the student experience:

“The environment that universities provide is vital... the connections to the wider world provided by a university with an international student base; the connection to businesses, whether local, national or international that provide pathways to work and valuable networks; the links to local communities that make universities rooted and engaged. It is by fulfilling this vital civic role that universities can best deliver for students—helping them transform their life chances, and changing the country for the better.”⁸

Local and Regional Priorities

Skills and sectors

- 2.23 Skills development is a fundamental theme within local and regional policy. The Leicester and Leicestershire Local Enterprise Partnership (LLEP) is charged with driving local economic development. Through its Strategic Economic Plan (SEP)⁹, LLEP wants to boost the proportion of highly skilled people to the national average and the emerging LIS¹⁰ stresses the role of higher-level skills in remaining attractive post Brexit. There is also a particular focus on STEM skills both locally and at the Midlands Engine level.
- 2.24 Universities are specifically referenced for their ability to develop and retain talent in important sectors, and graduate retention in the knowledge economy is given a specific focus. The SEP cites a wide range of sectoral priorities. The emerging LIS, which builds on the specialisms outlined in the Midlands Science and Innovation Audit (SIA)¹¹ focuses on:
- Advanced logistics
 - Advanced manufacturing and engineering
 - Life sciences
 - Space, data and digital technology

⁷ Sir Andrew Witty (2013) *Encouraging a British Invention Revolution: Sir Andrew Witty’s Review of Universities and Growth*

⁸ Sam Gyimah MP (2018), *A Revolution in Accountability*, speech at the launch of the Office for Students, 28th February 2018. <https://gov.uk/government/speeches/a-revolution-in-accountability>

⁹ LLEP (2014) *Strategic Economic Plan (2014-2020)*

¹⁰ LLEP (2018) *Leicester and Leicestershire Local Industrial Strategy Prospectus: Helping to build a Britain for the future*

¹¹ Midlands Engine (2016) *A Science and Innovation Audit Report for the Midlands Engine, sponsored by the Department for Business, Energy & Industrial Strategy*

- Textiles—design, manufacturing and technology

Regeneration

- 2.25 The Leicester Urban Area is a key priority in LEP-level policy, and the City Centre within Leicester City Council policy. The LEP cites the Soar Waterside near DMU as an important opportunity area. The City Council's most recent Economic Action Plan¹² looks to transform the City Centre through regeneration projects, leveraging in investment, and unlocking growth. This includes the specific priority to encourage and support the early evening economy and increase the City Centre population.

Innovation

- 2.26 The Midlands Engine Vision for Growth¹³ stresses innovation as one of its key priorities and the Midlands Engine SIA reinforces the national impetus on leveraging world-class science and innovation assets for regional productivity growth, at a more local level, LLEP posits innovation and knowledge transfer as part of its overarching goal to invest in business. It envisages university-led innovation as a way to overcome lower levels of employment in knowledge-intensive business services (33%) than nationally (38%), as well as ensuring that the many SMEs in the economy receive support.

Culture and the visitor economy

- 2.27 Tourism or the visitor economy is a priority sector for the LLEP, whilst the Leicester Economic Action Plan hopes to grow the early evening economy and grow a vibrant city centre. Moreover, the Action Plan has a specific target to improve the number and quality of visitor attractions—which are largely cultural or heritage based in nature.

Implications for DMU as a modern civic university for Leicester

- 2.28 Given this external environment, what would a modern engaged civic university for Leicester look like?
- 2.29 There is a clear emphasis nationally on the role of universities as civic institutions, and local and regional policy sets out clear priorities to which DMU has the potential to contribute. The implication is that a modern civic university for Leicester would:
- Function as an economic anchor for the city, drawing in large amounts of expenditure and economic activity
 - Seek to drive up skills levels, meeting skills needs of the local economy and working to improve graduate retention
 - Direct a portion of their research and knowledge exchange activity towards addressing local and regional societal challenges, in collaboration with local industry, especially SMEs
 - Drive social impact by investing in initiatives to boost social mobility and widen participation, and giving staff and students' time to engage in community projects
 - Make a contribution to the development of the cultural sector and visitor economy

¹² Leicester City Council (2016) *Leicester: Great City, Economic Action Plan (2016-2020)*

¹³ Midlands Engine (2017) *The Midlands Engine Vision for Growth: Our response to the Government's Midlands Engine Strategy*

- Work in partnership with stakeholders in the city and more widely to solve social problems and drive physical regeneration, especially within the City Centre
- Help to promote and raise the profile of Leicester more widely, including through international links.

2.30 The remainder of the report explores each of these aspects of DMU's civic role in turn.

3. DMU as an Economic Anchor

3.1 A key aspect of DMU's role as an economic anchor for Leicester lies in its scale and the consequent injections of expenditure, and multiplier effects, that it generates for the city and beyond. This section provides a robust assessment of DMU's impact on the demand-side of the economy covering:

- **Direct effects:** the economic activity supported on campus **Indirect effects:** the University's role as a purchaser of goods and services from other organisations, and the consequent multiplier effects that are generated
- **Induced effects:** the further multiplier effects supported by the personal expenditure of the University's staff and those in its supply chain
- **Student expenditure effects:** the economic impacts arising from the off-campus expenditure of students
- **Visitor expenditure effects:** the additional expenditure and economic impact generated via the attraction of visitors to Leicester

3.2 We consider each of these in turn and then put them into context.

Direct Effects

3.3 The University currently employs around 2,600 people on a Full Time Equivalent (FTE) basis. Since 2010/11 the university staff headcount has increased by 17%.

3.4 The roles span a range of occupations including academics, professional services, management and administration. Overall, the jobs are largely highly skilled: the average salary per FTE was almost £36,000, which compares to £31,000 in the Leicester and Leicestershire LEP. Most staff live locally in the surrounding districts - 37% live in Leicester, 10% in Charnwood and 9% in Blaby.

3.5 The University generated an income of £205m in 2016/17 which is bigger than the median turnover of premier league football teams in 2016/17¹⁴. There has been strongly positive income growth since 2000, with an increase in revenue of £87m—equivalent to an average annual growth rate of 5% or 65% in total over the period.

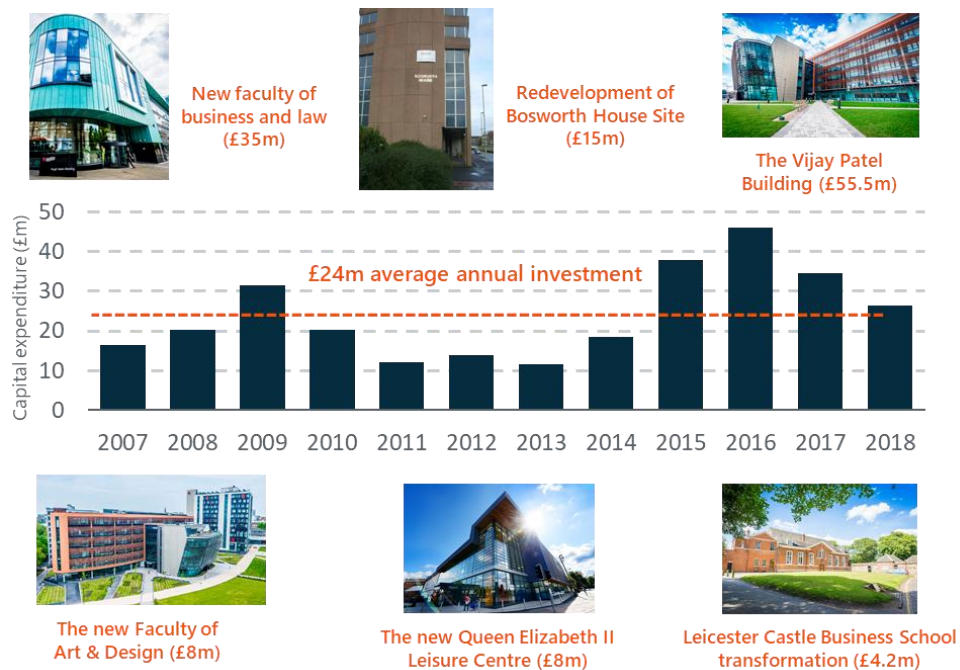
3.6 This income supported **£140 million in direct Gross Value Added (GVA)** in 2016/17 for the University.

Indirect Effects

3.7 DMU has made considerable capital investments, especially over the past 7 years. As we discuss in more detail in Section 7, much of this investment has taken place as part of the major campus transformation project. The university estate, which was originally distributed over 10 sites, has been concentrated into one city campus. Some of the significant investments are summarised in Figure 3.1.

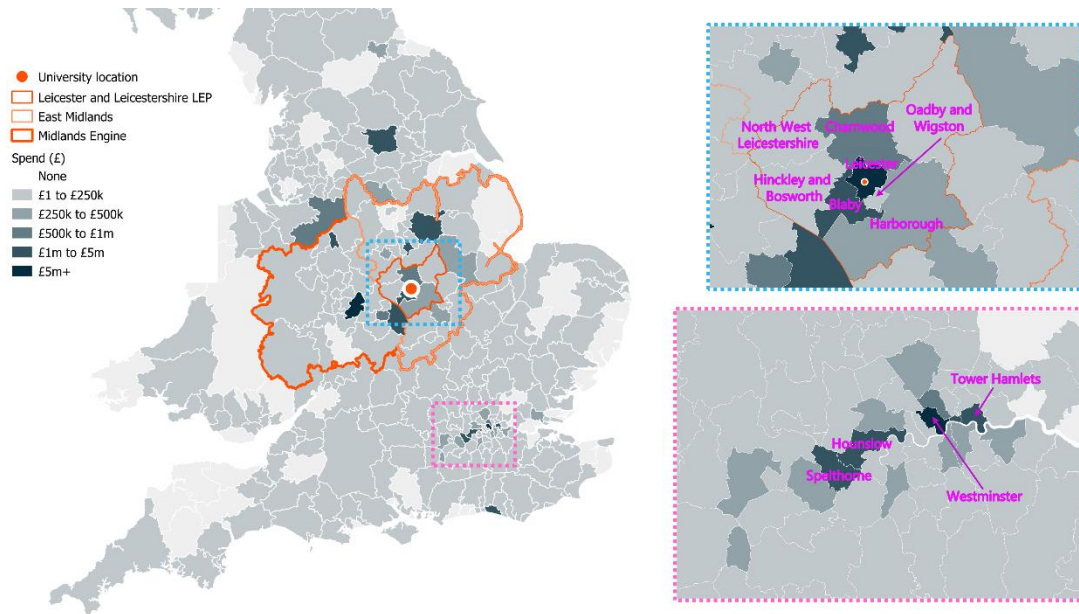
¹⁴ Based on figured in Deloitte Annual Review of Football Finance, 2018: Premier League clubs' revenues and wage costs – 2016/17 (£m)

Figure 3.1 Capital Investment over time at DMU



- 3.8 This has seen an annual average of £24m invested in Leicester since 2007, which represents an ongoing injection of investment into the construction sector and beyond. The university intends to keep investing in their assets. Up until 2021 they are set to invest up to £60m in the Kimberlin Library Development.
- 3.9 Alongside this capital investment, the university purchases large amounts of goods and services to support its day-to-day operations, many of which are sourced from the local area. This, in turn, supports jobs in the local economy. In 2016/17 DMU spent over £58m on goods and services from UK-based businesses (operating and capital purchases), of which £11m was spent in the Leicester and Leicestershire LEP area, of which £7m was in Leicester.

Figure 3.2 Map of spend of suppliers, 2016/17



Source: Hatch Regeneris analysis of De Montfort University purchasing data

- 3.10 This supply chain expenditure provides a significant injection of demand into the economy. We estimate that in 2016/17 DMU supported £50m in GVA and 1,000 FTE jobs through its supply chain expenditure across the whole of the UK.

Table 3.1 Indirect Economic Impacts, 2016/17

	GVA impact (£m, 2016/17 prices)	Jobs supported (FTE)
Leicester	<10	100
Leicester and Leicestershire LEP	<10	160
East Midlands	20	320
Midlands Engine	20	540
UK	50	1,000

Source: Calculations by Hatch Regeneris based on data provided by De Montfort University.

Staff Expenditure Effects

- 3.11 As highlighted earlier, the University supports many highly skilled jobs and therefore well-paid roles, so its employees on average have higher than average disposable income. The economic impacts generated through their expenditure and those in the supply chain, are summarised below.

Table 3.2 Induced Economic Impacts, 2016/17

	GVA impact (£m, 2016/17 prices)	Jobs supported (FTE)
Leicester	<10	100
Leicester and Leicestershire LEP	20	240
East Midlands	40	590
Midlands Engine	50	740
UK	70	910

Source: Calculations by Hatch Regeneris based on data provided by De Montfort University.

Student Expenditure Effects

- 3.12 In 2016/17 there were 23,000 students studying at the University. Over the period 2014/15 to 2016/17 De Montfort's student population grew by 23%, this is the second fastest growth rate of all universities in the Midlands. To give a sense of scale:
- Around 1 in every 7 students across all 9 East Midlands universities are at DMU.
 - These students are a significant part of Leicester's population. 1 in every 10 working age residents in Leicester studies at the University. Students living in Leicester during term time account for 1 in every 3 residents between 18 and 24 years old.
- 3.13 The University draws in significant numbers of students from outside Leicester and the East Midlands: 80% and 57% respectively. Around 3,400 students (16%) come from outside the UK, from 115 different countries. Nearly half of these are from China (1,260 students) and India (475 students). Because of its wide reach, the University effectively brings in additional expenditure to the local economy in term time from these students. The expenditure of the large cohort of international students represents a source of export earnings for the UK.
- 3.14 We estimate that De Montfort University students spend around £230m in the UK economy annually. A large proportion is captured by retail services, while students also drive the development of the night-time economy in the city centre, along with the student housing sector. The knock-on regenerative impacts from student expenditure are also examined later in Section 7.
- 3.15 In total we estimate that this student expenditure supports 3,300 FTE jobs in the UK, of which around 1,800 are in the Leicester and Leicestershire LEP area and over 1,500 in Leicester. The vast majority of those in Leicester and the LEP area are net additional jobs. International students' expenditure supported approximately £40 million in GVA and 540 FTE jobs.

Source: Hatch Regeneris calculations based on data provided by the De Montfort University

Table 3.3 Summary economic impact of De Montfort University students' expenditure, 2016/17

	Total impact: all students		Of which FT students from outside impact area	
	GVA	Jobs (FTE)	GVA	Jobs (FTE)
Leicester				
Leicester and Leicestershire LEP	100	1,500	70	1,200
East Midlands	120	1,800	70	1,200
Midlands Engine	190	3,100	70	1,100
UK	190	3,100	90	1,400

Source: Hatch Regeneris calculations based on data provided by the De Montfort University

Visitor-Related Effects

- 3.16 The University attracts a significant volume of visitors, and hence associated expenditure, to Leicester. This happens through a number of channels including, for example, open days, graduations, conferences, and events for the public. In total over the 2016/17 academic year excluding graduations and open days, there were at least 43,200 recorded visits to these events.
- 3.17 Given the numbers of students from outside the area, these students attract a significant volume of visits to Leicester from friends and relatives. We estimate that such visits supported a further £2 million in GVA in Leicester.

Summary of Economic Contributions

- 3.18 Drawing all of these demand-side contributions together, we estimate that **the University supported a total of 7,800 FTE jobs in the UK and £500 million in GVA**. To put this into context, this means that
- 1 in every 30 FTE jobs in the whole of Leicester can be traced back to the expenditure flows generated by the University
 - this GVA contribution is equivalent to 3.3% of all GVA in the Leicester
 - for every direct job at the University there are a further 2 jobs supported across the UK economy.

Table 3.4 Summary Economic Contribution of the De Montfort University, 2016/17

	GVA impact in area (£m, 2016/17 prices)	Jobs supported (FTE) in area
Leicester	250	4,400
Leicester and Leicestershire LEP	290	4,900
East Midlands	390	6,600
Midlands Engine	410	7,000
UK	500	7,800

Calculations by Hatch Regeneris based on data provided by De Montfort University.

4. Meeting Skills Needs

- 4.1 This section explores the skill dimension of DMU's civic role. We review DMU's approach to meeting skills needs and boosting employability and entrepreneurship, the destinations of its graduates and the economic value generated.

Meeting Skills Needs

DMU's strategic approach to linking with industry

- 4.2 Interaction with the local community and an understanding of local need is used to inform the University's strategic approach to skills development. Course co-creation is a core element of this. This takes place through Industry Advisory Boards, which ensure curricula are co-developed with business partners in industries most related to courses.
- 4.3 DMU delivers CPD and consultancy to businesses and then utilises this as an opportunity to gain feedback from the businesses supported on how industry is moving, to then guide a strategic approach to growing and developing teaching areas.
- 4.4 The University has established partnerships with several industry leaders and co-creates courses based on the skills required by industry, and course content is regularly updated based on feedback from businesses and changing local and national priorities. An example of this method of co-creation is outlined in the Cyber Technology MSc case study below. Similarly, the University developed an Investigative Journalism MA in collaboration with Channel 4. The course was designed with input from professional journalists to provide key skills, knowledge and contacts that will help improve graduate prospects.

Course Co-creation: From cultural partnership to module design

A partnership with Curve, one of the UK's leading independent producing theatres, resulted in the creation of a new module, Business of Performing Arts, offered to students on Business Management in the Creative Industries MSc and the Creative Enterprise MSc within the Leicester Castle Business School.

This module offers students a deeper understanding of the business models that support performing arts across its various strands, as well as evaluating changing trends that do and could impact arts organisations.

This was borne out of a strong relationship between Curve and the Faculty of Arts, Design and Humanities—collaborating on cultural events and student placements. It is a clear example of a partnership that has been deepened and broadened by DMU to cover more than its initial purpose.

Course Co-creation: The UK's First Cyber Technology MSc

Following on from the Government's increased focus on and funding for cyber security in recognition of the scale of the threat, DMU introduced an MSc in Cyber Technology that is directly supported and steered by four industry giants: Airbus Group, Deloitte, BT and Rolls Royce.

Staff from the four industry partners provide guest lectures and the support delivery of modules, in addition to regularly advising the University on the curriculum to ensure it is kept up to date and that students are one step ahead of cyber criminals. Students also have the opportunity to undertake placements in the firms.

The course covers cyber security, software engineering, digital forensics and management, while allowing flexibility for students and employers to adapt the course to meet their individual career and training needs. The unparalleled industry experience offered through the collaboration will help to address the UK cyber skills shortage, ensure continuous innovation in cyber security and prepare students to face the growing threat posed by cyber-attacks.

Placements and internships

- 4.5 The University is committed to providing widespread placement opportunities for students with local, national and international employers and relationships are established through the co-creation of course material that supports meaningful placements and helps to fill skills gaps. This includes the innovative #DMUworks initiative, discussed in more detail below.
- 4.6 The Faculty of Health and Life Sciences provides numerous placement opportunities. DMU students on healthcare courses will have provided over 3.3 million hours of placement activity in healthcare provider organisations across the three years 2016/17 – 2018/19. Health Education England provide a placement tariff to organisations to offset the organisational cost of providing support to students on placement. Income associated with this tariff is expected to total over £7.5m across the three years in question, and healthcare providers use this funding in a wide variety of ways to benefit both the student and the patient experience.
- 4.7 In addition to contributing towards students' learning and development and providing an opportunity to gain practical experience, there is some service benefit provided by students undertaking tasks whilst on placement that are equivalent to those of Healthcare Assistant (HCA) staff. The equivalent HCA pay for these placement hours is estimated to be in the region of £25 million over the past three years.
- 4.8 In addition to their placement hours, DMU nursing students spend on average an estimated 15 hours per month of their own time undertaking paid bank work. This provides a vital source of up to 18,000 hours per annum (£133k) of scarce bank staffing to local healthcare providers.
- 4.9 The University also works with the local business community to identify skills and innovation gaps and addresses these through the introduction of apprenticeships and Continuing Professional Development (CPD) courses focused on local need, with the target of involving at least 1,000 adult learners.
- 4.10 DMU considers students as co-creators and facilitates dynamic co-creation through feedback and exchange among students and staff. This ensures that course material is continuously updated to focus on student and industry needs.

Employability

- 4.11 DMU offers an innovative work experience programme #DMUworks, which looks to enhance the employability of DMU students through largely short work experience opportunities (the work insights are between 1 and 10 days), work-readiness training, business visits and research and consultancy opportunities. This includes offering internships to DMU students and recent graduates through the Frontrunners and Graduate Champions schemes, which enables students to put skills learnt in their university studies into practice, fills skills gaps in local businesses and improve their employability.
- 4.12 The key plank of the programme is the short-term, bespoke approach for work experience modelled on the #DMUglobal programme—discussed in Chapter 9 in more detail. The short-term professional experience for students is built around engaging students who might otherwise find difficulty obtaining work placements but is open to all students; the model aims to engage students through an “in the life of” approach. This approach is about showing students how professionals go about their work, allowing them to ask questions and understand what work might entail—such as 10 students visiting the Sainsbury’s IT team to understand what work staff there actually undertake. This work inspired 5 of those who visited, and a number have since gone on to work in the team they visited.
- 4.13 There are experiences available of three and five days. The University mostly targets SMEs for engagement in the programmes and response have been high from businesses and according to consultations with DMU staff involved in the programme, it has exceeded DMU’s initial expectations. Despite the relatively short timescale of the placement, a number of students have gone on to take up permanent work in the places that hosted them.
- 4.14 DMU also employs their own students through an internal internship scheme, which is taken up by around 100 students each year. These are part-time, paid internships throughout departments at DMU.
- 4.15 In 2017/18 the University delivered a total of 322 placements with industry, of which 49% were business, accounting and law, 26% were computing, engineering and mechanics and 25% were arts and design. Around 16% were in Leicester and an even larger proportion are in the Midlands. Many of these placements are with top employers such as Rolls Royce, Volkswagen, Hewlett Packard, IBM and Siemens. In addition to this there were 133 embedded placements. DMU has strong links to Health and Life Sciences with 1,645 Health and Life Sciences students going on to find placements in 2017/18 covering courses such as Nursing, Midwifery, Social Work and Audiology.

The Graduate Champions Internship is a wonderful scheme that has allowed me to work with some very talented and committed Design Crafts graduates. I have taken part in the project 3 times now, and always found that my business has benefitted from the internship.
Hanna Townsend Ceramics & Print

Employability and Placements: Nursing and Midwifery Students

DMU's school of Nursing and Midwifery has been training healthcare professionals who, in different roles, care for patients all their lives, helping them at birth, through childhood and throughout their adult life. There are also training provisions for students who want to go into mental health care, or speech language therapy.

The courses are professionally accredited, approved or highly commended by the UK Nursing and Midwifery Council (NMC) and Health and Care Professions Council (HCPC) and through strong partnerships with local NHS services, give students real-world experience in hospitals, community areas and midwifery units. The placements last up to 50 weeks, giving students not only the highest quality professional experience but making professional relationships which frequently lead to employment opportunities. These placements provide local NHS services access to skilled students and graduates.

100% of DMU's nursing and midwifery graduates are successful in gaining employment or enrolling in further study within six months of completing their course (DLHE report 2014/15), meaning many staff at Leicester hospitals will have come straight from DMU and into the workplace.

- 4.16 In 2017/18 there were 12 insights open days that covered a range of sectors including Pharmaceuticals, IT, Finance and Police. Key employers include ASOS, PwC, Rolls Royce and Parexel.
- 4.17 Graduate internships are another part of developing employability skills for DMU graduates. The programme involved local businesses taking on a graduate intern from DMU for 6 weeks, with all costs met by DMU. In the same year 484 graduates undertook internships through the graduate internship programme these were provided through 172 separate organisation many of which are located in Leicester and the East Midlands. In addition to this, 8 companies provided internships through the Frontrunner programme.

Entrepreneurship

- 4.18 Student entrepreneurship is encouraged in numerous ways by DMU through the Student Enterprise Team. The Team offer advice and support to students looking to turn innovative ideas into successful enterprises.
- 4.19 Indeed, encouraging entrepreneurship is a vital part of DMU's mission and it undertakes a wealth of activity to promote it. The Crucible Project, run through the Innovation Centre, helps students with a business idea, product or service with a wide range of support. This involves support with accessing funding, mentoring, training, intellectual property advice, access to the University's own expertise and facilities and free shared office space in the Innovation Centre. The project is four years old and has been lauded since its inception, including by *The Economist*, which pointed to the Crucible Project and the Innovation Centre as part of Leicester's business success.
- 4.20 The Faculty of Business and Law support entrepreneurship through regularly hosting the Young Enterprise competition and through the Fox's Lair project, which engages over 600 students each year. The project develops business skills through an accredited first-year module offering entrepreneurial students the opportunity to develop a business idea and pitch it to real-life business people from a variety of industries. Fox's Lair for schools also brings in around 150 school children each year to enter an enterprise competition.

- 4.21 The Faculty of Art, Design and Humanities supports the entrepreneurship of some of its recent graduates through its Artist in Residence programme, a yearlong scheme to give graduates free access to DMU's facilities and resources, whilst they ready and perfect their craft for commercial viability. This has supported graduates in a number of artistic fields, including writing and designing children's books. Moreover, the programme provides benefits to current students by encouraging those in residence to give guest lectures, advice, and mentoring to students.

“An important ingredient in its success is the commitment of the three local universities, DMU, Leicester and Loughborough, to encouraging student businesses. Another DMU programme, Enterprise Inc, steered 135 start-ups through last year.”

The Economist¹⁵

Providing space for artistic growth: Graduates in residence

Artist Alice Heaton was able to undertake a year-long residency in September 2016 after graduating with a first-class honours degree. During this period, she was able to develop her craft for free at the DMU School of Design's studios and workshops in the Vijay Patel Building, which included support from staff.

Her chosen discipline is in hot-glass with mixed media, manipulating glass until the point of collapse and then working with it and adding colours to create sculptural objects.

During her residency, Alice supported students in the School of Design, including collaborating with a Fashion Design student to incorporate her unusual glass pieces in fashion items which were then presented on the Graduate Fashion Week catwalk.

Since graduation, Alice has created many new pieces, displayed and sold her work and featured in exhibitions that have been displayed at London Design Festival, the New Walk Museum and Art Gallery in Leicester and at the Rising Stars Show in Surrey.

Since her residency, Alice's success has continued. She has since returned to her home county of Cheshire where she is continuing to create, display, and sell her work. In 2018, she was awarded with the Showcase Award at the prestigious Contemporary Craft Festival, Bovey Tracey.

- 4.22 DMU's interventions in promoting student and graduate entrepreneurship and enterprise is flowing through into real results: It performs well in comparison to other universities with respect to graduate start-ups as discussed in Chapter 8.

Executive Education

- 4.23 Leicester Castle Business School has been well recognised for its strong learning and employment successes, with over 97% of its students in work or further study 6 months after graduation, and its business programmes were highlighted in DMU's Teaching Excellence and Student Outcomes Framework (TEF) results as particularly excellent.
- 4.24 In 2018, Leicester Castle Business School launched a new host of Executive Education programmes covering short courses, degree programmes, student consultancy projects (with students at undergraduate and postgraduate MBA levels) and degree apprenticeships. Around 100 of these are organised with local businesses per year. These are an effective method of knowledge transfer and skills development between HE and

¹⁵ The Economist (2015) *The sweet spot: Leicester's business success*

local businesses which contributes directly towards business innovation and competitiveness.

- 4.25 Courses were developed to meet the needs of regional businesses with a focus on enhancing management skills and knowledge across organisations in Leicester and Leicestershire. Courses focus on innovation, sustainability and social responsibility.
- 4.26 Leicester Castle Business School offers Open Programmes such as the Executive MBA and Professional Coaching PG Certificate. These programmes are also accredited by professional bodies. The Executive MBA is designed for business leaders to enhance their leadership and other skill sets which includes a Level 7 professional qualification in Strategic Management and Leadership from the Chartered Management Institute. Open courses all include mentoring and coaching, and the traditional dissertation has been replaced with a capstone project to impart practical experiential learning experience.
- 4.27 A range of customised programmes are also on offer, which combine applied research and practical experience to create bespoke learning courses for professionals and businesses. The course is designed around the business challenges and environments that interested businesses face and operate in. Customised courses have included providing leadership and management training to local SMEs, strategy and project management training to international organisations, and unconscious bias training in multicultural workplaces.

Teaching Excellence at DMU

- 4.28 The University is committed to teaching excellence. In the 2017 Teaching Excellence Framework, DMU was awarded a Gold ranking. The panel in particular highlighted:
- The way employability is embedded in the curriculum in every faculty
 - The way that real-world research feeds into students' learning
 - Outstanding personalised provision and student support
 - Excellent resources that enhance learning, retention and employability
- 4.29 DMU is generally recognised for its strong emphasis on career-facing skills, high quality teaching and extensive links with business. Over time, DMU has received 18 National Teaching Fellow awards recognising its transformational teaching. In the Guardian's 2019 University league tables 2019, De Montfort was one of the fastest improving universities, rising 24 places from the previous year's rankings. According to the Destination of Leavers from Higher Education survey's 2015 edition, it is in the top 25 universities in the UK with respect to its employment rates.

"De Montfort University delivers consistently outstanding teaching, learning and outcomes for its students. It is of the highest quality found in the UK"

The 2017 Teaching Excellence Panel

Graduate outcomes

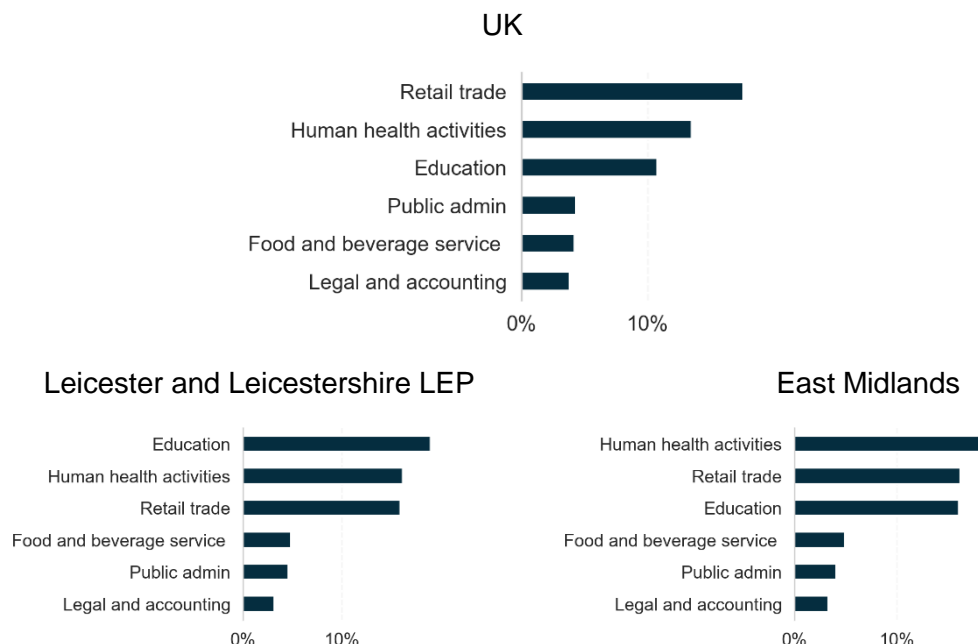
- 4.30 Graduate retention is an important policy goal for the City Council and the LEP, to which DMU is contributing. DMU, the University of Leicester and Leicester City Council have begun a partnership – believed to be the first of its kind – to fund a member of staff based at Leicester City Council, who will oversee the improvement of graduate retention in Leicester.

- 4.31 DMU achieves a high level of graduate retention locally: of the 68% of graduates from the 2016/17 cohort that were in employment 6 months after graduation, almost two fifths were living in the Leicester & Leicestershire LEP area and 30% were located in the city of Leicester. Given that a large proportion of students originally come from outside these areas (see Section 3), the University is playing a role in boosting the labour supply year on year.
- 4.32 This is also helping to counter the ageing population in Leicester. The latest population projections for Leicester indicate that the number of residents aged 65 and above is expected to grow by over 50% up to 2040, compared to growth in the working age population of just 9%. With over 5,000 graduate qualifiers every year and a significant proportion staying locally, DMU is helping to provide a boost to the working age population.
- 4.33 A significant proportion of graduates also go on to enrol in further study. 21% of graduates in the 2016/17 cohort were in further study 6 months after graduating (compared to 15% nationally).
- 4.34 44% of graduates who go on to find work are employed in managerial and professional occupations. Many of the sectors in which graduates are working are highly skilled, knowledge-intensive sectors, such as legal and accounting activities, financial service activities, architectural and engineering activities.

Meeting skills needs

- 4.35 The LLEP Strategic Economic Plan cites a lack of key skills in key sectors such as STEM, logistics, business, finance, life science, health and social care and retail. It can be seen from the figure below that there is a close fit between the destinations of DMU graduates and these local skills needs of the SEP. 20%, 18%, 8% and 5% of graduates that went onto work in the LEP area work in human health/social work, retail, professional/technical activities and manufacturing respectively.

Percentage of employed graduates by sector



Source: DLHE survey 2015/16 leavers

- 4.36 Graduate retention is particularly strong in business and law. The university are proactively getting students engaged with local businesses and communities resulting in many going on to find work in these sectors locally, of those that go on to find work around 62% find it in the Midlands. There are a particularly high proportion of students (around 22%) who go on to work in fields related to the faculty of health and life sciences in the East Midlands. According to the 2016 leavers destination data provided by Health Education England, over 80% of DMU nursing students take up their first post within the East Midlands. The 2014-15 DHLE report identifies that 100% of DMU nursing graduates are in employment or further education within 6 months of graduation.
- 4.37 The economic effects of these graduate outcomes manifest themselves as earnings uplifts and productivity benefits throughout the graduates' working lives. We estimate that, for the 2016/17 graduate cohort, these effects amount to £140 million for the UK (in present value terms and 2017/18 prices).

5. Driving Social and Community Impact

- 5.1 This section provides an overview of DMU's role in driving social impact through widening participation, charitable work and volunteering. We explore both the University's strategic approach and the range of activities that it engages in.

DMU's Approach

Strategic focus

- 5.2 There is a strong focus on social intervention and interaction with local communities throughout the University's strategies. DMU is committed to intervening to solve the city's social problems from poverty to low levels of participation in higher education in some areas:
- **The Strategic Plan 2018-23** underlines the importance of enhancing the University's effectiveness through its diverse and vibrant university community. Key performance targets include:
 - achieving the Race Equality Charter Silver award
 - incrementally reducing the gender pay gap
 - meeting or exceeding student recruitment benchmarks for students from communities traditionally underrepresented in higher education
 - **The Learning, Teaching and Assessment Strategy 2018-23** further highlights the University's commitment to increasing diversity, inclusion and equality. Key targets include reducing the black and minority ethnic (BAME) attainment gap, ensuring that course content is diverse and accessible in all programmes and increasing the number of programmes that support flexible, multi-modal and part-time degrees.
 - DMU is committed to the United Nation's **Sustainable Development Goals (SDGs)** and is realigning all #DMUlocal projects to ensure that they contribute towards achieving these goals. In Leicester, deprivation is widespread and more than 37% of children are classed as living in poverty. In addition to this, certain areas of the city are experiencing levels of income deprivation, poor health and crime that are higher than the national average. This was one of the motives for the University's commitment to the SDGs. The impact of #DMUlocal projects will be mapped and measured against these targets set by the UN in the 17 goals.
 - **DMU Freedom** is its equality and diversity charter, committing the University to continue to cultivate an environment in which all have freedom to be, inspire, and succeed. The objective is clear: to put inclusivity at the core of what DMU does.

Delivery of public engagement

- 5.3 #DMUlocal is the overarching umbrella within which public engagement sits. This includes volunteering, outreach, and arts and culture. It aims to apply DMU's skills, knowledge, resources and enthusiasm to confront the city's challenges. Given its wide scope, we refer to #DMUlocal throughout the following sections of the report.
- 5.4 DMU aims to increase student participation in local community work to 50%. The University will continue to promote a number of initiatives that involve students volunteering in the city, including outreach support in local schools and projects focused on improving the

prospects for under-served communities in the city, particularly the homeless population, prisoners and refugees.

Social Mobility

- 5.5 DMU undertakes an exceptionally vast amount of activity targeted at improving social mobility, and it is not possible to record here all activity undertaken. Hence, this subsection includes programmes that are broadly demonstrative of the full suite of activity. Overall, widening participation is strongly embedded in DMU's core activities and across its faculties.

Working with schools

- 5.6 DMU's social mobility agenda includes supporting learning in young children and throughout their careers to raise standards and provide the best outcomes. This widening participation activity includes events for primary and secondary school pupils—mostly in Leicester and Leicestershire, such as, Coding in Schools and the Tech Future Girls Club. In total, **over 60 schools and 12,534 participants were engaged across 272 total events in 2017/18.**
- 5.7 Student volunteering is discussed in more detail below, but it is worth noting that student volunteers regularly work in local schools. In 2017/18, students volunteered in over 30 schools in Leicester including primary and secondary schools. These projects range in focus:
- **Mathletics** engaged primary school pupils prior to their Key Stage 2 SATs and over 300 were engaged. Mathletics was one of three maths-focused projects, collectively engaging 2,300 schoolchildren.
 - **Paired reading**, focused on year seven to nine, involved 45 students working with 750 pupils to improve reading ages.
 - Other projects have focused on **digital literacy** (engaging over 620 children) and robotics (involving more than 120 children from ten schools).
 - Secondary school pupils at GCSE level have also been supported. In March 2017, DMU started an academic mentoring programme targeting pupils whose backgrounds are underrepresented in higher education on the C to D GCSE borderline (Equivalent to grades 3 to 5 in the new grading structure).
- 5.8 DMU supports young learners at all stages in their educational career. The University works to support access to Higher Education directly. It forms part of the Leicestershire Widening Access Partnership (called REACH) and is using National Collaborative Outreach Project funding to enhance the partnership's activities.
- 5.9 DMU is looking into developing its outreach in schools further to include sponsorship. Historically, DMU has engaged with schools in positive but informal relationships. It is now investigating the best approach to school sponsorship that would benefit Leicester and align to its own values and research strengths. There is currently a project board set up which is working with the Department of Education to advance this. Meanwhile, it is building partnerships across Leicester and Leicestershire.

Financial support

- 5.10 DMU offers wide ranging financial support to ensure its students can remain in their studies. This includes specific support for its students from underrepresented backgrounds, including through bursaries and scholarships. £1000 per annum bursaries are available to

students who are care-leavers, young adult carers, estranged of their families, and entered on the basis of the Access to Higher Education qualification for example. Moreover, DMU runs a hardship fund specifically targeted at those who are at risk of ceasing their studies for reasons of financial hardship. As those at risk are more likely to be from underrepresented groups, this is an important intervention in strengthening social mobility not just in terms of access to higher education, but also progress within it.

- 5.11 DMU operates a large amount of flexibility in its financial support to ensure all its students are supported: Those who do not meet the criteria for the hardship fund but are identified at risk of withdrawing from university are identified and supported by the Transitions Team with a bursary of up to £1,000. Communicating this offer is also an important part of DMU's work to increase access—to encourage those who might see a degree as inaccessible due to financial concerns that they can be supported to succeed.
- 5.12 Another underrepresented group supported by DMU is asylum seekers. DMU provides eight fee waivers every year to students from asylum-seeking backgrounds through the Helene Kennedy Foundation scheme.

A personal journey: Adele Tilley

It is perhaps difficult to envisage 12,534 participants in a programme, but each one of those participants is a person on their own journey, being supported by DMU. Adele Tilley's story is one such journey.

Adele's journey in life has not been easy: She grew up in care, fled an abusive relationship, and is now bringing up her two children as a single mother.

Despite this, Adele returned to education with the help of a DMU scholarship. This enabled her to complete her exams in Maths, English and ICT, and to go on to do an access diploma in Business Management. With this, she went on to successfully complete a Master's in Business in 2016.

Adele is now a judge on Fox's Lair—DMU's equivalent to Dragon's Den and is also lecturing in entrepreneurship. She set up and runs her own consultancy, Tilley Solutions, which provides group sessions and motivational workshops for young girls leaving care, encouraging them to make the most of life through education.

She was named by the HRH Princess Royal Anne as the winner of the first Adult Learners' Week Patron's Award in 2015.

- 5.13 DMU is committed to offering all its students the best possible experience, including ensuring everyone can access their international and other opportunities. There is a two-tier bursary available to all students for European and other international trips. This flat rate bursary was taken up by all 1,900 students who took part in the DMU Global experience in 2015/16 and up to 3,000 in 2016/17.

“De Montfort shows that social inclusion and academic success are not either/or options.”

Alastair McCall, editor of the Sunday Times Good University Guide 2019

Supporting student internships and placements

- 5.14 As discussed in Chapter 4, DMU is committed to supporting their students to be employable and entrepreneurial. The University recognises that, historically, internships and work experience placements are the preserve of those who can afford to give up their time for free. This was part of the thinking behind the #DMUworks programme, which reflected on the challenges faced by underrepresented groups in obtaining work experiences and designed a system to help overcome it. In addition to the programme discussed earlier though, the University also offers a £200 grant per academic year per student to travel to jobs, internships, work placements, further study interviews, and employer open days, fairs and assessment days.
- 5.15 DMU also recognises that some students require additional support in skills such as numeracy and digital literacy. It supports its students with the Mathematics Learning Centre, offering specialist support to meet a range of needs including dyslexia and dyscalculia. In addition, it runs the Centre for Learning and Study Support, supporting students to develop skills required by academic practice such as writing skills; there has been a high take up of underrepresented groups in this programme which is shown keenly by the 2015/16 programme:
- 59.5% of participants were BAME students

- 25.8% were disabled students
- 45.2% were mature students
- 47% had parents who had no experience of Higher Education

Impacts and achievements

- 5.16 DMU is committed to analysing the impact of its widening participation activities. It is part of the East Midlands Widening Participation Research and Evaluation Partnership to monitor and evaluate its interventions. The impact of DMU's efforts can be seen in its performance on a number of indicators, and its work has been recognised externally:
- Employment of BAME academics at the university has increased to 225, some 19% of the workforce.
 - The proportion of BAME students receiving good honours degrees increased from 60% in 2015/16 to 64.7% in 2016/17.
 - The Equality Challenge Unit awards the Race Equality Charter to recognise the work HEIs are undertaking to improve the success of BAME staff and students: DMU is one of only eight universities in the UK to have been awarded the Charter.
 - DMU is also recognised for its dedication to LGBTQ equality (it was the third highest HEI in the Stonewall Top 100 Employers League Table 2017) and equality for disabled people (its Disability Enhancement Programme has been called inspirational by the UK Government), to name a few examples.
 - DMU's work in terms of social inclusion is well recognised as leading the field. It was named the University of the Year for Social Inclusion by the Sunday Times Good University Guide 2019 for instance.

Charity and Volunteering

Addressing the needs of the community

- 5.17 The University has been working in partnership with local communities since the 1960s and this focus on social intervention and interaction with local communities continues to underline many of the University's strategies. DMU's current approach to volunteering was first formed in 2011, where a large consultation exercise involving hundreds of residents was used to identify local challenges that could benefit from the University's support. A variety of volunteering programmes were consequently designed to focus on local need and have expanded year on year since then, to cover a wider part of the city and add an international focus.
- 5.18 Through the local volunteering programme DMU works with 140 organisations to deliver a variety of volunteering activities and projects, including Leicester City Council, NHS organisations, schools, charities, trusts, local groups and organisations. Student volunteering has focused on three main areas: **education, health and wellbeing, and community regeneration**. These priorities were developed through the consultation with residents mentioned previously, in addition to consultation with the City Council.
- 5.19 Several volunteering projects have focussed on supporting under-served communities in Leicester, particularly the homeless population, prisoners and refugees. An example is the student volunteering at Leicester prison, which is outlined in the case study below.

Local volunteering: Leicester prison

DMU developed a unique partnership with HMP Leicester, through #DMUlocal. In early 2016, Leicester Prison was struggling from issues with drugs and violence and was criticised in a report by the prison watchdog HM Inspectorate of Prisons. Governor Phil Novis met with the then Vice Chancellor Dominic Shellard to discuss what #DMUlocal could do to support the prison.

A series of projects have since been delivered, some examples of which include:

- a concert by the DMU 32-piece string orchestra and gospel choir within the prison
- a 2-week creative arts festival in the prison
- student volunteers gift-wrapping 100 DMU-donated teddy bears so inmates were able to give their children a Christmas present
- regular workshops involving DMU lecturers and students on various subjects to improve the opportunity for a career after leaving the prison
- an interior design student at DMU re-designing a prison visitors' room and student volunteers contributing to the decoration work

More than 40 students have volunteered 650 hours to the projects. Governor Novis credits the partnership with contributing towards improvements that have occurred in the prison and creating a sense of community.

- 5.20 #DMUlocal has also recently been supporting residents in Thurnby Lodge who complained about social problems arising from a lack of investment in community activities in the area. #DMUlocal responded by working with residents on activities for young people and the community. Examples of some of the activities that #DMUlocal have contributed towards include:
- students volunteering 120 hours to manage a programme of activities for local children at a youth club that had previously been closed down
 - volunteering at a weekly children's art club at Thurnby Lodge Community Centre
 - partnering with Thurnby Rangers FC to redesign the clubhouse (as part of a course module, with students remodelling the building),
 - launching a walking football group for over-55's.
- 5.21 In order to improve residents' health and wellbeing, University volunteers have supported organisations such as the NHS, Macmillan Cancer Support, Dementia UK, Diabetes UK, St John's Ambulance and the British Heart Foundation.
- 5.22 DMU also provides pro-bono work to the local community. Through the Street Law project, law students deliver interactive presentations in schools and community locations.

Working internationally

- 5.23 Internationally, DMU staff and students have been engaging with communities in India through DMU's Square Mile India project, explained further in a case study below. In January 2018, DMU was invited by the United Nations to be the world lead on a new network to mobilise higher education to reduce the impact of forced migration and in July 2018, **DMU was chosen as the global hub for Sustainable Development Goal 16 to promote peace, justice and strong institutions.**

Square Mile India: student volunteering to transform lives

Faculties and students have been working on DMU Square Mile India project to support some of the poorest communities in Gujarat, through research activities, teaching, training, and health. Since the project launched in 2016, students have travelled to India to volunteer, contributing a total of 10,940 hours of volunteering.

There are a variety of projects undertaken through Square Mile India that builds on the expertise, skills and research findings of faculties and students, several of which work in partnership with local organisations and NGOs. DMU architecture students have worked in collaboration with a local architect to design measures for improving the flood resilience of homes, in communities where hundreds of residents have been forced to leave their homes for months due to heavy floods each year. Students, staff and friends of the University fundraise to cover the costs of this project.

Other projects include providing health outreach to hundreds of people with hearing problems, health and education programmes for underprivileged groups and supporting academics to connect remote rural villages to sustainable energy resources. The Square Mile India Fund also enables people to donate to provide essentials (such as school equipment, medicines and sports equipment) to young people in the communities supported.

DMU aims to transform students through supporting them to develop educationally, personally and professionally to produce well-rounded graduates. The mutually beneficial project offers students the opportunity to put the skills learnt in their studies into practice, to make a tangible difference to real-world challenges, in addition to receiving an experiential education on global issues. In the 2018 Times Higher Education Leadership and Management Awards (THELMAs), DMU's Square Mile India was named the International Strategy of the Year.

Faculty level activities

- 5.24 As well as being embedded in DMU's core mission, community engagement is also delivered at a faculty level. The table below provides examples of how the four faculties at DMU are involved in volunteering and outreach.

Table 5.1 Examples of volunteering and outreach activities from each Faculty	
Faculty of Technology <ul style="list-style-type: none"> Outreach activity in primary and secondary schools to teach students and support teaching staff in how to code and create their own computer programmes, through Coding in Schools and the Tech Future Girls Club 	Faculty of Business and Law <ul style="list-style-type: none"> Law students delivering interactive presentations in schools to make legal issues more accessible to younger age groups
Faculty of Art, Design and Humanities <ul style="list-style-type: none"> Architecture students volunteering with DMU Square Mile India to help design methods for modifying homes to prevent flooding in the rainy season "I want to be..." project, starting with a footwear designer, volunteering with schools to design a project around this 	Faculty of Health and Life Sciences <ul style="list-style-type: none"> Audiology students volunteering with DMU Square Mile India to carry out hearing tests Students volunteering to become Community Champions for Diabetes UK to raise awareness of type 2 diabetes

Impacts secured

- 5.25 In addition to delivering economic and social benefits to the communities and organisations supported, volunteering enables students to improve their teamwork, leadership and problem-solving skills. DMU's Student Union has a Volunteer Hub to support students to volunteer. The Volunteer Hub enables students to create a volunteer profile, view training courses available and keep a track of volunteering hours and skills developed. Key results from a survey of 207 students that volunteered in 2015/16 show that, as a result of volunteering:
- 90% reported an improvement in communication skills
 - 82% indicated that their ability to work as part of a team had improved
 - 88% felt that they were more confident in their own abilities
 - 87% thought that they had gained new skills that employers will value
- 5.26 DMU's volunteering programme has won several national and international awards, such as a Guardian University Award 2014 for Contribution to Local Community, and the Mahatma Gandhi International Award 2013.
- 5.27 Under the auspices of #DMUlocal in 2016/17, almost 2,900 DMU students and 302 staff have contributed approximately 33,400 hours of their time to volunteering. The National TOMs Measurement Framework has provided a minimum reporting standard for measuring social value, which is based on the Office for National Statistics (ONS) 2017 guidance. The National TOMs Social Value calculator values each hour of volunteering time provided to support local community projects at £14.43, an estimate based on national statistics of the hourly wage paid to people doing similar work to volunteers. Applying this value to the approximate number of hours students have committed to volunteering in 2016/17 equates to £482,000 in social value.

6. Contributing to Culture and the Visitor Economy

- 6.1 This section review's DMU's commitment to promoting and contributing to the culture of Leicester and Leicestershire. It provides facilities open for use for local communities, supporting culture and the visitor economy.

Facilities

- 6.2 A key aspect of DMU's contribution to culture in Leicester and Leicestershire is the range of publicly accessible cultural facilities and venues that it hosts. These include:

- The Heritage Centre, which was built around the medieval arches of the Church of Annunciation—believed to be the location where King Richard III's body was laid in state. The Centre tells the story of The Newarke (the historic location surrounding DMU) from its origins as a Roman settlement through its significance in the 1300s to the present day. It also tells the story of DMU's contribution to teaching and research, highlighting the role of art, humanities, fashion, manufacturing, technology, nursing, and health studies programmes taught at the universities since DMU's precursor institution was established in 1870. An important aspect of the Heritage Centre is folding together DMU's current students and their work with Leicester's heritage and history—showcasing the achievements of DMU students and staff, past and present.
- The University Gallery hosts DMU's art collections, with over 800 artworks from the early 1900s to date. It sits within the Faculty of Art, Design and Humanities. Since opening, over 17,000 people have visited to see works. The Gallery on campus has a collection made up of purchased new works, legacy works from lecturers, donations from visiting and associated artists, donations from alumni, and displaying award-winning student work. The collection includes portraits of principals and chancellors, staff and student artwork, the Zurbrugg Collection, and the Christopherson Collection which contains the best work from DMU graduates on Art and Design courses. Work from artists such as Grayson Perry is displayed. The Gallery undertakes outreach, which focuses on 2 strands:
 - Engaging students at DMU who are not studying in the Faculty of Art, Design and Humanities to promote creativity
 - Broadening relationships with the City, which has included Arts Council funded projects working with early-years children, running family events, and hosting arts classes

- 6.3 DMU's campus is in a highly historical area of Leicester and it is a custodian of a large number of heritage assets. Heritage and history form an important part of Leicester's culture and the guardianship of buildings such as the Trinity Hospital on Campus is another strand of DMU's contribution to Leicester's culture. DMU Students' Union has recently opened The Castle Inn, a micropub in a historic setting in Castle View, which allows the public to enjoy the historic surroundings. Capital investment in the Leicester Castle Business School has also provided a unique contribution to the city. The renovation of the Castle and properties on Castle view has transformed an important part of the city.

- 6.4 Other facilities include repositories like the Research Centre for Adaptations and Research Centre for Photographic History. Though usually these are only accessed by appointment and therefore by researchers, they are accessible to the public too. In the case of the Research Centre for Photographic History, there has been a high level of interest from

amateur photographers—particularly after a research event held in early 2018 that was open to select community groups.

- 6.5 Another important aspect of DMU's contribution to skills is providing creative skills to students, who go on to work in the creative industries and particularly the cultural sector.
- 6.6 Art installations form another facet of DMU's contribution to culture in Leicester—most particularly from the Faculty of Arts, Design and Humanities. DMU installations have been displayed at places like the Two Queens Gallery and LCB Depot and the New Walk Museum.

Events

- 6.7 DMU also hosts many events, including holding its own. For example, DMU held Jazz Nights and LEGO events in 2017/18. In terms of hosting external events, it hosted cultural events such as Gospel Jam and City Ride. The University is also the headline sponsor of the Leicester Business Festival (contributing £30k annually), sitting on the Festival Board and have helped to drive the festival forward and is a headline sponsor of the Innovation Festival. Overall, events that could broadly be considered cultural (including gaming events, dance shows, exhibitions, and showcases) attracted an estimated 42,000 attendees in 2017/18. This figure includes “internal” attendees such as staff and students. As discussed in Chapter 3, external visitors to events and venues generate an additional economic impact.
- 6.8 The amount of cultural activity is high. The Faculty for Arts, Design and Humanities is in the process of producing a cultural calendar to bring together events that the faculty supports. Collecting this information at a Faculty-level helps with the strategic overview of this activity and will reinforce the strategic leadership in that respect.
- 6.9 The Cultural Exchanges Festival takes place annually in February and March, hosted by the Faculty of Art, Design and Humanities. It is a week of discussions, performance and talks at DMU across an eclectic programme of 50 events. It attracts over 3,000 attendees each year of which an estimated 40% are external to DMU. The festival has been running for 17 years and is run by students on the Arts and Festivals Management degree. Other events by this faculty include the annual States of Independence Literary Festival and Book Fair, which is borne out of a partnership with an independent bookseller in Derbyshire.
- 6.10 The Festival of Creativity is the annual celebration of final year students from Architecture, Design, Fashion and Textiles, and the Visual and Performing Arts subjects. The events within it are open to the public, and include:
 - Drama Festivals, such as Exit Souls, which runs annually
 - The Contour Fashion Show
 - A University Dance Festival
 - The Art & Design Degree Show
 - Graduate Fashion Week held in London
- 6.11 DMU also hosts programmes of events to celebrate diversity including annual Black History Month celebrations and #DMUPride which celebrates LGBT History Month. These programmes involve seminars, talks, screenings of films, food events, and performing arts.
- 6.12 DMU's Confucius Institute (see Chapter 9) also helps to stage Leicester's Chinese New Year celebrations and offers cultural activities such as calligraphy workshops, Chinese tea ceremonies, and Chinese music, dance and film to DMU staff, students and the wider community in Leicestershire.

Diversity in culture: Students supporting events

In 2018, 10 Arts and Festivals Management students were embedded into Curve in Leicester to support the programming and marketing of a week of LGBT-focused theatrical production as part of #DMUPride and LGBT History Month. The Curve is an independent theatre in Leicester City Centre.

It formed part of the ongoing cultural partnership deal between Curve and DMU, which targets positive cultural change for Leicester.

Partnerships

- 6.13 The University has a number of cultural partnerships, such as the partnership between #DMUlocal and the UK Asian Film festival, championing South Asian cinema. It has become an annual event held at the city's Phoenix Cinema and backed by #DMUlocal.

Cultural partnerships: First university to sign partnership with Arts Council England

In 2016, DMU became the first higher education partner of the Arts Council England—the principle body for support the arts, museums, and libraries in England. The partnership has allowed DMU and the Arts Council to work together with local artists and art organisations to improve the quality and quantity of arts and culture in Leicester and Leicestershire.

In January 2019 DMU launched Talent25, a new major collaboration with Arts Council England. Talent25 is working to provide academic evidence of the impact of sustained arts experiences from birth to adulthood. This aims to provide evidence to support the Arts Council's belief that while 'talent is everywhere, opportunity is not'. Researchers will explore what happens when children and families are given regular opportunities to engage with creative activities.

- 6.14 As much of its cultural activity sits within #DMUlocal, DMU's cultural and social interventions are tightly interwoven. Some of its social contributions include cultural elements. For example, four free Saturday Arts Clubs are held in Fosse, St Matthews, Thurnby Lodge, and Beaumont Leys.
- 6.15 DMU (and the Faculty of Art, Design and Humanities in particular) has a strong cultural partnership with Curve. Not only does this provide benefits in terms of internships for students and opportunities to work on professional shows, but also to collaborate on events. For example, the Curve collaboration features as part of the annual Festival of Creativity. This has also resulted in the creation of a new Business of Performing Arts module to students on the Business Management in the Creative Industries MSc and the Creative Enterprise MSc within the Leicester Castle Business School.

Music

- 6.16 Music is an important part of DMU's offer, particularly with respect to its students and staff, and equipping them with cultural capital. In partnership with professional organisations internationally, nationally, and in Leicester such as Leicester's Philharmonia Orchestra, Leicester Jazz House and the Guildhall School of Music. Staff and students at DMU are given the opportunity to work with leading professional musicians in these partner organisations. This programme helps to develop new skills and opportunities for student and staff musicians, to develop and diversify their musical talents. It is an important facet in the desire, as discussed in Chapter 4, of DMU to create well-rounded students.

Providing opportunities for staff and students: Partnering with the Philharmonia Orchestra

DMU and the internationally-known Philharmonia Orchestra signed a five-year partnership in 2016 to develop links, such as in musical research. The partnership is underpinned by DMU's support of the Orchestra's De Montfort Hall. It involves a year-round programme of music making where staff, students, and Philharmonia musicians collaborate to build the programme, including a Chancellor's Concert each season. The programme has also supported outreach, including Orchestra Unwrapped where Leicester school children were able to experience live music and learn about it.

Sport

- 6.17 Sport is another important part of DMU's contribution to culture in Leicester. For the public, its students, and staff, DMU's contribution to sport is strong.
- 6.18 DMU's sporting facilities are world-class and open to the public. For example, DMU's Queen Elizabeth II Diamond Jubilee Leisure Centre. This £8 million leisure centre is open to the public and offers a wide range of facilities, including gymnasium, climbing hall, and swimming pool. It is also home to the Leicester Tigers Wheelchair Rugby team.
- 6.19 DMU redeveloped Beaumont Park to create a state-of-the-art sports and community centre in partnership with the park's landowners, Leicester City Council. The £6 million project created two 3G (synthetic surface) all-weather pitches, two grass pitches, a five-a-side pitch, and an expanded and renovated clubhouse. It is now home to Beaumont Park FC and several community sides, as well as American football, rugby, and lacrosse teams.
- 6.20 Cycling is also important within this. DMU is encouraging staff and students to get out of cars. This comes from its understanding of the air quality and health deprivation issues in Leicester. DMU has installed cycling infrastructure, offering free and supported bicycle locks, and incentivising cycling for staff. The Let's Ride Leicester mass participation cycle ride mentioned above also starts on DMU campus.
- 6.21 For students, DMU offers sports scholarships to outstanding young athletes with sport-specific services including coaching, physiotherapy and academic support. Sporting opportunities are also open to students, as DMU believes that participation in sport can improve wellbeing, skills, and employability. In 2016/17, DMU spent nearly £1 million on coaching and supporting their sports teams.

Winning teams together: DMU and LCFC's partnership

DMU is the Official Higher Education Partner of Leicester City Football Club. This has included being able to place a Business graduate in the Club for work.

Supporting cultural facilities in the city: Phoenix Cinema

In 2017, DMU backed the Phoenix 2020 project, which involved the expansion of Leicester's Phoenix Cinema and Art Centre. The project increased the number of cinema screens from two to four, allowed a larger and more prominent digital art gallery, better facilities for education and a bigger café bar and kitchen.

Phoenix has been an important part of Leicester's cultural offer, and the City Centre's Cultural Quarter since 2010. It is regularly used by DMU students, such as Film Studies students for lectures and screening. Students on the course also compile an annual film festival as part of their course.

As part of the £7.1 million project, Phoenix secured £4.17 million from Arts Council England and worked with partners, including DMU, to raise the remaining £3 million.

The expansion of the Phoenix Cinema has allowed it to increase its events offer, including taking part in a new arts festival to celebrate Artificial Intelligence, ART-AI, in early 2018.

Phoenix Cinema and Art Centre remains an important plank in Leicester's cultural offer.

7. Partnership Work and Regeneration

- 7.1 This section explores DMU's partnership work with other civic institutions in Leicester and Leicestershire and the positive impacts delivered by these relationships.

Partnership Working

Strategic approach

- 7.2 DMU is committed to Leicester and Leicestershire and understands its citizenship and leadership role in the city.
- 7.3 '*Promoting our city*' is a major theme in DMU's strategies. In the latest Strategic Plan, the University states that it will continue to focus on working with the City Mayor, local school and communities, local businesses and entrepreneurs.
- 7.4 DMU has historic and strong partnerships with civic institutions in Leicester and Leicestershire. Its excellent partnership with Leicester City Council is exemplified by the publication of *Together for our City* in 2018¹⁶ which outlines the high number of ways that DMU works with the City Council. In the foreword, the City Mayor Sir Peter Soulsby commends the strength of the partnership.

DMU Square Mile

- 7.5 The award-winning Square Mile programme has committed to social innovation and made a significant impact on communities in Leicester since 2011. The Square Mile programme played a role in deepening and strengthening DMU's relationships with many civic institutions to achieve a common goal.
- 7.6 The Square Mile project focused on the Fosse area of the city, which was categorised by high levels of deprivation. It aimed to improve the lives of people who live there. By September 2011, 21 projects were launched to target the social problems that the area faced, including free English lessons, social activity such as the Square Mile Choir and more.
- 7.7 In 2016, as the number and range of projects expanded beyond the Square Mile, a formal collaboration was signed between Leicester City Council and DMU.

#DMUlocal

- 7.8 #DMUlocal - referenced frequently in Chapter 5 is now the strategic programme through which DMU commits the public good and creating positive change in Leicester. Formal partnerships with key strategic partnerships have been born out of #DMUlocal, including

"One very special partnership is our successful collaboration with De Montfort University and we meet frequently to discuss initiatives that bring real benefit to local communities. Since April 2016, when we formally agreed to work together on a range of projects as part of #DMUlocal, the relationship between our two organisations has had a powerful impact on areas as diverse as health, education and regeneration."

Sir Peter Soulsby, Mayor of Leicester

¹⁶ DMU and Leicester City Council (2018) *Together for Our City*

Leicester City Council, Leicestershire Police and local NHS Clinical Commissioning Groups.

- 7.9 The formal collaboration agreement with Leicester City Council on #DMUlocal is focused on three key challenge areas: **education, health and community regeneration**.
- 7.10 A significant amount of the University's partnership working is focused on contributing to the social and economic development of the city, which is particularly evidenced above in Chapter 5. At a time where all major public-sector institutions are suffering under reduced resources due to austerity, partnership working between DMU and these institutions helps them to respond to challenges. Other successes include DMU worked closely with Leicester City Council to help support and encourage the development of a Business Improvement District for Leicester City Centre.
- 7.11 Moreover, the City's civic contribution to Leicester has high-level strategic direction, embedding it in their working practises. As part of DMU's Strategic Plan, which contains a Promoting Our City Theme, the Promoting Our City Theme Board meets regularly to refine strategy, increase responsiveness to local need, evaluate progress and push for action. It is made up of University staff and local representatives. Work has included a major survey of city residents to measure awareness and impact of #DMUlocal activity.

Links with other local HEIs

- 7.12 The University also works with other Higher Education Institutions including the University of Leicester and the Midlands Engine Universities. As shown in Section 4, DMU, the University of Leicester, and Leicester City Council have formed a unique partnership to fund a member of staff at Leicester City Council who will have responsibility for improving graduate retention in Leicester, as all three institutions see the importance of this in achieving the strategic goals of Leicester.

Working with the LEP

- 7.13 The University is heavily involved with the LLEP. The Vice Chancellors of the 3 universities in Leicester and Leicestershire take it in turns to represent Higher Education Institutions on the LEP board. Even though it is currently not in DMU's rotation, the 3 universities work closely together and liaise prior to board meetings to ensure the views of all 3 are captured.
- 7.14 The Pro-Vice Chancellor (Enterprise), Dean of the Faculty of Business and Law and Principal of Leicester Castle Business School Dana Brown is an alternate on the executive board, regularly attending. There are various subgroups of the LEP, such as the Skills Board and the Business Innovation Board where DMU is represented directly and shares its expertise.
- 7.15 DMU has been closely involved in the development of the Local Industrial Strategy for Leicester and Leicestershire, helping to produce a prospectus in response to the Government's national Industrial Strategy White Paper. DMU's involvement in this allows it to share its knowledge with the LEP in the development of an important strategy that will shape Leicester and Leicestershire's economic interventions for the foreseeable future once developed.

Staff links with the community

- 7.16 It should also be noted that staff are generally very active members of their communities, in consultations we have been told of school governors and other important roles. This also includes being involved with industry and civic groups related to academic staff's expertise. For example, the Faculty of Art, Design, and Humanities has a number of staff who sit on

arts and cultural boards, such as Rob Brannon who sits on the Young Artists Board. In the Faculty of Technology, academics are involved in charring committees on energy and playing a role as an expert reference group on energy for the City Council. They are also involved in several EU-funded projects in partnership with Leicester City Council.

Supporting Regeneration in Leicester

Transformation of the campus

Figure 7.1 DMU's Mill Lane



- 7.17 In 2001, DMU had 11 campuses before it embarked on a consolidation exercise to centre its estate into one campus, providing a more sustainable estate with a better physical environment for staff and students. The final stages of this overarching strategy were in place by the end of 2016.
- 7.18 By 2009, almost £40 million of the project had been spent, including the construction of a new Campus Centre, the new Performance Arts Centre for Excellence, and numerous refurbishments.
- 7.19 A key part of this programme involved the realignment of Leicester's Ring Road. Prior to this, the Ring Road formed a barrier between the City Centre and the University Campus, preventing it achieving its full potential. This also resulted in the removal of underpasses and their replacement with attractive at-grade crossings that enhanced connectivity between the City Centre and the University, through the University's campus towards the River Soar—further pulling the Riverside areas into easy reach from the City Centre.
- 7.20 Once consolidation was largely complete, the Campus masterplan was updated in 2012 to develop a vision for a campus of the future. This came with a further investment of £136 million in the campus transformation project.

- 7.21 This first tranche of consolidation and regeneration led to investment into the public realm on Campus and the creation of numerous public squares. In June 2016, this was complemented by the pedestrianisation of Mill Lane and the installation of attractive public realm, further enhancing pedestrian linkages between the City Centre, the Campus and the River Soar—where a new public café was opened.
- 7.22 Key projects in terms of buildings included:
- The construction of the Vijay Patel Building, which houses art and design subjects
 - The restoration of the Great Hall of Leicester Castle to allow it to host the new, Leicester Castle Business School with an investment of £4.2 million
 - Investment in sporting facilities
 - Bringing empty buildings on Castle View into use, including the opening of the Students' Union's Castle Inn
- 7.23 A number of ongoing and future projects remain including:
- Redeveloping the Kimberlin Library to upgrade existing provision and improve learning experiences
 - Full refurbishment of New Wharf and Bede Halls of Residence which were built in the mid-1990s
 - Redeveloping or refurbishing the Mill Studios and Art Factory buildings
 - Investigating the potential for a campus district-wide heating system

Wider regeneration benefits

- 7.24 The physical transformation of the campus has helped to extend the city centre and provide high quality public realm for members of the public, as well as staff and students.
- 7.25 Growing student numbers have also had a catalytic effect on the city centre, where it has resulted in the construction of a number of high quality purpose-built student accommodation blocks being provided. These have helped to vitalise the City Centre and to support the evening economy by bringing students closer to it. Some purpose-built student accommodation has been provided by refurbishing old buildings that were previously empty.
- 7.26 DMU-supported regeneration has not just resulted from investment in the built environment: DMU volunteers have helped to vitalise the city centre and other areas by supporting businesses, charities and the public realm. For instance, students used the community Wospace – a shop in Highcross – to put on an art exhibition. The Faculty of Arts, Design and Humanities works with the City Council to find opportunities for these students to display their art work and performances in these vacant shops. Canal clean-ups have taken place, working with the Canal & River Trust, to tidy up towpaths, remove rubbish and support wildlife—protecting and enhancing the public realm.

8. Research, Innovation and Enterprise

- 8.1 This section focuses on the University's role in delivering research, innovation and enterprise activities, especially where this is shaped to deliver economic and social benefit for the local and regional economy.

Research and Development

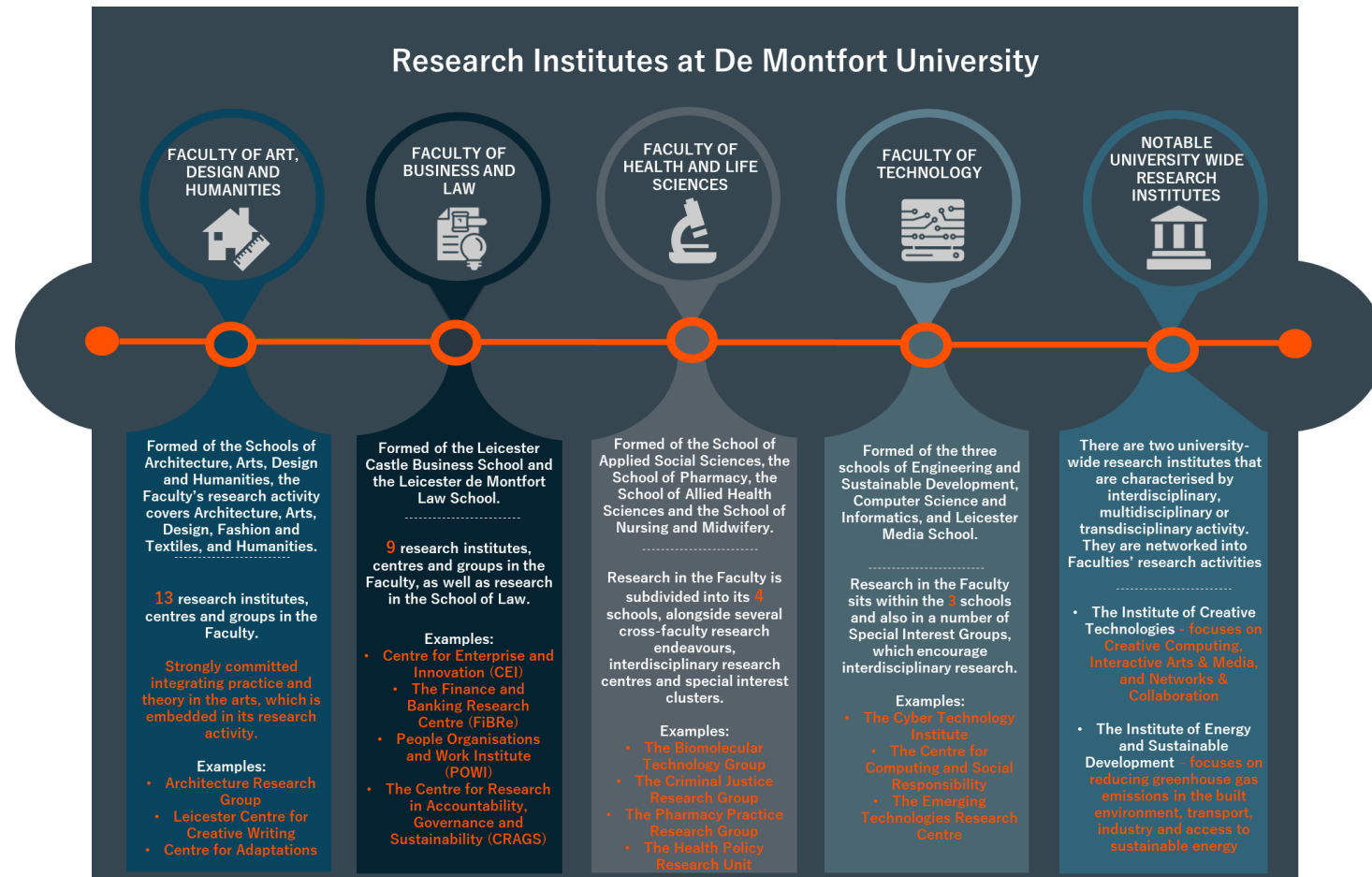
DMU's strategic approach

- 8.2 DMU's strategy recognises that its contributions to research, innovation and enterprise can help to solve the national and local productivity puzzles. Its research seeks to deliver on societal challenges, regionally, nationally and globally with the UN's 17 Sustainable Development Goals.
- 8.3 DMU has internationally recognised research groups in cybersecurity, transport, energy, water, advanced manufacturing and creative industries. The University's Research Strategy 2018-23 highlights the University's commitment to using research to address key societal challenges, improve people's lives and improve the city. The key ambitions outlined in the strategy are to:
- increase the proportion of academic staff that are actively researching to over 60% and use this research to influence teaching
 - be recognised as one of the main UK universities for excellent and challenging research
 - significantly increase the level of research and become one of the top 400 internationally
 - be recognised for the societal impact of research in Leicester, nationally and internationally

Research Centres

- 8.4 There are 815 research active staff at DMU according to HESA data, of a total of 1,300 academic staff. There are over 60 specialist research groups and institutes at DMU, across each of the four faculties. An overview of DMU's research centres and institutes are outlined in Figure 8.1 below.

Figure 8.1 Research Institutes



- 8.5 The Stephen Lawrence Research Centre opened recently for students and staff (in November 2018) with regular exhibitions and will be open to the public from April 2019. This new Research Centre will focus on research into social justice, and act as a catalyst for inclusion.
- 8.6 There are a number of areas where DMU has a unique contribution for Leicester with specialist research and innovation taking place that provides a competitive edge for Leicester. Examples of these areas include:
- Cybersecurity, aerodynamics, and sustainable development/built environment in the Faculty of Technology.
 - Visual Performing Arts, Contour Fashion, Fashion & Textiles in the Faculty of Art, Design and Humanities
 - Public policy and austerity related work in the Faculty of Business and Law
 - High impact research in areas such as criminology, policing and an ageing population in the Faculty of Health and Life Sciences.
- 8.7 The Health and Life Sciences Faculty has a mission to support the patient through all stages of his or her life – through the midwives needed at birth, nurses through all stages of health, audiologists for hearing tests, speech and language therapists, pharmacists providing medicine and support services on the high street and in communities, as well as social workers, youth and community development workers, among many others. Each area achieves this through partnerships with professional accrediting bodies, teaching excellence and world-class research.

Linking to the Industrial Strategy Grand Challenges

- 8.8 Much of the research activity happening at DMU has a strong strategic fit with the national Industrial Strategy, linking to the four Grand Challenges:
- Artificial intelligence and data—DMU has a clear specialism in researching artificial intelligence from within the Faculty of Technology's School of Computer Science and Informatics, such as expertise on fuzzy logic and data mining, which are crucial in this regard.
 - Ageing society—DMU hosts the Leicester Academy for the Study of Ageing, which is outlined in the case study below, whose research is aligned to answering the questions of this challenge. This is also supported by other research such as ViR.AL where virtual reality, 3D audio technologies, gaming technologies, and other leading edge interactive technologies are being developed for assisted living.
 - Clean growth—the research in the Institute of Energy and Sustainable Development is an instance of research being undertaken at DMU that will help the UK be at the forefront of encouraging the world to move to clean growth. It integrated social scientists, engineers and physicists to develop knowledge of energy and resource use and ensuring its accessibility for needy communities around the world. Moreover, sustainable growth is a focus for the School of Engineering and Sustainable Development, such as efficient use of resources.
 - Future of mobility—DMU's research into the future of transportation and connectivity will contribute to this agenda to shaping the future of mobility. For example, DIGITS research activity focusing on intelligent transport and transport infrastructure solutions is using innovative technology to increase efficiencies in transportation. Its expertise includes integrated traffic and air quality control, airport and harbour environment modelling, and telematics.

Aligning research to local need

- 8.9 DMU is committed to co-creating research with partners, including businesses, industry, and local government:
- In local government for example, the Local Governance Research Unit was a key player in the Councillor Commission, supported by the Communities and Local Government Parliamentary Committee which resulted in the Voice of the Councillor 2017 report.
 - Many research institutes have strong links with local SMEs and multinational corporations. For instance, the Leicester-based property, construction, and infrastructure Pick Everard and Dr Birgit Painter—course leader for MSc Engineering Management—are evaluating how construction management communicates building design and operation effectively to all those involved in a construction project, improving the transition from design-stage projections to actual building performance. Pick Everard sit on the Faculty of Technology's Industrial Liaison Committee.
- 8.10 As a further example, the South Asians Respiratory and Inhaler Intervention Study Group responded to the particular issues and barriers that local Asian and Asian British people (who make up 37% of Leicester's population) face in accessing healthcare. These groups experience a particular issue with respect to respiratory-related illnesses. The Group, therefore, researched the issues and difficulties that South Asians experience with respect to their respiratory health and inhaler use.
- 8.11 Another key area in this respect is the research within the School of Art, including contour fashion and architecture. These areas have a long legacy and have helped shape and define the city and the university historically. For example, Contour Fashion as a taught course was established in 1947 to support local corset makers in Leicestershire. It is widely regarded worldwide for its contribution to the corset industry and has supported local businesses with research and development in the area continuously. This has helped shape the industry in the city and ensure that it remains competitive in Leicestershire.

Local need and national strategy: the Leicester Academy for the Study of Ageing

The Leicester Academy for the Study of Ageing (LASA) is a multidisciplinary research academy which is embedded in a partnership between De Montfort University, the University Hospitals of Leicester, Leicestershire Partnership Trust, Age UK and the University of Leicester.

It is focused on meeting the needs of older people in Leicester, Leicestershire and Rutland. It utilises the expertise of its various partners to ensure that evidence-based, integrated care is provided to older people in the area. It is orientated towards both health and social care approaches, looking to influence research, education, and services.

Its vision encompasses promoting active aging, which the World Health Organisation defines as: “the process of optimising opportunities for health, participation and security in order to enhance quality of life as people age. Active ageing applies to both individuals and groups. It allows people to realise their potential for physical, social, and mental well-being throughout their lives and to participate in society according to their needs, desires and capacities, while providing them with adequate protection, security and care when they require assistance.”

LASA is simultaneously facing local needs and priorities, showing strong partnership working with other anchor institutions to meet the needs of residents—and meeting national policy goals, by bringing the expertise of the partner institutions together to meet the needs of an ageing society, a key goal of the national Industrial Strategy.

Impacts and results

- 8.12 De Montfort University generated **£4.1m in research income in 2017/18, an increase of 23% over the last two years**. Almost 60% of DMU’s research was recognised as being world-leading or internationally excellent in the most recent Research Excellence Framework (REF, 2014), very significant increase on the 42% in the 2008 Research Assessment Exercise (RAE).
- 8.13 The University has key **research strengths in creative arts, textiles, AI, cybersecurity and life sciences**, which are all sectors that the LEP is focussing on in the local industrial strategy. In terms of research impact, **74% of DMU’s research was assessed by the REF 2014 as having an outstanding (4*) or very considerable (3*) impact**.
- 8.14 There are strong links between #DMUlocal (see Section 7) and the University’s research, which enables the University to focus research on city issues and ensure the research brings benefits within Leicester and Leicestershire. #DMUlocal has carried out research projects with local communities aimed at improving the lives of people in the city, for example the survey of the city’s homeless made by DMU students to support research for the End Street Homeless Campaign, outlined in the case study below.

Research helping to address local need: End Street Homeless Campaign

In November 2017, around 100 DMU students teamed up with the charity Action Homeless, Leicester City Council and a variety of other public agencies to carry out a major survey of Leicester's homeless population. The research will contribute towards the European End Homelessness Campaign that aims to bring communities together to solve homelessness.

The survey involved the students exploring the city from around midnight for several hours to speak to rough sleepers. Those identified were approached by experienced team leaders (from either Action Homeless or the local authority), invited to participate in the survey and offered support. Those who were sleeping were left information on how to find support.

During Connections Week between 6th and 11th November, 93 homeless people were surveyed in Leicester, including those surveyed by DMU students. The survey has since been analysed and will be used to inform local policies, further research and shared with other cities participating in the research in order to use the broader findings to address the problem. Academics from DMU have helped to analyse the survey findings to identify methods for challenging homelessness to create impact.

- 8.15 DMU's research is taking a leading role to overcome global challenges, in line with the UN's SDGs. DMU is the **lead institute in the UN's #JoinTogether campaign** which is leading universities and organisations around the world to address all of the goals. The University is currently working on embedding the 17 SDGs into all aspects of teaching, learning and research at the University, in addition to embedding the SDGs in activities outside of the lecture theatre and nominating Sustainable Development Champions for each faculty.
- 8.16 DMU research has helped to shape local and national policy. The End Homelessness Campaign case study earlier provides an example of DMU research helping to shape local policy, while an example of DMU research contributing to national policy is included in the case study below.

Research with Impact: Professor Kenneth Morrison

Professor Kenneth Morrison, from the Faculty of Arts, Design and Humanities at DMU, was appointed as a Specialist Adviser to the House of Lords International Relations Select Committee for their UK and Western Balkans inquiry.

Professor Morrison has published four books about the Balkans, in addition to editing the memoirs of Lord Peter Carrington's personal representative in Bosnia and Herzegovina, Colm Doyle. This includes publishing a book on the landmark 'war hotel' in Sarajevo in 2016, which became a base for foreign correspondents to report on the war in Bosnia and Herzegovina. The book has received significant interest including a request to develop it into a TV series.

In the UK and Western Balkans inquiry, Professor Morrison used his expert knowledge of the region to advise Parliament on the geopolitical situation and help shape the UK's post-Brexit policies in the region.

Innovation and Enterprise

DMU's Priorities

- 8.17 Drawing on the University's commitment to supporting the city, DMU is committed to filling innovation gaps among the local business community through establishing new apprenticeships, internships, work placements and continued professional development. An example of this is through the Graduate Champions internship scheme, discussed previously in Chapter 4. The University supports entrepreneurial students and graduates through providing a broad range of activities and initiatives and aims to establish 100 new businesses in Leicester within 5 years. The University supports local business through partnerships, collaboration and sharing ideas to foster innovation and supporting the annual Leicester Business Festival.
- I think [the Graduate Champions Scheme] is an excellent opportunity for recent graduates to get worthwhile work experience and it reflects very positively on DMU and their willingness to support their students.**
- Elaine Mulvihill, People Marketing Fashion Recruitment**
- 8.18 DMU also seeks to foster innovation and resilience more widely and support the UN's Sustainable Development Goals by founding seven Global Hubs for education and citizenship.
- 8.19 DMU launched a Centre for Enterprise and Innovation in 2018, which aims to support knowledge sharing, entrepreneurship and innovation to advance transformative social value.

Innovation activities

- 8.20 As described above, DMU's business activities sit within its core mission. There is a broad range of activities through which the University is enabling, supporting and exchanging innovation and enterprise. DMU's approach to business engagement is to embed it into the various missions of the University, with central oversight from the Enterprise and Business Services Team. This allows the strategic priorities to feed through into the delivery of business engagement activities throughout, with business development managers in every faculty and activities such as the Innovation Centre sitting within the team.

"The Innovation Centre at DMU provides PDS Consultants with a professional, business-facing window into its operations. For a small organisation, this provides the stability and gravitas that encourages new clients to engage with the business while enhancing the retention of existing clients."

PDS Consultants, a software development, support and IT consulting business

The Innovation Centre

- 8.21 The Innovation Centre on the DMU Campus supports start-up businesses and entrepreneurs with workspaces, free co-working space in the Coworking Café, events, workshops and room hire. Workspaces range from one to ten people and are specifically targeted at SMEs. Businesses currently being supported range from intellectual property management and online retail to dyslexia support and consumer engagement for energy utilities. The Innovation Centre offers free Innovation Centre Membership, which allows access to the Coworking Café, business surgeries, networking sessions and other support. The Innovation Centre is a key intersection between Leicester's flourishing SME business community and DMU.
- 8.22 Importantly, the Business Engagement team is able to tailor solutions to businesses engaging with it, which includes providing access to in-house facilities such as labs, academic expertise, and building hire. Each faculty's business services team includes Business Development Managers who will work to tailor these packages. Overall, business services include:
- Expert consultancy and research consultancy services
 - Student placements and graduate recruitment support
 - Business support
 - Professional development opportunities for staff
 - Continuing professional development courses
 - Access to specialist facilities, equipment and buildings
 - Start-up business incubation facilities
- 8.23 The Design Unit offers design research and consultancy to businesses. It uses the expertise from an innovative design research group to design and develop a wide range of products and design implementation strategies. The Design Unit works from concept design through to Additive Manufacturing and related production technologies. It works across business equipment, industrial products, medical equipment, consumer products, retail displays and more. As discussed in Chapter 4, enhancing student and graduate employability and entrepreneurship is at the core of DMU's skills mission. The Student Enterprise Team supports students to engage in entrepreneurship. This is a further,

important contribution to innovation and enterprise: DMU students and graduates starting their own businesses with support from the University, such as the Crucible Project.

- 8.24 Aforementioned Graduate Internships greatly benefit local businesses whilst benefiting DMU graduates too. The 6-week placements do not cost businesses as the graduate interns are paid the living wage by DMU. This provides a free, highly skilled resource for local businesses, as well as providing a springboard into work for DMU graduates.

Knowledge Transfer

- 8.25 The University has strong relationships with 2,500 companies and with 130 community organisations, with knowledge and skills being transferred on a daily basis through:
- collaborative projects and co-designed work
 - graduate retention and turnover of staff
 - knowledge transfer projects (KTPs).
- 8.26 In terms of knowledge exchange, DMU has a long, successful history. Its first knowledge transfer partnership (KTP) was delivered in 1978 and over 110 projects have been completed since. A broad range of industries have been engaged in this way, including lingerie, aerospace, and advanced manufacturers. DMU builds in graduate placements into its KTPs, requiring all of its KTPs to take on a recent graduate to project manage the KTP. KTPs are managed through the Knowledge Exchange Team, providing a front door to the University's expertise and providing for ease of access for businesses looking to engage.

Business partnerships

- 8.27 DMU's work with businesses is dependent on building strong business partnerships. These partnerships and relationships are built in a number of ways, including supporting business events and other innovation activity in Leicester and Leicestershire. This activity is key to DMU's business engagement activity. For example, Leicester Castle Business School (LCBS), founded by DMU in 2016, is the headline partner of the Leicester Business Festival, signing up for a three-year term in 2017. The Festival was founded by LLEP in 2014 to elevate the sub-region's activities on an international platform. Committing to the festival highlights the role of LCBS as a resource for the city and subregion's business community. The sponsorship of the festival also transmits an important message to local businesses that DMU is open to working with them, and DMU offers engagement taster sessions to show prospective partners what they can gain from partnering with DMU.
- 8.28 Whilst DMU does not focus on particular sectors, it works to deepen partnerships with business and industry that are pre-existing. DMU looks to expand each partnership by introducing the partner to wider activities that might interest them. For example, a partnership could begin focusing on providing internships to DMU students and DMU would look to further this by highlighting any research synergies that could benefit the partner or invite them to join an Industrial Advisory Board to aid in curriculum development for instance.
- 8.29 Some of the main partners that DMU has worked with include Next, British Telecom, Berghaus, Petainer, and IBM.
- 8.30 Moreover, DMU is involved in a number of business networks, helping it to reach out to businesses and highlight its business support and other innovation, enterprise and skills offers. Examples include:
- Leicester Tech Start-ups
 - East Midlands Chamber of Commerce

- Leicestershire Business Voice
- networkLE

- 8.31 Staff at DMU undertake consultancy across a broad offer to businesses, including research consultancy, funding support, and bespoke training. For example, DMU has the Usability Lab, which offers consultancy and funding in partnership with technology partners Acuity ETS, Veting and Quividi and specialises in understanding the relationship between consumers, uses, environmental stimuli and design solutions. Organisations that have benefited from consultancy by DMU include Pepsico, Jaguar Land Rover, the Royal Air Force, Topshop and Leicestershire Partnerships NHS Trust. DMU's consultancy and contract research is available across many specialisms, including building design and simulation, computational intelligence, energy and sustainable development, music technology, and textiles engineering.
- 8.32 Continuing professional development is offered by DMU including short courses, professional part-time or distance learning courses, bespoke professional development, and the provision of Higher and Degree Apprenticeships. The Leicester Castle Business School also offers its Executive Education training to businesses to build management capabilities and develop talent.

Student engagement in innovation

- 8.33 Students at DMU are also matched with local businesses to provide consultancy support. This benefits students who can put academic theory into practice and benefit businesses by receiving the support on the issues they face, and solutions informed by the latest theories and innovations. Mainly, this has involved business and law students helping to develop business strategies and solutions to boost revenue and develop new ideas.
- 8.34 In another programme, 160 business students in their second-year advertising and promotion module work with external companies to develop integrated marketing communications campaigns based on briefs set out by the external companies. This benefits the businesses by having its brief met and campaigns developed, whilst supporting the employability of students at DMU as discussed in Chapter 4.
- 8.35 Student enterprise is also supported in terms of funding via competitions. The Pitch2Win programme is a monthly opportunity for DMU students who could receive a £250 prize if they demonstrate turning a business idea into a reality, monthly winners can take part in an annual competition to win an additional £1,000 and business support package from DMU's Enterprise Team. These initiatives don't just support graduate entrepreneurship and employability but also actively help to spin out new enterprises.

Involving students in innovation: DMU Racing and Caterpillar

DMU Racing is a team that DMU puts forward to the world's biggest student motorsport competition annually: The Formula Student Championship which challenges students to build and race single-seat racing cars. Students from a range of disciplines in the Faculty of Technology are involved.

In 2016, DMU Racing obtained sponsorship from Caterpillar, the world's largest construction equipment manufacturer. This was obtained by students in the team who presented to Caterpillar.

The car is now branded in Caterpillar's colours and uses professional components and the team is performing better year on year.

The partnership between DMU and Caterpillar is deepening and broadening beyond DMU Racing alone, for example with the guest lectures at the University by Caterpillar staff.

Results

8.36 The Tech Nation 2018 Report provides an outline of digital tech activity across the UK. The report indicates that Leicester generated £776 million in digital tech business turnover in 2017 and that it is the top city in the UK for the increase in digital business births between 2006-16, achieving a 568% increase. Entrepreneurial activity at DMU has contributed towards this growth. [HE-BCIS data indicates that between 2013 and 2016, DMU produced the 8th highest average annual number of graduate start-ups in the UK.

Between 2013 and 2016, DMU had the 8th highest number of graduate start-ups of any UK university, and a higher number than any member of the Russell Group

Source: HE-BCIS

8.37 Overall, HE-BCIS data indicates that the University generated an average annual income of £9.3 million from business and community interaction over the academic years 2013/14-2015/16. This figure includes income generated from collaborative research, contract research, consultancy, facilities and equipment related services, CPD, regeneration and development programmes and IP revenue.

8.38 The same data sources enable us to look at output measures from enterprise and business interaction activities. Comparing the University's performance over the academic years 2013/14 – 2015/16 to a selection of university comparator groups reveals several interesting points:

- In the last three academic years recorded, DMU delivered an average of 29,400 learner days of CPD, and ranks 5th in the Midlands and 5th against its 9 competitor universities (full list included in Appendix A) in terms of average learner days of CPD.
- DMU ranked 2nd in the East Midlands for the number of social enterprises active after 3 years (in absolute terms) and 3rd against competitors.
- Through providing enterprise activities across the University since 2005, DMU has supported numerous students and graduates to start up new businesses. DMU ranks 8th in the UK in absolute terms and 18th in per academic terms for the average annual number of graduate start-ups over this three-year period (297 graduate start-ups in total over these three academic years). The University also performed particularly well against competitor universities ranking 2nd, in addition to having a higher number of graduate start-ups than any of the Russell Group universities in both absolute and per academic terms. This reflects the strong support given by DMU to students and graduates engaging in entrepreneurship as mentioned previously in this chapter and in chapter 4. An example of a successful graduate start-up is included in the case study below.

Supporting students to start-up businesses: Angry Pixie

An example is Angry Pixie, a handmade ceramic wares and jewellery company that was started by a graduate from BA Design Crafts at DMU.

While she was studying at DMU, she discovered her passion for ceramics and realised she would like to start her own business but did not have the confidence to know where to begin. In addition to carrying out in-depth internet research, the student approached Campus Enterprise Opportunities for advice and support. She received advice, workshops and lectures from the University's enterprise support services that gave her the confidence to decide how to progress the business.

The graduate now runs Angry Pixie, a ceramic jewellery, vessels and home accessories business that sells handmade products from her own workshop in France, in addition to delivering private ceramics workshops. She has also showcased her work in shops and galleries in the UK, France and Holland.

- 8.39 DMU generated an average of £555k in consultancy income over the academic years 2013/14-2015/6 and ranked 10th out of the 21 universities in the Midlands for consultancy income in absolute terms. This was highlighted in consultations with the faculty of technology as an area that the University is increasingly focusing on, through diversifying its offer to encourage further take up.

Consultancy with impact: Working with Pepsico International

DMU's consultancy work has been ongoing historically, including working with international food, snack and beverage manufacturers Pepsico in 2008.

DMU worked with Pepsico subsidiary Walkers Snack Foods Ltd to review waste management flows, ensure they were satisfying legal requirements, to improve the segregation and recycling of waste, and improve new procedures across the site to include training, communication, Walkers Snack Foods' suppliers, and an ongoing auditing process to ensure compliance over time.

This work had a real impact for Walkers Snack Foods, reducing waste to landfill by 50% per annum. Moreover, the project helped to create jobs for new waste marshals (cost neutral for the company because of savings), improve employee communication, and achieve full legal compliance for waste disposal.

- 8.40 In 2015, DMU celebrated 40 years of innovative business partnerships, since becoming involved with KTPs in 1978. Examples of achievements through these KTPs include:
- helping the NHS to save tens of thousands of pounds a year through research into programmes for efficient energy management
 - winning a national award for work to promote business at Leicester's Phoenix Media Centre as an arts venue
 - supporting teachers and staff in Leicester to build digital literacy skills, through Digilit Leicester, a knowledge exchange between Leicester City Council's Building Schools for the Future programme and DMU
 - working with Airbus on an eKTP (enhanced KTP, supported by Innovate UK) to develop innovative methods and tools to improve cyber security analysis of critical infrastructure
 - sharing knowledge through DMU's 100th KTP with Curvy Kate (looked at in more detail in the case study below).

100th KTP with Curvy Kate

In 2012, DMU was awarded its 100th KTP with Curvy Kate, a lingerie design company. The main aim of the KTP for the company was to enable better technical control over productions to help strengthen the business.

Participating in the KTP has been beneficial for all involved. In addition to improving knowledge of technical operations, Curvy Kate has improved its ability to move suppliers, launched a new range of products, increased sales and reduce returns rate. The graduate who was hired to work in the company, while still receiving advice and support from the University, was able to improve her knowledge of the industry and develop new skills. DMU staff were able to gain insights into the current demands and issues facing clothing manufacturers, particularly those using an off-shore method of manufacturing. These insights have helped DMU to identify areas of business and technical skills that should be included or reinforced in future module development.

The associate that worked with Curvy Kate has returned to DMU to deliver several lectures to students on the Contour Fashion Undergraduate Degree course, which continues the knowledge exchange with the University and help students to learn from experiences.

9. International Activity

- 9.1 De Montfort University recognises the importance of having global connections in creating well-rounded graduates, fostering innovation, providing global leadership and building partnerships that benefit the world, the University and Leicester.

Strategic Priorities

- 9.2 Strengthening global influence is one of the five main themes through which the University aims to achieve its vision, ambition and strategy for Strategic Plan 2018-23 (published in 2018). The Strategic Plan outlines the University's objective to continue to develop *'global partnerships based on a shared ethos'*, with the aim to raise income from transnational activities by £5 million by 2023. The Strategic Plan additionally highlights the University's international vision of:
- supporting UN's SDGs by establishing an infrastructure of global hubs (one for each of the 17 SDGs) of education that foster innovation and resilience
 - widening access through DMU Global Education Trust
 - opening a new overseas base.
- 9.3 The Strategic Plan outlines the University's aim to offer all students an international experience during their studies and to provide 25% of students the opportunity to undertake professional experience with a distinct international element through #DMUworks. The University's Global Instinct International Strategy 2016-2020 acknowledges that #DMUglobal was designed to respond to the UK's government challenge for UK universities to send more British students overseas as part of their studies and states an aspiration to expand the impact of #DMUglobal across teaching, learning, research and student experience.
- 9.4 The University's Research Strategy 2018-2023 outlines an ambition for the University to increase its international profile, establish itself in the Top 400 universities internationally and to be recognised both locally and internationally for the societal impact of the University's research.

An International Community

- 9.5 DMU is an international community, both in terms of the way it interacts with the world but also the diverse set of people that work or study there. 16% of DMU students come from outside the UK, with larger groups from China (1,260 students), India (475), Cyprus (c. 195) and Nigeria (c. 170). In total, around 3,400 international students are drawn from 115 different countries to study at De Montfort. As we saw in Section 3, these students bring significant amounts of new expenditure to Leicester, supporting over 500 FTE jobs.
- 9.6 DMU's International Office manages its promotion abroad, working with partners overseas and supporting international students during the application process. This involves attending Higher Education exhibitions around the world to promote DMU, and the city of Leicester, to prospective applicants.
- 9.7 DMU's international contribution extends beyond the vibrant, international community that it hosts in Leicester to international partnership working. Global partnerships are found across higher education institutions, businesses, and governments.

3,400 international students are drawn from 115 countries to study at De Montfort

- 9.8 DMU's global partnerships with higher education institutions are managed by a Global Partnership Unit to ensure its international linkages meet its strategic goals and are well managed. The ethos of this unit is engaging in highly-quality and sustainable international activities only.
- 9.9 The Global Partnership Unit is working to further develop innovation transnational education partnerships (TNEs) in key countries. These partnerships provide progression pathways for students internationally to study DMU programmes in the UK.
- 9.10 Moreover, DMU's existing partnerships with global higher education institutions cover:
- Joint Award programmes where two or more institutions provide a single joint award
 - Dual Award programmes where students receive two separate qualifications from a single, jointly delivered programme
 - Modules delivered in collaboration where students have the opportunity to study specific modules at other institutions and use the credits towards their DMU qualification
 - Supported Distance Learning programmes where partner institutions provide premises, facilities and some staff to provide academic, technical and pastoral support but does not involve the partner institution teaching or assessing students who are working towards a DMU qualification
- 9.11 Partnerships managed by the Global Partnership Unit include the Auston Institute of Management in Singapore, Daly Business School in India, and the Niels Brock Copenhagen Business College in Denmark.
- 9.12 On campus at DMU is the De Montfort University International College (DMUIC), an embedded institution which offers integrated programmes for non-UK students. These programmes offer pathways into undergraduate and postgraduate education at DMU. The College covers English language teaching and specialist study skills, preparing international students for their studies at DMU following successful completion of the DMUIC programme.
- 9.13 Part of DMU's work to improve the employability and well-roundedness of its graduates is the #DMUglobal programme, as discussed in Chapter 4. This programme involved global experiences for students—creating and enhancing international linkages of DMU students and staff. Academic-led trips on the programme involve visits to businesses and educational institutions, such as the Norwegian University of Science and Technology, the International Criminal Court in The Hague, and Liaoning University Sun Wah International Business School. These international linkages are strengthened by
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- “Earlier this year I saw first-hand how DMU has taken a lead in supporting SDG number 16 – supporting peace, justice and strong institutions – through its inspirational launch of the global #JoinTogether network.**
- Through DMU's efforts, students from all six continents have found their voice and confidence in taking practical steps to sustainable goal 16 and other selected goals.**
- The visibility given to the SDGs in DMU's strategic plan will undoubtedly spark curiosity. And curiosity in the hands of young people and nurtured within the walls of this university can help channel energy into activism, action and the creation of a better world.”**
- Maher Nasser, Director of the UN's Department of Public Information Outreach Division**
-

the programme, extending the reach and reputability of DMU around the world—and promoting Leicester in doing so too.

- 9.14 The DMU's Confucius Institute celebrates Chinese language and culture—specifically providing students and the wider DMU community with a taste of Chinese life on campus. It offers cultural activities such as calligraphy workshops, dance and film, and Chinese tea ceremonies to DMU staff, students and residents of Leicestershire. It also offers Mandarin language lessons across a range of abilities including standard and tailor-made courses, outreach to teach Chinese language and culture in schools in Leicestershire, and martial arts study.
- 9.15 DMU is receiving international recognition for its work, such as its excellent civic engagement and outreach in Leicester and internationally. The University received a Mahatma Gandhi International Award for distinguished contribution to the public good, flowing from DMU's work in India (see case study in Chapter 4) and in Leicester (see chapter 5).
- 9.16 Moreover, DMU was selected by the United Nations as a global lead for one of its Sustainable Development Goals (SDGs): SDG 16 Peace, Justice, and Strong Institutions. DMU has also committed to embedding all 17 SDGs in its work. DMU's work on #DMUlocal and the global #JoinTogether network resulted in this recognition and appointment.

Global partnership working for public good: #JoinTogether

The #JoinTogether campaign is being led by DMU and targets creating a global network of universities committed to finding ways to integrate refugees into communities successfully and sustainably. It was initially made up of students and staff from 11 international partner universities who have signed a UN Together Action Charter. Partners include:

- Evansville University, USA
- University of Pennsylvania, USA
- Frederick University, Cyprus
- Humboldt University, Berlin
- University of Science and Technology Beijing, China

Since its formation, the campaign has garnered publicity, such as an International Relations and Journalism Student writing a blog for the Times Higher Education magazine and over 200 DMU students visiting the UN building in New York to attend a conference in Summer 2018. The conference was led by DMU and promoted the SDGs, including SDG 16 to promote peaceful and inclusive societies for sustainable development. The conference reviewed the work that the universities involved had undertaken over the six months leading to it and debated current challenges faced by refugees. More universities were welcomed into the campaign at the conference, with the total number of universities now 100 globally.

Enhancing employability and teaching global citizenship: #DMUglobal

#DMUglobal is a programme open to all students at DMU made up of international experiences focused on enriching students' studies, broadening their cultural horizons, and developing key skills valued by employers. #DMUglobal opportunities are linked to all undergraduate academic programmes and are embedded in the curriculum.

Not all #DMUglobal experiences are abroad, with some international experiences held on campus and in the UK,

Eligible students can obtain funding for 1 academic-led trip (worth £150 in Europe or £400 internationally) and 1 extra-curricular opportunity (same funding). Extra-curricular trips include Mass Trips (which often involve special bursaries), student-led trips, volunteering (including to Square Mile India), internships, and summer schools. Part-time students are eligible to only one bursary in a single academic year, excluding mass trips. All students apply to individual opportunities, which carry their own eligibility criteria and selections are weighted on motivation statements that students write.

In 2018, a range of opportunities were available including summer schools, volunteering, internships, over 40 academic-led trips to places like Germany, Japan, Nigeria, Qatar, and Thailand.

Foreign languages are not required as part of most opportunities, but there is the opportunity to learn another language embedded in #DMUglobal and students can apply to take part in these classes.

In 2015/16, 1,900 students took up #DMUglobal bursaries to take part across over 135 visits and the largest single visit took place in January 2017 when 954 students visited New York to take part in 17 different academic-led activities, including Fashion students visiting Victoria's Secret's Headquarters, Media Production students visiting NBC Studios and Engineering students exploring the expansive subway system beneath Grand Central Station.

It has been recognised as a successful programme: In 2016, #DMUglobal won the Outstanding International Strategy category at the Times Higher Education Leadership and Management Awards.

10. Conclusions

- 10.1 Our report has provided a detailed overview of the range of economic, social and cultural contributions that DMU makes to the City of Leicester and beyond. At a time when the role of universities as civic and economic anchors is high up on the agenda, the analysis has been carried out through the specific lens of what an engaged civic university for Leicester would look like.

Key findings

- 10.2 Our analysis has found that DMU is an important **economic anchor** for Leicester, with an annual income in excess of some of the largest Premier League football clubs, supporting 2,600 direct FTE jobs at an average salary well in excess of the prevailing local average, and injecting around £60m p.a. in supply chain expenditure to the UK through capital and operational investment. Its student population has grown by nearly a quarter in the past three years, attracting students from both the local area and further afield, with 57% from outside the East Midlands. The associated expenditure this brings supports around 1,500 FTE jobs in Leicester. Overall, in 2016/17 DMU supported 7,800 FTEs and £500 million in Gross Value Added in the UK, of which at least 50% are in Leicester. 1 in every 30 FTE jobs in Leicester can be traced back to the expenditure flows generated by the University.
- 10.3 In addition to its economic footprint, the analysis has revealed the wide range of ways in which DMU performs a civic role for Leicester and the wider region. The report has identified many examples and serves to provide a detailed evidence base. A selection of notable points include:
- **Working with industry** to inform the design of its courses, linking to the extensive CPD and consultancy work DMU engages in. The university has delivered the 5th highest volume of CPD learner days across all universities in the Midlands over the past three years. This extends to involving students in course co-creation. DMU achieved a TEF gold rating, in part for its role in embedding employability into the curriculum.
 - Contributing to **graduate retention** in Leicester. DMU, the University of Leicester and Leicester City Council are leading a partnership—believed to be the first of its kind—to fund a member of staff based at Leicester City Council, who oversees the improvement of graduate retention in Leicester. 30% of 2016/17 graduates were living in Leicester 6 months after graduation. This is also facilitated by the programme of placements and internships DMU has with local employers. The university also performs very well on graduate enterprise, having the 8th highest number of graduate start-ups of all UK universities over 2013-16. There is a close fit between the stated skills needs of the LEP area and the destinations of DMU graduates.
 - Taking a strategic approach to **public engagement**, working with local stakeholders to identify social issues and applying DMU's skills, knowledge and resources to confront the city's challenges across multiple domains. In 2017/18 DMU engaged with over 60 schools and 12,500 pupils, and in 2016/17 almost 2,900 DMU students and 302 staff contributed 33,400 hours of their time to volunteering. The volunteering programme has been awarded numerous national and international awards.
 - Linked to this, DMU has forged a close **partnership with Leicester City Council** and *promoting our city* is explicitly embedded as a major theme within the University's strategy. In 2016 the University signed a formal collaboration with the

City Council, to establish #DMUlocal, building on DMU Square Mile. Under its auspices, further strategic partnerships have been formed, e.g. with Leicestershire Police and NHS Clinical Commissioning Groups. Senior DMU staff are members of the Leicester and Leicestershire LEP Executive Board and sub-groups, and are contributing to the development of the Local Industrial Strategy.

- Playing an important role in the **physical regeneration** of Leicester, with £136m invested in its campus transformation, which has included the restoration of the Great Hall of Leicester Castle, the upgrading of Leicester's Ring Road, the creation of numerous public squares and the enhancement of pedestrian linkages between the City Centre, the Campus and the River Soar.
- **Linking research and innovation strengths to national and local needs.** DMU's research contributes to overcoming the business and societal challenges facing Leicester and centres such as the Leicester Academy for the Study of Ageing are strategically orientated to meeting local need, whilst specialities in artificial intelligence and mobility are examples of ways that research is helping to meet national ambition. DMU's contribution to innovation is principally the numerous ways in which it supports local businesses from its Innovation Centre through to Faculties' own networks and supporting graduates in their own endeavours. DMU is plugged into local businesses by its membership of different networks, promoting its offer of tailored CPD, bespoke business support, contract research and consultancy and more.
- **Contributing to culture** and the visitor economy. DMU is a hub of culture and hosts a wealth of cultural and heritage-based facilities for the public to enjoy from the University Gallery through to the Heritage Centre. The majority of its programme of events are open to the public to enjoy, such as #DMUPride, the Festival of Creativity and workshops in DMU's Confucius Institute.
- **Forging international links** for the benefit of the university and the city. Beyond the vibrant international community of 3,400 international students from 115 countries, the University has developed global partnerships with HEIs and through the #DMUGlobal programme offers global experiences for its students. In July 2018, DMU was selected as the global hub for the UN's Sustainable Development Goal 16 to promote peace, justice and strong institutions.

Looking to the future

- 10.4 The renewed focus on universities as anchor institutions is something that is here to stay. It is clear from our assessment that DMU is exceptionally well placed to continue to respond to the demands and expectations of institutions on these agendas. It has an extensive, diverse and coherent portfolio of civic interventions on which to build.
- 10.5 The question is how best to build on this good work given the policy and market drivers that are impacting on DMU at a national and local level? We offer some initial high-level thoughts here for consideration, further discussion and development as appropriate.
- 10.6 In this context, the simultaneous emergence of the development of a local industrial strategy (LIS) for Leicester and Leicestershire LEP and of the publication of the Civic University Commission (CUC) Report provide a very good opportunity to develop and position DMU's civic role for the future. The LIS requires the university to help develop the evidence base and strategy as well as to contribute to the delivery of its priorities, whilst the CUC report recommends the development of a Civic University Agreement (which DMU has recently committed to doing). DMU already has a good basis for the latter in its existing agreement with Leicester City Council and associated partnerships. In responding to these opportunities, DMU should consider the following:

- **The preferred geography of focus and influence.** The University has particularly strong links at the city level and has an extensive range of projects focussed on the needs and opportunities of Leicester. This city level focus is likely to continue to be the primary one but in developing a Civic Agreement, the university should consider whether there is scope to impact on other, wider geographies. This is particularly relevant in the context of the LIS, which is at the LEP area level. This geographical focus may be different depending on the particular theme being considered (e.g. the appropriate spatial focus for widening participation activities may differ from that for skills, labour market and innovation)
- **Partner consultation, engagement and data analysis.** Depending on the outcome of this assessment, DMU will need to consult with the relevant partners in these geographies to understand their needs and priorities, and any opportunities to align its activities to support them. In tandem, this will need to be accompanied by a review of available information and data on the prevailing issues in these locations. For example, are there opportunities to broaden the geographic scope of Widening Participation activities, placements, and degree apprenticeships?
- **Collaboration.** There is a strong focus within Government on the importance of collaboration and many of the latest funding calls emerging from UKRI and others are predicated on place-based, collaborative projects (Strength in Places Fund being a key example). DMU is involved in a range of collaborations already such as with the NHS and other universities on specific initiatives (e.g. on graduate retention). DMU should consider whether there are opportunities to broaden and deepen these collaborations for mutual benefit and for the benefit of the city and LEP area. Clearly, in some respects the University of Leicester is a competitor but in responding to the LIS and developing a Civic Agreement, DMU should consider whether there are areas of complementarity that could be pursued, and duplication reduced, to leverage added value for the city. In this respect, there are potential learnings from elsewhere that can be drawn on (e.g. the emerging collaborations between Coventry and Warwick University, and Nottingham and Nottingham Trent).
- **Funding sources.** Linked to the above, there are very significant funding opportunities attached to the national industrial strategy, with the largest increase in public funding for R&D in any Parliament since 1979. As stated, much of this funding is for collaborative projects, so DMU should review these new funding sources against its research and innovation priorities, and review its capacity to bid for these funding sources, informed by an analysis of past successes and failures.
- **Influencing Government.** At a national level the UK Government continues to develop relevant policies that will impact on DMU in a range of ways. For example, the emerging Knowledge Exchange Framework (KEF) looks set to be key metric for assessing universities on KE activities and potentially determining HEIF allocations. DMU needs to remain alert to these implications, to lobby appropriately and to consider where there are opportunities to improve its performance on these kinds of indicators. At the same time, there is the imminent loss of EU Structural Funds following the UK's (likely) departure from the EU. The Shared Prosperity Fund has been mooted as a successor to the EU Structural Funds, linked to the objectives of Local Industrial Strategies. Whilst these are at early stages now, the university should ensure that it actively engages with the LEP, and with regional and national lobbying organisations in the preparations for any successor Fund.
- **Monitoring and management.** One of the strengths of DMU's civic engagement approach is that the University actively monitors its activities. The University will need to work with partners to refresh this in its approach to delivering on its commitments in any future Civic Agreement and in its LIS-focussed activities.

- 10.7 We hope that this report helps to provide a useful evidence-based baseline of DMU's current economic and social contributions, on which it can build for the future.

Appendix A - Comparator group for HE-BCIS Analysis

Table 10.1 DMU Competitor Universities

University of Derby
Loughborough University
The University of Lincoln
Coventry University
Birmingham City University
Sheffield Hallam University
The Nottingham Trent University
The University of Leicester
The University of Northampton

Source: provided by De Montfort University



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