

# Get York and North Yorkshire Working Plan

Enabling more people in York & North  
Yorkshire to enter, remain and progress in  
good quality and secure work that  
supports healthy and thriving  
communities and businesses



This is our first edition of the Get York & North Yorkshire Working Plan. It provides a summary of our initial proposals, which will set the blueprint for future direction. This is not a static document – it will continue to evolve and adapt to meet the needs of our residents, businesses and partners. These priority actions will be developed into a detailed delivery plan by end of March 2026. This delivery plan will provide further details on what and how priorities will be delivered including: timelines, partner involvement and funding implications.

### **Timeline and Review Points**

- First edition to be published: November 2025
- Detailed Delivery Plan March 2026
- First full review June 2026 – to include feedback from evaluation of the Economic Inactivity Trailblazer

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# Mayor's Foreword

*York and North Yorkshire is the place to live, learn, work and invest. We have one of the most productive economies in the North of England and the highest skill levels. We're home to three universities, including the prestigious Russel Group University of York, and sector specialisms, such as the agricultural and horticulture college Askham Bryan, the only land-based college in the UK, offering degree-level study, awarded by the Royal Agricultural Society of England (RASE).*

*However, the strengths of our £28 billion diverse and modern economy can hide the challenges that York and North Yorkshire faces. Too many people are held back by health issues, our young people don't always get the skills they need to succeed, and many are forced to commute outside the region to secure better wages. These challenges have a very real impact on our communities and hold our economy back.*

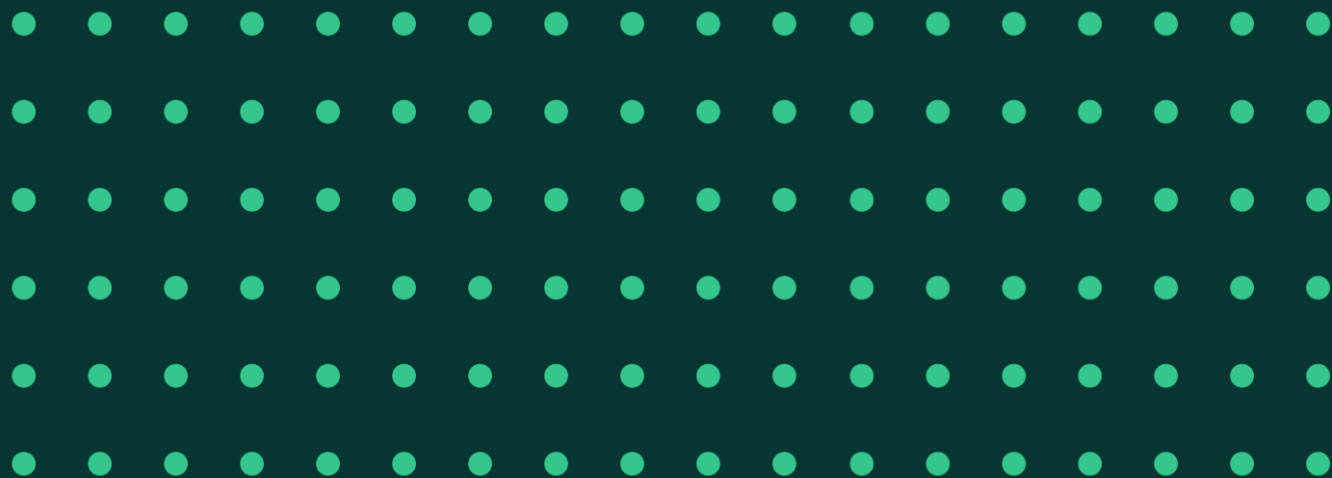
*Skills and employment support will be key to addressing this and unlocking York and North Yorkshire's full growth potential. Our Get York and North Yorkshire Working Plan is our commitment to tackle these challenges. It sets out our 10-year ambition to work across local and national partners, including City of York and North Yorkshire Councils, central government, local businesses and organisations.*

*We will work with businesses and training providers to ensure they are aligned on the skills we need today and in the future. That is why we will create better pathways for those who have been excluded from work by poor health. That is why we will ensure that training and quality jobs are available for everyone, especially in our coastal and rural communities, where people are most at risk of being left behind.*

*We will use our devolved powers and strong collaboration to build a stronger economy, that works for everyone in the region. But this will also set a blueprint for other urban, rural and coastal areas, as York and North Yorkshire is primed to be a trailblazing City Region Rural Powerhouse, driving growth for the UK in the North by addressing the skills and employment needs of our labour market.*

*David Skaith,  
Mayor of York and North Yorkshire Combined  
Authority*





Summary

# Summary

The Get York and North Yorkshire Working Plan is a local response to the Get Britain Working White Paper and will support national efforts to increase employment.

## Our vision is that:

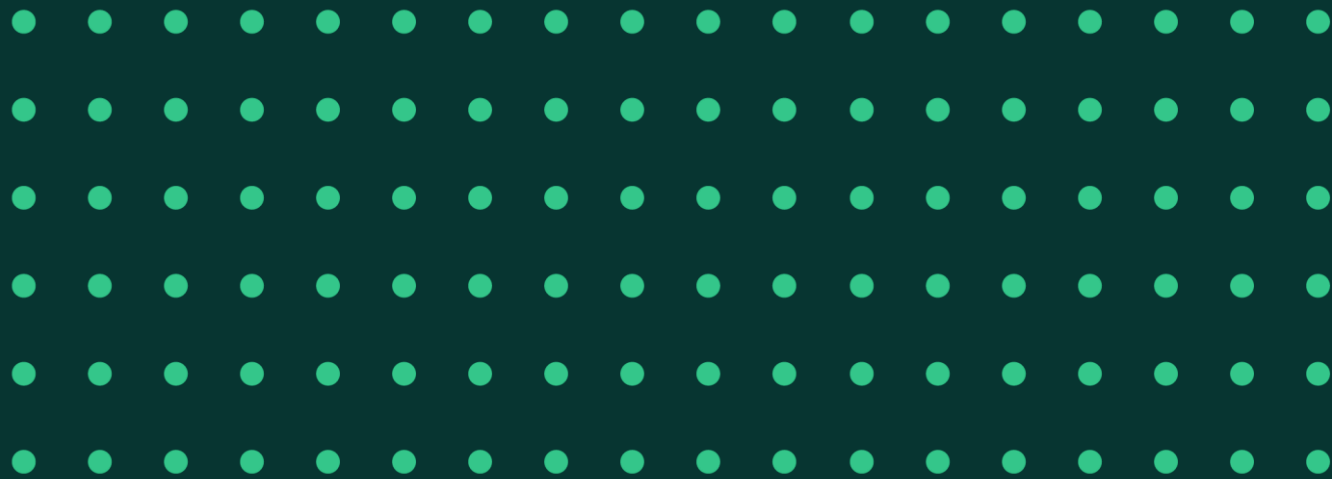
More people are entering, remaining and progressing in good quality and secure work that supports healthy and thriving communities and businesses.

From people who have **disabilities and health issues** to those who are **over-qualified and underutilised** in the labour market as well as those **facing complex barriers**. **Everyone should have a fair chance to thrive within our region.**

**Getting more people into work** and enabling people into roles that reflect their experience, skill-set and ambition is good for both people's health and wellbeing and for our businesses. **Good work** will help to put more money into people's pockets, whilst a **skilled workforce** will support businesses to **unlock their growth potential** ensuring we have a **healthy, inclusive and thriving economy** in York and North Yorkshire

We will achieve this through the following strategic priorities:

- **Supported pathways to work for local people**
- **Enabling good work**
- **Providing stronger strategic alignment and collaboration**



# Introduction

# Introduction

## The Purpose

In November 2024, the UK Government published a Get Britain Working White Paper, which sets out reforms to employment support, bringing together skills and health to get more people into work and to progress within work.

As part of this, government identified six key challenges that need to be addressed:

1. Too many people are excluded from the labour market, especially those with health issues;
2. Too many young people leave school without essential skills or access to high-quality further learning, an apprenticeship or support to work;
3. Too many people are stuck in insecure, poor quality and often low-paying work
4. Too many women who care for their families still experience challenges staying in and progressing in work;
5. Too many employers cannot fill their vacancies due to labour and skills shortages;
6. There is too great a disparity in labour market outcomes between different places and for different groups of people.

By addressing these challenges, government is aiming to achieve an 80% employment rate.

York and North Yorkshire's labour market challenges differ from national trends. For example, the sub-region has low

unemployment. For the period October 2023 to September 2024, the unemployment rate in York and North Yorkshire was 1.8%, compared to 3.9% for England. The sub-region has consistently maintained unemployment rates below the national average. The increase in unemployment levels between 2020 and 2021 reflects the impact of the COVID-19 pandemic. Since then, unemployment has recovered and is now lower than the pre-pandemic rate.

For York and North Yorkshire, the employment rate target has nearly been met already. **In 2024, York and North Yorkshire's employment rate was 79.2% compared to Great Britain's 75.3%.**

York and North Yorkshire consistently have higher employment rates across all age groups compared to the national average for England. This difference is especially pronounced among younger age groups: 63% of 16–24-year-olds in York and North Yorkshire are employed, compared to just 51% in England. For those aged 25–35, the employment rate in YNY rises to 90%, while the English average for this group is 84%. Employment rates are lower for those 50–64 at 74%, but this follows national trends.

However, there are risks that more people could fall out of employment, particularly due to health barriers and early retirement. Employees within York and North Yorkshire also face challenges linked to underutilisation and low

wages. In some cases, employment alone is not enough to ensure a good quality of life for someone. There are 94,400 people of working age (16–64) in York and North Yorkshire who are economically inactive.

Our vision is that **more people are entering, remaining and progressing in good quality and secure work that supports healthy and thriving communities and businesses.**

### Economically Inactive

The term economically inactive which is used throughout this plan is a statistical term used by the Office for National Statistics (ONS).

ONS define it as follows: “People not in employment who have not been seeking work within the last 4 weeks and/or are unable to start work within the next 2 weeks.”

### The Process

Engaging partners has been fundamental to the drafting of the Get York and North Yorkshire Working Plan.

In response to wider policy development linked to work, health and skills plans and the announcement of York and North Yorkshire as an Economic Inactivity programme, the following engagement activity has been undertaken, which supports the Get York and North Yorkshire Working Plan:

- Inactivity Trailblazer Stakeholder Engagement Event in February – feedback from this event was used to develop the Trailblazer Delivery Plan and has also been fed into the Get York and North Yorkshire Working Plan.
- Inactivity Trailblazer Service User Engagement Framework developed – consultants undertook research and engagement with stakeholders to produce a report outlining a framework aimed at ensuring that the voices and representatives of those with lived experience of disability, health issues and economic inactivity are able to inform and feed into the proposed Good Work and Health Skills Forum. This forum is scheduled to meet in November and will be an opportunity for further mapping and consideration of priorities.
- Skills & Employability Working Group (SEWG) - this was an interim group established as the Local Enterprise Partnership transitioned into the Combined Authority. From September this group will transition into a new governance structure that is emerging from the shared governance work being undertaken by the Economic

Inactivity Trailblazer. A Task and Finish group focussing on the role of skills and employability in the Trailblazer programme and the Get York and North Yorkshire Working Plan met in April and July 2025.

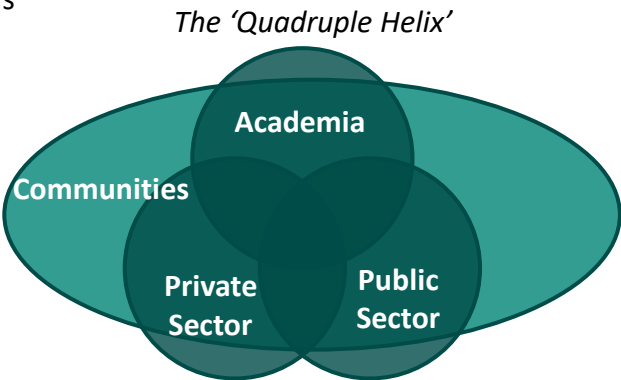
- We have recently established a Get York and North Yorkshire Working Steering Group to provide strategic guidance for the Get York and North Yorkshire Working Plan, Inactivity Trailblazer and Connect to Work programme. The Steering group will oversee the development and review of the plan. First meeting of Get York and North Yorkshire Working Steering Group was June 2025. This Steering Group currently includes Department for Working Pensions, North Yorkshire Council, City of York Council, Integrated Care Board and the York and North Yorkshire Combined Authority.
- YNYCA Business Board – will provide a strong and independent business voice to the region to advise York and North Yorkshire Combined Authority and the Mayor on strategy and policy to support the Combined Authority’s priority of “Boosting Business and Thriving Workforce” – to support delivery of inclusive economic growth ambitions for the area through increased productivity and higher quality jobs. The Board were engaged in August and agreed to establishment of a task and finish group to look specifically at coordinated approach to employer engagement and support to inform the work on the Get York and North Yorkshire Working Plan.

More information on feedback from specific groups and

events is in Appendix 2 but some of the key priorities emerging include:

- Simplify the work health and skills landscape for everyone to ensure people can get the support they need when they need it;
- Coordination and integration of data and programmes for individuals, businesses and providers;
- Importance of person centred holistic and place-based support for individuals;
- Accessibility and flexibility of provision;
- Emphasis on prevention and early intervention;
- Practical tools, financial incentives and case studies to support employers;
- Importance of clear career pathways, transferable skills and reskilling and upskilling to our key cohorts.

Collaboration will continue to be fundamental to the development of the Get York and North Yorkshire Working Plan. We will continue to work across the “Quadruple Helix”, which simply means engaging the following stakeholders: academia, community, public and private sectors



**The Place**

York and North Yorkshire covers 3,214 square miles, including urban, rural and coastal, and is one of the largest Combined Authority geographies. It is home to two cities: most notably York but also Ripon (a cathedral city and one of the smallest cities in England). York is a key economic hub for the subregion and the base for two of our universities – Russel Group University of York and York St John University, alongside key R&D and innovation assets, such as the Institute for Safe Autonomy.

Integrated closely with York’s economy and West Yorkshire is the historic spa town of Harrogate, the second largest population area. Whilst to the South of York is Selby, which provides potential growth opportunities due to its availability of brownfield land for redevelopment, including former Eggborough Power Station and Gascoigne Wood.

Along the coast the largest settlements are Scarborough and Whitby, where there is a significant history of tourism and manufacturing, which remains important for both local economies. However, the sub-region’s coastal neighbourhoods are not unique and face many of the similar challenges that are mirrored in other coastal towns within England – this includes concentrated deprivation (Scarborough ranks in the worst 10% for England for many of the indicators for the Indices of Multiple Deprivation), lower employment levels (particularly compared to the rest of York and North Yorkshire), poorer skills attainment

and low incomes.

With two national parks (Yorkshire Dales and North York Moors) and three National Landscapes (Forest of Bowland, Howardian Hills, Nidderdale), the majority of York and North Yorkshire is defined by rurality with around 46.5% of the subregion classified as protected landscapes; and smaller settlements and the subregion’s principal settlements are market towns.

The uniqueness and diversity of York and North Yorkshire’s geography is a major USP for the sub-region. However, it does bring a number of challenges. It often means that data at a York and North Yorkshire / subregional level conceals localised challenges, for example: concentrated deprivation along the coast, but there are also neighbourhoods within York, Skipton, Harrogate and Selby, signifying deprivation is not simply coastal-based and can be in isolated pockets, often close to our most affluent areas. Given this diversity, the scale and sparsity of the geography, it can also mean that economies of scale are difficult to achieve and that a “one size fits all” approach is not acceptable. These challenges are explored further within this plan and the barriers they pose for accessing employment or progressing within employment.



# Key Settlements in York and North Yorkshire



## Strategic Context

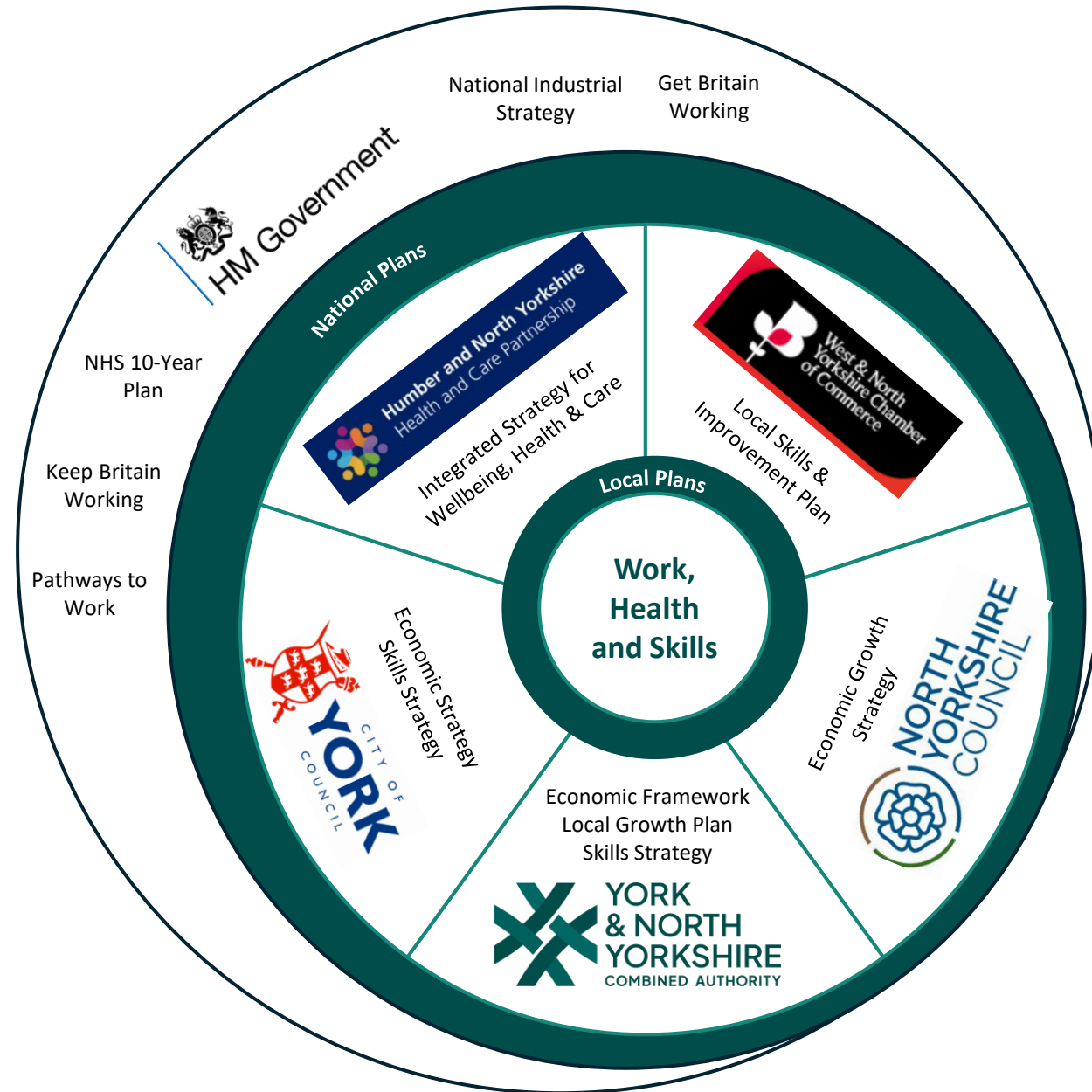
The Get York and North Yorkshire Working Plan should not be considered in isolation – it supports and sits alongside a number of other strategies as demonstrated below:

The York and North Yorkshire Combined Authority is also developing a number of other strategies, which contribute to employment and health barriers, including:

- Transport Strategy for York and North Yorkshire, as connectivity is key for people to access skills and employment;
- Housing Framework for York and North Yorkshire, as its delivery will be reliant on a strong construction workforce.

## Investment strategy

The York and North Yorkshire Investment Strategy sets out the Combined Authority's approach to managing investment in the region, the different types of funding available and how we prioritise what to invest in. This will help to support the identification and prioritisation of projects to support the York and North Yorkshire Get Working Plan.



The above identifies some of the key strategies, but there are other local plans that will contribute towards the Get York and North Yorkshire Working Plan.

# Summary of York and North Yorkshire's Economic Framework



All activity will be underpinned by strong partnership-working

Strengthen local, regional and national partnerships across each thematic priority, including public, private and voluntary sector.

## Our Ambitions and Priorities for York and North Yorkshire

We commit to championing York and North Yorkshire across all our thematic priorities. This is particularly important as economies don't stop at the York and North Yorkshire boundary so we need to look beyond this, which will include:

- Joint working with other Combined Authorities and their Mayors; and the potential for cross boundary working with key service providers
- Ensuring York and North Yorkshire's voice is being heard, amongst some of the larger, more established areas;
- Constantly pushing for the next best thing for York and North Yorkshire, including further investment from government and exploring a single settlement.

# Strategic Context

## York and North Yorkshire’s Local Growth Plan

All Combined Authorities were tasked with a requirement to develop Local Growth Plans. The role of the Local Growth Plan is to unlock national growth by addressing regional inequalities in productivity and provide a framework that helps inform priorities for public and private investment and interventions to drive growth.

York and North Yorkshire’s Local Growth Plan sets out ambitions to be a trailblazing City Region Rural Powerhouse, driving growth for the UK in the North. We will build on our high-performing economy to raise productivity further and deliver transformative economic growth.

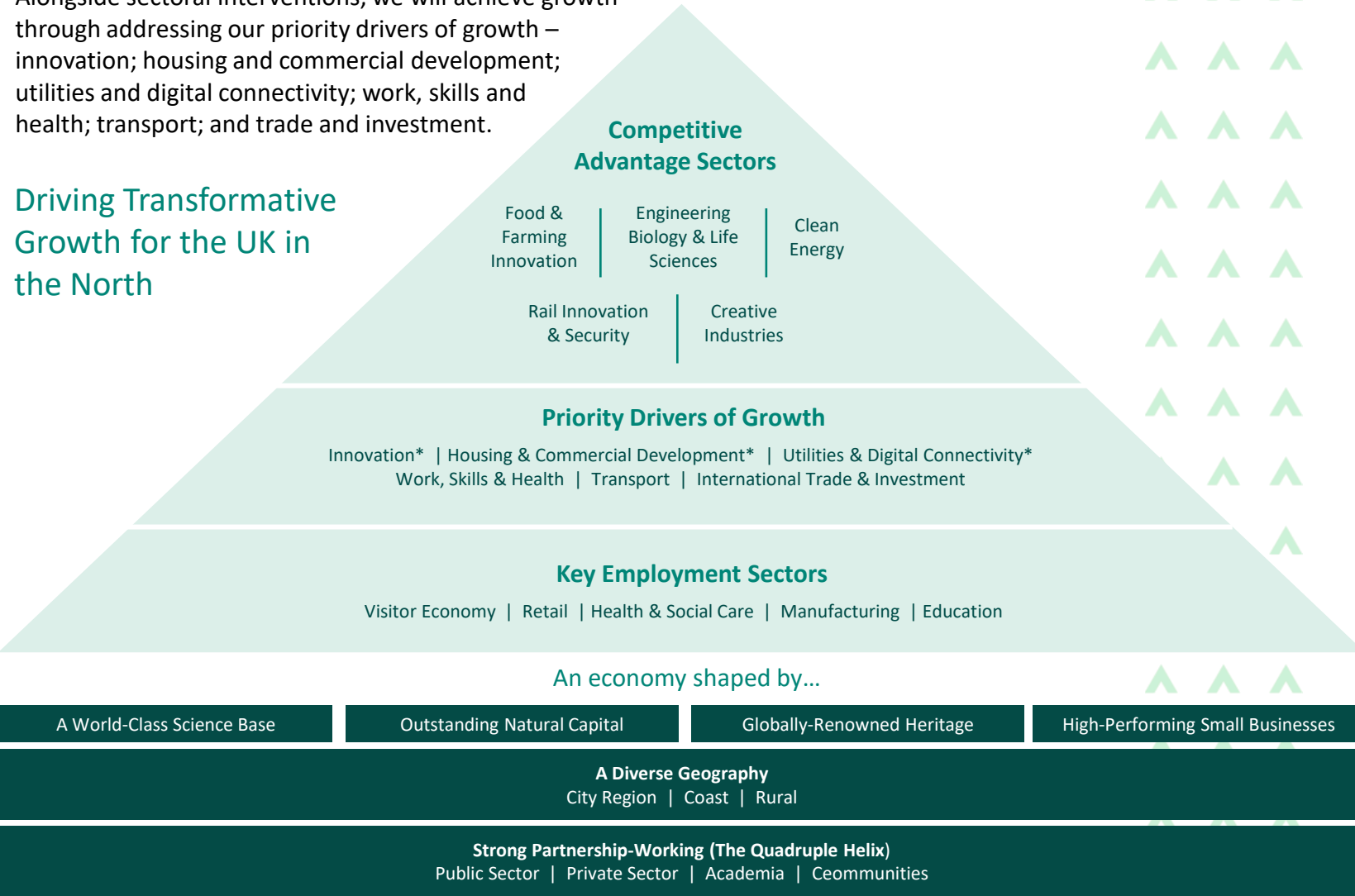
This will be addressed through targeting growth within our competitive advantage sectors. From Food and Farming Innovation, built on our rich agricultural and manufacturing heritage and strong innovation assets, to Engineering Biology and Life Sciences, which well-position the region to become a science superpower through a strong academic base such as the Russell Group University of York.

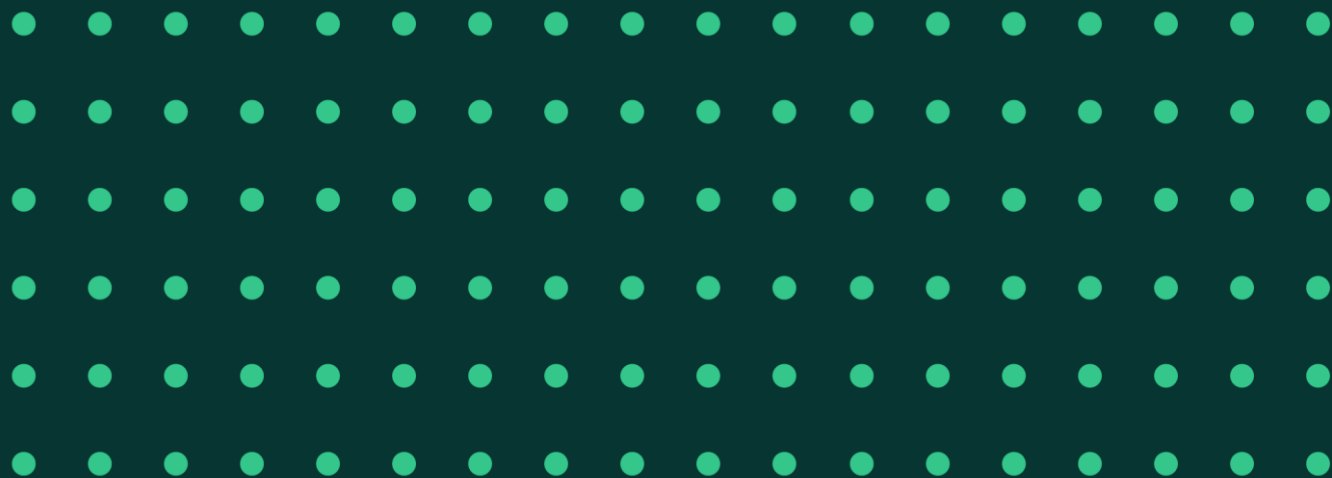
From Clean Energy and our unique geological advantages, such as geothermal energy, and being at the forefront of accelerating decarbonisation, to Rail Innovation, backed by a 160-year history of providing rail solutions and emerging technology opportunities linked to AI and quantum communications, and the Creative Industries which have earned York a UNESCO designation of Media

Arts, and are led by strong entrepreneurialism that needs to be celebrated.

Alongside sectoral interventions, we will achieve growth through addressing our priority drivers of growth – innovation; housing and commercial development; utilities and digital connectivity; work, skills and health; transport; and trade and investment.

## Driving Transformative Growth for the UK in the North





Our Vision

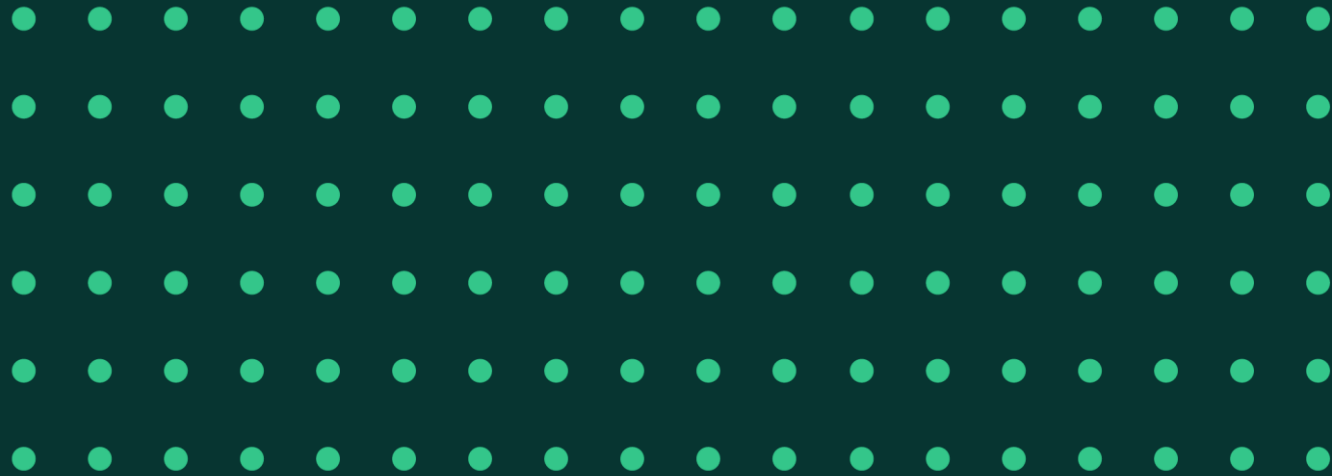
# Our Vision:

More people in York and North Yorkshire are **entering, remaining and progressing in good quality and secure work** that supports **healthy and thriving communities and businesses**.

From people who have **disabilities and health issues** to those who are **over-qualified and underutilised** in the labour market as well as those **facing complex barriers**. **Everyone should have a fair chance to thrive within our region**.

**Getting more people into work** and enabling people into roles that reflect their experience, skill-set and ambitions is good both for people's health and wellbeing and for our businesses. **Good work** will help to put more money into people's pockets, whilst a **skilled workforce** will support businesses to **unlock their growth potential** ensuring we have a **healthy, inclusive and thriving economy** in York and North Yorkshire.





# Core Principles

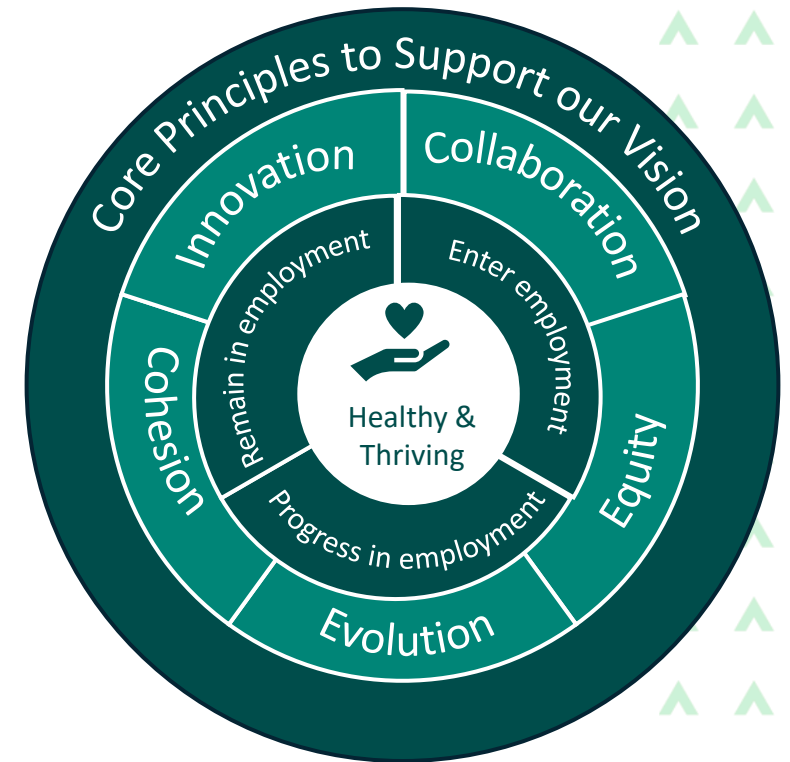
# Core Principles

To deliver on our vision and identify priorities that affect real change and impact, we will embed the following principles into decision-making, design and development:

1. **Innovation:** current models for work health and skills aren't working. Qualifications don't always translate into the skills that our businesses need. Many people are still facing multiple barriers to work; with many managing long term health issues that restrict their ability to enter or remain in work. It's time to stop doing things in the same old ways and create a system that is accessible and able to adapt to changing needs.
2. **Collaboration:** addressing the challenges within York and North Yorkshire's labour market cannot be achieved alone by the Combined Authority, a collective effort will be needed. Interventions should be co-designed and co-produced. We commit to providing the leadership and convening partners across the quadruple helix – public and private sector, academia and communities.
3. **Cohesion:** it's a massive strength that York and North Yorkshire has a variety of provision and providers available for individuals and businesses. However, this breadth and scale can mean it's difficult for people to navigate the opportunities. There needs to be cohesion, integration and a simplification of the wider work, health and skills systems – and it all needs to be easily accessible and navigable otherwise people won't bother. This level of joining up includes

strategies and plans, data/intel and funding as well as programmes and provision. In particular, short-term funding can create even greater fragmentation of the system. Long term funding has to be part of the solution.

4. **Evolution:** we shouldn't become complacent with provision and support that is provided. We commit to continuous learning and evaluation. This includes listening to all our stakeholders, partners and service users to ensure the voices of those with lived experience are fed into how we design and deliver services. This will ensure provision can evolve and meet the needs of our labour market and businesses, as well as meeting the needs of a fast-paced and evolving economy.
5. **Equity:** York and North Yorkshire is an incredibly diverse geography covering urban, rural and coastal communities. We need to recognise our uniqueness of place and population and ensure we take a person centred, holistic and place-based approach otherwise there's a risk that people are excluded.



# Principles in action...

## Innovation

**Skills Innovation Fund:** the Combined Authority is already supporting the embedding of innovation into the skills system through the creation of a Skills Innovation Fund through our Mayoral Investment Fund. More than 1,000 learners and tutors are set to benefit from new programmes.

Three successful applications receiving a share of funding are:

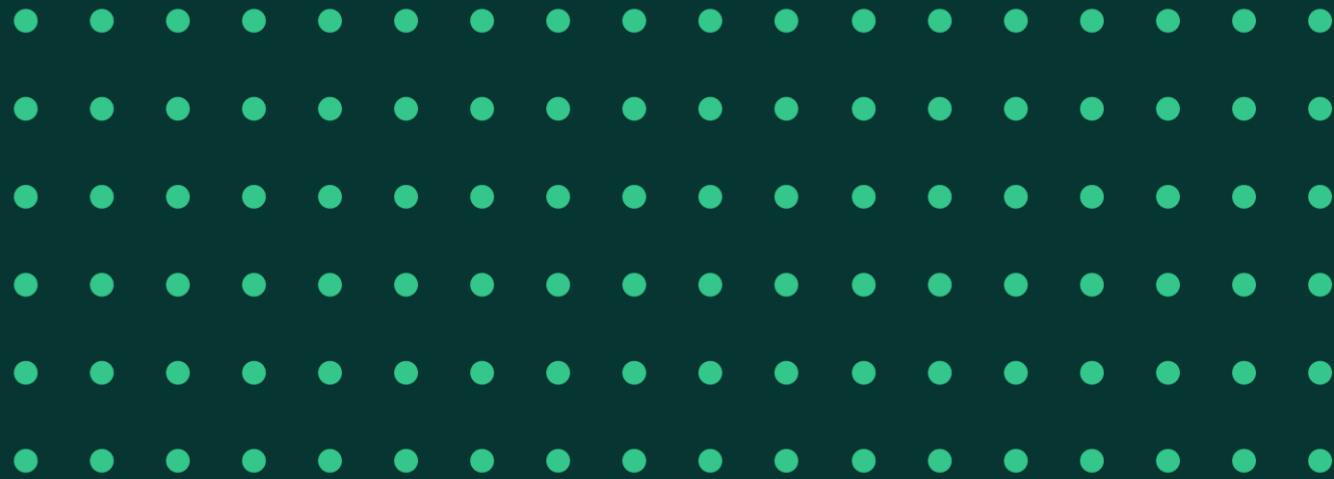
- A partnership of all the further education colleges delivering in York and North Yorkshire, including Askham Bryan College, Craven College, Harrogate College, Selby College, Darlington College, Scarborough TEC and York College, and the adult learning services in North Yorkshire Council and City of York Council will work together to ensure that people and businesses across the whole area benefit from this funding. The programme will focus on skills supporting digital and low carbon jobs, introducing new courses for learners, upskilling tutors and investing in new equipment and infrastructure. Work will also help remove barriers to learning, particularly for rural communities and vulnerable groups. They are aiming to support 420 learners and 150 tutors, delivering 15 courses, and make improvements to seven teaching facilities.
- Not-for-profit organisation Better Connect, leading a programme delivered by more than 30 organisations. Their work will focus on learners who are disengaged from education. Their approach weaves numeracy, literacy, digital and independent living skills into creative activities that aim to inspire lifelong learning. The programme aims to develop and deliver 50 courses, training 120 disengaged learners.
- University of York and York Creatives. A programme called Extending XR which seeks to provide creative technology skills training across the region for learners and tutors and develop a forum to strengthen local ties in the region's creative sector. The programme aims to support 338 learners and 20 tutors, delivering at least 20 courses.

## Innovation, Cohesion and Collaboration

**Data and Research Integration Stakeholder and Working Group:** This group was established as part of the York and North Yorkshire Economic Inactivity Trailblazer programme and is made up of the Humber and North Yorkshire Integrated Care Board, North Yorkshire Council, City of York Council, Department for Working Pensions, Y-PERN, West and North Yorkshire Chamber of Commerce. The purpose of the group is to provide data, analysis, research, evaluation, and insight to support the Trailblazer programme's goal of reducing economic inactivity across York and North Yorkshire. The group has 3 main workstreams:

- 1. Supporting projects and partners** - to help partners target and refine their interventions as well as build partners data and analysis capabilities with simple tools, templates and training.
- 2. Monitoring and Evaluation** – helping to define success measures and providing regular data collection, reporting and dashboards
- 3. Research and 'Big Picture' analysis** – identifying existing gaps in data, framing research questions, integrating data from sources across the programme and region/partners

As we move into year 2 of the Trailblazer programme, it is intended that the work of this group will grow to include Get York and North Yorkshire Working Plan priorities and key cohorts.



# Labour Market Analysis



As part of the strong partnership approach, the evidence and analysis provided within this Plan was produced by the Yorkshire & Humber Policy Engagement and Research Network (Y-PERN) as part of a separate Labour Market Analysis report. The evidence included is based on reputable publicly available data sources, including the Office for National Statistics and data produced by the Department for Education.

# York and North Yorkshire's Labour Market

This section provides an overview and evidence on the key labour market challenges in York and North Yorkshire. This includes:

- Low unemployment and one of the strongest qualification profiles in the North conceals a **dominance of low-skilled, low paid industries**.
- **Too many people are excluded or disengaged from the labour market** due to health and disability and barriers for young people/graduates, older people and women.
- **Underutilised talent** due to a lack of progression and movement in the labour market. Understanding of transferability of skills is key to untapping this potential.
- **Gaps in the skills and labour supply** - Despite a strong skills profile, there are skills mismatches and gaps with hard-to-fill vacancies and declining numbers engaging in learning. Alongside this, consideration also needs to be given to future-proofing the local labour market to accommodate technology changes, especially AI.
- York and North Yorkshire is primarily made-up of **small and micro businesses with limited capacity for skills and training**.
- York and North Yorkshire has a **diverse geography**, covering urban, rural and coastal, meaning individuals and businesses often have unique needs. Key issues include rurality, isolation and accessibility which restrict peoples' access to work, health and skills support.
- **The complex nature of the work, health and skills landscape means** businesses and individuals find it confusing and difficult to navigate, which may contribute to disengagement from support systems.





**| Low unemployment and one of the strongest qualification profiles in the North conceals a dominance of low-skilled, low paid industries.**

Although York and North Yorkshire often performs strongly on many indicators when compared against other northern counterparts, it still has challenges, including low pay which contributes to employment challenges. Within York and North Yorkshire, gross weekly pay for full-time workers is higher when assessed by home geography compared to work geography (£686 vs. £667). This implies that residential areas may be drawing higher-paying remote jobs or that workers are able to access higher paying jobs outside of their immediate region.

However, this shifts when looking at York alone, where average gross weekly pay is higher when measured by work geography (£730) than by home geography (£711), whilst the reverse is true in North Yorkshire, where home geography pay (£674) exceeds work geography pay (£640). This suggests that jobs located in North Yorkshire tend to be lower paid, prompting residents to commute elsewhere for better-paying opportunities. Conversely, York attracts higher-paying jobs, drawing in workers from outside the area and resulting in higher workplace-based pay compared to residence-based pay.

Placing the local figures in context, the English median gross weekly pay for full-time employees, based on workplace analysis, is £732. This means that York's

workplace-based median pay (£730) is almost exactly in line with the national average, while North Yorkshire's workplace-based pay (£640) falls significantly below it.

This trend is relatively constant over time with North Yorkshire consistently underperforming on pay relative to English levels, while there is some fluctuation in the York figures. North Yorkshire's median pay is approximately 87% of the English average.

While York and North Yorkshire's median weekly pay is approximately 91.5% of the UK median, the gap widens at higher earnings levels. At the 80th percentile, pay in York and North Yorkshire falls to about 91% of the UK's median weekly pay. Higher earners in York and North Yorkshire lag further behind their national counterparts. This widening gap at the upper end of the pay distribution suggests that the area faces challenges in attracting or retaining higher-paid roles, which may have implications for overall income growth and economic competitiveness in the region.

As with previous trends, this is again more pronounced at the North Yorkshire level where the median gross weekly pay for the 80<sup>th</sup> percentile is £953 relative to York's £1044.

Lower levels of pay in York and North Yorkshire relative to the UK is in part reflected in a higher proportion of workplace employment in low-paid occupations. There are around 80,000 people employed in the five-lowest paid occupations in York and North Yorkshire which accounts for 20% of the workforce in the sub-region compared to

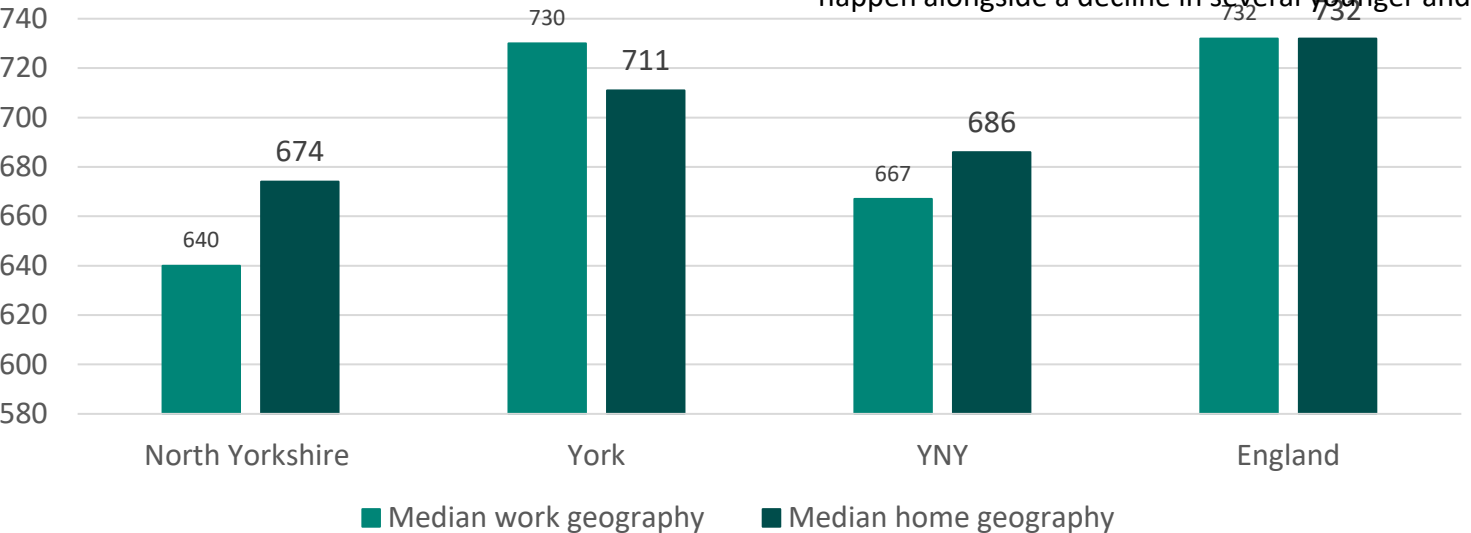
16% at a national (England) level.

There is also a rising trend of local jobs paying below the Real Living Wage in York and North Yorkshire. According to ONS data, 12% of jobs in York pay below the Real Living Wage and 20% of jobs in North Yorkshire pay below the Real Living Wage. Both areas are measured against the 2024 England average, where 16% of jobs pay below the Real Living Wage.

North Yorkshire has a notably higher proportion of jobs paying below the Real Living Wage, indicating a greater prevalence of low pay in the area. The five lowest paying occupations are agricultural and related trades, textiles, sales, elementary trades and elementary administration and service.

Previously there had been a decline in the percentage of those working in jobs earning below the living wage, notably from 2020 to 2022, a recent uptick in the prevalence of these roles is recorded from 2022 to 2024. This is likely due to external events and economic shocks as well as the cost-of-living crisis.

Figure 1: Median weekly pay for full-time workers – comparison of workplace and resident rates, 2024



Source: [Earnings and hours worked, workplace International Territorial Levels \(ITLs\): ASHE Table 32 - Office for National Statistics](#)



**| Too many people are excluded or disengaged from the labour market due to health and disability and barriers for young people/graduates, older people and women.**

**Older Population**

Projections for York and North Yorkshire indicate a significant increase in the population aged 70–79 and 80–89 over the coming years, reflecting the region’s ageing demographic profile. But this is expected to

happen alongside a decline in several younger and middle-aged groups, including the 0–9, 10–19, 20–29, 40–49, and 50–59 age bands. This anticipated shift will result in a shrinking working-age population.

Overall, these demographic changes highlight the growing prominence of older age groups in York and North Yorkshire, alongside a decline in younger and working-age populations, with significant implications for workforce availability, service provision, and local economic planning.

York and North Yorkshire has a comparatively higher proportion of residents aged 65 and over (24%) than the national average of 18% - this is particularly prevalent in North Yorkshire. In contrast, York has a higher percentage of working-age individuals at 66%, likely reflecting it’s higher level of young people through it’s two universities (York St John University and University of York). Whilst Selby’s younger population may be due to its significant role as a commuter location for both York and Leeds in West Yorkshire. This is compared to the national average of 63% for England.

Although employment rates in York and North Yorkshire are consistently higher than the national average, there is a clear decline as age increases. For example, while the employment rate for those aged 25–49 in YNY is 89%, it drops to 74% for those aged 50–64.

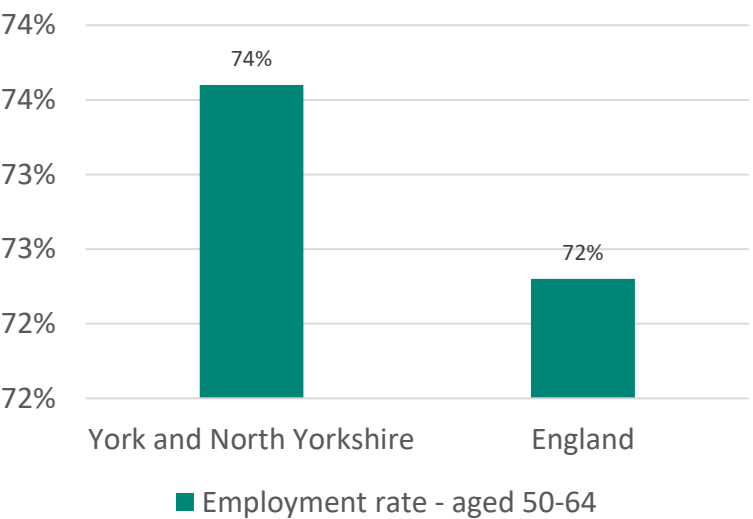
Despite the lower employment rate among 50–64-year-olds compared to younger age groups, the number of people in this older age group who are employed has been steadily increasing. Long-term trends show that the employment rate for 50–64-year-olds in York and North Yorkshire rose from 68.2% in October 2004–September 2005 to 76.6% in October 2022–September 2023. Despite this positive trend, early retirement remains significant, with 21% of economically inactive individuals in this group having retired early.

Those aged 50 to 64 in York and North Yorkshire are highly skilled (51% vs. 44% nationally), so they contribute significantly to the economy.

Early retirement is a notably common reason for economic inactivity in York and North Yorkshire, with 21% of the economically inactive population citing it as their main reason—substantially higher than the English average of 13%. This highlights a particular challenge for the sub-region, as a greater proportion of people are leaving the workforce before state pension age compared to elsewhere in England.

It is also important to note that a relatively high percentage of people are economically inactive due to long-term sickness. Addressing both skills development and workplace flexibility, alongside providing support for those with health limitations, could significantly improve employment outcomes for people aged 50 to 64 in York and North Yorkshire.

Figure 2: Employment rate by aged 50-64



Source: Annual Population Survey, October 2023 to Sep 2024

There has been an increase in the number of economically inactive individuals aged 50 to 64, rising from 41,400 in the previous year to 47,500 between January and December 2024. However, the overall inactivity rate for this group has remained relatively stable, and these fluctuations are consistent with longer-term trends. This suggests that the recent rise is likely due to normal demographic changes and population growth within this age cohort, rather than a significant shift in economic inactivity patterns.

However, looking ahead, it is likely that the number of economically inactive people aged 50–64 will continue to grow over the next few years. To reduce the percentage of economically inactive people aged 50–64, significant

changes in policy, labour market conditions, or health interventions would be required to encourage greater participation in the workforce.

Providing targeted upskilling and flexible working conditions for older workers, alongside support for those with health limitations, could reduce early retirement and improve employment outcomes for people aged 50 to 64 in York and North Yorkshire.

People with Long-Term Sickness

Long-term sickness also contributes to economic inactivity, with 30% of economically inactive individuals citing it as their main reason. This is higher than the English average, where 27% of the economically inactive population attribute their status to long-term health conditions. The number of YNY individuals economically inactive due to **long-term sickness rose by 72.2% between 2019-2024** – significantly higher than nationally.

This is particularly pronounced in Hambleton, Richmondshire, Ryedale (former district areas) and York. There is a high prevalence of mental health and behavioural conditions, as well as Musculoskeletal (MSK) conditions, particularly in North Yorkshire.

Comparatively, over 153,000 York and North Yorkshire residents who have a long-term health condition are in work. These people may **be at risk of falling out of employment without support**.

These trend underscores the importance of targeted health and employment support for those with long-term health issues, as addressing these barriers could help reduce economic inactivity and improve overall labour market participation in the region.

These factors highlight the need for inclusive employment policies to encourage greater participation in the labour market.

**Data Gaps**

We are currently working with partners to understand what data they hold around health barriers in order to support us. A number of data gaps and challenges are emerging:

- More granular data that links health conditions and Inactivity - what types of health conditions are contributing to people being economically inactive due to long-term health in the region.
- Qualitative insight into people’s experiences of work, health and inactivity, to understand the multiplicity of factors and barriers and how these are experienced by people across our rural, coastal and deprived areas.

**People with Disabilities**

York and North Yorkshire has a higher employment rate than the national average for both people with an Equality Act core or work-limiting disability (63% in York and North Yorkshire vs. 57% nationally) and those without a disability (85% in York and North Yorkshire vs. 82% nationally). Despite this positive performance, a significant employment gap remains between disabled and non-disabled people in the region.

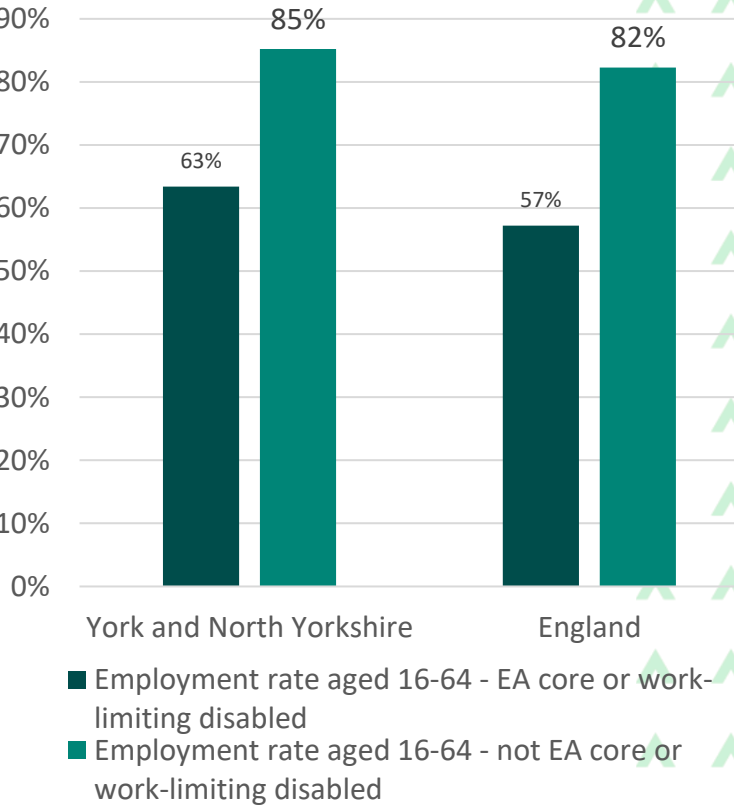
There has been an increase in both the number and percentage of people in York and North Yorkshire who are classified as Equality Act core or have a work-limiting disability. Notably, there was a sharp rise between October 2022–September 2023 and October 2023–September 2024, with the number increasing from 111,400 to 134,800.

This growth may reflect a combination of factors, such as increased prevalence or diagnosis of long-term health conditions and greater awareness or willingness to report disabilities. The sharp increase in such a short period could also indicate the lingering impacts of the COVID-19 pandemic on health.

This upwards trend of those with an Equality Act core or work-limiting disability is also reflected at national level. However, the percentage of those with Equality Act core or work-limiting disability is higher in York and North Yorkshire (27.7%) compared to national average (25.8%).

A higher proportion of disabled people can contribute to higher rates of economic inactivity due to ill health or disability. This highlights the importance of strengthening health services, promoting inclusion, and expanding employment support to better meet the needs of this growing group.

Figure 3: Employment rate by disability status



Source: Annual Population Survey, October 2023 to Sep 2024

Despite York and North Yorkshire having a higher percentage of working-age residents with an Equality Act core or work-limiting disability than the national average, the region consistently achieves a higher employment rate for this group compared to England overall, although there are some year-to-year fluctuations in York and North Yorkshire's figures.

This demonstrates the relative strength of York and North Yorkshire in fostering inclusion for people with an Equality Act core or work-limiting disability. However, as the number and proportion of disabled residents continue to rise (and remain above national averages), it is increasingly important to further strengthen health, inclusion, and employment support measures in the region.

### Young People

Young people in York and North Yorkshire face barriers to progressing into higher-level qualifications and apprenticeships, which may limit their future employment prospects and contribute to wider skills gaps in the region.

Young people aged 16 to 24 in York and North Yorkshire are less likely to hold Level 4 or higher qualifications compared to the national average, and there has been a slight increase in the claimant count for this group. Additionally, those undertaking apprenticeships in York

and North Yorkshire tend to be older than the English average, indicating that participation in apprenticeships immediately after school is less common in York and North Yorkshire than in other parts of England.

Taken together, these factors highlight a range of barriers that young people in York and North Yorkshire face in accessing and attaining higher-level qualifications.

York and North Yorkshire has strong RQF2 and RQF3 attainment among 16–24-year-olds but lags behind England in RQF4+ qualifications for this age group. While the RQF2 and RQF3 qualification profile among 16–24-year-olds in York and North Yorkshire is strong (39% and 33%), the region underperforms compared to England in the proportion of 16–24-year-olds holding RQF4+ qualifications (17% vs. 21%). This indicates that, although York and North Yorkshire matches or exceeds national averages at lower qualification levels for young people, fewer young residents progress to higher-level qualifications relative to their peers across England.

York and North Yorkshire is home to three universities, including the Russell Group University of York, York St John University and Coventry University in Scarborough, each of which play a key role in developing a future pipeline of talent and provide research and development and innovation which could benefit our businesses. However, there are a number of issues

around graduates, including access to employment and retention in York and North Yorkshire.

A report conducted by JISC for North Yorkshire Council found that the City of York has seen a reduction in graduate-level employment in the last two years. Comparatively in North Yorkshire, there are more graduate-level jobs but a shortfall of graduates working there.

York City's graduate labour market is smaller and more limited in entry-level opportunities compared to larger nearby cities such as Leeds, Sheffield, and Bradford, which have substantially larger graduate job markets. In York, approximately 700 to 800 graduate-level positions were accessible to new graduates within 15 months of graduation in the 2021-22 academic year, with 380 first-degree graduates known to have taken up such roles. A significant share of these entry-level opportunities are concentrated in the public sector, particularly health, which requires specific professional training.

York's private sector, while strong, is not currently generating as many new graduate jobs as the larger regional centres. Additionally, the overall labour market in York, including graduate opportunities, contracted in 2023, with early 2024 data indicating a continued modest decline. This combination of factors highlights the challenges York faces in creating sufficient entry-level graduate roles and attracting new graduate talent compared to its larger neighbouring cities.

Despite being a largely rural and dispersed area, North Yorkshire has a relatively strong graduate labour market, with significantly more jobs overall-and more graduate-level roles-than York City. For the 2021-22 graduate cohort, North Yorkshire recruited approximately 100 more graduates into graduate-level employment than York, with notably higher recruitment in STEM, management, and teaching roles; slightly higher numbers in marketing, PR, and sales; comparable figures in arts, health, IT, and social welfare; and fewer graduates in business, HR, and finance. While the region's labour market contracted slightly in 2023, early 2024 data suggest it has stabilised.

Coupled with this evidence, there is a clear rise of 16 to 24 year olds that are not in employment, education or training. This age range is the second largest cohort in York and North Yorkshire that are currently economically inactive. This inactivity has been rising in the sub-region since 2018 and the highest concentrations of this are

within:

- Scarborough district
- Selby district
- Harrogate district
- City of York

The Unit for Future Skills data highlights that York and North Yorkshire will require a total of 238,000 new workers by 2035 to meet labour market needs, driven largely by substantial replacement demand of 219,000 workers leaving the workforce. Of this total, approximately 121,000 new graduate entrants will be needed, underscoring the critical role graduates will play in sustaining the region's workforce. Graduate demand is expected to be significant and fairly evenly distributed, with particular emphasis on sectors such as business services, health, education, STEM, and management.

#### Data Gaps

Future demand needs for graduates is of particular concern and interest in York and North Yorkshire. Further deep dives into the data is needed in relation to the rising number of "unknowns" and home educated young people who can more readily become disengaged.

#### Women

There are notable disparities between men and women within York and North Yorkshire across income, employment and training.

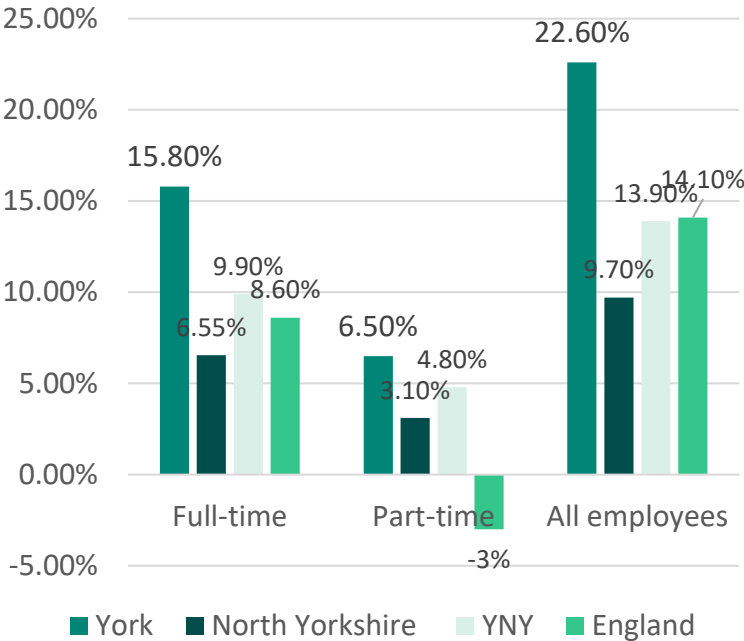
York and North Yorkshire's gender pay gap is similar to the national average. When comparing the gender pay gap in York and North Yorkshire to the national average for England, the median pay gap for all employees is around 14% in both York and North Yorkshire and England. However, the gap widens when looking specifically at part-time workers. In York and North Yorkshire, there is a gender pay gap of approximately 5% for part-time employees, whereas in England, the gap is -3%, meaning women working part-time nationally earn slightly more than men. This results in an 8% difference between YNY and the national figure, highlighting a more pronounced gender pay disparity among part-time workers in York and North Yorkshire.

When focusing on York, there is a notably wider gender pay gap compared to the national average for England. In York, the gender pay gap for all employees stands at 22.6%, significantly higher than the English average of 14%. This indicates that women in York earn substantially less than men relative to the national context, highlighting a more pronounced disparity in pay between genders in the city.

While the overall trend in the gender pay gap is slowly declining, York has experienced some volatility in recent years, with the gap increasing from around 20% to 22% in 2023-24. This fluctuation contrasts with the national picture, where the gender pay gap is generally narrowing.

The employment rate is also much lower for women (74.8%) compared to men (83.6%). This may be due to greater pressures on women as primary care givers, which is evident in the reasons for inactivity amongst women. 19.2% of women are economically inactive due to looking after family/home, whilst this is the reason for only 3% of male inactivity.

Figure 4: Gender pay gap for median gross hourly earnings; 2024

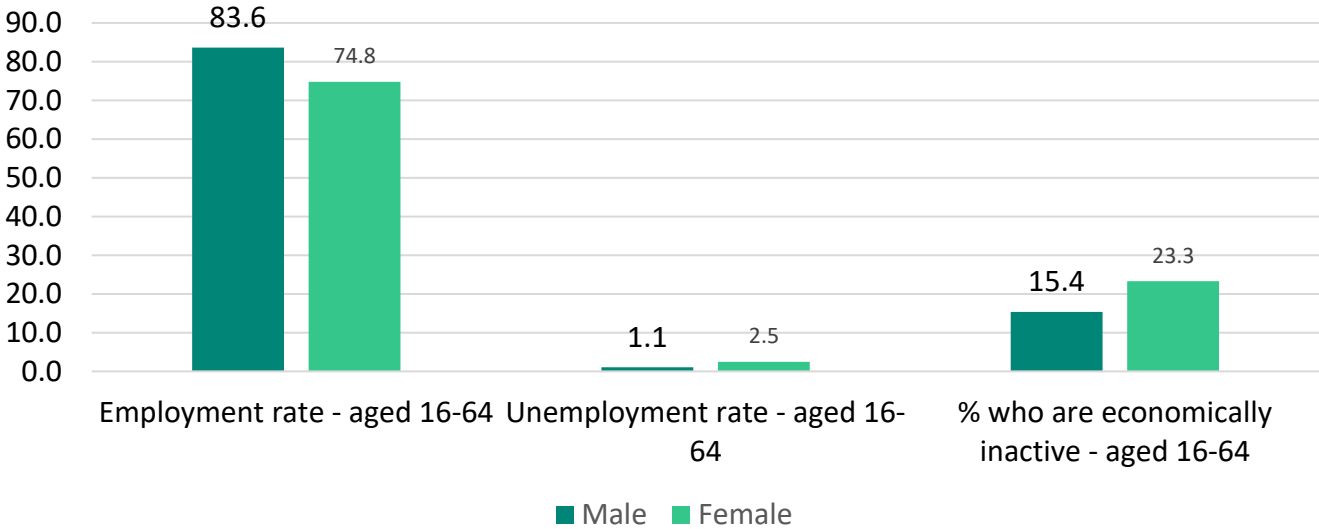


Source: [Earnings and hours worked, workplace Territorial Levels \(ITLs\): ASHE Table 32 - Office for National Statistics](#)

This emphasises the importance of access to childcare and flexible working capabilities to encourage more women into the labour market.

Comparatively, females are more likely to have received job-related training than males (25% compared to 20%), which may reflect the higher concentration of females in sectors like health and education, where training is more prevalent.

Figure 5: Employment, Unemployment and Inactivity Rates for Male Vs Female (% , 2024)



Source: [Annual Population Survey, Office for National Statistics](#)

#### Data Gaps

Explore further demographics and groups that may be vulnerable or disadvantaged within the labour market, such as parents and lone parents, homeless people, ex-offenders, refugees, those with special educational needs and disabilities and neurodiversity etc.



**| Underutilised talent due to a lack of progression and movement in the labour market. Understanding of transferability of skills is key to untapping this potential.**

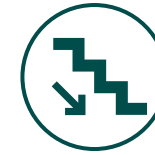
The occupational profile of employment in YNY shows that skill levels among those in work are broadly similar to the English average. For 2024, 53% of people in YNY are employed in higher skilled occupations, compared to 54% nationally. This indicates only a slight difference in the proportion of people working in higher skilled roles between York and North Yorkshire and England as a whole, reflecting a relatively balanced skills distribution in the local workforce.

However, during the period of 2021 to 2024, York and North Yorkshire reduced the number of those working in high skilled occupations, while nationally, the proportion in this group has risen over the same period. The greatest growth that York and North Yorkshire experienced in this time period is a growth of 1.6% in labour intensive occupations, which is opposite in trends to that of the overall English decline of -1.2% for this group. Equally, the York and North Yorkshire market is underutilising its skilled labour pool. A higher proportion of employers in York and North Yorkshire underutilise their staff compared to national levels (35%). Nearly 2 in 5 (39%) in York and North Yorkshire report that they have workers whose skills or

qualifications are in advance of what is required for the job.

When examining the economically inactive population, an interesting trend emerges: 29% have no qualifications, but the same proportion, 29%, hold a Level 4 qualification or above. This dual pattern highlights two key issues. First, a significant segment of those not participating in the labour market may lack the necessary skills or qualifications to access employment opportunities. Second, the fact that a substantial share of the economically inactive population holds higher-level qualifications could suggest a mismatch between the availability of high-skilled jobs in YNY and the aspirations or expectations of the local workforce.

This may indicate that the local labour market does not offer enough high-skilled employment opportunities to fully utilise the talent pool of highly qualified individuals. As a result, some residents with advanced qualifications may remain economically inactive, possibly due to a lack of suitable roles, underemployment, or other barriers such as caring responsibilities, health issues, or early retirement.



**| Gaps in the skills and labour supply - Despite a strong skills profile, there are skills mismatches and gaps with hard-to-fill vacancies and declining numbers engaging in learning. Alongside this, the labour market also needs future-proofing against technology changes, especially AI.**

Despite a highly qualified labour market, there are skills shortages and upskilling needs. York and North Yorkshire has a relatively strong qualification profile compared to the English levels. Almost half (48%) of the working-age population in York and North Yorkshire hold a qualification at RQF Level 4 or above, which is broadly in line with the national average for England (47%). A quarter (24%) of the working-age population in York and North Yorkshire have an RQF Level 3 qualification only, compared to 21% in England. The proportion of local residents with RQF Level 2 qualifications is also higher in York and North Yorkshire (21%) than the national figure (19%).

This indicates that York and North Yorkshire has a slightly higher proportion of its population holding qualifications at all levels compared to the national average, reflecting a relatively strong skills profile in the region.

When examining the 50–64 age group, York and North Yorkshire stands out with a significantly higher proportion of residents holding RQF4+ qualifications (51%) compared to the national average for England (44%). From a labour market perspective, this strong qualification profile among older workers presents both opportunities and challenges. On one hand, it provides a valuable pool of experienced, highly skilled talent that can support local businesses, mentor younger workers, and contribute to economic resilience. On the other hand, as this cohort approaches retirement, there is a risk of losing a significant proportion of the region's high-level skills unless efforts are made to upskill younger age groups and facilitate knowledge transfer within the workforce.

Areas like York, with a higher proportion of economically active residents holding Level 4+ qualifications, are better positioned to meet employer demand for high-skilled roles and to attract higher-value industries. This can lead to higher employment rates, increased productivity, and stronger local economies.

Conversely, areas such as Scarborough, where fewer residents have higher-level qualifications, may face challenges in attracting and retaining high-skill jobs, limiting opportunities for local economic growth and potentially leading to higher unemployment or underemployment. These areas may also be more

reliant on lower-skilled or declining sectors, making them more vulnerable to economic shifts and less able to respond to new opportunities in digital, green, or knowledge-intensive industries.

Interestingly, there are also polarised qualification levels when looking at York and North Yorkshire's economically inactive population. Of those who are economically inactive, 29% have no qualifications at all, while another 29% hold a level 4 qualification or above. This makes it clear that the economically inactive population is not homogenous in terms of qualification levels but split between those with low and high qualifications.

This suggests that addressing economic inactivity requires a dual approach: supporting those with no qualifications to gain basic skills and access entry-level jobs, while also tackling the barriers faced by highly qualified individuals.

The fact that nearly a third of the economically inactive have a level 4+ qualification may indicate a mismatch between the availability of jobs requiring higher-level skills and the supply of qualified individuals. This aligns with previous findings showing that 39% of employers in York and North Yorkshire underutilise their employees' skills.

Despite having many highly qualified but economically

inactive individuals, there is little appetite to fill roles in sectors with persistent skills gaps, such as sales and trades. This highlights that simply increasing the supply of qualified workers is not enough; jobs must also be made more attractive and better aligned with the aspirations and skills of the local population to effectively address recruitment challenges.

A quarter (25%) of employers in both YNY and England report that a lack of interest in certain types of jobs is a significant barrier to recruitment. This highlights the need for efforts to make these roles more appealing to potential candidates. Strategies to address this could include improving job quality, offering clearer career progression pathways, and investing in training and development opportunities.

According to the Employer's Skill Survey 2022, in York and North Yorkshire, there are 12,279 vacancies identified as hard-to-fill, with 5,363 of these specifically attributed to skills shortages. This means that nearly 44% of hard-to-fill vacancies in the region are due to a lack of candidates with the required skills, highlighting a significant mismatch between the skills employers need and those available in the local labour market.

Among those with no qualifications in York and North Yorkshire, the highest proportion is found in the 65 and over age group, where 31% have no qualifications. This decreases to 12% among those aged 50 to 64, 7% for the 35 to 49 age group, and further drops to 6% among those aged 25 to 34.

Among those with a level 4 qualification or above, the highest proportions are seen in the 35 to 49 age group (48%) and the 25 to 34 age group (46%), showing a reverse trend compared to those with no qualifications.

This likely reflects an expansion in access to higher education in the UK. As a result, those aged 25-49 have benefited most from this expansion. It may also reflect the changing demands of the labour market which increasingly requires formal high-level qualifications.

York and North Yorkshire equally has a strong qualification profile across the whole working-age population, with 48% holding RQF Level 4 or above—slightly above the national average (47%)—and higher proportions of residents with Level 2 and Level 3 qualifications compared to England.

Despite these notable qualifications in some of our areas and cohorts, businesses also report a number of skill gaps, despite the strong qualification profile. 19% of employers in York and North Yorkshire cite a lack of

applicants with the right skills, compared to 31% nationally. This suggests that York and North Yorkshire's workforce may be relatively well-matched to local job requirements overall. However, there is still a notable gap, especially in skilled trades and professional roles. Managers, directors, and senior officials are the occupations most frequently identified by employers as requiring new skills in the next 12 months. In York and North Yorkshire, 42% of employers anticipate that this group will need new skills, compared to 40% across England. In addition, 7% of employers in York and North Yorkshire identify skilled trade occupations and sales and customer service occupations as the next most likely groups to require new skills over the coming year.

In York and North Yorkshire, the most frequently identified workforce development needs include specialist skills or knowledge required to perform specific job roles, cited by 44% of employers. Additionally, 38% of employers highlight the need for staff to adapt to new equipment or materials, while 37% point to the importance of knowledge about the products and services offered by their organisation.

Employers in York and North Yorkshire also report a greater need for developing IT skills at a basic level compared to the national average. Specifically, 23% of YNY employers identify a need for improved basic digital skills among their workforce, compared to 22%

across England. The gap is more pronounced for basic internet skills, with 14% of York and North Yorkshire employers highlighting this need versus just 9% nationally. This suggests that foundational digital competencies are a particular priority for employers in the region.

In York and North Yorkshire, skill shortage vacancies are particularly pronounced in professional, skilled trades, and associate professional occupations. Specifically, 49% for skilled trades, 41% of vacancies for professionals and 37% for associate professionals are identified as hard to fill due to a lack of candidates with the necessary skills. These figures reflect the structural nature of skill shortages in York and North Yorkshire, where sectors such as engineering, health and social care, and technical services are likely driving demand for these occupations.

The high proportion of skill shortages in skilled trades is especially notable, as it points to ongoing difficulties in recruiting workers for roles critical to construction, manufacturing, and maintenance industries, which are vital to the regional economy.

### Future Proofing skills & Jobs

Linked to digital competencies is the ever-growing usage of AI. The strategy must address both the opportunities and the challenges presented by AI, ensuring that the region's workforce and businesses are prepared for the future. AI's impact on the workforce is not just about job replacement; it's about the evolution of job roles and the skills required to perform them. While some occupations may be at higher risk of displacement, such as those involving repetitive digital tasks like data entry, accounting, and customer service, many others will be augmented by AI, requiring new skills and a different approach to work.

This will necessitate a significant shift in skills, prioritising digital literacy and AI fluency across all ages and sectors. This goes beyond basic computer skills to include the ability to effectively use AI tools, analyse AI-generated data, and understand how to integrate AI into existing workflows. AI excels at pattern recognition and data processing, but it struggles with genuine creativity, critical thinking, empathy, and collaboration. Investment in developing these uniquely human skills will become even more valuable in an AI-driven economy.

### Data Gaps

Filling current vacancies will be a critical requirement of the Plan, but we also need to consider future demands. The York and North Yorkshire Local Growth Plan identified five key growth sectors, including: Food and Farming Innovation, Clean Energy, Engineering Biology and Life Sciences, Rail Innovation and Creative Industries. We need to better understand the skills and employment impacts as a result of growth within these sectors and the growing usage of AI.



**| York and North Yorkshire is primarily made-up of small and micro businesses with limited capacity for skills and training.**

York and North Yorkshire has a relatively high concentration of enterprises, with 47.7 businesses per 1,000 residents compared to the national average of 39.7 per 1,000. The majority of these businesses (89%) are micro-enterprises, defined as those with 0 to 9 employees. The region has a strong presence of agricultural, forestry, and fishing businesses, accounting for 16% of enterprises compared to just 4% nationally. Additionally, York and North Yorkshire has a higher proportion of enterprises in accommodation and food services than the national average (8.2% vs. 6.1%).

Due to their scale, many of the businesses in York and North Yorkshire do not have any HR resource and who struggle to release staff for training/workforce development. Engaging with these employers against a backdrop of rising costs and increasing demands from a range of initiatives (Inactivity Trailblazer, Connect to Work, Skills Bootcamps etc) is a significant challenge.



**| York and North Yorkshire has a diverse geography, covering urban, rural and coastal, meaning individuals and businesses often have unique needs. Key issues include rurality, isolation and accessibility which restrict peoples' access to work, health and skills support.**

The diverse geography of York and North Yorkshire often means issues are localised and isolated, making it difficult to address challenges at scale. Some challenges and barriers are unique and not applicable across the whole of York and North Yorkshire. This uniqueness is often concealed when looking at the sub-regional level, meaning deprivation, particularly linked to skills and employment, is not always addressed.

For example, there are nuances to our coastal and rural communities. For York and North Yorkshire, the proportion of residents who both live and work in the same area is highest in Scarborough (90%), suggesting either good local access to employment or, negatively, mobility barriers which restrict many residents to their surrounding area. Given that Scarborough has a number of neighbourhoods that rank in the worst 10% in England for 'Barriers to Housing and Services' and 'Employment', this is more likely due to the latter. Challenges are also apparent along the coast around education attainment and skills levels, particularly within Scarborough town and around Whitby. These areas, where fewer residents have higher-level qualifications, may face challenges in attracting and retaining high-skill jobs, limiting opportunities for local economic growth and potentially leading to higher unemployment or underemployment. These areas may also be more reliant on lower-skilled or declining sectors, making them more vulnerable to economic shifts and less able to respond to new opportunities in digital, green, or knowledge-intensive industries.

#### Data Gaps

Explore further the geographic nuances to unemployment levels and inactivity.

Rurality and isolation also has a fundamental impact on residents in their ability to access skills and

employment opportunities. 19% of employers cite poor public transport or the remote location of the job as a significant challenge, and 19% say there are not enough applicants with the required skills.

Comparing York and North Yorkshire to the national picture reveals some differences. The impact of remoteness and inadequate public transport is much more pronounced in York and North Yorkshire, compared to just 7% across England. This highlights the critical role that infrastructure, particularly transport connectivity, plays in the region's ability to attract and retain workers.

This infrastructure is also key as York and North Yorkshire has a relatively high number of commuters and those who travel both into and outside of the region for their work.

There are some disparities between York and North Yorkshire with this trend. Commuters in North Yorkshire are more likely to travel distances between 10 to 40km for work. In comparison, commuters within York are more likely to travel between 0-5km for work. This reflects the geographical composition of the regions, with commuters in North Yorkshire likely to travel greater distances given the rural character of the area.

York and North Yorkshire as a whole experiences a net outflow of commuters, with more residents leaving the region for work than coming in. Specifically, 39,790

residents commute outside the sub-region for employment, compared to 30,474 who commute within York and North Yorkshire. This pattern highlights the interconnectedness of York and North Yorkshire's labour market with neighbouring regions and underscores the importance of regional transport links and employment opportunities both within and beyond the local area.

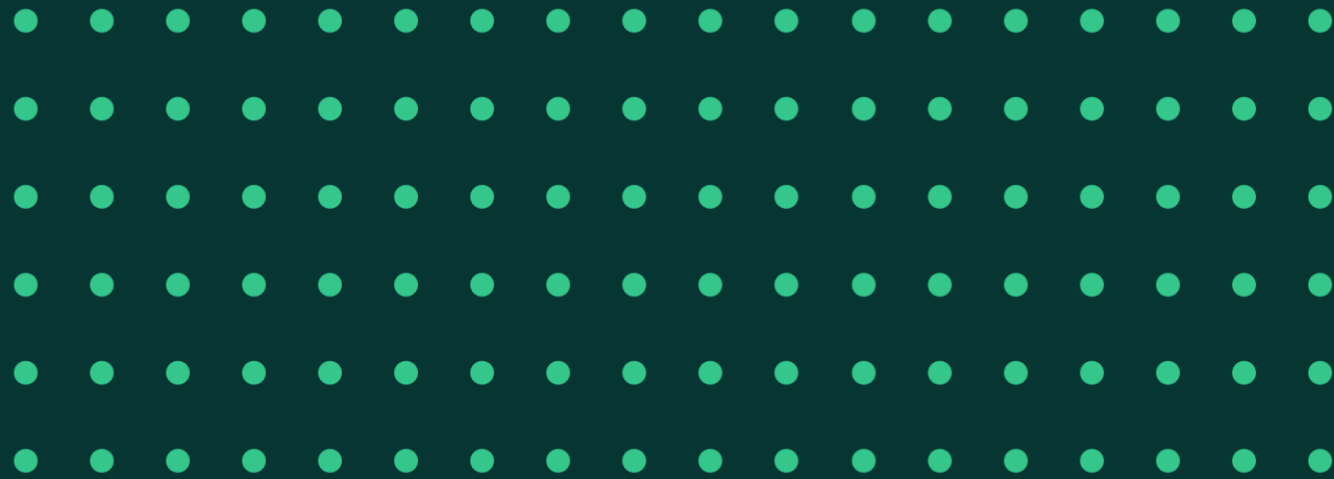
Transport is also key to accessing skills opportunities. Travel time to the nearest further education college by public transport or walking is shortest in York (20 mins) compared to Ryedale (50 mins). For many areas, it's not just about the distance to reach key services, it's also the time it takes. This puts a heavy reliance on car usage as public transport is often slow or unreliable or not easily accessible. This has major impacts on those individuals that can't afford to access a private car.



**| The complex nature of the work, health and skills landscape means businesses and individuals find it confusing and difficult to navigate, which may contribute to disengagement from support systems.**

Feedback from consultations (including workshops on the Combined Authority's Skills Strategy and the Economic Inactivity Trailblazer) has shown that individuals and businesses find the skills and employment landscape confusing and difficult to navigate. This is unsurprising given the scale and diversity of skills and employment support provision across York and North Yorkshire. Although this is a positive and a major asset of the sub-region, it can mean the landscape is challenging for individuals to understand. Accessibility into and moving between provision needs to be simplified.





# York and North Yorkshire's Work, Health and Skills Landscape

# Work, Health & Skills Landscape

## Overview:

### National Strategies & Plans



HM Government

Multiple government departments: Department of Education, Department for Work & Pensions, Department for Science, Innovation & Technology, Department for Business & Trade, Department of Health & Social Care, Skills England

### Local Landscape



**VCSE Organisations**  
including umbrella organisations e.g. Better Connect & Community First Yorkshire



**Skills and employment providers** – including FE Colleges and a range of public, private and VCSE organisations



**Strategic & Local Authorities:** York & North Yorkshire Combined Authority, North Yorkshire Council and City of York Council



**Humber and North Yorkshire Integrated Care Board** (incl. Place Partnerships, Joint Health & Wellbeing Boards, Health & Care Partnerships)



**Local Jobs & Careers Service**



**Employer Representative Bodies** including Local Chamber of Commerce. Joint ownership with the CA in development of the LSIP



**Academia**, e.g. University of York, York St John and Coventry University & YPERN

## Building on Opportunities and partnerships across YNY

**The Jobcentre Plus Offer** - is a package of personalised advice and support designed to help people find and retain employment. It supports the Government's strategy for economic growth and poverty reduction by targeting support at the most effective point in a claim, helping individuals move into work as quickly as possible.

**Work Coaches** play a central role, offering tailored, work-focused support to ensure claimants remain close to the labour market. Wherever possible, the same Work Coach supports a claimant throughout their journey, helping them find jobs, gain new skills, and access information about disability-friendly employers.

Job centres also provide targeted support through **specialist roles and programmes**. These include the Youth Offer, Prison Work Coaches, Schools Advisors, and Disability Employment Advisors, who work with specific customer groups to address unique barriers to employment. Advanced Customer Support Senior Leaders provide additional support for vulnerable claimants with complex needs.

Support is further enhanced through partnership working with local and national organisations, and through **Employer Services teams**, which connect claimants with job opportunities and promote inclusive recruitment practices. Claimants may also be referred to national programmes such as the **Restart Scheme** and can access

funding through the **Flexible Support Fund**.

**The Jobs and Careers Service**, introduced in the Get Britain Working White Paper, builds on existing foundations to deliver more personalised, skills-focused support and strengthen employer engagement. To test this new approach, a Pathfinder was launched in June 2025 in Wakefield. Nationally, Jobcentre appointments have been tailored to individual needs, and 1,000 Work Coaches have been redeployed to offer intensive, voluntary support to claimants receiving health-related benefits. This support is designed to help individuals engage with appropriate employment programmes and move closer to the labour market.

How this new offer is integrated with local programmes and offers will be central joining up systems and services.

**The Humber and North Yorkshire Integrated Care Board (ICB)** is a statutory organisation responsible for overseeing £4.2 billion of NHS spending and performance for approximately 1.8 million people in the region. Its primary role is to ensure that health services are effective, high-quality, and integrated to improve the health and wellbeing of local residents while reducing health inequalities. The Humber and North Yorkshire Health and Care Board focuses on creating a cohesive system that supports people to live healthy, independent lives.

The overall aim is to narrow the gap in life expectancy by 2030 and increase health life expectancy by five years by

2035. Three overarching ambitions have been agreed with partners across HNY:

- Radically improving children's wellbeing, health, and care
- Enabling wellbeing, health, and care equity
- Transforming people's health and care experiences and outcomes

Each of the three partnership ambitions holds significant importance, recognising that individuals with health and care needs today expect access to safe and high-quality services. However, it is also recognised that without a substantial shift towards the prevention of ill health, the future health and care systems will neither be excellent nor sustainable. The 'golden ambition' is to prioritise children and young people, viewing them as our hope for the future. It is acknowledged that only by effecting generational change in health and social care outcomes for today's children can we achieve our long-term goals. These ambitions reaffirming a commitment to what is already working well, including a **person-centred and strengths-based** approach setting out areas for investment that will keep the **voices of the people** at the heart of everything and that will drive excellence, prevention and sustainability across the system.

### North Yorkshire Council and City of York Council

Both Local Authorities deliver a range of provision across the work health and skills landscape including adult learning, business support and public health; and both are partners in the delivery of the Economic Inactivity Trailblazer and Connect to Work programmes

#### Adult Learning

North Yorkshire Council and City of York Council operate under a unified strategic framework for adult learning and skills. Their joint mission is to serve as a gateway to opportunity for adults and young people with Special Educational Needs and Disabilities, aiming to improve integration into society, employment outcomes, and overall wellbeing. This is achieved through tailored learning offers, progression pathways from entry-level to higher education, and targeted support for those furthest from the skills system.

Both councils are actively engaged in regional initiatives such as the UK Shared Prosperity Fund and the Mayoral Combined Authority, which enable sector-specific training, business engagement, and community-based delivery models. Programmes like the Multiply initiative exemplify their commitment to responsive, inclusive, and place-based learning, often delivered through community hubs and digital platforms. Their shared accountability statements emphasise value for money, curriculum alignment with local skills needs, and strategic growth into underserved areas.

#### Business Support

The Business Adviser teams at both Local Authorities have adopted a collaborative approach to business support alongside colleagues from the Combined Authority to provide direct one-to-one support for local businesses and help establish connections into research, funding, support and innovation opportunities to enable businesses to thrive and grow. networking and collaboration between businesses. The network of business centres and workspaces across the region offer further opportunities for support, networking and collaboration between businesses.

#### Public Health

Both local authorities have statutory duties through the Public Health service to improve population health and identify how to reduce health inequalities to ensure longer lives lived as healthy years. Supporting relevant interventions include corporate concessions in leisure facilities and several lifestyle programmes that can improve working age health such as smoking cessation, mental health, weight management, respiratory and musculoskeletal problems.

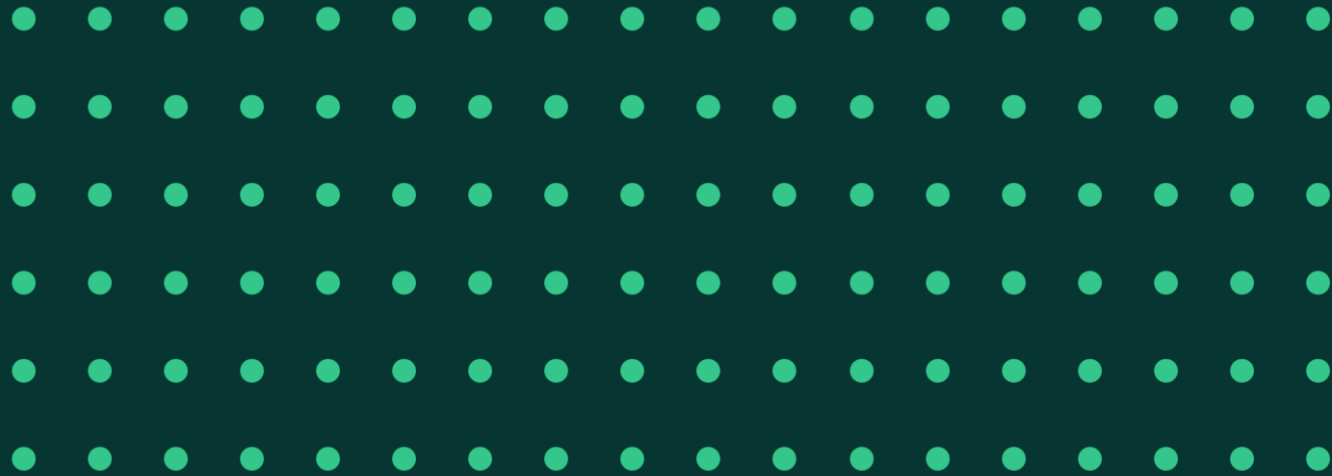
**VCSE sector** including voluntary and community groups, social enterprises, charities, and nonprofit organisations. There are over 4000 such organisations across YNY - delivering essential services and improving lives for individuals and communities. YNY has a long standing VCSE employability partnership that has been delivering employability support since 2017, initially funded by ESF and Big Lottery and now funded by UKSPF and Trailblazer. Rise 2Thrive is managed by Better Connect and delivered through a 30+ strong partnership of local organisations across YNY with significant reach into rural, urban and coastal communities across YNY. The Rise2Thrive programme is extremely effective at engaging those who are economically inactive as well as those in work needing support and provides a 'whole person' approach to engagement and support, including: holistic assessment, tailored support, access to other services, support to become work ready or move into education/learning.

Since 2017 this programme has engaged 2838 economically inactive and 'hard to reach' individuals; 2,264 who reported having a disability. Stakeholder feedback as part of the Trailblazer programme, indicated building in targeted and innovative approaches to engagement and support, particularly, targeting health partners and provision, would maximise this existing model and provide greater impact in supporting economically inactive people to move closer to work, get into work and stay in work. Specific Trailblazer provision is being delivered through this model targeting priority cohorts and communities across.

**York and North Yorkshire Combined Authority** are the accountable body for a number of skills and employment programmes. UKSPF People and Skills funding has not been included in this table as this will end in March 2026. However, good practice and lessons learned from this delivery is being fed into current and future programme design and delivery.

YNYCA Programme	Activity	Timeframe
Skills Innovation Fund Mayoral Investment Fund	Key priorities include developing flexible and bespoke provision, investment in skills capital infrastructure/equipment and CPD for tutors, collaboration and capacity building across the provider base in YNY.	2025-2027
Careers Hub Careers and Enterprise Company	Ensuring meaningful and inclusive opportunities for all young people including: Continuous careers improvement, Increasing high-quality work experience, Boosting skills pathways	Annual
Adult Skills Fund & Free Courses for Jobs DWP	As of August 2025 and as part of York and North Yorkshire's devolution deal, the Combined Authority has taken responsibility for the region's Adult Skills Fund. The purpose of the Adult Skills Fund is to support adult learners to gain skills which will lead them to meaningful, sustained, and relevant employment, or enable them to progress to further learning. The Fund has 6 core priorities: <ul style="list-style-type: none"> <li>• Widen Access and Participation: ASF as a gateway to learning and progression</li> <li>• Embed Basic and Transferable Skills: ASF providing foundations to higher skills and employment</li> <li>• Unlock Progression Pathways and Underutilised Talent: ASF providing routes to higher skills and better paid jobs</li> <li>• Develop Flexible Provision: to meet the needs of learners and businesses</li> <li>• Build Capacity and Capability: to enable an integrated, flexible and responsive provider base</li> <li>• Enable Effective Collaboration: partnership working between providers</li> </ul>	Annual
Skills Bootcamps DWP	Skills provision of up to 16 weeks to help learners develop new <a href="#">skills</a> that employers are looking for. They provide an opportunity to train in a new industry or progress in learners' current careers.	Annual
Growth Hub	Offers specialist support to local businesses to start and grow, offering advice, peer to peer programmes, training and support in skills, net zero, digital, agriculture and signposting to wider business support organisations and networks. The team works in tandem with the Local Authority Business Engagement Teams, who offer a gateway and general support to businesses across YNY.	Annual
Connect to Work DWP	This is a supported employment programme aims to help disabled people, those with health conditions and people with complex barriers to employment, to find sustainable work. The Combined Authority has worked with both Local Authorities and potential delivery partners to develop a delivery model for this programme that will be rolled out as of January 2026	2025-2030

YNYCA Programme	Activity	Timeframe
Economic Inactivity Trailblazer	<p>York and North Yorkshire has been selected as one of eight Get Britain Working Trailblazers. The focus of the trailblazer is improving the support available to people who are economically inactive due to ill health and help them return to work. This programme has 6 core workstreams:</p> <ul style="list-style-type: none"><li>• Place based engagement and support</li><li>• Integrated co-located health &amp; employment support</li><li>• Employer Support Programme (inc financial incentives)</li><li>• Interchange/Coordinated point of access model</li><li>• Bespoke pilot provision</li><li>• Integrated data and research</li></ul> <p>The findings from year 1 of the Trailblazer will be fed into year 2 delivery and also into wider employment and skills delivery.</p>	2025-2027



# Tackling Our Challenges

# Tackling our challenges

In order to tackle our challenges as a region, a number of priority actions are evolving from our work with local partners and stakeholders; and the work we have been undertaking in relation to the YNY Economic Inactivity Trailblazer and Local Growth Plan .As a result we have identified 3 overarching strategic priorities under which all actions for GYNYWP will sit:

- Supported Pathways for Local People
- Enabling Good Work
- Strategic Alignment and Collaboration

## Supported Pathways for Local People

This strategic priority has 4 priority ambitions:

1. Develop and deliver provision that is **led by robust evidence and data** - Data capture, sharing and analysis will be central to how we understand what is happening in the labour market across YNY. Ensuring our delivery is informed by data and research will mean we are addressing needs and barriers. This includes data and evidence relating to key cohorts and geographies, early intervention and prevention, pipelines and pathways and future proofing skills and jobs. Further research and deep dives are required to more better understand local disparities including:
  - rurality and accessibility
  - send & neurodiversity
  - Young people & graduates
  - Impact of AI and future proofing skills and jobs

2. Develop and deliver provision that is **place based, person-centred and holistic** - Providing person centred, place-based support to local residents to address issues relating to participation, progression, earnings and job quality. Tailored to key cohorts and local disparities to ensure breadth of opportunities to reskill and upskill with a focus on Local Growth Plan priorities.
  3. **Align and Utilise devolved skills funding and support** to target key cohorts, local disparities and labour market gaps (e.g. ASF/FCFJ, Skills Bootcamps, UKSPF, Mayoral Investment Funds (Skills Innovation Fund), Economic Inactivity Trailblazer and Connect to Work) . This work is identifying a number of priorities:
    - Reskilling and upskilling opportunities need to be aligned to our Local Growth Plan priorities. This includes a focus on our 5 identified growth sectors, but also recognising those sectors that are the enablers of growth e.g. those sectors that provide the infrastructure to enable people to take up skills provision and employment e.g. Early Years, health and social care, construction digital and AI – in particular the evolution of job roles and the skills required to perform them.
    - Supporting the development of transferable skills to support local employers needs and growth sectors and enable local people to transition to growth sectors and vacancies in the local jobs market.
  4. **Develop an all-age approach to careers support** - Accessible and clear career pathways will be essential to improving participation, progression, earning and job quality. Good quality CEIAG should be available to all residents whatever stage of working life or career and aligned to opportunities in our local labour market and identified growth sectors.
- Encouraging and supporting development and delivery of a range of flexible and bespoke provision to meet the needs of residents and employers
  - Investing in skills capital infrastructure/equipment and CPD for tutors
  - Enabling opportunities for collaboration and capacity building across the skills provider base and wider partners in YNY
  - Aligning employability funding and support (Trailblazer, Connect to Work) with National Jobs & Careers Service to ensure a seamless and person centred approach to delivery of programmes and a focus on ensuring we are tapping into the potential across the whole of our working population

## Enabling Good Work

Good work can take many forms as it's about meeting the needs of people, employers and the wider economy to create a healthy, inclusive and thriving York and North Yorkshire. For example, this can include (but is not limited to) secure contracts, flexible working arrangements, healthy work-places, opportunities for improved pay and progression.

Employers are central to achieving our objectives of reducing the number of people moving into economic inactivity and providing reskilling and upskilling opportunities for our working age population and to support local businesses. Employers are key to enabling those opportunities for participation, progression, increased earnings and improved job quality in YNY but many need help to make their workplaces more accessible and inclusive and to overcome barriers which prevent them from recruiting, retaining and progressing local people.

Ensuring employers have the information, knowledge, skills and support to implement inclusive recruitment, retention and workforce development opportunities will be central to the GYNYW Plan.

Whilst YNY has a diverse business base, the vast majority of employers are microbusinesses with fewer than ten employees, and very limited in-house HR and occupational health expertise. All employers – big and

small – face increasing challenges linked to the business operating environment and increased costs. Capacity to attract, recruit, on-board, embed and retain people within YNY's employer base is limited, and to create the step change in opportunities we need to tackle the rise in economic inactivity, we need to support our employers and help them to create the good quality and secure work opportunities that YNY's residents need. This could include exploring the role of AI in assisting businesses of all sizes in recruitment retention, job quality, HR and health and wellbeing. In order to avoid 'employer fatigue and confusion' and ensure employers have the information advice and support they need; a coordinated response to how we engage with employers, develop and offer support is essential. Work is ongoing with the Business Board to develop an Employer Engagement Strategy.

A task and finish group with the Business Board in September identified the following priorities (see appendix 2 for more detail)

- **Simplified language and coordinated messaging** – jargon free, success stories
- **One size doesn't fit all** – Range of support including: digital, face to face, case studies, practical tools and guides:
- **Sector-specific plans:** Tailored approaches help reach businesses more effectively.
- **HR support for SMEs:** Especially around employing people with health issues/occupational health and understanding new employment rights

- **Talent Pipeline** – More support for placements, work experience and young leaders:
- **Pilot schemes and funding incentives**
- **Support for self employment/entrepreneurialism**
- **Coordination and Integration of programmes and data** - Less programme/More people-focused approach
- **Business Board 'champion role'** - strategic connectors and influencers.

This strategic priority has 4 priority ambitions:

1. **Develop an Employer engagement and coordination strategy** to ensure engagement and commitment from local employers to supporting good work. that recognises our rural geography and predominantly micro and small business base. This will involve regular engagement with the Business Board.
2. **Simplify the work, health and skills landscape for employers** with clear and simple messaging including inclusive recruitment, retention, workforce development, leadership and management and health and wellbeing in the workplace. This will involve the launch and evaluation of the Work, Health and Skills Interchange Model as part of the Economic Inactivity Trailblazer; as well as identifying and securing future operating and funding model.

### 3. Support the work of the YNYCA Community Wealth Building Commission to support good work by

exploring the role of anchor institutions, good work charters and social procurement in supporting employers and good work – good quality and secure work.

### 4. Support and promote Self employment as a route to becoming and remaining economically active.

We will continue to develop programmes and resources to support self employment as well as strengthen relationships with Growth Hub, LAs and wider business advice professionals to promote self employment as an option.

### Strategic alignment and collaboration.

Central to this is the joining up strategies and systems; including funding, data and research, programmes and strategic plans. In order to do this we have identified 6 priority actions:

- Provide system leadership through the development of a Shared Governance Model for Work, Health & Skills
- Provide system coordination, accessibility and navigation
- Integrated data, intelligence and research
- Take a Behavioural and systems change approach, including the development of strategic commissioning framework across work, health and

skills

- Strategic Alignment - local, regional and national strategies and plans across work, health and skills
- Build capacity and capability across the system

**A shared governance model** to reflect the quadruple helix approach will be co-produced as part of research to be commissioned by the Economic Inactivity Trailblazer. There are a significant number of existing groups and structures across YNY, many having similar representation and organisations involved (including YNYCA SEWG, York Skills & Employment Board, LSIP Board, a range of health groups e.g. Place Partnerships, Joint Health & Wellbeing Boards, Health & Care Partnerships). Work with existing place-based structures and groups to shape the model and explore how the shared governance model can support new ways of working, better decision making and leadership across the system; joining up and avoiding duplication of time and resources

This research will work with these groups to shape the model and explore how we make those structures work more effectively, join up better and avoid duplication of time and resources. This research can also consider and inform how we transition the relationship with health providers in light of changes to ICB including how we further coordinate the role of the Integrated Care Partnership across multiple Combined Authority areas

within Humber and North Yorkshire ICP.

During the implementation stage of the YNY Economic Inactivity Trailblazer – a stakeholder event was held in February 2025. From this event it was recommended that a broad-based group of stakeholders across the work, health and skills agenda be established to provide feedback, consultation and co-design support. This group was to include: voluntary, community, and social enterprise organisations, service users, education and skills providers, employer and business representative groups, employability providers, health organisations/providers). A Trailblazer Service User Engagement Framework was also developed aimed at ensuring that the voices and representatives of those with lived experience were able to inform and feed into the proposed Good Work and Health Forum. The **YNY Good Work, Health and Skills Forum** is due to meet in November 2025.

### Provide System coordination, accessibility and navigation

A **Work & Skills Interchange** is being developed as part of the Economic Inactivity Trailblazer as a driver for wider joining up. This will be developed as a coordinated point of access for information and support for individuals and employers across the work, health and skills landscape

- Work health skills landscape and intelligence - developing dashboards with LMI to support residents, employers and practitioners.
- Website/telephone helpline – to enable individuals and employers to readily access information and support
- Triage, advice, brokerage, signposting support
- Place based Navigator network development and support. Navigator Network coordinators across health, community and business sectors – ensuring existing workers and volunteers have the knowledge and confidence to engage with individuals and employers and support them to navigate the work, health and skills system in order to get the right information and support at the right time and place and in the right way.
- Data integration, monitoring and tracking – to help inform development of the interchange and wider work health and skills provision.

Identifying and securing a future operating and funding

model will be key to GYNYW plan delivering many of its priority actions.

**Research, Data & Intelligence Integration** – is key to understanding challenges and issues and informing decision making and development of responses/interventions to meet identified needs. As part of the Trailblazer dedicated resources to support data integration are being funded via NYC and ICB as well as a number of research projects being undertaken focussing on key cohorts including: early retirees, rural economic inactivity, 16-25 yrs and 50-64 yrs, employers and women students and carers. This can be used to provide greater insight into inactivity, key cohorts and labour market disparities. This will enable better understanding of the drivers and causes of supply and demand side labour market issues in YNY.

### Taking a Behaviour and System Change Approach

By embedding a behaviour and system change model from the outset, YNYCA is putting people at the heart of change whilst acknowledging that wider system change must take place in tandem to have lasting and meaningful impact. We want people to work but we also need a system that supports them to work also.

### Behaviour Change Approach

This will provide an effective framework that focuses on understanding and influencing the underlying reasons why people do or don't engage in work. The framework will be applied throughout the Plan, for the duration of the Plan, with opportunity to test and adapt the different interventions dependent on what we learn from both insight together with how residents and the system respond.

With a ten-year plan, there is likely to be significant change to wider environmental and societal context that at this stage we cannot predict. The behaviour-change approach is led by how individuals respond to the intervention, and as a result:

**1. Targets root causes:** Instead of just promoting job opportunities or programme opportunities, behaviour change approaches dig into *why* people might not be working (e.g., lack of motivation, fear of failure, stigma, lack of confidence). This allows interventions to address specific barriers, making solutions more relevant and effective to the target cohorts.

**2. Is context-specific:** Behavioural approaches consider individual differences and environmental contexts. For example, the approach might adapt to different age groups, cultural backgrounds, or local economic conditions, that will vary from urban, rural to coastal.

**3. Encourages sustainable change:** Focuses on long-term habits and attitudes rather than short-term fixes, so by changing underlying beliefs and habits, people are more likely to remain employed and proactive in career development.

**4. Increases engagement and motivation:** Using insights from psychology and behavioural science, such as incentives, social norms, or commitments, that can boost motivation to seek and retain jobs, with people more likely to engage if the change feels achievable and relevant.

**5. Improves programme effectiveness:** Behavioural approaches use data and testing (like nudges, feedback loops) to continuously refine strategies. This iterative process often leads to better outcomes than one-size-fits-all policies.

**6. Addresses complex barriers:** Many people face multiple obstacles (transport availability, childcare, mental health). Behaviour change frameworks can integrate solutions that consider these complexities holistically.

There are several different models that could be applied, and we will use the COM-B model. The **COM-B model** is one of the most popular and practical frameworks in behaviour change because it breaks down the factors

influencing any behaviour into three core components:

**COM-B stands for:**

- **Capability (C):** Does the person have the physical and psychological ability to perform the behaviour?
- **Opportunity (O):** Does the environment or social context enable or prompt the behaviour?
- **Motivation (M):** Does the person want or need to do the behaviour? What drives them?

And all three interact to produce **Behaviour (B)**.

The COM-B model is a simple and easy to understand model that captures the influences on behaviours to identify the opportunities the combined authority and partners have to intervene. The model provides a foundation for designing effective interventions that make behaviours more automated/reflective/easier rather than creating barriers that prevent the desired behaviours. It deliberately encourages holistic thinking rather than focus on a solo factor (like motivation) as recognises that behaviours are complex and multi-faceted. In addition, there is plenty of supportive evidence-based practice to aid increased understanding across providers who support and work with the programme.



## System Change Approach

Systems thinking approaches allow us to understand the full impact of interventions across work health and skills landscape. This approach takes into account the complexity of the system recognising the interconnected nature of organisations and environments. By providing a framework for seeing the interconnections in a system and a discipline for seeing and understanding the relevant aspects of the whole system -this approach can lead to more efficient use of resource, more joined-up thinking and consistent messaging.

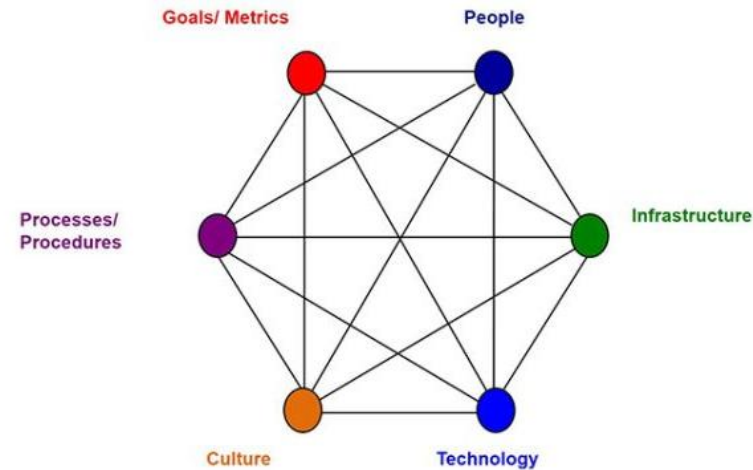
The potential benefits of such an approach include:

- Strong engagement
- Reliable and valid data on which to build understanding
- A better understanding and analysis of how the system works now (the 'as is')
- A more comprehensive understanding of how the system may be improved (the 'to be')
- Greater chance of successful improvements

As a system leader and in order to effect system change, we need to give consideration to the interaction of sub systems across work, health and skills including:

- People
- Goals

- Processes
- Technology
- Infrastructure
- Cultural assumptions and norms.




Source: Leeds University Business School

## Developing a Strategic Commissioning Model

To translate the insights from our behaviour and system change approach into meaningful action, we will adopt a strategic commissioning model that bridges the gap between high-level strategy and practical delivery. Strategic commissioning is not just about procuring services—it is about proactively forecasting future needs, shaping the market, and planning for long-term, sustainable change. By embedding the learning from our behaviour and system change work, we will ensure that our commissioning intentions are rooted in a deep understanding of the underlying drivers of behaviour, system barriers, and opportunities for transformation across the whole system.

This approach involves several key steps. First, we will use the evidence and insights gathered from behavioural and system analysis to inform our outcomes framework and commissioning priorities. This means moving beyond short-term fixes and focusing on interventions that address root causes, support sustainable change, and are tailored to the specific needs of our population. We will design delivery specifications and routes to market that reflect these priorities, ensuring that commissioned services and support are both innovative and responsive to changing needs. Throughout, we will monitor and evaluate progress, using feedback loops and data-driven insights to refine our approach and drive continuous improvement.



Develop a  
strategic  
framework

Review baseline evidence

Develop outcomes framework

Design -  
delivery priorities/specifications, route to  
market

Implement compliant commissioning process  
(procurement, contracting, finance,  
governance)

Deliver Services

Monitor and evaluate

**Aligning strategies, plans, data/intelligence and funding.**

A key action will be ensuring the plethora of strategies and plans align including local, regional and national strategies and plans across work, health and skills in particular the Local Growth Plan, Economic Framework, LSIP, and ICB Integrated Strategy for Wellbeing, Health and Care and DWP (Pathways to Work), but also including wider strategic plans that impact on work, health and skills eg Transport and Housing.

**Build capacity across the system** -building capacity and capability across partners in public, private and VCSE sectors. This will also involve continued support of Network development to support peer learning, resilience and training across business, VCSE, health and skills provider base as well as those with lived experience

**Priority Actions over the next 12-24 months**

Initial proposed priority actions can be found in the tables that follow. This will be further developed with stakeholders during 2025 into a detailed delivery plan by end of March 2026. Alongside the delivery plan, an Outcomes Framework and Logic Model will also be created in collaboration with key partners, in order to successfully deliver the plan.

The Good Work, Health and Skills Forum is scheduled to meet in November where further mapping and priority action setting will take place. The full plan will then be updated in June 2026 to take account of evaluation findings from the Economic Inactivity Trailblazer.



# Supported Pathways for Local People

10 year Ambitions/Priorities		Priority Actions 2025-27		Outcome/Impact	
Develop and deliver provision that is <b>led by robust evidence and data</b> to ensure provision is targeted to address inequalities/local disparities and support those in greatest need eg Key cohorts and geographies, early intervention and prevention, pipelines and pathways and future proofing skills and jobs	<ol style="list-style-type: none"> <li>Research findings from Trailblazer cohort research fed into wider programme development (economic inactivity across YNY, Businesses &amp; Employers, 16-24 yr olds in coastal communities, Early retirees across YNY, Women students and carers and 50-64 yr olds in rural communities. )</li> <li>Identify cohorts/issues for further consideration/deep dives including: <ul style="list-style-type: none"> <li>rurality and accessibility</li> <li>send &amp; neurodiversity</li> <li>Young people &amp; graduates</li> <li>Impact of AI and future proofing skills and jobs</li> </ul> </li> <li>Develop standardised programme reporting and LMI dashboards to support YNY practitioners/projects</li> <li>Support and champion existing provision that supports young people and graduates to stay in the area, including Apprenticeships (and foundation apprenticeships), graduate internships and modern work experience (T levels)</li> </ol>	DWP	Achieve 80% employment rate Reduce Disability employment rate gap Reduce local variations in employment rates Reduce number of 18-24 NEETs Reduce health related economic inactivity rate Increase female employment rate	YNY	Improve skills and pay Reduce economic inactivity including health related inactivity Address underutilised talent Increased engagement in learning Simplify skills landscape Support micros and SMEs Upskill and reskill working age population Reduce numbers of NEETs and not knowns Address rurality and diverse geography
Develop and deliver provision that is <b>place based, person centred and holistic</b> to ensure we are tapping into the potential across the whole of our working population and focus on key cohorts and geographies.	<ol style="list-style-type: none"> <li>GYNYW Steering group to provide strategic oversight and direction to delivery and evaluation of work, health and skills programmes including: Trailblazer and Connect to Work</li> <li>Launch of Connect to Work November 2025</li> <li>Review and Evaluation of Trailblazer year 1 due March-June 2026 including strengthening of co-located/targeted work and health projects delivering support via doctors surgeries, Leisure centres, community hubs, JCP.</li> <li>Aligning employability support eg Trailblazer, Connect to Work, National Jobs &amp; Careers Service - Regular Dissemination Sessions with JCP/work coaches starting October 2025</li> </ol>				

# Supported Pathways for Local People



10 year Ambitions/Priorities	Priority Actions 2025-27	Outcome/Impact	
<b>Align and Utilise devolved skills funding and support to target key cohorts, local disparities and labour market gaps</b> , eg ASF/FCFJ, Skills Bootcamps, UKSPF and Mayoral Investment Funds (Skills Innovation Fund) to Focus on:	<ol style="list-style-type: none"><li>Explore joint commissioning model across CA programmes to focus on:<ul style="list-style-type: none"><li>Reskilling and upskilling opportunities aligned to Local Growth Plan as well as those sectors that are the ‘enablers of growth’</li><li>Development of transferable skills to support local employers needs and growth sectors</li><li>Range of flexible and bespoke provision to meet the needs of residents and employers</li><li>Skills capital infrastructure/equipment and CPD for tutors</li><li>Collaboration and capacity building across the skills provider base and wider partners in YNY</li></ul></li><li>Joint work with LSIP on research into skills/qualifications for growth and foundational sectors October 2025-March 2026</li><li>Evaluation of Skills Innovation Fund</li></ol>	DWP	YNY
		Achieve 80% employment rate Reduce Disability employment rate gap Reduce local variations in employment rates Reduce number of 18-24 NEETs Reduce health related economic inactivity rate Increase female employment rate	Improve skills and pay Reduce economic inactivity including health related inactivity Address underutilised talent Increased engagement in learning Simplify skills landscape Support micros and SMEs Upskill and reskill working age population Reduce numbers of NEETS and not knowns Address rurality and diverse geography
<b>Develop an all-age approach to careers support</b> - Ensuring accessible and clear career pathways whatever stage of working life or career and aligned to opportunities in our local labour market and identified growth sectors.	<ol style="list-style-type: none"><li>Continue work with partners as part of the YNYCA Careers Strategy group to develop a blueprint for an All Age Careers approach</li><li>Strengthen relationships between Careers Hub, LAs and Local Jobs &amp; Careers Service</li></ol>		

# Enabling Good Work



10 year Ambitions/Priorities	Priority Actions 2025-27	Outcome/Impact	
<b>Develop an Employer engagement and coordination strategy</b> to ensure engagement and commitment from local employers to supporting good work that recognises our rural geography and predominantly micro and small business base.	<ol style="list-style-type: none"><li>Regular engagement with Business Board to provide a strong employer voice to the Plan and activities</li><li>GYNYW Steering group to Provide strategic oversight and direction to the delivery and evaluation of range of employer support via Trailblazer (inc Wage Subsidy, Employer Engagement and Support Programme) and Connect to Work</li><li>Inform and build on Trailblazer research into ‘employer motivations’ linking ‘good work’ and good growth’ and ensuring alignment with the Local growth Plan objectives</li><li>Promote and launch CEC Collaboration portal to support collaboration between employers, schools and colleges.</li></ol>	DWP	YNY
		Achieve 80% employment rate Reduce Disability employment rate gap Reduce local variations in employment rates Reduce number of 18-24 NEETs Reduce health related economic inactivity rate Increase female employment rate	Improve skills and pay Reduce economic inactivity including health related inactivity Address underutilised talent Increased engagement in learning Simplify skills landscape Support micros and SMEs Upskill and reskill working age population Reduce numbers of NEETS and not knowns Address rurality and diverse geography
<b>Simplify the work, health and skills landscape for employers</b> - Develop clear and simple messaging to employers including inclusive recruitment, retention, workforce development, leadership and management and health and wellbeing in the workplace.	<ol style="list-style-type: none"><li>Launch and evaluation of Work, Health and Skills Interchange Model</li><li>Identify and secure future operating and funding model</li></ol>		
<b>Support the work of the YNYCA Community Wealth Building Commission to support ‘good work’</b> (bringing together initiatives supported by UKSPF, Trailblazer and CA/LA support)	<ol style="list-style-type: none"><li>Explore the role of anchor institutions, good work charters and social procurement in supporting employers and ‘good work’ (good quality and secure work).</li><li>Ensure findings from Trailblazer research into Anchor Institutions and Good Business Charter inform the work of the Commission.</li></ol>		
<b>Support and promote Self employment as a route to becoming and remaining economically active</b>	<ol style="list-style-type: none"><li>Continue to develop programmes and resources to support self employment as a route to becoming and remaining economically active</li><li>Strengthen relationships with Growth Hub, LAs and wider business advice professionals to promote self employment as an option</li></ol>		

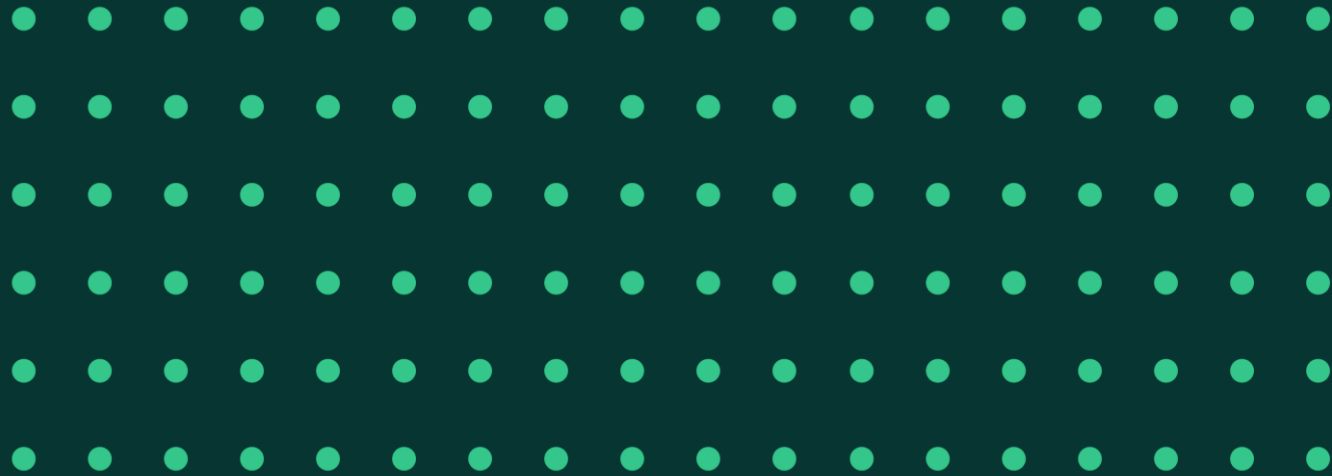


# Strategic Alignment and Collaboration

10 year Ambitions/Priorities	Priority Actions 2025-27	Outcome/Impact	
<b>Provide system leadership through the development of a Shared Governance Model</b> –to support new ways of working, better decision making and leadership across the system; joining up and avoiding duplication of time and resources and measuring success.	<ol style="list-style-type: none"> <li>1. Establish a GYNYW Steering Group – established June 2025 to meet monthly (or as required) and oversee</li> <li>2. Establish the Work, Health and Skills Forum</li> <li>3. Co produce a Shared Governance Model - Utilise Trailblazer funding to research a shared governance model that can support not only the Trailblazer programme but wider GYNYW agenda</li> <li>4. Develop a logic model and an outcomes and metrics framework to work across work health and skills provision and funding.</li> </ol>	DWP	YNY
		Achieve 80% employment rate Reduce Disability employment rate gap Reduce local variations in employment rates Reduce number of 18-24 NEETs Reduce health related economic inactivity rate Increase female employment rate	Improve skills and pay Reduce economic inactivity including health related inactivity Address underutilised talent Increased engagement in learning Simplify skills landscape Support micros and SMEs Upskill and reskill working age population Reduce numbers of NEETS and not knowns Address rurality and diverse geography
<b>Provide system coordination, accessibility and navigation</b> through the development and delivery of a seamless work, health and skills offer in YNY for residents, employers and providers.	<ol style="list-style-type: none"> <li>1. Launch and test the Work and Skills Interchange model – as a coordinated point of access for information and support for individuals and employers across the work, health and skills landscape.</li> <li>2. GYNYW steering group to support Evaluation of the model. Developing a future operating and funding model will be key to GYNYW plan delivering many of its strategic alignment and collaboration priority actions.</li> </ol>		
<b>Integration of data, intelligence and research</b> – to enable better coordination, understanding and decision making in relation to labour market disparities, priority cohorts and future proofing skills and jobs.	<ol style="list-style-type: none"> <li>1. Establish a shared Research Data and Intelligence Resource and Working group - established in July 2025 as part of the Trailblazer. (Both LAs, ICB) To be widened as of October 2025 to include GYNYWP priorities and representation.</li> <li>2. Work closely with LSIP Employer Representative Body (West &amp; North Yorkshire Chamber of Commerce) to undertake shared research as part of proposed joint YNYCA and LSIP governance.</li> <li>3. Steering group support work on shared research projects as part of Trailblazer: economic inactivity across YNY, Businesses &amp; Employers, 16-24 yr olds in coastal communities, Early retirees across YNY, Women students and carers and 50-64 yr olds in rural communities.</li> <li>4. Explore opportunities and challenges presented by AI, ensuring that the region's workforce and businesses are prepared for the future.</li> </ol>		

# Strategic Alignment and Collaboration

10 year Ambitions/Priorities	Priority Actions 2025-27	Outcome/Impact	
<b>Explore a Behavioural and systems change approach</b> to development, delivery and evaluation of programmes including: Economic Inactivity Trailblazer, Connect to Work, UKSPF, ASF	1. Work closely with Steering group and wider partners to explore how this approach can be co-designed and implemented across YNY	DWP	YNY
		Achieve 80% employment rate Reduce Disability employment rate gap Reduce local variations in employment rates	Improve skills and pay Reduce economic inactivity including health related inactivity Address underutilised talent
<b>Explore a strategic commissioning framework approach</b> across work, health and skills	1. Work closely with GYNW Steering group and wider partners to explore how this framework can be co-designed and implemented across YNY  2. Develop an outcomes and metrics framework to work across work health and skills provision and funding.	Reduce number of 18-24 NEETs Reduce health related economic inactivity rate	Increased engagement in learning Simplify skills landscape Support micros and SMEs
<b>Strategic Alignment - local, regional and national strategies and plans across work, health and skills</b> in particular the Local Growth Plan, Economic Framework, LSIP, and ICB Integrated Strategy for Wellbeing, Health and Care and DWP (Pathways to Work), but also including wider strategic plans that impact on work, health and skills eg Transport and Housing	1. The GYNYW steering group will oversee and guide this work.	Increase female employment rate	Upskill and reskill working age population Reduce numbers of NEETS and not knowns Address rurality and diverse geography
<b>Build capacity and capability across the system</b> – build capacity and capability across partners in public, private and VCSE sectors	1. Establishment of Good Work, Health and Skills forum 2. Continued support of Network development to support peer learning, resilience and training across business, VCSE, health and skills provider base as well as those with lived experience		



# Shared Governance

# Shared Governance Model

In YNY the Partnership group will involve a newly established Steering group, the YNYCA Skills and Employability Working Group (disbanded July 2025 and currently under review) and to be established Work Health and Skills Forum.

Partners Involved in the Development and review of the Plan (members of newly established Get York and North Yorkshire Working Steering group)

- Humber & North Yorkshire Integrated Care Board – Consultant in Public Health
- North Of England and Yorkshire Area DWP - Head of Employer and Strategic Partnerships
- City of York Council (CoYC) - Chief Strategy officer
- North Yorkshire Council (NYC) - Assistant Director – Economic development, Regeneration, Tourism & Skills
- York & North Yorkshire Combined Authority (YNYCA) - Skills & Employability Manager

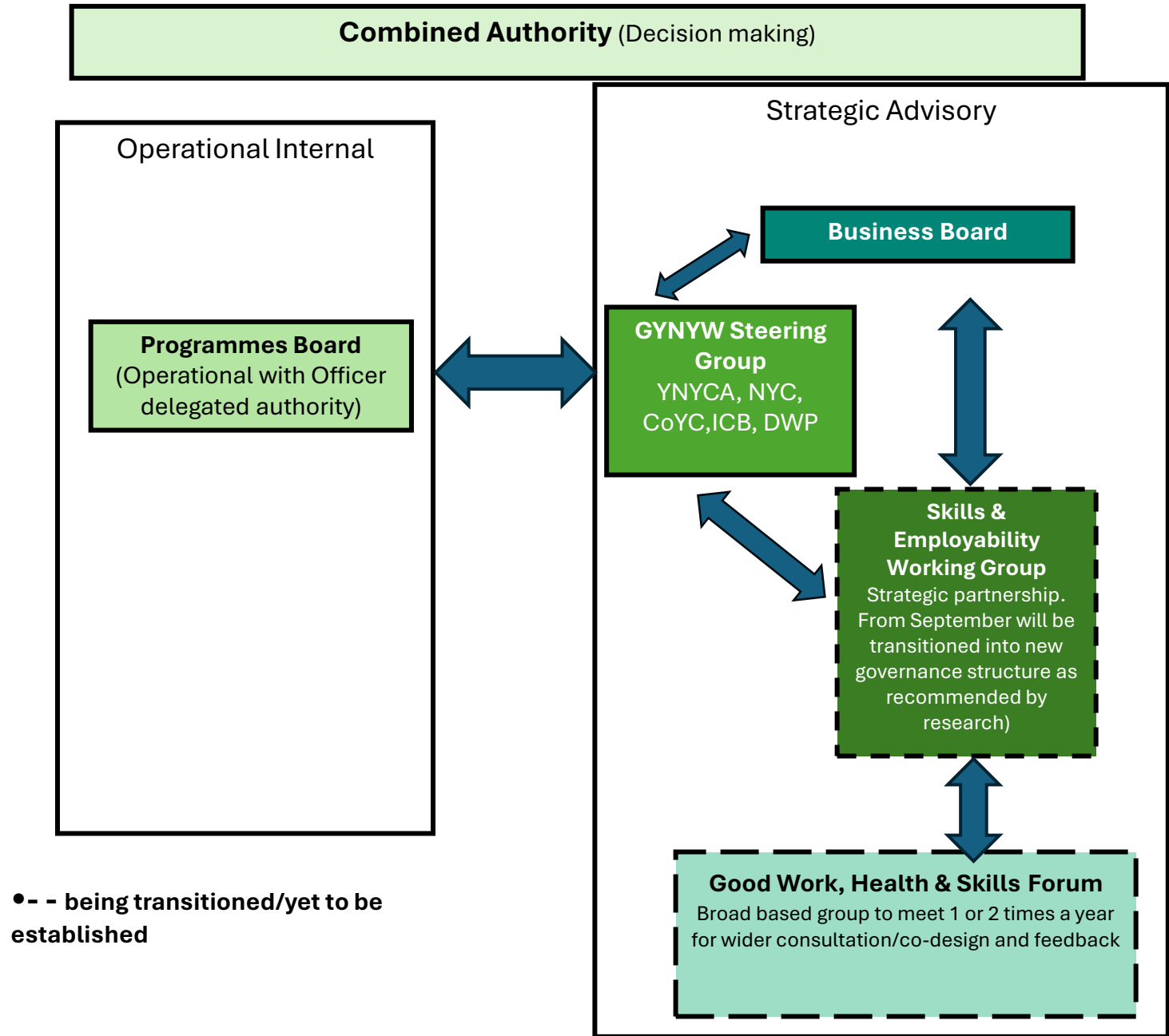
The YNYCA Skills & Employability Working group was an interim group that transitioned from the Local Enterprise Partnership (LEP) Skills and Employability Board. Its membership included 4 Councillors (2 from NYC and 2 from CoYC), Independent Training Organisations, DWP, National Careers Service, North Yorkshire Council, City of York Council, Further Education, Higher Education, Institute Of Technology , Voluntary Community & Social Enterprise Sector, Public

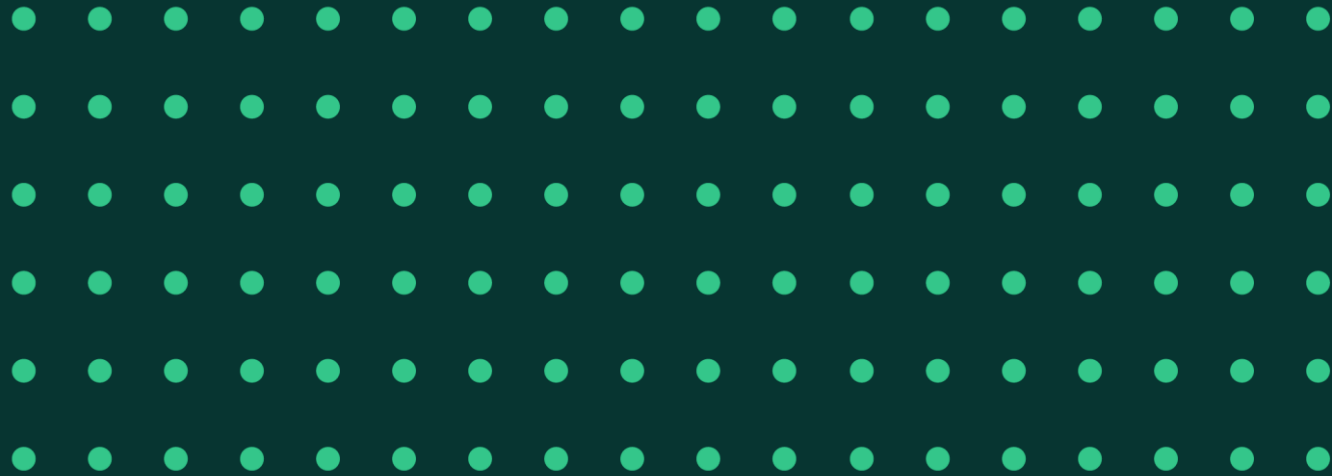
Health (rep both LAs), DfE, West & North Yorkshire Chamber of Commerce (Employer representative body responsible for development and implementation of Local Skills Improvement Plan (LSIP) in our area), local employer. As of September, this group will transition into a new governance structure to be informed by the shared governance model being developed via the research undertaken as part of the Economic Inactivity Trailblazer.

Following our Inactivity Trailblazer Stakeholder Engagement Event in February (attended by over 100 individuals and organisations) we are also establishing a Good Work, Health and Skills Forum – as a broad-based group to provide feedback, consultation and co-design support (includes: voluntary, community, and social enterprise organisations, education and skills providers, employer and business representative groups, service users, employability providers, health organisations/ providers).



# Shared Governance Model





# Measuring Success

# Measuring Success

The Get York and North Yorkshire Working Plan will support local and national needs (as identified in the Great Britain Working Plan) that support participation, progression, earnings and job quality. We will look to identify and monitor national and local indicators that align with our local ambition for **more people in York and North Yorkshire to enter, remain and progress in good quality and secure work that supports healthy and thriving communities and businesses**. Further work is needed to identify baseline data and analyse and map indicators that reflect the areas challenges, demographics and priority cohorts; as well as align with key strategic plans. This will also involve developing Logic Models. All of this work will be supported by input from key partners including LAs, DWP, ICB, VCSE sector, employers, skills providers, academia etc. As interventions and support are developed, outputs and outcomes will need to align with these indicators.

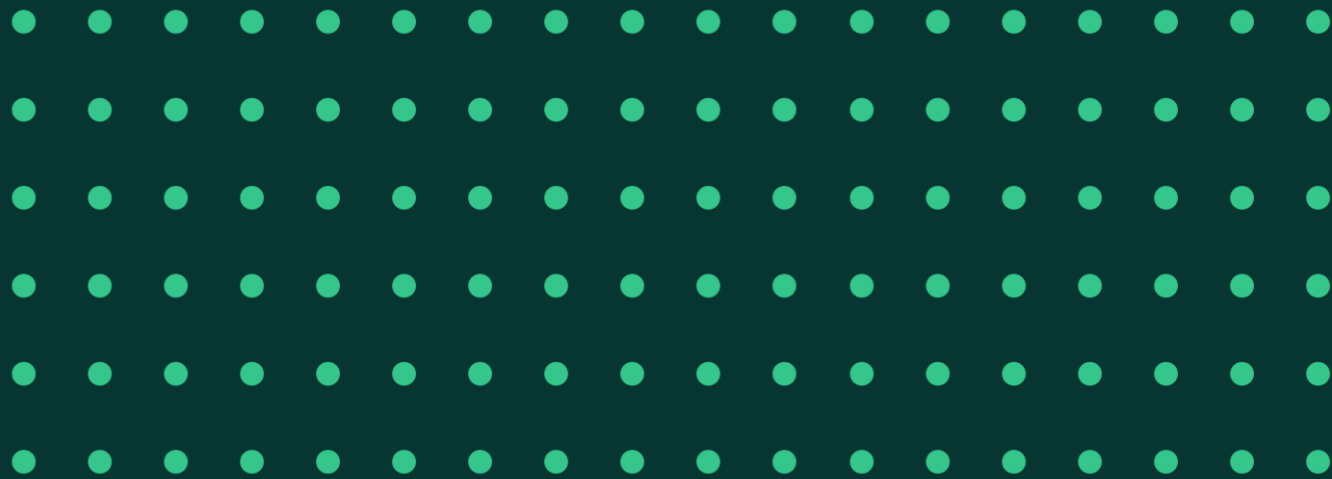
Ambition	DWP Metrics	Local Indicators	Local Outcomes
People in York and North Yorkshire will be enabled to <b>enter</b> good quality work	<b>Increase the employment rate</b> - the number of people aged 18 to 66 in employment divided by the population aged 18 to 66.	Further work is needed to analyse and map the full range of indicators. As part of this consideration will be given to: <ul style="list-style-type: none"> <li>• Geographic areas, particularly those most disadvantaged</li> <li>• 18-24yrs, 50+ age groups</li> <li>• those with long term health issues (MSK and mental health issues) – particularly those in work</li> <li>• Graduate retention</li> </ul>	Improve skills and pay Reduce economic inactivity including health related inactivity Address underutilised talent Increased engagement in learning Simplify skills landscape Support micros and SMEs Upskill and reskill working age population Reduce numbers of NEETS and not knowns Address rurality and diverse geography
	<b>Reduce health related economic inactivity rate</b> – number of people aged 18 to 66 who are economically inactive due to being long-term sick divided by the 18 to 66 population.		
	<b>Reduce the disability employment rate gap</b> – the difference in the employment rate of people, aged 18 to 66, who report they are disabled, as defined by the Government Statistical Service (GSS) Harmonised Standard6, and those who do not.		
	<b>Reduce the proportion of 18 to 24 year olds not in education, employment or training</b> , supported by an increase in the proportion of 16-21 year olds in education or a job with training.		
	<b>Reduce the employment gaps among parents aged 18 to 66</b>		
	<b>Increase the female employment rate</b> – the number of women aged 18 to 66 in employment divided by the number of women in the population, aged 18 to 66.		
	Real earnings amongst non-retired households (all ages) – a component of real household disposable income (RHDl).		

# Measuring Success



Ambition	DWP Metrics	Local Indicators	Local Outcomes
People in York and North Yorkshire will be enabled to <b>remain</b> in good quality work	<b>Increase the employment rate</b> - the number of people aged 18 to 66 in employment divided by the population aged 18 to 66. (note: people entering the labour market will primarily increase the employment rate, but we also need to support those currently in work to remain in work, otherwise there's a risk that the employment rate will remain stagnant. This is a particular risk for York and North Yorkshire due to an ageing population and early retirement, alongside young people leaving the area).	Further work is needed to analyse and map the full range of indicators. As part of this consideration will be given to: Retention rates Sickness/absenteeism Number of Fit notes	Reduce economic inactivity including health related inactivity Address underutilised talent Support micros and SMEs Reduce numbers of NEETS and not knowns Address rurality and diverse geography Simplify skills landscape
People in York and North Yorkshire will be enabled to <b>progress</b> in good quality work	Real earnings amongst non-retired households (all ages) – a component of real household disposable income (RHDI). .	Further work is needed to analyse and map the full range of indicators. As part of this consideration will be given to: <b>Increase wage levels</b> as York and North Yorkshire faces greater challenges linked to underutilised staff, rather than unemployment. Annual gross pay for residents split by sex, part-time/full-time and percentiles (i.e. compare lowest and highest earners). <b>Increase high skilled occupations</b> – number of people employed in higher skilled occupations Qualification levels? <b>Reduce the number of underutilised employees</b> – percentage of businesses reporting that they have workers whose skills or qualifications are in advance of what is required for the job <b>Universal credit in work</b> – indicator that people aren't earning enough <b>Free school meals</b> – another indication that people aren't earning enough	Improve skills and pay Reduce economic inactivity including health related inactivity Address underutilised talent Increased engagement in learning Simplify skills landscape Support micros and SMEs Upskill and reskill working age population Reduce numbers of NEETS and not knowns Address rurality and diverse geography

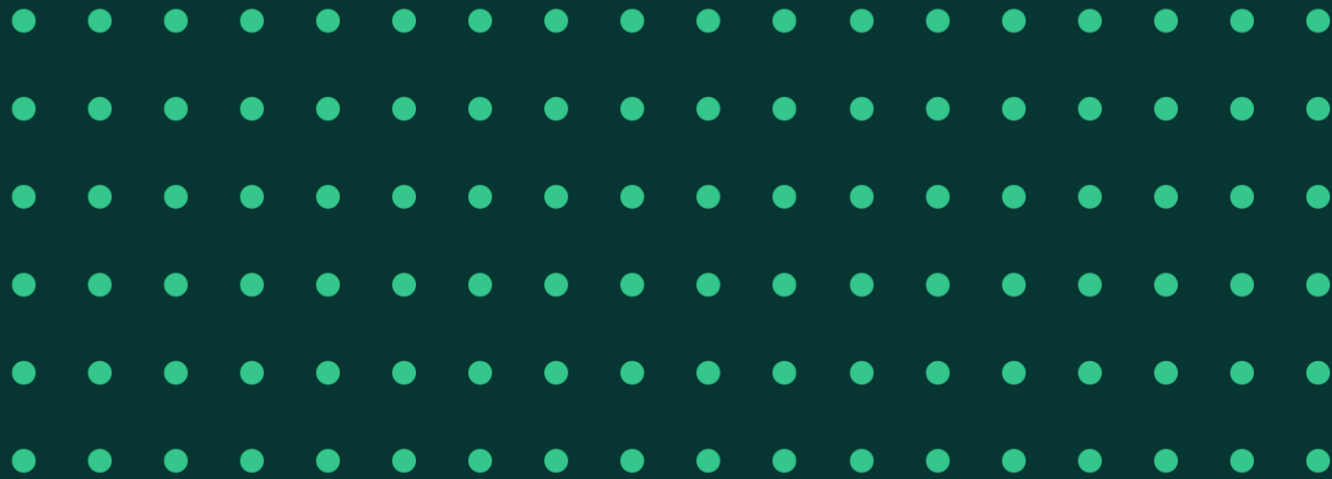




# Timelines

# Get York & North Yorkshire Working Plan –Timeline

Activity/Milestone	Timeframe
Initial Stakeholder Engagement Event	14-02-25
Task & Finish group of Skills and Employability Working Group (SEWG) to discuss Trailblazer & GBWP and skills considerations (inc representation from both LAs at both offer and elected member level)	9-04-25
Establish GYNYW Steering Group. Key partner meeting to agree outline plan – establish Steering Group (ICB, NYC, CoYC, DWP, YNYCA). Steering group to meet fortnightly to oversee development of the plan and then monthly to monitor and review the plan.	23-06-25
Submit GYNYW Plan Template to DWP	27-06-25
SEWG meeting to discuss more detailed plan, priority actions and governance	10-07-25
Business Board Task & Finish group to discuss coordination of employer engagement and support	5-09-25
Finalise the plan including sign off from ICB, LA, DWP	September/October
Sign off by YNYCA and publication	October/November
Good Work Health and Skills Forum to meet - to bring wider partner/stakeholder group together to inform implementation and further development/review of the Plan.	November
Detailed delivery plan – to be produced in consultation with partners and steering group	March 2026
First Review of plan	June 2026



# Appendix 1

## Local Strategies and plans

# Strategies and Plans

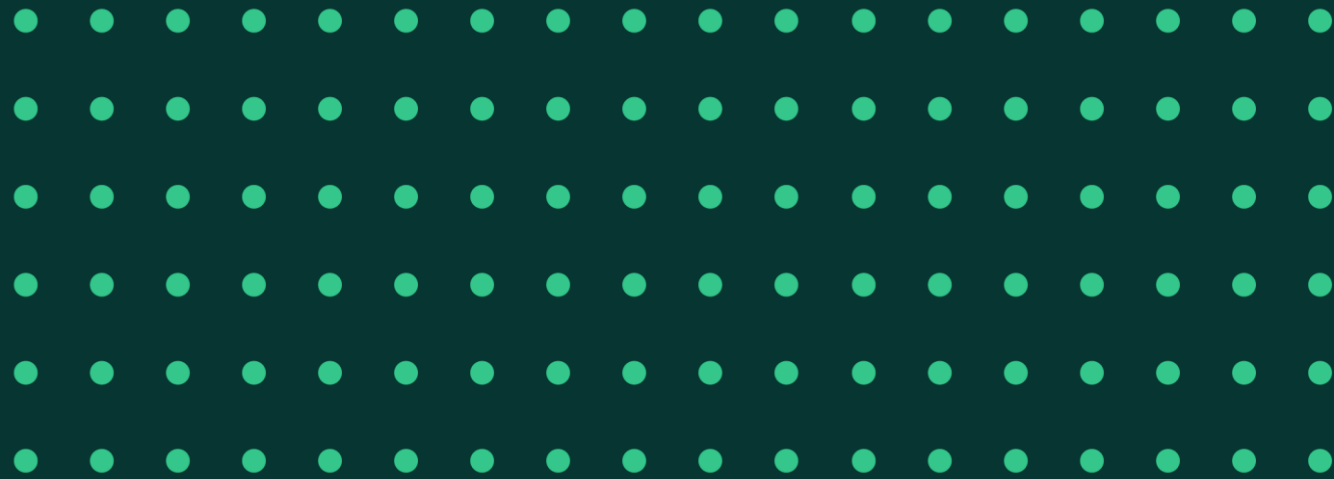
Plan/Strategy	Brief Description
<b>YNYCA Economic Framework</b>	<p>The economic Framework understands the economic priorities, plans and policies already shaped by City of York Council (CYC) and North Yorkshire Council (NYC), and uses them to build a framework of priorities and ambitions for the York and North Yorkshire Combined Authority that deliver across York and North Yorkshire.</p> <p>There are three overarching ambitions:</p> <ul style="list-style-type: none"><li>• Transition to carbon negative – a carbon negative, circular and more resilient economy.</li><li>• Deliver inclusive economic growth – a global, innovative, productive economy with strong and thriving businesses.</li><li>• Increase opportunities for all – a thriving and inclusive economy.</li></ul>
<b>YNYCA Skills Strategy</b>	<p>The YNY Skills Strategy has been developed to align with the Boosting Business and A Thriving Workforce thematic priority of the Economic Framework and has 4 overarching ambitions :</p> <ul style="list-style-type: none"><li>• Accessible Careers Support for all ages</li><li>• Thriving Businesses</li><li>• Empowered Communities</li><li>• Integrated, Flexible and Responsive Skills System. This sits at the centre of the strategy as this is the engine that drives the other parts</li></ul>
<b>YNYCA Local Growth Plan</b>	<p>Through the Local Growth Plan, York and North Yorkshire will be a trailblazer for inclusive, innovation-led growth and the transition to carbon negative across our urban, rural and coastal communities, in order to bridge the productivity gap between the region and the UK. This will be achieved through targeting growth within our competitive advantage sectors (Food Farming Innovation, Engineering Biology and Life Sciences, Clean Energy, Rail Innovation &amp; Security, Creative Industries) Growth ambitions will also require resilience within our key employment sectors (Visitor Economy, Wholesale and Retail, Health &amp; Social Care, Manufacturing &amp; Education). Alongside our sectoral priorities, we will achieve this through our priority drivers of growth (Skills &amp; employment, Innovation, transport, housing &amp; commercial development, digital connectivity, export and inward investment)</p>

# Strategies and Plans

Plan/Strategy	Brief Description
<b>YNY Economic Inactivity Trailblazer Delivery Plan</b>	<p>Overarching approach of the Plan to address economic inactivity:</p> <ul style="list-style-type: none"> <li>• Person centred and recognise the different experiences that people may have of health issues and the influence of wider economic and social determinants.</li> <li>• Targeted provision to support those in greatest need and ensure we are addressing inequalities rather than exacerbating them.</li> <li>• Enhancing existing activity and building on good practice, lessons learned, and expertise built up from existing and previous provision.</li> <li>• Transformational and step change in the capacity and capability in the systems and services to support economically inactive people with a focus on systems change, joining up services and support and early intervention/preventative work.</li> </ul> <p>The plan has 3 overarching priorities:</p> <ul style="list-style-type: none"> <li>• Engaging and supporting economically inactive peoples</li> <li>• Good work- supporting employers</li> <li>• Joining up system, services and support.</li> </ul>
<b>Connect to Work Delivery Plan</b>	<p>Outlines the delivery model for implementation of the Connect to Work programme in YNY, delivering individual placement support and supported employment quality Framework models</p>
<b>York Skills Strategy</b>	<p>The 10-Year Skills Strategy sets out the steps needed to achieve a city workforce that is equipped with the skills to thrive and support future sustainable growth.</p>
<b>York Economic Strategy</b>	<p>This 10-year Economic Strategy sets out to improve living standards and livelihoods for all of York's residents and businesses, through increasing productivity, raising earnings, and maintaining our skills advantage</p>
<b>York Joint Health and Wellbeing Strategies</b>	<p>These strategies cover health and wellbeing, economic growth and climate change. Health, economic and environmental goals of the city are aligned, and with them the building blocks for health.</p>
<b>North Yorkshire Joint Health and Wellbeing Strategies</b>	<p>Sets out the proposed priorities to improve people's health and reduce health inequalities, and ideas for working together to achieve them</p>

# Strategies and Plans

Plan/Strategy	Brief Description
York City Plan	Is a key document for shaping the future of York, delivering sustainable development that befits all residents, businesses and visitors to the City.
North Yorkshire Council Economic Growth Strategy	The strategy outlines the ambitions for growth – a vision to be an innovative, carbon negative economy driven by our productive and entrepreneurial business base and the places & communities that make North Yorkshire distinctive.
ICP Integrated Strategy for Wellbeing, Health and Care	<p>The strategy introduces a new 'golden ambition' to:</p> <ul style="list-style-type: none"> <li>• drive a generational change in wellbeing, health and care for today's children</li> <li>• reaffirming our commitment to what is already working well, such as our person-centred and strengths-based approach</li> <li>• setting out areas for investment that will keep the voices of people at the heart of everything we do, and that will drive excellence, prevention and sustainability across our system</li> </ul>
Local Skills Improvement Plan	<p>The YNY Plan has three distinct priorities.</p> <ul style="list-style-type: none"> <li>• Business – To access a range of provision which is flexible, responsive, reflects employer needs and enables businesses to upskill their staff effectively, be resilient to change and enable succession planning.</li> <li>• People – To enable people from all backgrounds to access skills provision to support progression in work, transition to new career opportunities, gain employability and technical skills required by employers and fulfil their potential at work.</li> <li>• Sectors – To enable employers and individuals to access the technical skills they need to increase productivity, respond to change and adapt to emerging technology in our key sectors: <ul style="list-style-type: none"> <li>✓ Digital and technology</li> <li>✓ Agri-skills</li> <li>✓ Engineering and Advanced Manufacturing (including Rail)</li> <li>✓ Construction</li> <li>✓ Health and Social Care</li> <li>✓ Visitor Economy</li> </ul> </li> </ul>
The new NYC Local Plan is in development	This will be looking at employment, health etc as part of the development of place. 'Creating healthy and sustainable communities - promoting healthier lives, reducing inequalities through planning' is one of the golden threads that will run through the plan and plan development process



## Appendix 2

Feedback from partners, residents and businesses

# Partnership Working - Feedback

## Inactivity Trailblazer Stakeholder

**Engagement Event** – 14<sup>th</sup> February 2025 and follow up health and employer focus groups – key priorities and issues:

- One to one individual support (key worker model) where trust is built up is the cornerstone of effective support for this group. Person centred
- Hyper local and Place based offer in community via existing organisations/groups – but capacity building needed and training for trusted organisations/VCSE (eg GP surgeries, homeless hostels, addiction services, community hubs)
- Involve service users/lived experience in design
- Support for coordinated point of access for information and support (Interchange model)
- Longer term support with harder to reach groups
- More support for families and parents
- More support for younger age group inc 14-16 age group
- Lack of awareness of support for 50+
- More Neurodiversity support
- Support to stay in work needed
- Emphasis on prevention and early intervention
- Self employment support as specific intervention
- Lack of understanding of what constitutes good work and lack of confidence to support people with barriers
- Simplify information - Visual aids for navigation

- One size doesn't fit all – digital and f2f support for individuals and employers
- Financial incentives for employers
- Specialist advisers for employers
- Practical tools and case studies for employers – leverage anchor institutions
- More engagement with micro and small businesses re inclusive employment, eg Charters and pledges to promote good work
- Provision needs to be led by data/evidence

## Skills & Employability Working Group

**(SEWG)** 9<sup>th</sup> April & 10<sup>th</sup> July 2025. Feedback identified the following priorities for consideration:

- Clear careers paths to enable economically inactive people to identify learning and employment opportunities but also to explore the skills/transferable skills these individuals have in relation to emerging skills gaps in local economy
- Quality information to make informed decisions with providers referring and 'sharing' – warm handovers.
- The importance of resources to support the process of joining up provision. A clear role of the Interchange model was identified.
- Importance of reskilling and upskilling for this target group, particularly where health issues mean a reconsideration of the types of work that are appropriate

- Accessibility and flexibility in provision and closer alignment with the needs of prospective employers eg Sector Based Work Academy model. Bridging provision was referenced and also volunteering as stepping stone for economically inactive people.
- Better understanding of the skills gaps for economically inactive people individuals – need for targeted research
- Work with employers to raise awareness of skills of older workers
- Consider how skills provision is funded – funding drives the behaviours of providers. Potential of more support for providers

**YNYCA Business Board** – Task and Finish group 5<sup>th</sup> September 2025. The group were asked to consider 3 questions:

1. **How to target and engage local businesses, particularly those who have not previously engaged in business support/networks?**
- Simplified language and messaging
  - One size doesn't fit all – consider digital, face to face, peer support/networks and case studies
  - Sector-specific plans: Tailored approaches help reach businesses more effectively.

## 2. How best to develop skills and employment offers of support for local businesses?

- HR support for SMEs: Acknowledging the resource/time needed for taking on new recruits/placements/work experience. Especially around employing people with health issues/occupational health and understanding new employment rights
- Talent Pipeline - Support for placements, work experience and young leaders:
- Pilot schemes and funding incentives:
- Practical tools and guides

## 3. How to join up the different offers and avoid confusion and fatigue?

- Coordinated messaging and comms:
- Coordination and Integration of programmes and data
- Business Board 'champion role' (strategic connectors and influencers):

