



Yorkshire  
Universities  
Strategy

2019

2022

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Yorkshire Universities  
2019-2022 Strategy

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Our mission: as a regional partnership of higher education institutions, we have a shared commitment to place and to supporting aspiration and opportunity



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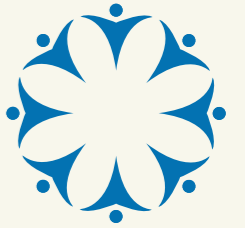


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Mission	Through our Strategy, we will work collectively and collaboratively with partners to create more prosperous, inclusive and sustainable economies and communities in Yorkshire		
Vision	As a regional partnership of higher education institutions, we have a shared commitment to place and to supporting aspiration and opportunity		
Approach	A place-based approach applied to the three YU priorities: Ideas – Talent – Communities		
Priorities	Ideas: Strengthen higher education contributions towards increased research and innovation (R&I) activity in the region	Talent: Extend and deepen partnerships to improve higher level skills pathways into continuous development and learning	Communities: Ensure our members are recognised as influential anchor institutions
Objectives	<p>Promote HE R&amp;I assets and strengths within Yorkshire</p> <p>Persuade government, UKRI, LEPs and others to adopt more place-sensitive R&amp;I systems</p> <p>Encourage members to connect R&amp;I capabilities across institutions and disciplines</p> <p>Advocate stronger integration of R&amp;I with economic development (esp. skills), policy, strategy and funding</p>	<p>Strengthen knowledge of the supply and demand for higher level skills in the region</p> <p>Work with members and partners to improve graduate retention and job accessibility in the region</p> <p>Align technical and vocational training, skills and learning to key sector and industry needs</p> <p>Increase knowledge exchange and diffusion to support high-growth, innovation and scale-up firms</p>	<p>Stimulate and share learning on civic universities and anchor institution strategies and activities</p> <p>Promote the public value of HE in and for the region</p> <p>Strengthen partnerships between HE, health and other sectors to drive more inclusive growth and well-being</p> <p>Support members to address the issues arising from climate change</p>
Enablers	Governance – Finance – Communications – Partnerships – Executive services – Intelligence and analysis – Monitoring and evaluation		

# Our methodology: Theory of change



└ Context (See P9)

└ Rationale for intervention (See P9)

# Our methodology: Theory of Change in detail

## Input

The majority of YU's income is derived from member subscriptions and other cash and in-kind resources; it can also include government and agency funding (e.g. UKRI); Local Enterprise Partnership and Combined Authority investment.

## Activities and outcomes

More details are given on our activities and outcomes, starting on pages 10-11.

## Context

Politics: new government; devolution; Northern Powerhouse; Brexit

Policy: research & innovation target; investment in infrastructure; Augar Review; Industrial Strategy and Grand Challenges; productivity.

Demographics: population projections; forecast for student recruitment and projected income from tuition fees; migration and mobility.

Changing world of work: new forms of work; flexible working; upskilling and retraining; millennials becoming the majority of workforce; digital literacy; digital communication and information gathering.

Place: regional inequalities; social and wealth inequalities; regional assets.

Regulation: national regulation and institutional autonomy; pension; performance management and value for money; scrutiny.

Technology: speed of communication; data science; pace of change and technological adaptation; automation; AI & robotics

Environment: climate emergency.

## Rationale for intervention

- Improving productivity in Yorkshire – through innovation, skills, enterprise, infrastructure and institutions – requires a significant HE contribution.
- Ongoing shift towards place-sensitive policy, strategy and funding for local and regional development.
- HE sector is central to forging a successful post-Brexit future for the UK and its constituent nations and regions.
- Complementarity and synergies exist between YU members' national and international activity and networks and their regional and local embeddedness and engagement.
- Government and its funding agencies are encouraging more collaborative forms of projects and programmes within the HE sector and between HE and other sectors.
- YU members possess distinct assets and capacities that can operate at scale and be mobilised collectively in pursuit of national, regional and local economic strategies.
- YU offers a vehicle to embed Yorkshire's HE sector's role in the Northern Powerhouse agenda.

# Activities and outcomes: A place-based approach

By adopting a place-based approach to the three priorities of: Ideas, Talent, Communities – the expected outcomes are:

- Strengthen HE contributions towards increased research and innovation activity in the region.
- Extend partnerships across sectors to improve higher level skills pathways into continuous development and learning.
- Ensure our members are recognised more as influential anchor institutions.



What do we mean by a place-based approach?

Our definition of a place-based approach, which underpins our mission and strategy, is a person-centred, context-specific model designed to reflect the distinct needs of people, business and communities within and across Yorkshire and is driven by the principle of collaboration.

# A place-based approach

## Priority 1 – Ideas

We will:

- Promote university research and innovation capabilities and strengths in Yorkshire.
- Encourage government, UKRI, LEPs and others to create more place-sensitive; innovation frameworks, with the region's universities playing a leading role in the systems.
- Encourage greater connectivity between YU members' capabilities in order to realise the benefits of multi-institution and multi-disciplinary research and innovation.
- Promote greater integration between research and innovation and the economic development and skills strategies, funding and interventions of government and local and regional institutions.

This will:

- Help to increase overall investment and activity in research and innovation in Yorkshire.
- Increase the opportunities for YU members to attract specifically more UKRI funding and support Yorkshire's contribution towards meeting the '2.4% target'.
- Enable the region's universities to undertake more research and innovation in order to help Yorkshire address complex societal challenges.
- Result in higher levels of UK and international talent retention as more graduates remain in the region to undertake postgraduate study and/or work in research and innovation, thereby contributing towards regional productivity.

## Priority 2 – Talent

We will:

- Help to strengthen knowledge and understanding of the supply and demand for higher level skills within Yorkshire's labour markets.
- Work with members and partners to improve graduate retention, employability and employment.
- Work with partners, especially in the public sector, business and further education, to ensure technical and vocational training, skills and learning reflects the key sector and industry needs in Yorkshire.
- Support YU members to deliver, through knowledge exchange and diffusion, successful business development, and industry partnerships.

This will:

- Use foresight, analysis and evaluation to help providers and employers anticipate and plan future skills on the basis of population and business trends.
- Increase the number of graduates from all backgrounds and places staying to live, work or undertake further study in Yorkshire.
- Result in the region's post-18 'skills system' being more responsive to the demands of employers in specific sectors and industries, and empowering individual learners.
- Help to reverse the decline in part-time and adult study and increase 'non-traditional' and more flexible and 'life-long' HE learning.
- Attract more knowledge exchange funding into the region to strengthen university-business interactions and stimulate high-growth, innovative and scale-up firms.

## Priority 3 – Communities

We will:

- Provide a framework for YU members to share learning and good practice on civic university and anchor institution activities.
- Promote and disseminate the social, economic and public value of universities and higher education institutes (HEIs) within Yorkshire.
- Strengthen our partnerships with the health sector, local government and others in order to increase collaborative activities across the region in support of inclusive growth and well-being.
- Work with members and partners to address the challenges (and realise the opportunities) facing Yorkshire as a consequence of climate change.

This will:

- Generate evidence of increased support for universities to deliver local and regional growth objectives.
- Signify that the public value of YU members is more widely recognised by local communities and networks.
- Result in more YU members developing Civic University Agreements or equivalents.
- Lead to more YU members employing more local staff and more local businesses bidding for university procurement opportunities.
- Help to prioritise more investment in tackling health inequalities within the region's economic and industrial strategies.
- See YU members playing a leading role in plans to establish a zero carbon, climate resilient future for Yorkshire.

# A place-based approach

## Impact

As a result of our activities and outcomes within the three priorities of: Ideas, Talent, Communities – we expect to influence the following impacts:

- Ideas: more and diverse innovation diffusion is stimulated by increased research investment and activity by Yorkshire's universities, helping to create a more productive regional economy.
- Talent: enhanced social mobility, increased graduate retention, and improved provision, helps to bridge skills gaps in the region's key sectors and industries.
- Communities: interventions to achieve more inclusive and sustainable growth, focused on improved health, well-being, and a zero carbon future are shaping the region's long-term development.

Our vision: through our Strategy, we will work collectively and collaboratively with partners to create more prosperous, inclusive and sustainable economies and communities in Yorkshire.





## Guiding principles

We will:

- Be a leading advocate for 'place' within HE and wider public policy.
- Champion the diverse capabilities of YU members, and represent their interests by providing a collective regional voice for them.
- Always seek to add value to the individual institutional priorities of our members.
- Actively promote partnerships and collaborations within HE and between HE and other public, private and community actors – working across sectors and administrative boundaries where necessary.
- Adopt a systems approach, identifying synergies between our three strategic priorities to ensure they complement each other and generate the greatest impact and value.



## Enabling mechanisms

We will:

- Operate as an outstanding membership-based organisation.
- Embrace continuous learning and development.
- Use innovative methods to communicate our messages to members and external audiences.
- Strengthen our relationships with national, regional and local partners to influence policy and strategy.
- Act as a 'knowledge hub' of information, intelligence and new ideas, drawing upon high-quality research and examples of successful practical action.
- Monitor and evaluate performance to ensure key indicators and measures of success are met.

This will:

- Ensure that YU fulfils its statutory duties, and that our governance is lean but robust and agile.
- Improve the YU team's skillset and member 'services'.
- Increase YU's profile.
- Result in YU influencing more national and regional policy and strategy.
- Enable YU to be cited more in relevant case studies that helps to illustrate the impact of our work.
- Create a basis for YU to demonstrate its continued value to its members and a return on their investment and support.

# Reporting and evaluation

Annual delivery plans will report on how the Strategy is being implemented. The delivery plans will be flexible and can be revised if and when circumstances demand. The Strategy will be kept under review to anticipate and respond to new and emergent drivers and changes in context.



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