



Civic University Network

**An introduction to creating a
Civic University Agreement:**
University of Keele



This presentation includes the slides shared at the CUN webinar 'Developing a Civic Agreement' on December 8th 2020.

It also includes links to key documents and resources created by the University of Keele, and the questions and answers shared in chat during the event.

You can access a write up of the full event on the [Civic University Network Members' Area](#).

This includes links to the presentations by three other civic partnerships: Nottingham Trent University; the University of Manchester; and the Universities of Glasgow and Strathclyde.



University of Keele

The University of Keele website includes links to useful resources and more information about their four deals: www.keele.ac.uk/business/keeledeals



Questions & Answers

This table includes the questions and answers shared in chat during the webinar

Sue Graham: Ann - have you worked with Staffs Uni as well as part of this - apols if you mentioned this already?	Ann Pittard: Yes the work on culture has been a strong collaboration with Staffs Uni
Elaine Sinclair: Keele - How have you maintained momentum across a lot of sizeable projects under each of the Deal themes whilst developing new themes each year, what challenges have you encountered re. maintaining momentum, resourcing etc? thanks!	Ann Pittard: Elaine, Research and Innovation Services was effectively redesigned for this work back in 2015, so it's become the day job. some are enabled by external funds, others a refocusing of existing resources. But time and capacity always a challenge
Mike Carr: Ann - There are a lot of similarities with our work and yours. Have you plans to bring this together under one civic deal or does this not matter?	Ann Pittard: Mike Carr the thematic approach worked well for us, so I don't think we'd move away from that.

A journey through the Keele Deals

Ann Pittard
Associate Director for
Engagement & Partnerships

It's the Keele difference

Keele Deals

2017 Keele Deal | Economy

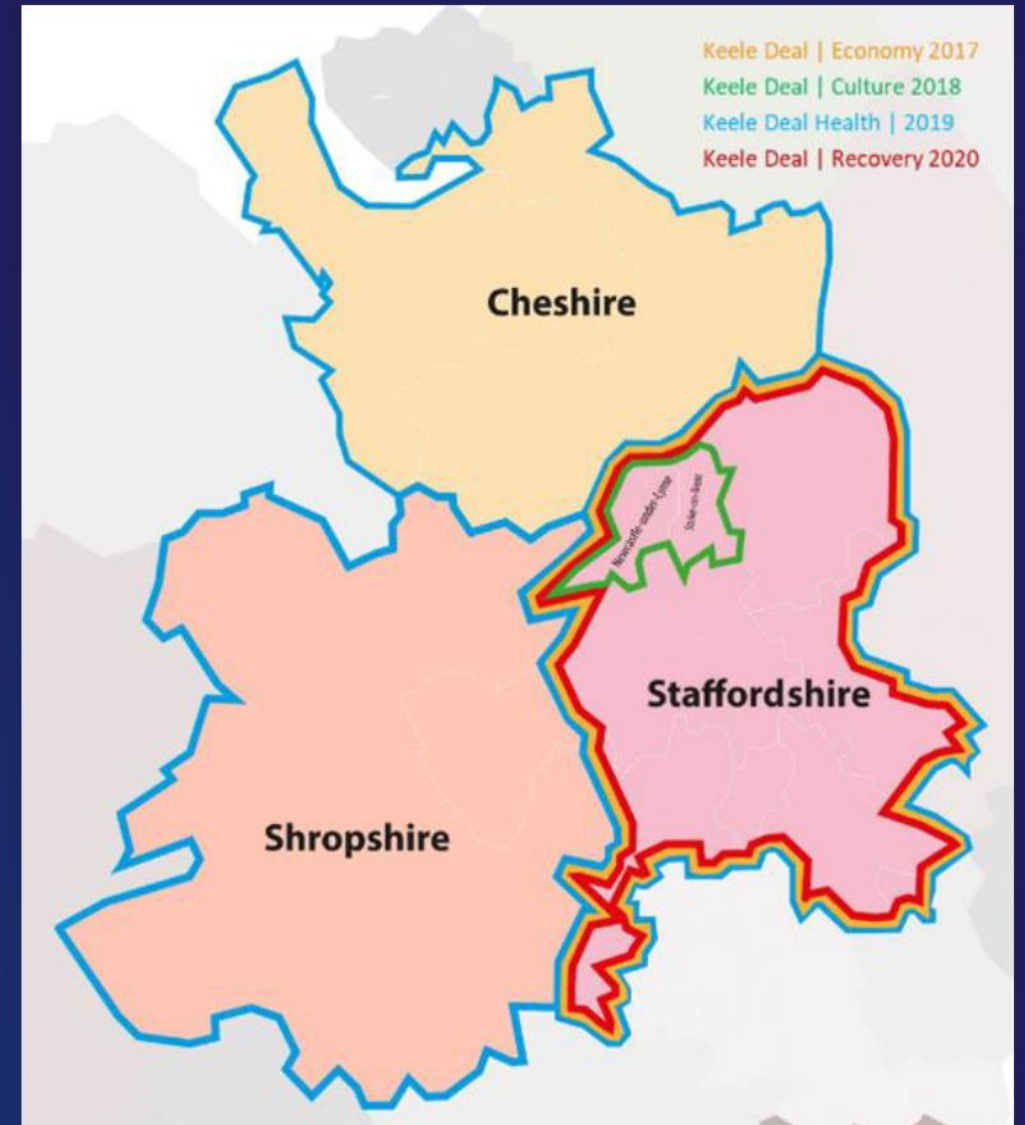
2018 Keele Deal | Culture

2019 Keele Deal | Health

2020 Keele Deal | Recovery

2021 Keele Deal | Inclusion

It's the Keele difference



The New Keele Deal




A unique partnership and plan for sustainable, long term economic growth




New Keele Deal Priorities


Over the next five years, the New Keele Deal will focus on eight priorities:

Priority 1


Keele Research and Innovation Support Programme (KRISP)



KRISP has been designed to support businesses that are thinking about, or are currently in the process of, developing a new product, process or service, by providing dedicated human resources and academic expertise. KRISP delivers the knowledge, know-how and procedures that will help local SMEs bring their innovative products and services to market quicker and support their long-term sustainable growth. This programme is part-funded through the European Regional Development Fund (ERDF) as part of the England 2014 to 2020 European Structural and Investment Funds (ESIF) Growth Programme.



Support **460** local businesses




Create **90** higher value jobs


Generate **£24m** GVA from £10.5m investment (>2:1 ROI)

Priority 2


Mercia Centre for Innovation Leadership (MCIL)



MCIL is a prestigious innovation leadership programme that addresses distinctive organizational and leadership challenges for innovative, but knowledge-intensive businesses across the Stoke-on-Trent and Staffordshire Local Enterprise Partnership area. By supporting local business leaders and entrepreneurs, the programme will develop the unique leadership and management skills required to achieve and sustain strategic business growth. This programme is part-funded through the European Regional Development Fund (ERDF) as part of the England 2014 to 2020 European Structural and Investment Funds (ESIF) Growth Programme.



Support **150** local businesses



Create **254** higher value jobs

Generate **£54m** GVA from £19m investment (~3:1 ROI) (increasing to £68m GVA by 2036 ~4:1 ROI)

The New Keele Deal

Working together to create jobs and growth

£70m investment will...

Create at least **700** high value jobs



support **1,000** Staffordshire and Stoke-on-Trent businesses...

Inject **£0.21 billion** into the local area



improve local health and care for **EVERYONE**

save around **4,000 tonnes** of CO₂ per year



New Keele Deal Partners



Keele Deal | Economy

It's the Keele difference

WE ARE THE NHS:
People Plan 2020/21 -
action for us all



We are 1.3 million strong. We are all walks of life,
all kinds of experiences. We are the NHS.



**Stoke-on-Trent
& Staffordshire**
Enterprise Partnership



Strategic Economic Plan
Part 1 - Strategy
March 2014

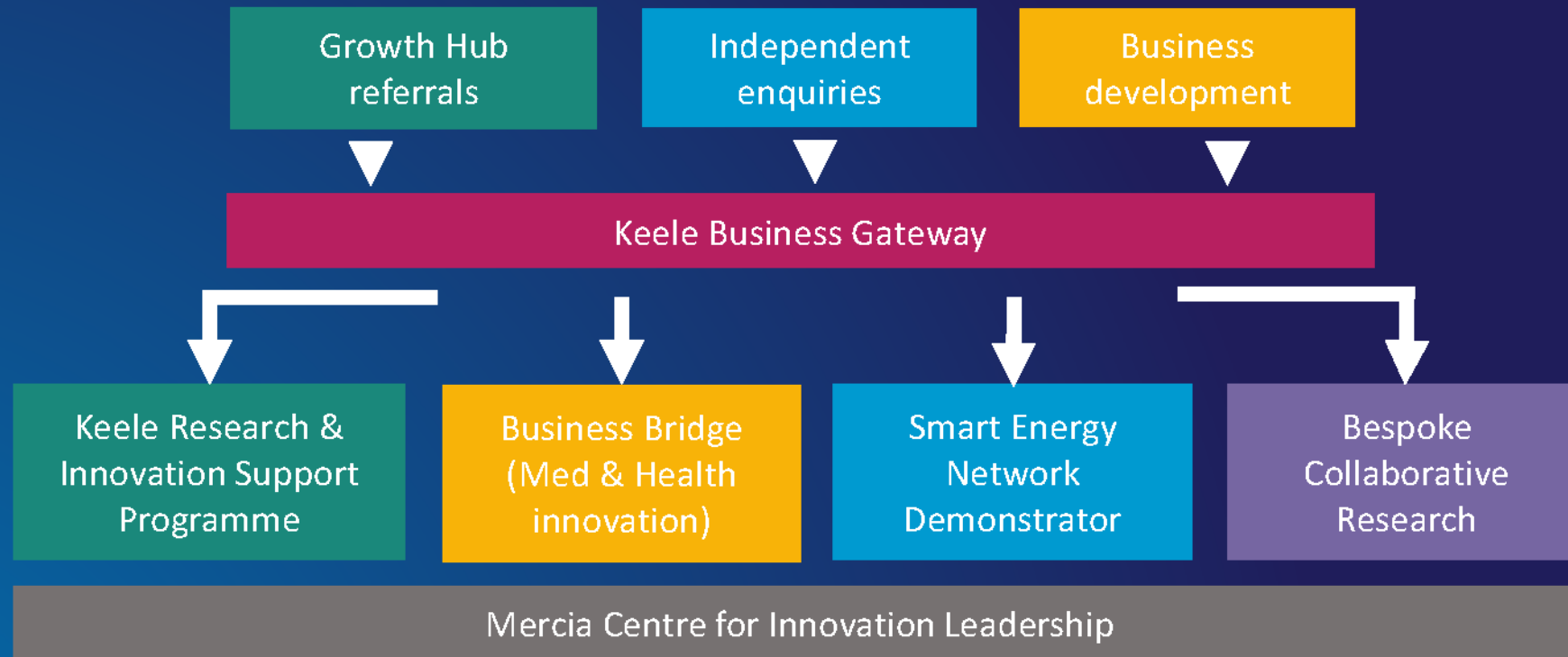
Keele Deal | Evidence base

It's the Keele difference

Evidenced economic development needs 2014

- Low levels of business expenditure in R&D (BERD) and low % share of relative FTE employment
- Hourly GVA of £23.92 per FTE in 2012, 38th out of 39 LEP areas
- Low levels of company innovation - less than 10% of total companies reported as innovation active in 2012 (36th of 39 LEP areas)
- Lowest level of innovation expenditure relative to turnover of any LEP in England - only 6.5% of turnover generated by innovative goods and services, (33rd 39 LEP areas).

Local Growth enabling infrastructure



It's the Keele difference



Here to help





Keele Cultural Strategy 2018 | 2023

In developing the strategy, we have taken the opportunity to rethink the place of arts and culture in the life of the University, recognising that cultural, creative and arts-based activities can help us carry out our 'core missions' of education and research in more engaging and effective ways.

Arts, culture and creativity can help us to better connect the University and its students with communities in the local area. It can act as a catalyst for all kinds of impact outside the University, including improving cultural vibrancy, promoting health and wellbeing, enabling communities to address challenges, fostering curiosity and an interest in learning, and promoting economic development through cultural regeneration and business support.

We have developed some measurable targets to enable the strategy to be monitored and these will be included in the final version. The aim is to increase the amount of cultural activity by better coordinating our efforts, and working more effectively to capture new sources of income.

This consultation document presents a draft strategic framework for the University's cultural activities (broadly defined) over the period 2018 to 2023. These could include creative activities in the curriculum, public engagement with research, outreach with schools and young people, student placements and internships, business support, creative research methods, public lectures, debates and familiar ArtsKeele activities such as music, film, creative writing and visual arts.

Consultation Opens: 8th May Closes: 21st June 2018

Online consultation page: <https://www.keele.ac.uk/artskeele/keeleculturalstrategyconsultation/>

Email: arts@keele.ac.uk

Postal address: ArtsKeele Keele University Keele Staffordshire ST5 5BG

Key consultation questions
What are your views on the direction of the strategy?
Are there any gaps or areas we could develop further?
Do you have any ideas for projects or activities to help turn the strategy into reality?
What would you see as the key enablers and barriers in achieving the ambitions set out?
Do you have any questions about the strategy?
Do you have any further comments to add?



Keele Cultural Strategy 2018 | 2023

Consultation Draft | May 2018

No culture can live if it attempts to be exclusive

Mahatma Gandhi

Keele Deal | Culture

It's the Keele difference



SEND.

A national research and development facility to deliver UK comparative advantage in global smart energy markets

£15 million programme 2017-2021

Capital project

RD&I

Supply chain development

4,096 tCO₂ reduction by 2021



Zero Carbon Rugeley.

Energy system design (Engie and Keele)

User centric design (Keele)

Business models

Finance and investment

Policy and regulation

Market places and smart platforms

Smart mobility

Connected and smart buildings



Innovate
UK

Cadent



POLKA

Mission

To develop hydrogen combustion technologies for pollution reduction in a gender-balanced multi-disciplinary network with academic and industrial collaboration while also training highly skilled scientists of the future.





Pluralistic evaluation

It's the Keele difference



Building the community

It's the Keele difference



KEELE DEAL | CULTURE

*Making a difference through
arts, culture and creativity*

keele.ac.uk/keeledealculture



NEW VIC



Keele Deal Culture

It's the Keele difference



KEELE DEAL CULTURE

Creativity and culture play a huge role in Stoke-on-Trent and Staffordshire's economic and social futures. The Deal is a landmark agreement between the University and local partners, setting out shared ambitions to realise the full potential of the University's cultural resources and assets for the benefit of the local area.

By 2029, we will have:

Boosted the local
creative economy by

£36million with Additional
Gross Value

Supported creative and cultural partners through joint research, bringing in

£3.9million

of funding for cultural activities and creating
impact for local communities from our research



Created cultural engagement hub at Spode
Works, bringing life to a key regeneration area
and creating economic impact of least

£10million



Organised

2,170

creative and cultural
events, attracting over

500,000

visitors, with the majority at priority
sites for cultural regeneration



Increased the local
creative graduate
retention rate by

15%

Helped

150

businesses in the creative
and cultural sectors through

250

funded
innovation
projects

Supported

75

creative SME leaders with
leadership development
programmes, resulting in
the creation of more than

300

new jobs

Grown the annual Festival
of Curiosity by at least

300%



Keele
UNIVERSITY



The beautiful Mothertown





The long road to regeneration

It's the Keele difference

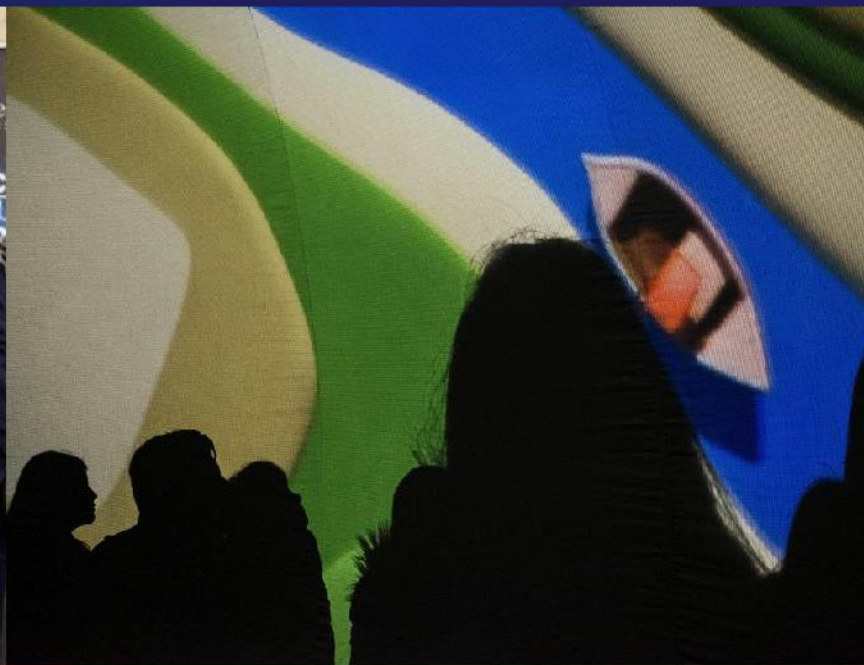


© Daily Telegraph and Stoke Sentinel



Town Centre experience

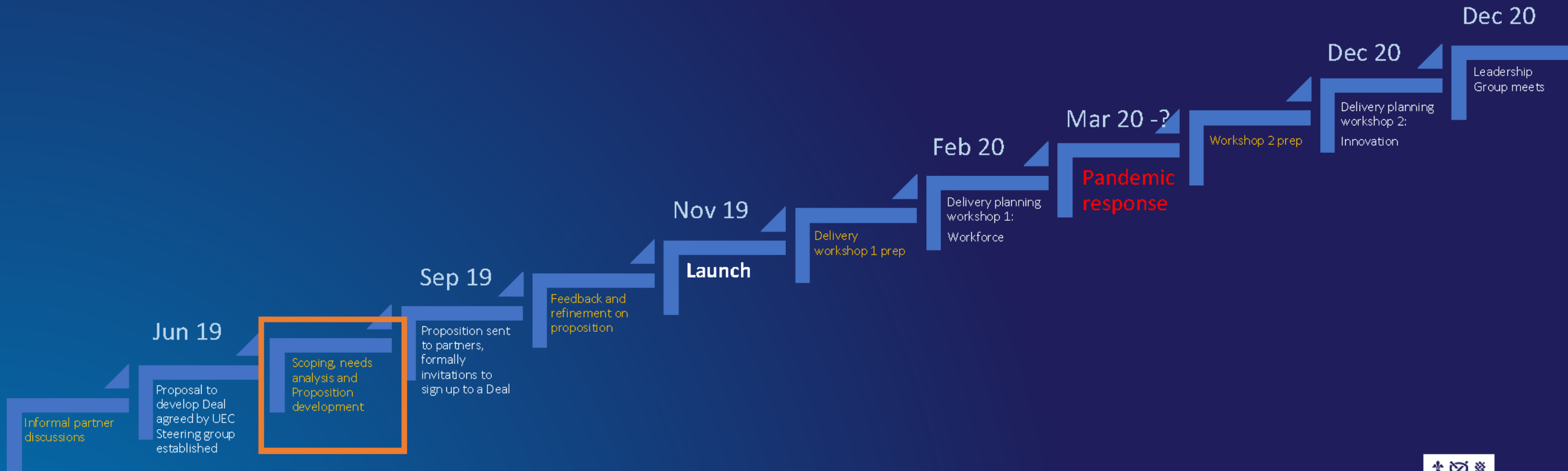
It's the Keele difference



Stoking Curiosity Festival

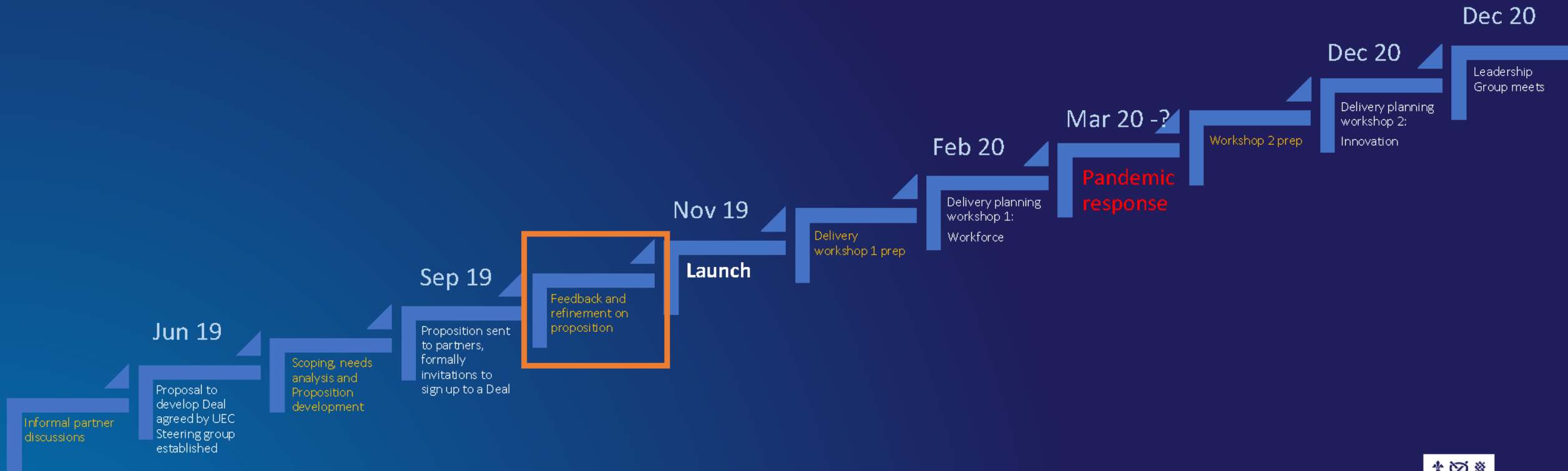
It's the Keele difference

Development of Keele Deal | Health



It's the Keele difference

Development of Keele Deal | Health



It's the Keele difference

Proposition v11

Keele Deal | Health. Draft proposition v11

Keele Deal | Health represents a high level commitment to work together to address local and regional priorities, with a focus on areas where Keele's expertise can make a difference. It builds on mature (and newer) relationships with key health, care, and industry partners and patient and public, carer and client groups across Staffordshire, Stoke on Trent, Shropshire, Cheshire and Wolverhampton.

We are inviting partners to work with us through Keele Health and Care Partners, a new community in which we can share ideas, collaborate and innovate to address local health priorities. Keele Health and Care Partners will become the 'face' of Keele Deal | Health and the mechanism by which the partnership will operate. It will showcase both regionally and nationally our partnership strengths and ambitions.

1. Proposed Priorities

The health and social care footprints across these priority areas support populations who are challenged with significant health and social inequalities. Overarching health and wellbeing inequalities exist across all stages of the life course. Many of these challenges (mental health, musculoskeletal care, long term conditions, healthy ageing) align closely to Keele's research, education and innovation strengths, which include world-leading work directly feeding in to international and national guidelines, clinical practice and training¹.

We are proposing three potential areas of focus (see below) and are seeking your initial views on these before the proposed launch.

Priority 1: Workforce development

Rationale

Across NHS Trusts in England there is a shortage of more than 100,000 staff, with challenges around both recruitment and retention. Unchecked, this could reach between 250,000 and 350,000 by 2030. Vacancies in Adult Social Care are currently running at 110,000 across the UK, and around 1 in 10 roles in the social care sector are currently vacant. Alongside clinical and patient-focused service improvement, challenges in recruitment (such as GP shortages) are driving new models of care, as a result of which innovative new roles are emerging that redefine traditional professional boundaries in healthcare.

With very low rates of social mobility evident in the local area when compared with other parts of the country², a clear shared commitment to supporting younger people to enter rewarding careers, and helping those already in the workforce to progress will provide a key means of addressing this. If we collaborate in a dynamic way this could also have a significant positive impact on capacity over the coming years.

¹ This includes work around low back pain, supported self-management of joint pain, inflammatory arthritis, gout, psoriasis, regenerative medicine and rehabilitation, including cell and tissue engineering, big data research to better understand disease aetiology, comorbidity, prescribing patterns and adverse outcomes, end of life care, digital solutions to supporting patients, public and carers, tackling health inequalities: prioritising wellbeing, physical and mental across the age span, in partnership with Stoke Council; neurological rehabilitation: optimising physical recovery and quality of life in neurological conditions; diagnostic imaging: breast imaging (developing advanced processes and tools to increase the value of quantitative diffusion on breast cancer MRI diagnosis, prognosis, and therapy), nuclear medicine and science underpinning imaging techniques; collaborations with Ministry of Justice improving safety of offenders; stroke/trauma; stroke, with Midlands Partnership Foundation Trust, Royal Philharmonic Orchestra, New Vic borderlines.

² <https://www.gov.uk/government/publications/social-mobility-index>

tion, evidenced via a Teaching Excellence Framework 'Gold' rating at our rapid and pioneering approach to work-based education⁴ leaves us well partners in addressing these challenges.

h and social care partners to develop innovative new training and education ment, retention and progression, addressing the health and social care care professions (e.g. through the expansion of the apprenticeship ay and the future.

areers that can enhance the locality's clinical reputation and its ability to nd continuous professional development delivered in a variety of formats; ication; ients, the public, carers and clients in shaping the curriculum; ship opportunities.

Innovation

icipation in clinical research are widely understood and evidenced. ave lower mortality rates, with benefits not limited to those patients who IS Long Term Plan 2019). Higher performing clinicians are more likely to aging the public ensures that our research is relevant and important to those id supports the early adoption of research into everyday use. f everything we do, and we lead the way in Public and Patient Involvement h and Innovation. Our Research User Group has more than 135 members, approximately 130 projects. Our team are considered leaders in the field by al partners.

eholders we have already developed a strong track record in impact of health such as National Institute for Health and Care Excellence clinical guidelines inal pathways of care and Public Health England priorities. We recognise that inal reach but we wish to continue this growth and development for the ions. v, (including the Life Sciences Sector Deal) sets out clear priorities to drive cal research and drive the intensity of research and innovation in the UK, velopment and scale up, driving NHS innovation and collaboration and initives.

⁴ King's Midwifery and allied health professionals in the Guardian 2019 league table, a top NSS entry and pharmacy apprenticeship degree, nursing apprenticeship programme, first Master's state career pathway apprenticeship programme, first Master's level degree in physiotherapy launching 2020, Heart Failure, first 2 years accelerated Master's level degree in medical student numbers: (Diagnostic Imaging) first cohort graduating 2020, 25% increase in medical student numbers: programme: Postgraduate, accredited online learning options for health professionals including courses (Master's); Bespoke Postgraduate courses in clinical leadership more likely to participate in a research study. Dohrouge et al. BMC Medical Research

base, particularly in Stoke-on-Trent and Staffordshire, are well investment in R&D and innovation among the very lowest in the UK, regional income disparities. However, Keele continues to attract i to the well-established group based in the Keele University Science ie high-quality research and education. Cheshire is of course home such we have a strong base to build on to expand and enhance d clinical outcomes.

upported through projects such as Business Bridge which provides ology companies to develop products that meet user needs, improve g new products, new markets and skilled employee growth.

potential to exploit the wide-ranging expertise⁵ within the University, lationships with the existing med-tech and bio-tech sector and new With the resources available through the Midlands Innovation MICRA strate commercialisation through our healthcare business networks.

tial care partners (including care homes, charities, local authorities, insurance partners (e.g. gyms), we aim to improve the diversity and s involved in research, achieving an overall increase in 'research users' We will seek to expand to engage broader membership of the public search evidence by users and carers through the LINK group (Lay obilitation), harnessing 'patient and public power' to seek to improve

collaborations between academic and clinical partners and industry we th of med-tech and bio-tech companies in the region, increasing loping to consolidate North Staffordshire and Cheshire as a globally ences sector. ith local partners, we aim to increase the uptake of cost effective e early implementation of research into clinical pathways, working to ies with our partners.

Integrative transformation

Integrated Care Systems and Sustainability and Transformation health and social care leaders together to commission services via its scope, complexity and financial context. Common themes across all neighbourhood teams to support patients living with long term xping integrated care across primary, community, secondary care health nce service provision;

⁵ This includes strengths in assistive technology and rehabilitation, biomarkers and diagnostic engineering, and nanoscale bioscience, coupled with strengths in the Natural Sciences in cell and molecular medicine, neuroscience, molecular and structural biosciences, AI and machine learning.

isolated workforce models, to meet the needs of the il services to support delivery of the right care, at the right mprove the quality and reach of the services they provide for

pproaches in day to day practice rough implementation of NICE guidelines and

ul outcomes for Integrated Care Systems across all these h of this expertise together into a single School (the School support for the implementation of evidence based models

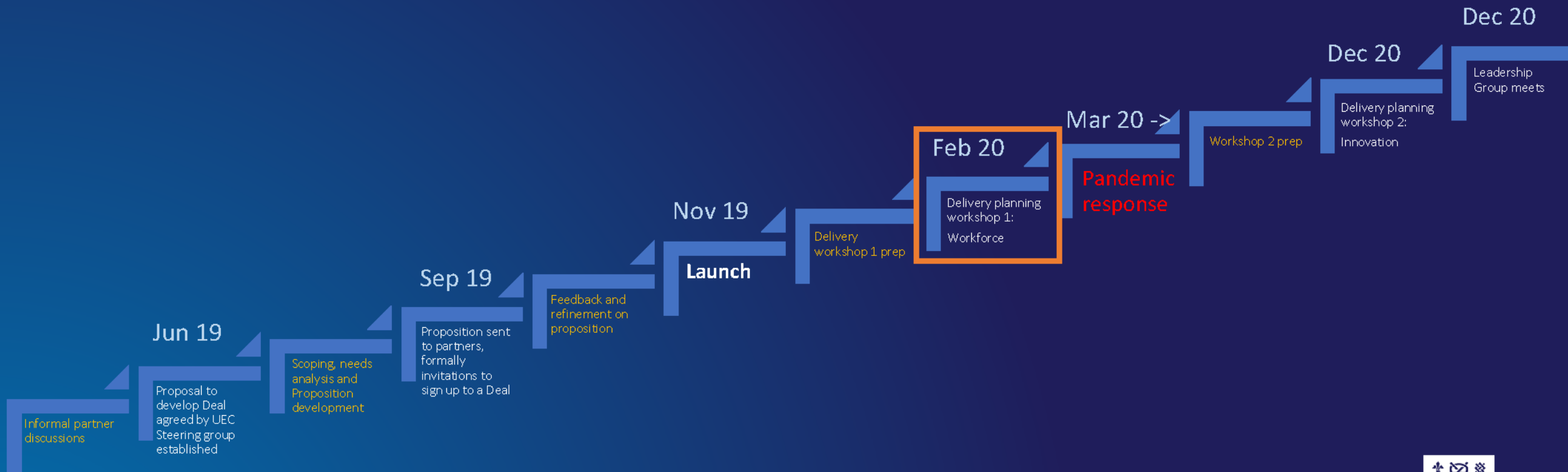
il be the development of a programme of collaborative on across partners to add significant value through the sign and practice, supported by Keele's Impact Accelerator uloskeletal Healthcare Pathways, Improving Physical

ough the establishment of Keele Health and Care is higher education, health, industry and social care to ess leading health and social care challenges. ism by which the Deal achieves its goals and will provide a ons both regionally and nationally. To support the

d bi-annually. :- evidence-based practice groups engaging practitioners

⁷ In addition to expertise across the wider University in: leadership and management, ethics and law and approaches to justice.

Development of Keele Deal | Health



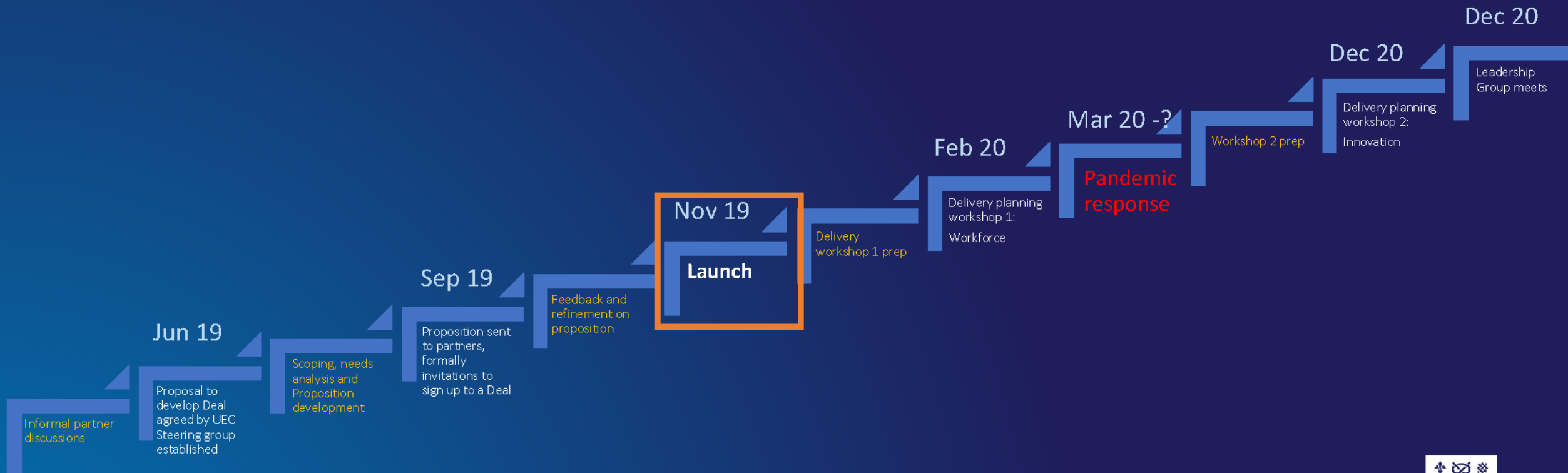
It's the Keele difference

Keele Deal | Health launch Nov 2019



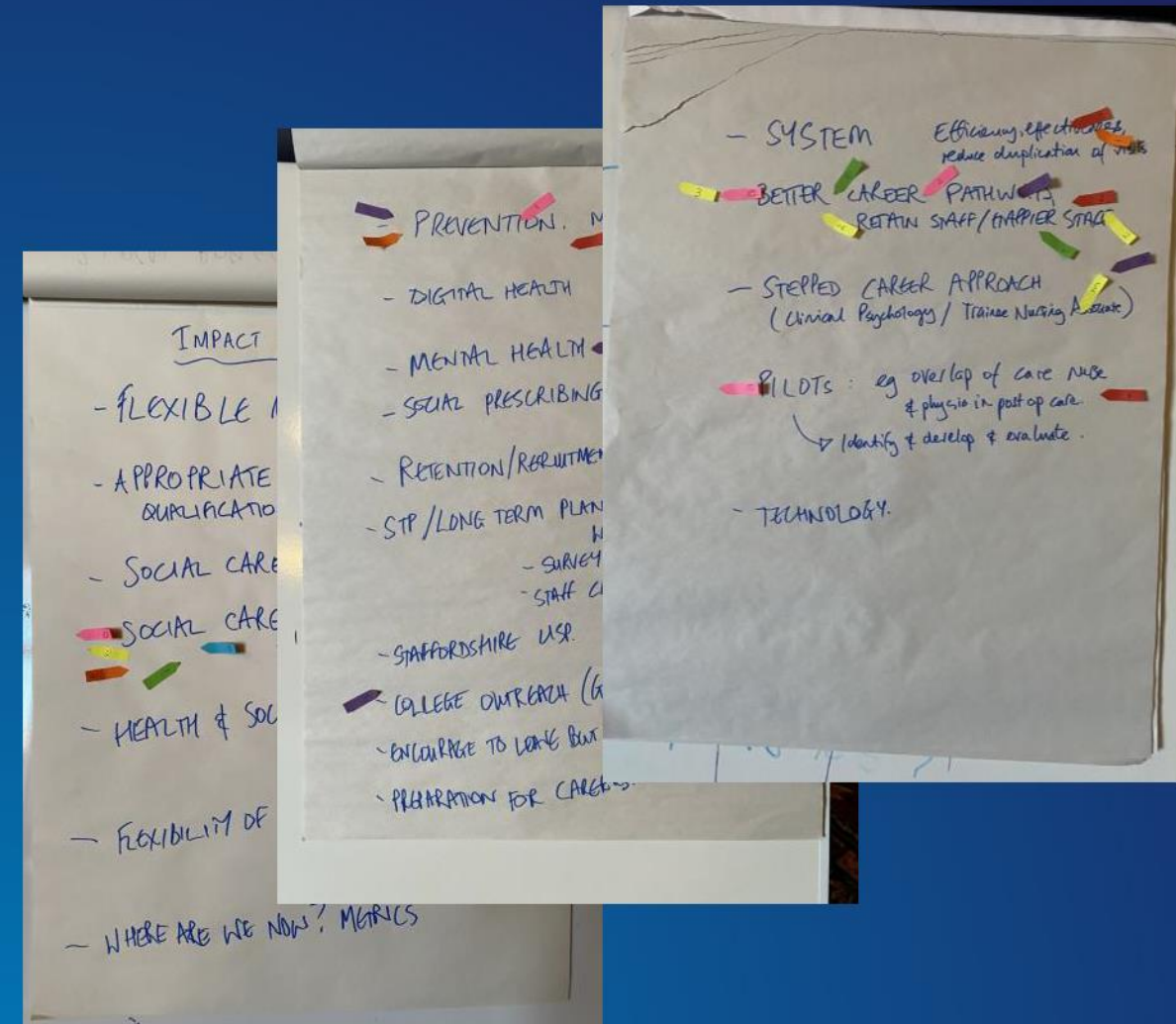
It's the Keele difference

Development of Keele Deal | Health



It's the Keele difference

Delivery planning workshops



STP/Long Term Plan, modelling the Staffordshire workforce			1	1
Staffordshire USP				0
College outreach, eg Guarantee a job	3	1	1	5
Encourage those who wish to leave, to leave and return				0
Preparation for careers				0
Explore & develop flexible models of working	3	2	6	11
Appropriate work for qualification			1	1
	2		1	3
& education	2	5		7
			1	1
th & social				0
				0



Keele Deal Health: Working together to address local and regional health challenges.

Workforce Workshop.

Salvin Room, Keele Hall, Thursday 27th February 1-4.30pm

Attendees:

Professor Pauline Walsh (PW)
Professor Julie Green (JG) (Facilitator)
Professor Ian Cummings (IC) (HEE)
Professor Krystia Dziedzic (KD)
Professor Nick Forsyth (NF)
Anne Pittard (AP)
Amy Farrington (AF)
Helen Duffy (HD)
Helen Sweeney (HS) (LHC)
Dr Adrian Chudyk (AD) (AHSN Academic GP)

Huw Morgan (HM)
Nadine Foster (NF)
Emer McKenna (EM) (Douglas Macmillan)
Gemma Treanor (GT) (MPFT)
Craig Wallace (CW) (UHM)
Rachel McKeown (RM) (STF)
Michelle Elunt (MB) (Home Instead)
Amy Owen (AO) (WMAHSN)
Melanie Dunn (MD) (Honeycomb Group)

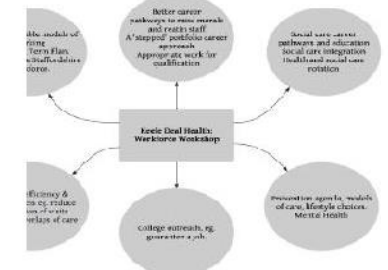
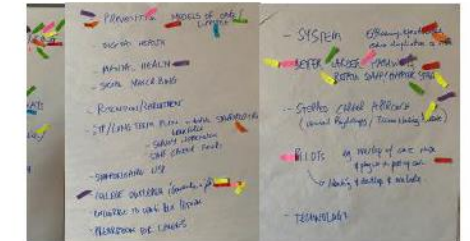
1. Welcome and introduction by Professor Pauline Walsh [Pro Vice-Chancellor and Executive Dean, Faculty of Medicine and Health Sciences, Keele University].

PW opened the workshop, welcomed guests and gave a brief introductory presentation on the underlying principles to the development of Keele Deal Health. PW said that this would present an opportunity for Keele and our Health and Social Care Partners to work closely together to address the health and social care workforce challenges of today and the future; to drive collaborative research and innovation and to drive quality care through evidence-based service transformation.

PW stated that Keele Deal Health would be informed by the priorities of our partners, patients, service users and carers, and would align to Keele's strengths, to:

- Get serious about prevention
- Support people with health conditions across the life course
- Empower patients
- Evaluate new models of care
- Break down the barrier in how care is provided
- Innovate for health and care
- Improve productivity

PW introduced Professor Ian Cummings to deliver a short keynote on the challenges facing healthcare delivery.



Keele Deal | Recovery



Innovation
& Enterprise



Cultural
Regen



Digital
Futures



Employment
& Skills



Food
Security



Health &
Wellbeing



Inclusion



Sustainability

It's the Keele difference

Keele Deal | Recovery



It's the Keele difference

Food



Keele UNIVERSITY Centre for Food Security

Setting the agenda for food security

WELCOME

It's our belief that everyone should have access to safe, affordable, nutritious food without harming the planet.

Welcome and thank you for joining us on this exciting new journey.

WHAT'S IT ALL ABOUT?
The Keele Centre for Food Security (KCFS), Directed by Professor Toby Bruce and Co-directed by Professor Lydia Martens, brings together interdisciplinary expertise from across the fields of science, health, engineering, social sciences, arts and humanities. Through a collaborative approach to our research, our ambition is to work with our partners towards ensuring everyone has access to safe, affordable, nutritious food without harming the planet.

WHAT IS THE PURPOSE OF THE WORKSHOP?
Our two-part workshop aims to empower our stakeholders by asking you to identify what you perceive to be the key challenges around food security and to then begin to scope out potential solutions and develop the foundations for collaborative research projects that address these challenges.

We acknowledge there are unlikely to be simple solutions to the challenges you will identify in the workshops. That's why we're taking an approach that build's on Keele's interdisciplinary heritage and puts collaboration with our partners at the centre of the process.

We look forward to working together with you!

www.keelefoodsecurity.org

Keele UNIVERSITY Centre for Food Security

New Approaches to Tackling Food Security

WELCOME

Setting the agenda for food security and creating a collaborative response

Stakeholder workshop designed to bring together stakeholders, businesses, policy-makers, community organisations and advocates

WORKSHOP 1
1:00am Wednesday 25th November 2020

WORKSHOP 2
1:00am Wednesday 9th December 2020

The Centre for Food Security (KCFS) brings together expertise across the science, engineering, social sciences, arts and humanities. Through collaborative research with our partners, our ambition is to work towards that both now and in the future, everyone, everywhere has the healthy nutritious food they need, from sources that don't harm the planet.

One of our two-part workshop is to identify the key challenges around food security and to then co-create research proposals to address them.

Workshops are free – but we do ask for your active participation.

www.keelefoodsecurity.org

It's the Keele difference



Online collaboration tools (KlStorm)

The left screenshot shows the 'Micro Lab 2: Tuesday 30th June' event page. The main content area lists six discussion topics, each with a moderator:

1. What are all the ways in which we might put Communities at the heart of our design for 'Inclusive Recovery in our area'? (Moderator: Gordon Handforth)
2. What are all the ways in which we might avoid going back to 'business as usual' (in terms of service delivery and inter-agency working) after the COVID-19 Crisis? (Moderator: Joan Walley)
3. What are all the ways in which we could support the crucial work of the Voluntary and Community Sector to facilitate Inclusive recovery? (Moderator: Nicky Twemlow)
4. What are all the ways in which we could listen to and hear 'hardly engaged communities' in the processes of Inclusive Recovery? (Moderator: Holly Norcop)
5. What are all the ways in which we could build local networks and partnerships to facilitate recovery from COVID-19? (Moderator: David Atkinson)
6. What are all the ways in which we could nurture transformative leadership to facilitate inclusive recovery in our area? (Moderator: Philip Catney)

The right screenshot shows the '2. Avoiding business as usual' event page. The main content area lists two discussion topics, each with a moderator:

2. What are all the ways in which we might avoid going back to 'business as usual' (in terms of service delivery and inter-agency working) after the COVID-19 Crisis? (Moderator: Joan Walley)
2. What are all the ways in which we might avoid going back to 'business as usual' (in terms of service delivery and inter-agency working) after the COVID-19 Crisis? (Moderator: Joan Walley)

Below the topics, there is a section titled 'Prompts' with the following prompts:

- Is returning to 'business as usual' inevitable? What can be done to prevent this?
- What key principles would you include in your design for post-COVID-19 ways of working/service delivery?
- What would enabling infrastructures for cross-cutting collaboration look like?

Below the prompts, there is a section titled 'Add new ideas using a virtual "sticky" by clicking the small blue "+" at the bottom right of your browser window. One thought per sticky'.

The sticky notes displayed are:

1. Ideas coming up are very strongly shared and heading in the right direction. The issue, always, is that those working in the system, especially in regulated or registered professions, will make it work, or scupper it. WORK-ORCE strategies, funded, deliberately shared, expecting "reach across", will be vital. No return to training silos!
2. change what we measure and enforce those standards
3. really strong localism that challenges the over-centralisation of the response to COVID-19 will be key. Westminster can't do it all, as we have seen all too clearly. Local areas need to step up to the plate, and are louder and more effective together, with their H&S and researchers to help evidence what's needed
4. Garry's so right. The examples of localities galvanising responses (health with councils with volunteers and active social media keeping on top of the issues) have sprung up all over the country. Whole new coordinating systems and IT have supported them. Need to never slide back from this "who's best deployed" that's happened since March
5. breaking down that the way we have always done it mentality
6. Whilst VCSE work with local authorities has been great, collaboration between VCSE and NHS has been minimal (perhaps rightly so), but there is
7. organisational hierarchies have been loosened - they don't need to be totally disrupted, but trust more junior staff
8. Key to this - and it links to another theme this morning - is that at the table, from the start, are the people you're seeking to serve. Children and young
9. Health the elephant in the room. Too keen to go back into "health works with health". (Sorry!)

It's the Keele difference

Final reflections

- What does a good 'Deal' look like?
- Advice for others
- Light bulb moments

It's the Keele difference

A journey through the Keele Deals

Ann Pittard
Associate Director for
Engagement & Partnerships

It's the Keele difference



Civic University Network



civicuniversitynetwork.co.uk



civicuniversity@shu.ac.uk



[@civicuniversity](https://twitter.com/civicuniversity)