

Newcastle University Civic Mission resource pack

December 2020


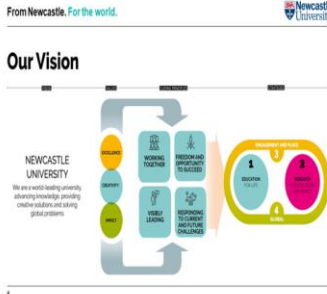
This pack contains various useful resources created by Newcastle University, to underpin its development of a civic strategy for the university. It accompanies a presentation given by Jane Robinson, PVC Engagement and Place, in June 2020, where she outlined Newcastle's approach to developing civic agreement; and an interview with Jane in December 2020 where she updated on progress.



The pack contains:

An overview of Newcastle University's civic activity	We include the slide pack from Jane's presentation in June 2020 to the Civic University Network, where she provided a 10 minute overview of the University's approach
Organising to deliver a civic agreement	<p>In a follow up interview in December 2020, Jane explained the various delivery mechanisms that the university has put in place, from staffing and resourcing the activity, to the governance arrangements.</p> <p>We provide links to key resources and tools.</p>

Developing the Newcastle agreement and the impact of COVID-19:

Presentation to the Civic University Network, June 2020

 <p>Developing the Newcastle Agreement – The Impact of Covid-19 Jane Robinson 5 June 2020</p> <p>From Newcastle. For the world.</p>	<p>Jane's presentation explained how the University and its partners (including Northumbria University) have set about developing a Newcastle Agreement.</p> <p>It also explained the impact of COVID-19 on these plans.</p> <p>You can access a recording of the presentation here.</p>
<p>From Newcastle. For the world.</p> <p>Developing the Newcastle Agreement – Embedding Engagement</p> <ul style="list-style-type: none">• Vision & Leadership• Building capacity – Engagement & Place Team, cross-cutting Deans, cross-institutional virtual team, Policy Academy, Engage & Learn• Systems & processes – budget and planning cycles, HR policies, procurement practices• Internal governance – University Engagement & Place Committee  <p>Our Vision</p>	<p>Jane explained how the work is embedded in the university's overarching vision and strategy. This has Engagement and Place as one of four underpinning strategies.</p> <p>You can access the Vision and Strategy here: https://www.ncl.ac.uk/media/wwwnclacuk/whoweare/files/vision-and-strategy.pdf and watch a video outlining the ambition: https://www.youtube.com/watch?v=n6CakTCL7K0&feature=emb_lo go</p> <p>The Engagement and Place strategy is explained here: https://www.ncl.ac.uk/who-we-are/engagement/</p> <p>In our interview with Jane in December 2020 she provided more detail of the delivery mechanisms that have been put in place. Later in this resource pack we provide links to these.</p>

<p>From Newcastle. For the world.</p> <p>Newcastle University</p> <h3>The Newcastle Agreement – progress</h3> <ul style="list-style-type: none"> • Developed governance and partnership arrangements • Engagement to understand needs and opportunities • Local area review based on UNSDGs - benchmarks and shared indicator set linked to Strategic Needs Assessment. • Developing programme of strategic projects to address shared priorities e.g. Net Zero Newcastle, student charter • International place-based partnership to share experiences • Feasibility study to establish shared Policy & Evidence hub 	<p>Jane provided an overview of the ambition of the Newcastle Agreement. Again, we provide more detail of the delivery mechanisms for this (including the partnership arrangements) below.</p>
<p>From Newcastle. For the world.</p> <p>Newcastle University</p> <h3>NU Covid-19 Civic Response – the Civic University in action</h3> <ul style="list-style-type: none"> • Deployed internal capacity and utilised networks and partnerships to understand local need and target our emergency response. • Mobilised the partnership with anchor institutions – City Council, Northumbria University, NHS and other partners • Developing a phased approach – Respond – Recovery - Renew 	<p>Jane then explained how COVID-19 impacted on the civic activity – requiring an urgent re-focusing of activity.</p> <p>The established a dedicated area of their website to outline their response: https://www.ncl.ac.uk/who-we-are/coronavirus/</p>

From Newcastle. For the world.



Recover & Renew

- Re-start **project** – Newcastle identified as early implementer for track and trace and re-start. Working with local partners and engaging HMG.
- Developing **shared vision** for more inclusive and sustainable future; reviewing Newcastle Agreement “through a Covid-lens” to support longer term economic, social and cultural recovery.
- Linked to **wider regional economic response** – LEP, Business, Combined Authorities. Providing data and evidence to inform recovery plan, linking research & teaching to place-based priorities.



Jane provided an example of how they had worked with the North East Cultural Partnership to understand need and plan for recovery and future resilience:

<http://www.case4culture.org.uk/updates/covid-19-recovery-and-resilience-plan-full-document/>

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Challenges and Opportunities going forward....

- Huge uncertainty – future and impact of Covid-19
- Massive social and economic shock – globally.
- Impact on the sector – financial implications.
- Capacity of internal and external stakeholders to engage?

... BUT the Civic role of Universities has never been more important.



In closing, Jane took stock of the impact of Covid-19, and emphasised how it had made civic activity and even greater priority for the university.

Organising to deliver a civic agreement

In this interview, in December 2020, Jane explains some of the key mechanisms that the University has put in place to underpin delivery of their civic agreement

Organising civic delivery: an interview with Jane Robinson	In this interview, Jane steps us through the different mechanisms that the university has put in place. You can access the recording here.
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Delivery plans

We have collated a selection of useful resources

Staffing the civic activity	<p>Jane's role is PVC Engagement and Place, and she is responsible for delivering the university's Engagement and Place strategy https://www.ncl.ac.uk/who-we-are/deans/jane-robinson/</p> <p>A 'virtual' team of around 30 people support the university's Engagement and Place strategy.</p> <p>This includes 7 'cross cutting' Deans who have particular areas of expertise in different sectors (for instance culture or sport) or with key cross cutting commitments (for instance social justice). They develop strong networks inside and outside the university and bring intelligence about key priorities in their areas of responsibility. You can find out more about the Deans here: https://www.ncl.ac.uk/work-with-us/</p> <p>Each faculty also has a lead for Engagement and Place, who provide representation across the university and act as champions for the strategy.</p> <p>There are three central staff who lead on cross-cutting delivery:</p> <ul style="list-style-type: none">• A Head of Engagement• An Engagement Support Coordinator• An Engagement and Place Coordinator <p>Support is also offered by</p> <ul style="list-style-type: none">• A Head of Partnerships who links in and supports relationship with local authorities, and combined authorities.• A Communications and Engagement manager with a focus on Corporate affairs. <p>This document describes the unit structure and includes job descriptions for Jane and three core central staff</p>
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Coordinating the activity	<p>Coordinating this dispersed team is challenging but is helped by:</p> <ul style="list-style-type: none"> • Having a very clear strategy and direction, backed from the top of the organisation. • Bringing the whole ‘virtual’ team together as a big group to look at planning forward but also reflecting on what's happened over the last year. • The strategy has 6 delivery themes, each led by a member of the virtual team • Running a network with regular meetings and an E newsletter that goes out monthly • An Engage and Learn forum, which brings not just that immediate group, but a wider community of practice together around engagement and place. • Academies, for instance the Policy Academy, which brings people together around a policy agenda. • Having a broad membership, which includes academic and professional staff, for instance people in Estates, Communications, Advancement and Careers
Budget and resources	<p>Funding comes from several sources. Jane oversees the university’s HEIF budget. Funding has also been made available through QR Strategic Priorities Funding.</p> <p>A major new initiative that is currently in development is a new Policy and Evidence hub. Jane has shared a briefing that explains the scope of the hub.</p>
Systems and processes	<p>The work is being embedded in budget and planning cycles and in HR policies in the following key ways</p> <ul style="list-style-type: none"> • information about engagement place is a core part of the university’s recruitment and selection processes. • it's also part of the induction for all new staff. • it’s included, critically as part of reward and recognition and is built into career progression arrangements • it’s part of the university’s approach to development and reviews including PDR processes • they have Engagement and Place awards, to celebrate success, and Pride in Newcastle awards, particularly focused on engagement with students. • It is factored into workload and Faculty planning processes
Monitoring and evaluation	<p>The university is currently exploring the use of the UN Sustainable Development Goals as a framework for local action, and to provide indicators to inform their civic agreement. Jane shared this briefing note about the proposed approach.</p>
Governance and partnership arrangements	<p>Internal accountability. Each of the four cross cutting strategies for the University have a Senate committee. The Engagement and Place committee reports to both the Senate and to the Council. Jane reports twice yearly on the delivery of the strategy against three KPIs. This formal internal governance really help focus people on delivery. In addition, there is a University Court which is largely populated by external stakeholders, and which acts partly as an advisory board to ensure the team stay connected to key external stakeholders.</p>

	<p>You can view the terms of reference for this committee here.</p> <p>External accountability. Accountability arrangements are a key focus of the Newcastle Civic Agreement which the university is developing with Northumbria University and other city partners including the NHS and the local authority.</p> <p>The key mechanism for this is the Growth and Prosperity Executive Group (GPEG), of which Jane is a member. You can see the terms of reference for this group here.</p> <p>GPEG reports to the City Futures Board. This is a Statutory Board, which is led by the local authority, chaired by the leader of Newcastle City Council, and brings on board a much wider partnership of business, community and voluntary sector partners.</p> <p>Additional partners and networks which ensure the university is well connected and responsive to the city are region include:</p> <ul style="list-style-type: none"> • A Social Justice Advisory Group • The NE Cultural partnership
Making it happen	<p>Jane's advice to colleagues in other HEIs about how to manage delivery of civic activity emphasised one key point: make sure that the internal culture capability and capacity is in place. There is a huge risk in starting a conversation with communities and partners unless you can be really confident that you can deliver on it. This takes a significant amount of time to achieve.</p>