The Chancellor's Commission

The future role of the
University of Warwick
in Coventry, Warwickshire
and the wider region

WARWICK
THE UNIVERSITY OF WARWICK

Contents

Foreword

I am pleased to provide an introduction to this report from the Chancellor's Commission of the University of Warwick.

I am grateful to the Chancellor's Commission for this independent report, sponsored by the University of Warwick. The University was established in the 1960s in one of the former great waves of expansion of higher education. It has grown in its fifty years of existence to become a global research leader and centre of innovation excellence.

I know that in its second half century the University will build on this fine track record in a manner that will bring great benefits to students, to business, and to communities across the UK and beyond.

The Commission's report is most timely in its analyses and recommendations on how the University can contribute to a Government priority - the devolution revolution that will enable local areas increasingly to determine their own future growth, prosperity and wellbeing.

This report provides the University and local partners with a number of practical ideas for increasing impact and partnership working with Coventry, Warwickshire and the Midlands.

This type of approach may inspire other universities and their local communities to refresh and energise engagement with local economic and social challenges.

The Commission also articulates a number of initiatives for Government to consider as we take forward our plans outlined in the Higher Education and Research White Paper, 'Success as a Knowledge Economy' published in May 2016.[1]

I hope the report is well-received by the University, its local partners and the wider university community. A successful Coventry, Warwickshire and Midlands (parts of the thriving Midlands Engine) will be an important foundation of the UK's future success. Playing a full role in that process will ensure that the University of Warwick's global and national standing continues to rise as it moves into its second half century.

Jo Johnson MP,
Minister of State for Universities and Science

About
the Chancellor's Commission

The first 'Warwick Commission' was established by the University in 2007 with the aim of drawing on the scholarly expertise of Warwick academics, as well as practitioners and policy makers, to address issues of global importance. In the best traditions of intellectual discovery, subsequent Warwick Commissions have been charged with carrying out independent analysis of particular issues in order to make practical recommendations about how to progress them.

Launched in 2015 on the 50th anniversary of the University's opening, this fifth Commission retains this ethos, but is different in character to the first four Commissions. Convened by the University's Chancellor – as a 'Chancellor's Commission' – the object of this investigation is the University itself, its future impact on and engagement with its local and regional partners.

Its task is to consider the University's future role in Coventry, Warwickshire and the wider Midlands, and to suggest a long term vision and strategy to support this.

The following Commissioners worked closely with **the Chancellor:**

Anita Bhalla, OBE	Chair, Creative City Partnership; Director, Greater Birmingham and Solihull LEP
Jonathan Browning	Chairman, Coventry and Warwickshire LEP
Professor Cathia Jenainati	Academic Director, Liberal Arts and Global Sustainable Development, University of Warwick
Paul Kehoe	Chief Executive officer, Birmingham Airport
Isaac Leigh	President, Warwick Students' Union
Matthew Taylor	Chief Executive, RSA
Emily Walch	Executive Director, External Affairs, British Bankers' Association
Professor Chris Warhurst	Director, Institute of Employment Research, University of Warwick
David Marlow	Chief Executive, Third Life Economics, the Commission's Executive Commissioner and Secretary.

The Commissioners wish to place on record their gratitude to Jo Handford, the Commission's project manager, and to all those who have contributed to our work.

Chancellor's
Foreword

From its earliest days, the University of Warwick has always been different. It was the only one of the new universities founded in the early 1960s to be based close to the heart of a traditional manufacturing centre. And perhaps for this reason, local political and industrial leaders were more heavily engaged both intellectually and financially in developing the University in its early days than was the case with any of its peers.

This background has helped to shape Warwick's personality over the subsequent five decades. I first got to know the University well a dozen years ago when writing a review for the Government on business/university collaboration. I was struck then, as I am now, by the energy and ambition of the institution, by its can-do attitude, and by its willingness to take on big challenges. It was not interested in emulating what others were doing: it has always wanted to make its own mark. Serving as its Chancellor for the past eight years has been an absolute pleasure.

In the first 50 years of its life, the University has succeeded on the national and global stage beyond the wildest dreams of its founders. As a research-intensive university, it ranks among the best in the UK, and its reach extends increasingly across the world.

But how far does this national and global success drive the growth of the economies and contribute to the wellbeing of Coventry and the West Midlands? And how might the University's priorities and programmes evolve to realise future local and regional opportunities? These seemed good questions to ask at the time of the University's 50th birthday celebrations, and to set the challenge for this, the fifth Warwick Commission, which I have been privileged to chair.

Back in the 1960s, there were evident tensions between the sometimes different goals of the local sponsors and of those responsible for setting national policies for the University. In more recent years, Warwick's strategic priorities have tended to be focused on national and global excellence more than on challenges closer to home.

During the course of this review, the Commissioners have engaged with many different people across the campus, in the local communities, and at regional and national levels. We found that the University and its members contribute to the economic, social and intellectual wellbeing of the local communities and regions in very large numbers of positive ways. But we also concluded not only that these activities could be enhanced and better focused, but also that it would be strongly in the University's interests to do so.

There are several arguments in favour of such engagement. One is to do with enlightened self-interest. If Warwick is to continue to flourish and grow, it will need the support of its neighbours in areas like transportation, housing and planning applications. And the task of attracting talented students and academics will be that much easier if Coventry and Warwickshire are seen to be an attractive place in which to live and work.

Another reason is political. The current approach to devolution is leading to important changes in the structure and funding of local authorities. The University could take a lead in this respect – and could miss out on significant opportunities if it does not. A third and much more general argument for local engagement is that universities deliver public as well as private benefits. They can help to address economic deprivation and social inequality, and their responsibilities do not end at the campus gate.

So there need be no trade-off between Warwick's local and global ambitions. On the contrary, the one can support the other.

The fact that the University set up this Commission in the first place suggests that it recognises this fact, and the early statements and initiatives of the new Vice-Chancellor point very much in the same direction. So the Commissioners feel that they are pushing on an open door. There is much to be done to maximise the benefits that this great institution can bring to its neighbourhood. We hope that this report will play a useful part in the process, and in so doing help to make the University of Warwick even more successful in its second half century than it has been in its first.

Sir Richard Lambert,
Chancellor, University of Warwick

Executive Summary
and Recommendations

"I am proud of what we at Warwick have contributed to the city, but we can achieve even more for our city if the council and both universities come together to see how we can enhance our collaboration. By working together closer than ever, and sustaining that common purpose over the years to come, we can make better use of new opportunities and initiatives, such as the Midlands Engine and the City of Culture, while also taking the time to plan and consider how we can co-ordinate our actions to best meet the needs of our city and its region over the long term."

Stuart Croft, Vice Chancellor,
University of Warwick[2]

The Chancellor's Commission of the University of Warwick was established in 2015. Our task was to provide an independent perspective on the role of the University and the contributions it might make to the future of Coventry, Warwickshire and the Midlands. This final report presents the results of our inquiries into this important set of issues.
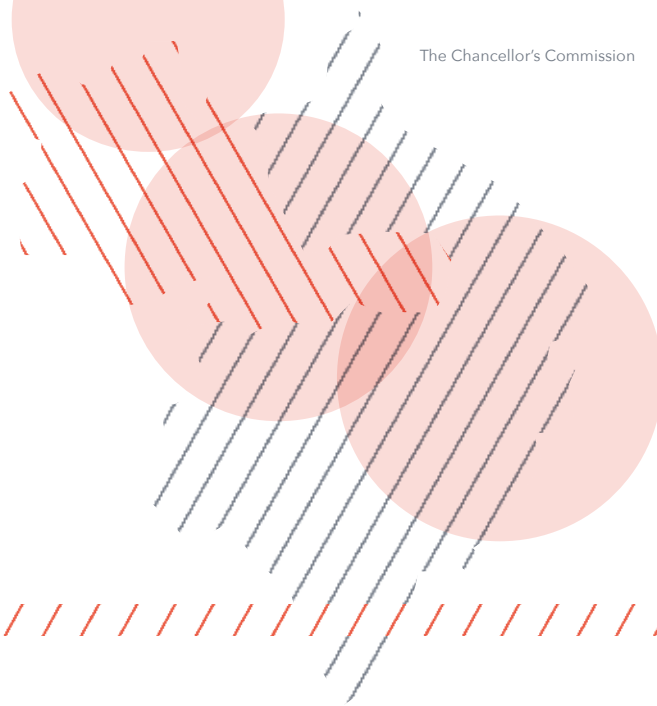
This is a favourable moment for the University to refresh and reframe its commitment to the future success of Coventry, Warwickshire and the Midlands.

As a university, the appointment of a new Vice-Chancellor and changes now underway to the senior leadership team provide an opportunity to reconsider strategic directions. They will be leading an institution which has grown in fifty years to become widely acknowledged as a premier national and global university. It has a substantial impact on the region, with its turnover of £512.8m, 25,181 students, 5,292 staff[3], along with research-intensive and innovation-rich programmes. Most of these are delivered locally. Many are independently recognised to be of outstanding quality[4].

The new leadership needs to appraise the hundreds of local and regional interventions that it makes. It is already in the process of considering whether more can be done by collaborating with its neighbours to strengthen its position as one of the country's great universities. Indeed, the new Vice-Chancellor, building on recent efforts to step up involvement and engagement, explicitly recognised local and regional opportunity in one of his first statements on assuming his new responsibilities. He joined with the Leader of Coventry City Council at the time, Ann Lucas, and the Coventry University Vice-Chancellor, John Latham, to make the statement that opens this chapter.
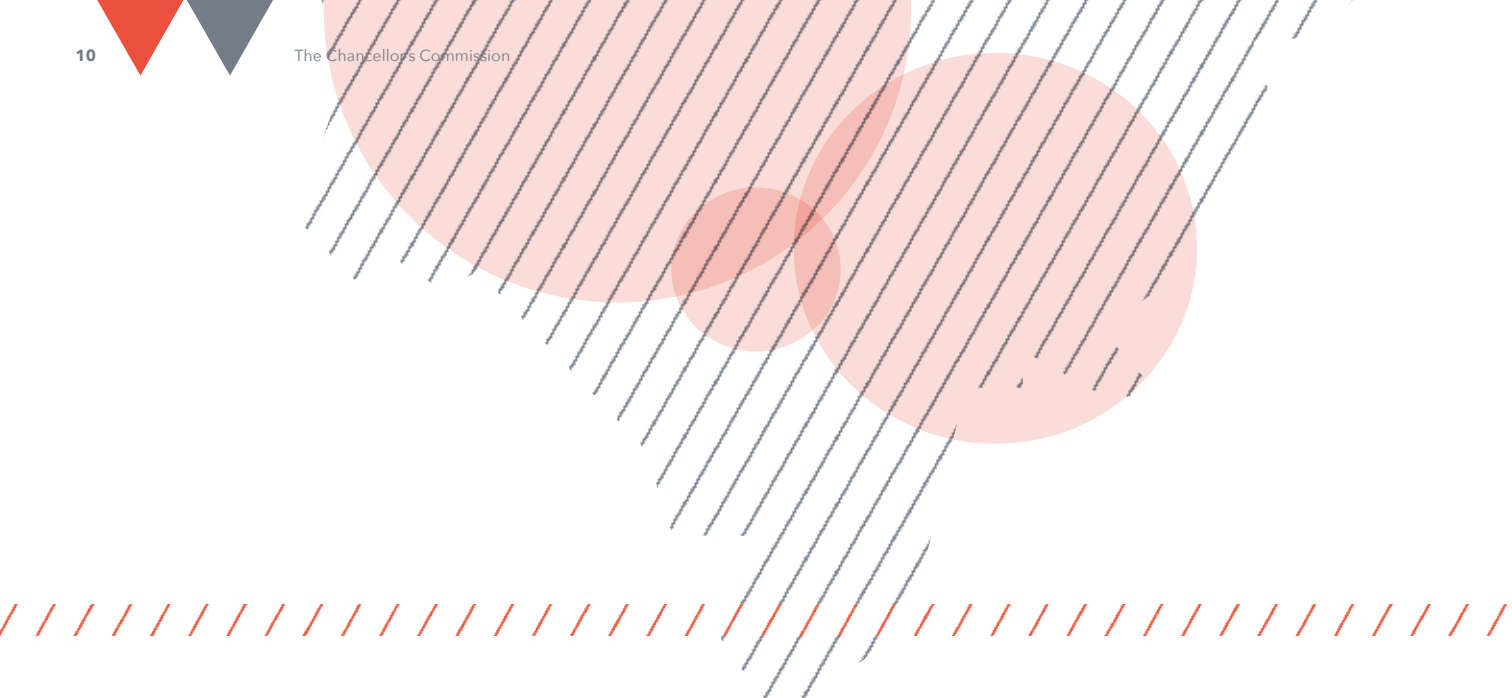
In addition, this report comes at a time when the Government is promoting devolution and localism reforms. There are clear expectations that universities should and will be a major contributor to these developments.

Within the next year, the West Midlands is expected to have an elected Mayor and a Combined Authority with significant new powers and influence over wide areas of public policy. Coventry City Council will be a constituent member. The Government is also promoting the concept of a Midlands Engine as a strong driver for rebalancing UK growth in areas outside London and the Greater South East.

Coventry is especially well placed to take advantage of these policies. Its two successful universities – the University of Warwick and Coventry University – provide powerful components of the city's assets and capabilities.

In terms of the local and regional landscape, the University of Warwick is in a highly distinctive location. It sits on a number of boundaries. The campus straddles the north-south divide of England. It lies between the West Midlands metropolitan councils and the Warwickshire two-tiered areas. Part of the campus lies within Coventry City, with the remainder in Warwick District.

In its first 50 years the University has established itself as a leading national and global institution. Government policy has helped to drive this forward in the way that it has determined student and research funding and regulation. The University of Warwick has been able to make the most of this national system and build global excellence in a different way to universities located in the middle of cities.

The University of Warwick's location on a green belt site on the edge of the city has let it underplay city factors on occasion. Its relationship to Coventry, Warwickshire and the Midlands has been strong, but implicit rather than a significant explicit priority.

We argue though, that in this era of enhanced devolution the University can turn its location into an important instrument for delivering local, sub-regional and regional ambitions. It is uniquely positioned to bring these different areas together. Our consultation made clear that a more proactive involvement on the part of the University of Warwick would be enthusiastically welcomed by local and regional stakeholders.

Much of the University's current activity already fulfils positive local and regional purposes. The influence and reach of Warwick Manufacturing Group (WMG) in driving the renaissance of the automotive and advanced engineering industries in Coventry and the West Midlands is of world renown. There are many other highly significant examples of beneficial impact. These include the Warwick Medical School and Warwick Arts Centre. The University is actively engaged in teacher training through the Centre for Professional Education, in education reforms as shown by the new WMG academies, and in a whole spectrum of lifelong learning and widening participation programmes. The facilities of the campus also provide an important resource to local communities. Most recently, the University is taking a leading role in the Coventry City of Culture bid.

There are also a number of important activities, like parts of the business support provision, where impact is positive, but where there remains significant potential for further development.

However our consultation also showed that local and regional engagement, although often appreciated, is poorly understood. Activity is inconsistent and fragmented across different parts of the University, and is often perceived to be provided on the University's own terms.

These sentiments are felt most acutely in the towns and communities adjacent to the campus. Campus growth over 50 years has been one of the major determinants of the development of Westwood, Wainbody and Earlsdon wards and their communities in the city, and of Leamington Spa and Kenilworth in Warwick District. Much of the University's impact is positive – both directly, and in terms of local vitality and spend. However, externalities of housing, traffic, and the perception of studentification of neighbourhoods are significant. Again, the University is sometimes criticised for dealing with these issues in a top-down way, on the basis of individual functional areas (for example, housing and transport) rather than as a strategic whole.

Our report outlines a fresh approach. Its aim is to assist the University to shift local and regional engagement from this position of being somewhat stand-offish, sometimes on the boundary, and piecemeal, to one of being committed, consistent and at the centre of championing and contributing to the future success of Coventry, Warwickshire and the Midlands.

Our approach is built on three distinct dimensions and operating styles. As a major local and regional institution, the University needs to discharge leadership, partnership and citizenship roles and functions.

As an integral contributor to the leadership of Coventry, Warwickshire, and the Midlands, we believe the University of Warwick's local and regional engagement should be more explicitly vision and mission driven. In its next strategic plan, the University should consider the inclusion of a clear statement of its role as a regional institution, supported by the activities that it intends to prioritise over the coming period.

These contributions should be determined in collaboration with partners. The University should hold itself to account for delivering these priorities. It should recognise the specific ambitions of Coventry, Warwickshire and the Midlands in its own national and global activity. Consideration should be given to collaboration at an earlier stage and more intensively with stakeholders and beneficiaries in the design and delivery of projects and programmes. We are particularly keen that the University of Warwick and Coventry University nurture a special relationship that realises the synergies and potential of their location together in Coventry and Warwickshire.

To deliver all this, the University needs to organise itself so that local and regional priorities can be identified, delivered and evaluated effectively. Organisation structures, processes and incentives might sharpen the targeting, prioritisation and shaping of local and regional interventions.

In terms of good citizenship, the University should increase its efforts to interact positively with those communities most impacted by the campus. The campus can provide even more education, leisure, social and commercial opportunity for local communities without diminishing student and academic experience. As it responds to the social mobility priorities of the recent Government White Paper "Success as a knowledge economy: Teaching excellence, social mobility and student choice", Department for Business, Innovation and Skills, May 2016, the University will necessarily develop its widening participation policies and programmes. A refreshed local and regional mission should inform that process. We also recommend the two universities and two local authorities take a serious look at what more they can do together to balance local housing markets and support sustainable, inclusive communities.

Our description of this approach recommends that the University considers ten principles that might inform its local and regional policies and practices. (See overleaf).

Recommended principles
for University of Warwick local and regional engagement

A.
The Leadership dimensions

A. 1

The University should present itself more explicitly as a Coventry, Warwickshire and Midlands institution in the way it articulates its identity, vision and mission, alongside its national and global ambitions.

A. 2

The University should participate in relevant leadership and governance teams required to agree local and regional priorities, and to bring these to fruition.

A. 3

The University should consider how to engage proactively in national policy debates that make the case for strengthening University contributions to cities and regions.

B.
The Partnership dimensions

B. 1

The University should identify clear senior management responsibilities for local and regional engagement. It should consider how to ensure its structures, operations and relationship management can further progress local and regional priorities, building on a process we recognise is now underway.

B. 2

The University may wish to refresh its approach to communication with partners, stakeholders and communities in order to reinforce its involvement and engagement with local and regional priorities.

B. 3

The University of Warwick will seek to nurture a special relationship with Coventry University in recognition of their co-anchor responsibilities in Coventry and Warwickshire. At regional levels, the University will seek to evolve and develop collaborative arrangements with other universities to contribute to Midlands social and economic ambitions.

B. 4

The University will contribute to attracting and retaining talent in the region.

C.

The Citizenship dimensions

C. 1

The University should seek to increase access to the campus, its services and facilities as a resource for community empowerment and involvement.

C. 2

The University will consider how widening local participation in higher level skills and learning can be central to its wider local and regional roles.

C. 3

The University will seek to ensure student housing, transport and infrastructure contribute to a balanced local housing market and sustainable, inclusive local communities.

Alongside these recommendations of principle we make a number of suggestions for considering more radical ideas, opportunities and initiatives that were proposed to us by those we met during our inquiries. For instance, we are in no doubt that there is real scope for the University to join up its bilateral relationships with the local education institutions close to the campus – from nursery through primary, secondary, tertiary to research. Creating a platform across the whole ladder of education where innovation and reforms of education and skills systems can be piloted, developed, and evaluated could be a major driver of local and national improvements. The scope of the Commission did not allow us to fully appraise this or several other ideas, but we consider they are worthy of further examination.

The report, though, is not just about actions the University might deliver itself. We are acutely aware that it requires collaboration with and from partners and stakeholders.

Overwhelmingly, local and regional stakeholders wish to support the University of Warwick's continuing success. They will welcome it playing a more prominent and consistent role in the leadership and management of their communities. However, this is not a business as usual option for stakeholders. In particular the local authorities need to consider how to build university roles and functions integrally into the new leadership and governance arrangements that they are developing. Just as we suggest a new special relationship between the University of Warwick and Coventry University, all of the more than 20 universities in the Midlands should refresh how they collaborate and engage regionally. For the University of Warwick this will include deepening established relationships, such as those with Birmingham, Nottingham and Midlands Innovation university partners, and, on occasion, new collaboration with the wider regional university communities.
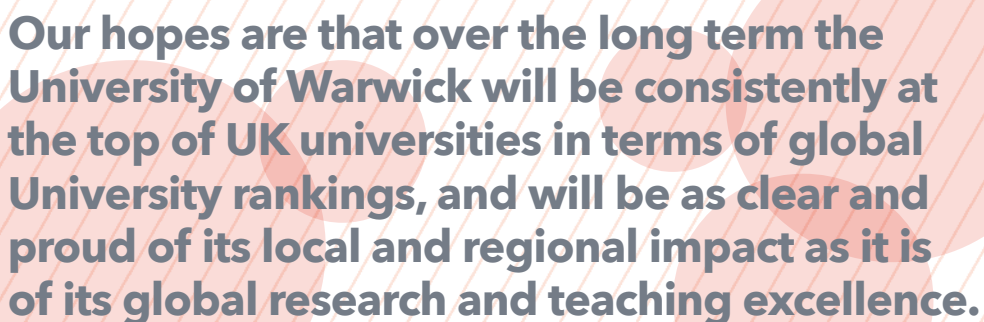
We consider our analysis and findings to have wider relevance as the Government encourages universities to get more involved in devolution. It will be important for impending higher education reforms to incentivise this involvement.

Perhaps most important, our inquiries have shown that global excellence and local relevance are not trade-offs that universities need to manage. Rather, they are complementary and need to be aligned.

We make this argument at some length in the report, but, in summary, the big challenges facing Coventry, Warwickshire and the Midlands are also those that stimulate intellectual endeavour and shape the University as an institution.

Our report describes what success might look like if our recommendations are progressed and taken forward with some energy and enthusiasm. Our hopes are that over the long term the University of Warwick will be consistently at the top of UK universities in terms of global University rankings, and will be as clear and proud of its local and regional impact as it is of its global research and teaching excellence.

If these hopes are achieved, we firmly believe that Coventry, Warwickshire and the Midlands will be one of the most exciting and fulfilling places to live and work in the world.

Our hopes are that over the long term the University of Warwick will be consistently at the top of UK universities in terms of global University rankings, and will be as clear and proud of its local and regional impact as it is of its global research and teaching excellence.

Chapter One

Introduction

01

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Introduction

The University of Warwick was established just over 50 years ago, motivated in a large part by a broad constituency of influential Coventry and Warwickshire leaders. They saw a university as central to their aspirations to reinvent and modernise the area to face the challenges of the latter half of the 20th century.

The University rose to meet the challenge in particular ways. Over its first 50 years it grew to be a premier national and international institution. It has also had big economic, social and physical footprints locally, impacting in many different ways on Coventry, Warwickshire and the Midlands every year.

The University can consider its first half century as an extraordinary success in national and global terms. But the genesis of this latest Commission arose from a sense that this was an opportune moment to reflect on how far the University had met the original ambitions of those local leaders. In the context of increasing momentum towards enhanced devolution and localism, it also made sense to map out how the University of Warwick might develop in the region in years ahead.

To take this remit forward, the Commission adopted Terms of Reference and Key Lines of Inquiry at our first meeting in July 2015. In particular, we undertook to:

▶ consider economic, social and physical impacts of the University at community and neighbourhood, local authority, local enterprise partnership and regional levels; and the contributions the University can and should make to local and regional leadership of place. We will pay particular attention to the University of Warwick's position as a global research campus on the edge of the city of Coventry; to its relationship with the City of Coventry and the many organisations representing the interests of the city; and to its roles in Warwickshire and any wider Midlands construct.

▶ report to the University of Warwick's Senior Management Team and Council; and seek to gain ownership of recommendations from leadership teams and relevant partnerships at community, local authority, local enterprise partnership, and regional levels.

▶ make a contribution to ongoing national policy debates on enhanced devolution, local growth, and public services reform – and the roles and functions of universities in these.

The Commission sought to answer the following questions:

▶ what needs to happen at both University of Warwick, local and regional levels in order for:

▷ the University of Warwick to play a central role in delivering the economic and social ambitions of Coventry, the sub-region, and the Midlands in the medium and long term?

▷ the University of Warwick, Coventry University and other important local role players to identify and agree their respective contributions to Coventry and Warwickshire's priorities, and to work collaboratively when there are synergies in delivering those contributions?

▷ the University of Warwick to play significant and progressive roles in:

  ▷ addressing disadvantage and exclusion in communities and neighbourhoods where it has a major physical, student or employee footprint?

  ▷ building capacity and enabling local communities both of place and interest to articulate and progress their ambitions?

Our full terms of reference and key lines of inquiry are reproduced online in Appendix One.

Consider economic, social and physical impacts of the University at community and neighbourhood, local authority, local enterprise partnership and regional levels.

At our first meeting, we were able to discuss with Professor Michael Shattock, Registrar of the University of Warwick from 1983 to1999, his important new book[5]. This provides a detailed perspective and considerable data about the contributions and impact of the University to date. In many ways, he provides answers to the first part of our terms of reference – how far the University has met the founders' ambitions. Adapting this analysis for the challenges and opportunities ahead has been a major preoccupation of our work.

To do this, we have sought to understand the University in its local and regional contexts – geographical, socio-economic, and political. This is explored further in Chapter Two.

Chapter Three presents an overview of the current impact and some of the challenges of assessment. A fuller pen picture and case studies of impact support this narrative in Appendix Two. A new regional impact study produced by BiGGAR Economics is published in Appendix Three.

Since its first meeting, the Commission has conducted extensive interviews, hearings, and workshops locally, regionally and nationally, as well as throughout the University itself. Commentary on the hearings is available on the Commission web pages. We also operated a digital consultation online and undertook surveys of local residents, academics and students. At our third Commission meeting in December, we discussed local and regional priorities with senior management of the University, including the outgoing and incoming Vice-Chancellors.

Understand the University in its local and regional contexts – geographical, socio-economic, and political.

An account of our consultation findings appears in Chapter Four, and a fuller report in Appendix Four.

In Chapter Five we seek to develop a framework for considering a university's relationships with its location. As well as desk research, we also commissioned a further piece of external research – a comparative analysis of 'civic universities' produced by the Centre for Urban and Regional Development Studies at Newcastle University. This contribution is published in Appendix Five.

Next, we apply our framework with specific principles and areas of activity that suggest how the University of Warwick, together with its local and regional partners, can achieve transformational local and regional success in the years ahead. This is the subject of Chapter Six.

Chapters Seven and Eight pull this analysis together in Action Points, Conclusions and Next Steps. A suite of supporting appendices is available online for further background.

We hope that our analysis and recommendations provide a clear agenda for the University and its partners to take forward their goals and priorities.

We also hope that the University and its local and regional partners will respond positively to this report. We will be happy to reconvene if we can help to turn that response into positive action and results.

Provide a clear agenda for the University and its partners to take forward their goals and priorities.

Chapter Two

The University of Warwick in its Local and Regional Contexts

02

02
The University of Warwick in its Local and Regional Contexts

Chapter summary: The University occupies a unique geographical location. It straddles a number of national, regional and local boundaries – north-south, metropolitan-rural, city-county. Given the momentum towards enhanced devolution at Midlands Engine, West Midlands Combined Authority, sub-regional, city and local levels, the University is particularly well placed to contribute to meeting devolved challenges and opportunities. Indeed, its boundary-spanning location can assist in reconciling differing local and regional perspectives to determine priorities, if it engages proactively and creatively.

This chapter seeks to position the University of Warwick as a driver of development in the communities, city, sub-region and region in which it sits. To do this we had to take a view on the University's complex relationships to the communities in which it is located. The perspective we adopted is explained below:

Midlands

LINCOLN

STOKE-ON-TRENT

NOTTINGHAM

DERBY

LEICESTER

WOLVERHAMPTON

BIRMINGHAM

COVENTRY

UNIVERSITY OF WARWICK

NORTHAMPTON

WORCESTER

Interpreting the University of Warwick's economic and administrative geographies

There is no single right description of the University of Warwick's location, and of its relationships to its local and regional communities. In making a judgement about how to describe the University spatially, the Commission has tried to recognise the important administrative, economic and social communities to which it has a strong relationship, and which are currently at the forefront of the attention of government, regional and local institutions.

The University is in the **Midlands**. When we refer to the Midlands in this report, we are referencing the Midlands Engine as promoted by Government policy. This is a large geography stretching from the North Sea coast in Lincolnshire to the Welsh borders in Shropshire, and from the outskirts of Greater Manchester in the Peak District to the Home Counties in Buckinghamshire and Bedfordshire.

West Midlands

When we refer to the **West Midlands**, we are describing the current EU West Midlands statistical region. This was also the former Government Office region.

West Midlands Combined Authority

Within the West Midlands, the **West Midlands Combined Authority (WMCA)** covers the economies of the three Local Enterprise Partnerships – Black Country, Coventry and Warwickshire, Greater Birmingham and Solihull. The seven metropolitan councils are founder constituent members of the authority - whilst other local authorities are either opting for a non-constituent membership (like Warwickshire County Council and some Warwickshire districts), or still considering their position.
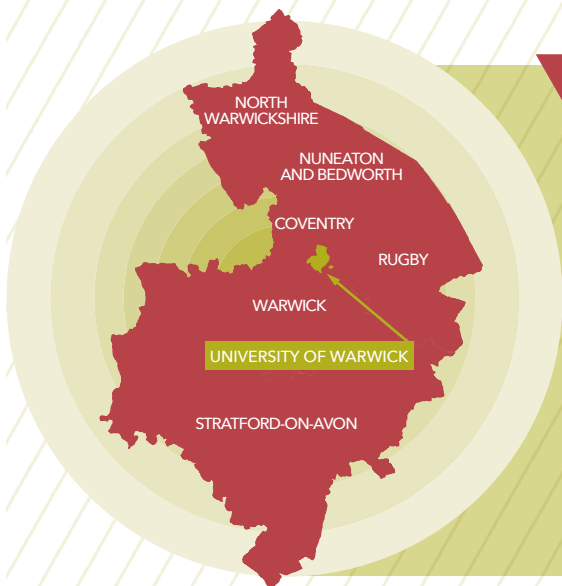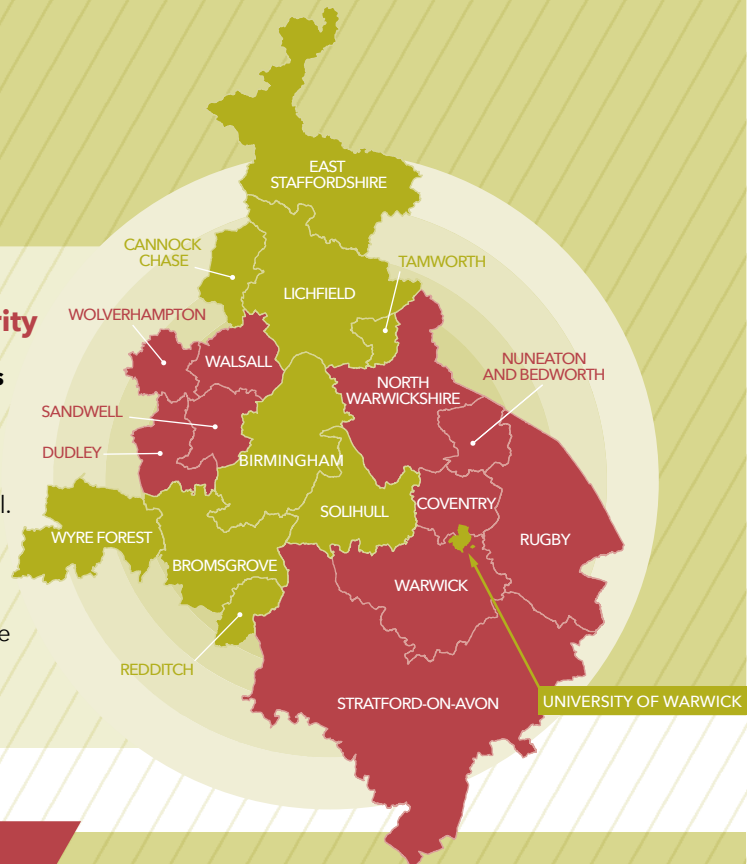
Sub-region

The University of Warwick's **sub-region** refers to the Coventry and Warwickshire LEP area. Within this, Coventry is the major **city**. The Coventry City Council (CCC) and Warwick District Council (WDC) are the relevant housing market areas of the University. Canley, in CCC's Westwood Ward, is the community adjacent to the campus. Westwood, Wainbody and Earlsdon wards are the areas where the University most impacts the city's residential communities. Leamington Spa and Kenilworth are the two WDC towns where the University's presence is most keenly felt. The Warwick District segment of the main campus lies within the Burton Green Parish Council area.

These geographies are illustrated on the maps above. Whilst we recognise that our definitions might not always be those adopted by readers of the report, we consider they are a sensible way of framing our analysis and recommendations.

> "Coventry is a highly ambitious city, and we will do whatever it takes to prosper. Over the next 50 years Coventry expects further University of Warwick success, and an even more profound university footprint in and on the city. Coventry will relentlessly leverage the University of Warwick's assets, capabilities and resources as a key component of the city's determined, dynamic ambitions."

Cllr Ann Lucas, Former Leader, Coventry City Council[6]

The North South Divide

Brigg & Goole
Cleethorpes
▼ **Grimsby**
Scunthorpe
Louth & Horncastle
Bassetlaw
Gainsborough
▼ **Lincoln**
Newark
Sleaford & North Hykeham
▼ **Nottingham**
Rushcliffe
Loughborough
Rutland & Melton
Charnwood
▼ **Leicester**
Bosworth
Birmingham
Nuneaton
Leicestershire South
Coventry
Meriden
Rugby
Bromsgrove
Kenilworth & Southam
▼ **Warwick**
Redditch
Worcester
Stratford-on-Avon
Mid Worcestershire
South Worcestershire
Forest of Dean
Tewkesbury
▼ **Gloucester**
The Cotswolds
Stroud

Nuneato...
University of Warwick
Coventry
Meriden
Ru...
Kenilworth & Sou...
▼ **Warwi...**

Figure 1 – Source: Professor Danny Darling, University of Sheffield

The University is a large institution with a big presence in the Midlands, the Coventry and Warwickshire Local Enterprise Partnership sub-region, the City of Coventry, and Warwick District. This presents challenges for the University's own perception of its local and regional identity. Always on the edge of recognisable political, social and economic constructs, the University of Sheffield's map[7] (see Figure 1 opposite) of the UK's north-south divide even has the north-south dividing line running through the campus. So, too, do the boundaries of Coventry city and Warwickshire county and the proposed West Midlands Combined Authority.

There has been a tendency for the University of Warwick to have ambiguous and fluctuating relationships to the city and the county. The Commission, on the other hand, seeks to turn this boundary-spanning location into a positive and consistent advantage.

Our argument is that many of the UK's major challenges can be better progressed if major institutions work together collaboratively across boundaries. In terms of economic geography, this includes rebalancing economic dynamism between south and north, and the growth of cities being welcomed rather than resisted by neighbouring suburban and rural communities. The University straddles north-south and city-county boundaries. We believe that it can use this to build bridges between often different political, economic and social perspectives in these communities of place.

Cities and their neighbours tend to diverge in their approaches to major societal issues such as ageing, the changing character of work, sustainable development, the future shape of the state and public services. As a graphic example, disputes over where houses are to be built, where employment growth is to be delivered, and how to connect the two have slowed and sometimes stalled local growth and sustainable development over many years.

We argue that universities – as a source of big thinking, ideas, knowledge aggregation and expertise – are well placed to develop solutions to these issues. When, as with the University of Warwick, they have a big stake in both the urban and rural communities where these solutions will be delivered, they can use their capabilities and their assets as part of the process. Going further, we argue that being seriously involved both intellectually and practically in solving these types of societal challenges can make the University of Warwick a better and even more influential institution.

At a UK level, successive governments have made a number of attempts to rebalance the relationship of London and the Greater South East with the rest of the UK, so that growth and economic dynamism is more evenly distributed. The current Government's promotion of the Northern Powerhouse and Midlands Engine is increasing national attention on this effort, and on enhanced devolution to local and regional areas in order to bring this about.

In this context, there is a good case for the University to think about its location as an asset that can help to bring north-south, metropolitan and non-metropolitan Midlands, and city-county closer together in terms of meeting societal challenges and securing local and regional success.

Warwick is now one of the most highly ranked universities in the Midlands. This gives it a responsibility to be an important, constructive role player in the future of the region. Comprising two former administrative regions (East and West Midlands), the Midlands has 11.5 million residents and an economy generating gross value added of over £220 billion per year. It is very diverse, has poor track records of regional collaboration, and major productivity gaps compared to the national average and the performance of other rich countries.

11.5 million
residents in the Midlands

£220 billion
gross added value generated by the Midlands economy

Warwick is now one of the most highly ranked universities in the Midlands. This gives it a responsibility to be an important, constructive role player in the future of the region.

Close national and regional productivity gaps through a range of activities.

The University is making major contributions, both academic and policy-based.

'Midlands Engine':

In December 2015, a Steering Group of local authorities, local enterprise partnerships, universities (including a University of Warwick representative), and other major institutions presented the Midlands Engine prospectus[8] to the Government. The aim is to close national and regional productivity gaps through a range of activities – principally attracting foreign direct investment, improving infrastructure, and raising levels of innovation, skills and business finance. As a leading Midlands university, Warwick is expected to play a substantial role in the delivery of this agenda. Warwick Manufacturing Group and the University's collaboration in the Energy Research Accelerator of the six Midlands research intensive universities[9] is specifically referenced. The University is making major contributions, both academic and policy-based, to the detail supporting the prospectus headlines.

More generally, the Midlands Engine has a strong and mixed cohort of over 20 universities – with some of which (like Birmingham and Nottingham) the University already has long-standing and extensive relationships. The University is prominent in both Midlands Innovation – along with Aston, Birmingham, Leicester, Loughborough and Nottingham Universities – and in Universities West Midlands, a forum of 12 universities[10]. The evolution of these arrangements will be an important determinant of the Midlands Engine's success – especially in areas such as skills, innovation and internationalisation.

This initiative and accompanying government support is still at an early stage, and its long-run significance is uncertain. Yet the University has a powerful interest in supporting a successful Midlands rather than being part of a struggling region squeezed between London and a resurgent Northern Powerhouse.

West Midlands:

The West Midlands has long been regarded as a traditional industrial region struggling to reinvent itself. It shares many more socio-economic characteristics with the northern regions than with the East Midlands. Long run rates of growth, employment, skills and earnings lag national averages and trends. The track record of collaboration is modest, with fragmented leadership. The region is anchored by Birmingham, a city with a population of over 1 million. The University of Warwick has had close engagement over the years with Birmingham – through the city council, business and the University of Birmingham. However for a variety of reasons, including significant internal difficulties, the City Council has not pulled together the metropolitan region in the manner of Manchester City Council in Greater Manchester.

Nevertheless, there are grounds for optimism for the future. The West Midlands is at the centre of the UK's advanced manufacturing industries. The University of Warwick and its industrial partners are important players in these activities. The construction of HS2 will bring Birmingham, Solihull, and much of Coventry and South Warwickshire closer to London. This can make it a genuine alternative to the Greater South East for investment. The University itself should be a magnet for retaining talent and attracting investment in this more closely integrated economy.

The seven metropolitan districts of the West Midlands have begun the process of establishing a Combined Authority, to lead growth, development and public services reform. This Authority includes some non-metropolitan districts and Warwickshire County Council as non-constituent members (i.e. non-voting on some major decisions). Other councils are still considering whether or not to join. A devolution agreement[11] with the Government outlines provision for the Authority to receive additional finance, together with powers over skills, employment, enterprise, innovation, transport, housing and other areas of public policy.

Although the Combined Authority is still emergent, the University is particularly well placed to participate in and benefit from many of its proposals. It can act as a bridge between the urban councils of the Combined Authority and the shire areas of the region. Coventry is a constituent member of the Combined Authority, whilst Warwickshire County Council has requested to become a non-constituent, non-voting member at this stage.

The sub-region:

The Coventry and Warwickshire sub-region has a population approaching 900,000, supports 500,000 jobs and generates gross value added of £22 billion per year. At a headline level sub-regional assets and capabilities appear to be of an international quality. In a study commissioned by the Department of Business, Innovation and Skills 'Mapping Local Comparative Advantage in Innovation'[12], the Coventry and Warwickshire Local Enterprise Partnership was consistently the best performing geography outside the Greater South East, and in the top ten out of 39 Local Enterprise Partnership areas on most indicators.

Yet this is a sub-region with extreme variations in socio-economic performance between the north and south. Coventry's gross value added *per capita* has declined from 108% of the UK average in 1997 to 87% today. It is in the bottom quintile of local authority areas in terms of the Index of Multiple Deprivation along with some further deprivation hot spots in the north of the county. Coventry was the second worst city nationally for skills, after Stoke-on-Trent, in the Royal Society of Arts' City Growth Commission report[13]. On the other hand, Warwickshire's gross value added *per capita* is above national averages, at 106%. The south of the county, especially Warwick and Stratford-upon-Avon districts, are affluent with the two highest UK Competitiveness Index[14] scores in the West Midlands. They exhibit many characteristics akin to those of the home counties, and have links along the M40 corridor towards London and Oxford rather than towards Birmingham and the West Midlands.

Coventry and Warwickshire is consistently the best performing LEP geography outside the Greater South East, yet has extreme variations in socio-economic performance within the sub-region.

The sub-region has a population approaching 900,000, supports 500,000 jobs and generates gross value added of

£22 billion

per year

APPROXIMATE AREAS OF NEW DEVELOPMENT

Gross External Floor Areas (m2)

	ACADEMIC (teaching, research)	OTHER (sports centre, new initiatives, students' union)	SUPPORT (admin, social, sports)	RESIDENTIAL	TOTAL	MAXIMUM BUILDING HEIGHTS (storeys above ground level)
ZONE 1:	5,000	0	4,600	0	9,600	3
ZONE 2:	36,300	14,900	10,400	12,400	74,000	5
ZONE 3:	0	0	0	3,500	3,500	3
ZONE 4:	0	0	2,700	26,650	29,350	4
ZONE 5:	8,600	8,100	6,950	6,650	30,300	4
ZONE 6:	7,600	0	650	7,800	16,050	4
ZONE 7:	3,300	0	-1,300*	0	2,000	3
ZONE 8:	4,200	0	2,000	0	6,200	4
TOTALS	65,000	23,000	26,000	57,000	171,000	

* negative value for demolitions

KEY

- Main Areas for Development/ Redevelopment
- Major Formal Squares/Avenues
- Existing Development Retained
- Major Structural Landscaping and Open Areas
- Lakes/ Ponds
- Areas outside University ownership

NOTE:

Development areas also accommodate landscaping, foot/cyclepaths, access and car parking as per PPG 13.
Major structural landscaping and open areas also accomodate foot/cyclepaths.
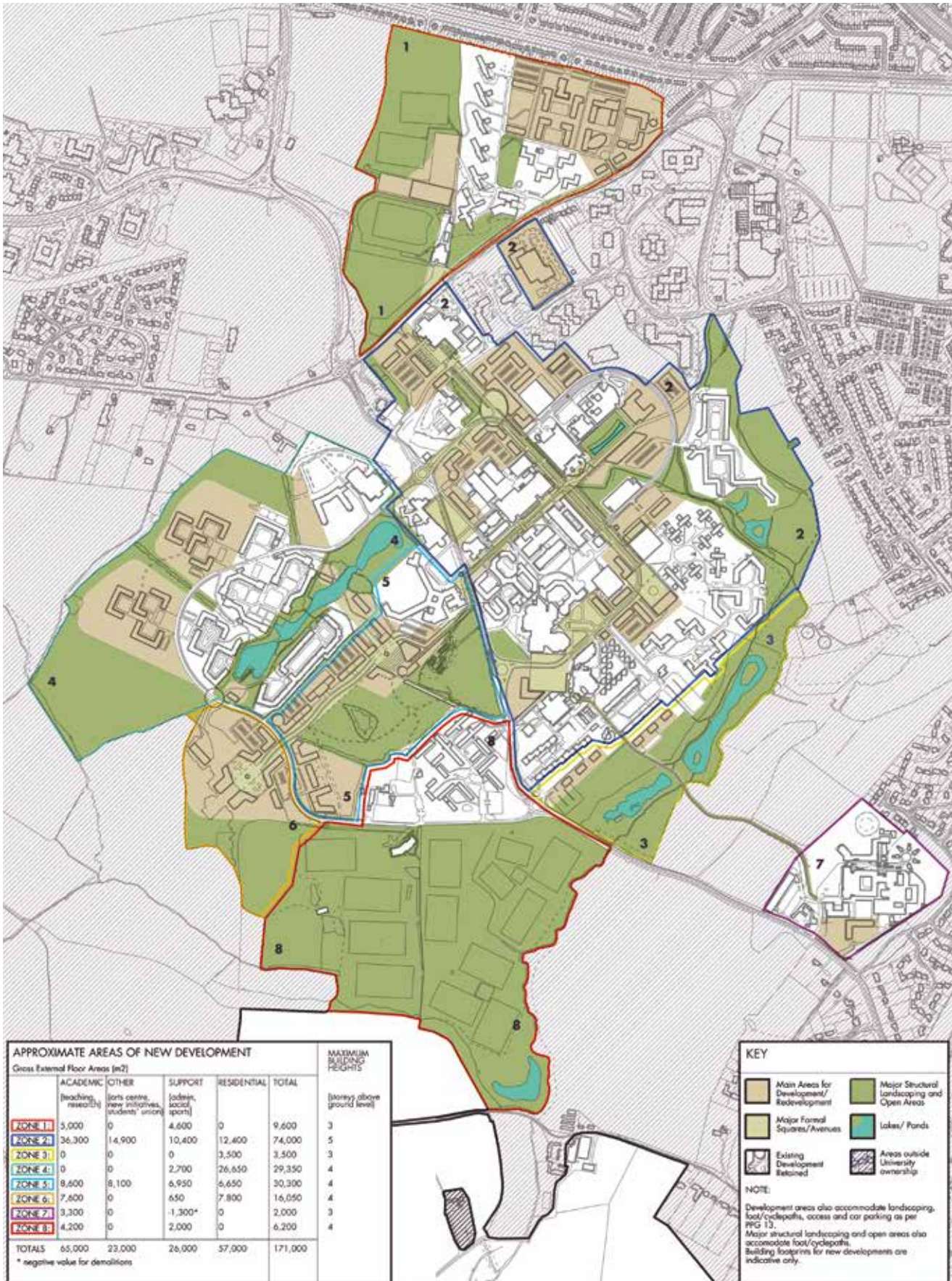Building footprints for new developments are indicative only.

Figure 2 – University of Warwick Estate, Campus Masterplan, 2007

The city and local communities:

As the major city of the sub-region, Coventry faces enduring challenges, but is now emerging from a difficult period of industrial restructuring. It has two leading universities, high profile successful global industries, and an increasing reputation at a local and national level. Partly driven by the success of the two universities, the city is now highly ambitious and outward-looking, as exemplified by its bid for UK City of Culture 2021.

Whether looking at north-south divides, urban-rural relationships or city and county communities, the University's location makes it well placed to create synergies from these very different places. The main campus and adjacent Science Park (see Figure 2 opposite) lies in approximately 200 hectares of former green belt, straddling the boundaries of Coventry City Council and Warwick District Council.

The campus environment is influenced by its proximity to Canley, Cannon Park, Earlsdon and other city communities and neighbourhoods to the North: to the A45 Coventry southern bypass and A46 Coventry eastern bypass; and to the market town of Kenilworth and sub-regional centre of Leamington Spa to the south in Warwick District. The University's footprint has many profound impacts on all these communities.

Canley has high levels of multiple deprivation in both national and city terms and has been a priority for a regeneration programme which has stalled in recent years. Earlsdon, on the other hand, is one of the more affluent wards in the city. Coventry South, the employment area along the A45 corridor, is earmarked for major high technology growth over the coming years. This includes expansion of the Jaguar Land Rover global Headquarters at Whitley, and the Coventry and Warwickshire Gateway site around the former airport.

This brief overview has outlined the University of Warwick's unique location and relationships with local and regional partners.

The University is already involved with Coventry South – as an economic and employment zone of national scale and significance. It is integrally connected to the regeneration of Canley as part of its immediate local context. We would hope to see these two major opportunities being linked, by the University and its partners – so that the Canley community benefits from and participates in the investments being made in its neighbouring areas.

Approximately 5,000 students live in Leamington Spa which is a thriving sub-regional centre. Almost 10% of staff live in Kenilworth, a mid-sized market town. Leamington Spa has promoted a 'Silicon Spa' identity, attracting a growing creative and cultural industry, and a London commuter community with a regular train service into Marylebone. Kenilworth is closer to the campus, and will see significant further growth with the expected completion of HS2 and nearby development of UK Central, a development area adjacent to Birmingham Airport.

The University's location is part of what makes it special.

Next to Warwick District is Stratford-upon-Avon with many similar characteristics. In Wellesbourne in Stratford-upon-Avon district, the University of Warwick owns and manages a 180-hectare estate, anchored by the School of Life Sciences and a Crop Research Centre, and also hosting Jaguar Land Rover's major ICT services operations. In terms of scale, this is comparable in size to the main campus. Acquired from the Department for Environment Food and Rural Affairs in 2004, it will be possible to consider a broader range of options for this site when a restricted uses covenant expires in 2019. This site could make an important contribution to the Midlands Engine and to the Coventry and Warwickshire sub-region.

This brief overview has outlined the University of Warwick's unique location and relationships with local and regional partners. The easy option might be for it adopt a piecemeal approach to local and regional engagement on a case-by-case basis. This approach, though, is rejected by the Commission. The University's location is part of what makes it special. Particularly in a period where regional and local empowerment is prominent on the political agenda, it should use this difference as part of its identity – as a unique selling point. And in so doing, it can help shape the future success of the Midlands, sub-region, city and communities of which it is a part.

Chapter Three

Current Impact and Activity

03

03
Current Impact and Activity

Chapter summary: The impacts of the University locally and regionally are very significant, touching the education, health, cultural, economic and community vitality of Coventry and South Warwickshire. It influences housing, transport, and the character of communities and neighbourhoods in areas where staff and students live. These impacts need to be managed if they are not to create negative externalities. It is also a major role player at sub-regional and regional levels – increasingly participating in city, sub-regional and regional leadership teams and contributing to their priorities.

However, the University's impact has often been driven by the self-interest of individual parts of the University 'family' – rather than necessarily being part of an explicit corporate commitment to place. This type of incidental impact, typical of many university approaches to place, is inadequate. It misses opportunities to make the University an even more compelling exemplar of excellence, and at the same time to make the sub-region and the Midlands more successful places.

Introduction: The Commission's analysis of the University's current activity and socio-economic impact is informed by three principal sources. Professor Shattock's recent book is a rich source of data and commentary. We commissioned a new local and regional impact study from BiGGAR Economics. This is reproduced in full in Appendix Three. In addition, we undertook our own investigations through discussions with, and analysis of, material supplied by the University and its partners. This chapter summarises our findings from these three sources.

In summary, although there are a lot of data covering the University's activity there is surprisingly little understanding of its detailed impact. Our perspective is summarised over the next few pages:

1. The University has one of the largest socio-economic footprints in Coventry and Warwickshire
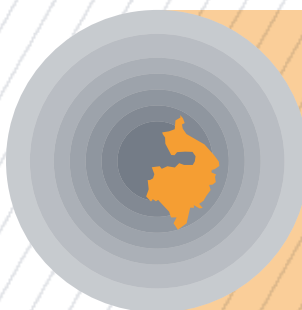
The BiGGAR study summarises the gross value added and jobs impact as follows:

In 2014/15 the University of Warwick supported…

24,000 jobs
and generated
£1.9bn GVA
in the UK
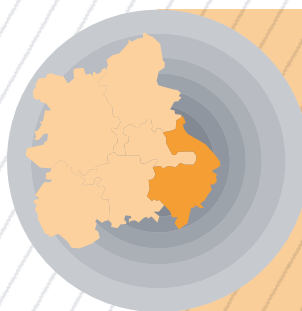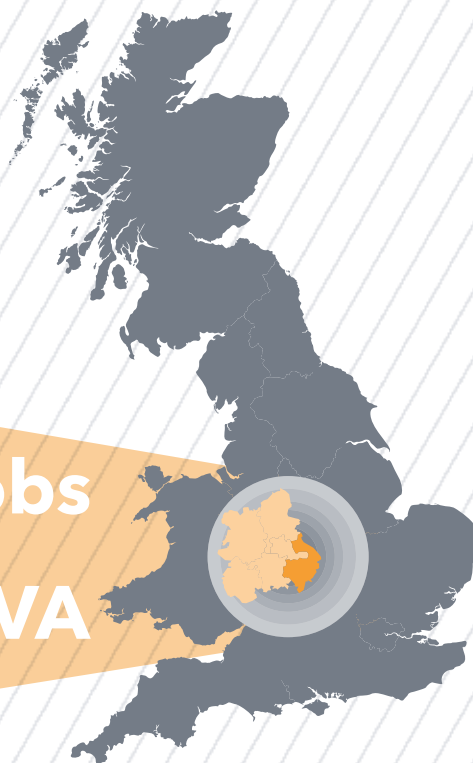
17,900 jobs
and generated
£1bn GVA
in the West Midlands

14,400 jobs
and generated
£784m GVA
in Coventry and Warwickshire LEP

To put this in context, the University represents 8.3% of gross value added and 8.1% of the jobs in the city, and 3.9% of gross value added and 2.9% of jobs in the Local Enterprise Partnership area. BiGGAR also breaks down these impacts. Direct operations of the University itself represents just over 50% of impact. Student impact accounts for just over 20%. Commercialisation, knowledge transfer, visitor economy, Science Park, graduate premium, and other lesser quantitative impacts make up the rest.

2. The University makes a wide range of important contributions to economic and social wellbeing locally and regionally

A more detailed summary of our understanding of some of the University of Warwick's most profound 'specialist' local contributions and their impact are set out in Appendix Two. These augment further descriptions and analysis in the Shattock book and BiGGAR report.

In terms of economic development, the role of Warwick Manufacturing Group (WMG) has been central to Coventry and Warwickshire and the West Midlands' re-establishment as a centre of high technology, high value automotive manufacturing, and broader advanced engineering. WMG has also been at the forefront of addressing research, development, innovation and technical education challenges of this area of economic activity. Warwick Business School (WBS), the University of Warwick Science Park, and Warwick Ventures have also been important economic catalysts for growth and restructuring. The BiGGAR Economics impact study suggests that there remains significant potential for growth of the Science Park, Warwick Ventures and other commercialisation activities if these are to achieve the scale and impact of some relevant comparator universities.

Warwick Medical School (WMS) and Warwick Arts Centre (WAC) are important role players in the sub-region's health services and cultural offers respectively. The research activities of the University as a whole have major impacts across many dimensions of Coventry, Warwickshire and Midlands society.

Teacher training, continuing professional development programmes, and resultant school and college partnerships are important drivers of the education system. The recent establishment by WMG of two University Technical Colleges in Westwood (adjacent to the campus) and Solihull is set to increase this influence directly. And the University takes its widening participation and lifelong learning responsibilities seriously – having piloted and developed a number of initiatives on this locally.

The campus provides community access to a range of commercial, social, sporting and leisure facilities and services. Students play dynamic roles in local communities. They have contributed significantly to the vitality of the communities in which they live, and also to Warwick Volunteers – delivering over 100 projects per year. Activities of this kind are shown in the appendices to have made major contributions to the pattern of development of communities where University staff and students have a significant presence – bringing commercial and social opportunity and dynamism especially to Leamington Spa, Kenilworth and the city wards of Westwood, Wainbody and Earlsdon.

"Like so much of the University's local impact, your 'widening participation' programmes are extremely good – but they are spread too thinly. Can you focus more, with targeted deep dives, rather than seeking to do a little of everything with everyone?"

Delegate at the local neighbourhood hearing, October 2015

The University plays prominent roles in the leadership of the city, sub-region and the Midlands.

3. The University is playing an increasingly prominent role in the leadership, profile and reputation of the city, sub-region and the Midlands

The University plays prominent roles in the leadership of the city, sub-region and the Midlands. For instance, the Registrar chairs the Partnership for Coventry, and also participates in the Public Services Board of the city. Until recently, a WMG Director sat on the Local Enterprise Partnership Board and the University of Warwick has also supported the Executive and a number of LEP sub-groups. From April 2016, the University Vice-Chancellor will sit on the LEP Board.

The University is a founder member of Midlands Innovation, a network of regional research intensive universities, and is also engaging with Universities West Midlands (a forum of West Midlands universities) in supporting the establishment of the West Midlands Combined Authority.

The University of Warwick is an active member of many other local, sub-regional and Midlands partnerships and member organisations. It is also supporting the establishment of a new University in Hereford, focusing on innovative approaches to higher level engineering.

This breadth of engagement is impressive, and shows the University's seriousness of intent. Questions raised for the Commission, though, include the cohesion of the University of Warwick's contributions, and whether they are of a scale matching the challenges of the future. We were also struck by two other points. One was the lack of explicit responsibility at a senior level of the University for regional engagement: the Registrar has played a central role in recent years, but alongside many other responsibilities. This has now been addressed with the appointment of a Pro-Vice-Chancellor (PVC) for external engagement with a clear regional focus. The second obvious point was the absence of a shared strategic approach with the other increasingly successful institution in the area – Coventry University.

The University of Warwick is an active member of many other local, sub-regional and Midlands partnerships and member organisations.

4. The University creates a number of significant externalities that need to be managed coherently

As major entities, universities generate traffic, sometimes resulting in congestion. They place pressure on housing markets and public services. The fears of studentification – the creation of noisy, transient neighbourhoods with an element of anti-social behaviour – is considerable. And there can be competition from students for casual jobs for young people. All this can lead to resentment, especially given that full-time students and homes occupied wholly by students are not liable to Council Tax.

The University recognises these pressures and much of its local engagement is designed as a response to, and in an attempt to mitigate, negative externalities. The Commission would like to see a greater degree of anticipatory, strategic dialogue with local communities, their representatives and other stakeholders. We also think that closer collaboration with Coventry University would assist in addressing these challenges.

Commission reflections on impact and activity

Our understanding of the University of Warwick's activities and impact raised a number of questions for the Commission:

How good is this performance? How might it be improved in the future?

The reality is there is no single answer to the first question. The second will occupy much of our later chapters.

It is clear, for instance, that the University of Warwick's size and scale collectively, and parts of the University family individually, have been a game changer for the city and the region. WMG is the most quoted example of the University's local and regional extraordinary impact. But a question for the Commission and for the University is whether this is the exception to what might be expected anyway of a leading university of 25,000 students, or is it part of an institution-wide effort?

The Commission recognises the considerable efforts to build engagement in recent years, and the current ambitions to take this process further. However, our overall impression is that WMG is an exception rather than the rule. For instance, the WMG's two University Technology Colleges are considered best practice in the University's contribution to education reform. But there is little evidence of consideration of similar education contributions from other parts of the institution.

There are many contributions that are valued by partners and beneficiaries. For example, Employer Connect is the principle point of contact for employers looking to engage with Warwick students. They work with over 3,000 organisations large and small, international and local. They provide a range of professional services which allow organisations to raise their profile and recruit students.

Student internships and projects, as well as some assistance programmes for SMEs are well thought of and appear to be well managed. But there is an absence of systematic processes whereby successful interventions can be scaled up, and less successful projects refined or replaced. Management also tends to focus on the specific activity, rather than on an integrated approach to building relationships with key local and regional institutions and role players.

The Commission would like to see a greater degree of anticipatory, strategic dialogue with local communities, their representatives and other stakeholders.

We also sought to assess what counts as good performance. For example, Warwick Volunteers is an exemplar of good practice among universities, and demonstrates the energy and enthusiasm students can bring to bear in the communities in which they live. But with just a tenth of students doing an average of 15 hours per year, it seems reasonable to suggest that there is room to take this further. Similarly, many staff of the university undertake a range of local voluntary roles – some of them very prominent. However, the University might wish to capture this activity more thoroughly in its assessment of local contributions, and consider further recognition and incentives for it.

Looking at impact and effectiveness in the round, it is difficult to track, review and evaluate such a wide range of activities. Data on impact are collected in a number of different areas of activity. But there has been a lack of a systematic approach to its analysis and deployment as intelligence for future strategic decision-making.

We recognise there is significant and growing enthusiasm and commitment to local and regional engagement throughout the University. But prioritisation and targeting of local and regional intervention has tended to be largely *ad hoc*. Management of externalities like housing, transport and related issues has similarly been dealt with by different functional areas of the University, rather than as a coherent strategy.

There is no evidence that the University's local and regional strategy or impact has been considered seriously, and in the round, at the most senior levels of University – such as Senate or Council. Outside the institution, our consultations suggest that University of Warwick's partners have very limited knowledge and understanding of its overall activities and their impact.

The University is rightly proud of what has been achieved in terms of local and regional impact in its first 50 years. As impressive as the record has been, however, the Commission concluded that, overall, the strategic intent has been implicit rather than an unambiguously stated set of ambitions, supported by a coherent strategy. Now is an opportune moment to make the commitment more explicit.

The University is rightly proud of what has been achieved in terms of local and regional impact in its first 50 years.

We recognise there is significant and growing enthusiasm and commitment to local and regional engagement throughout the University.

Why does this matter?

We ask this third question because there is a body of thinking across the higher education system that the fundamental purpose of a leading research-intensive university is global excellence. This argument has a number of dimensions.

First, there is a view that without a globally prominent institution the region will be significantly held back. This argument is that the positive benefits of having a global research university will trickle down to local and regional communities. In that case, the University of Warwick should avoid the distraction of explicit local and regional strategic priorities.

A second approach is to let 100 flowers bloom. On this perspective, the University is a loose confederation and extended family of specialist groups, underpinned by a deep commitment to academic freedom – not requiring a corporate discipline to local and regional engagement.

A third view would suggest that the University's local and regional engagement is governed solely by what is in its own best interests. The University needs to engage with local partners, especially with the local authorities so they support it through their regulatory and service functions. It needs a successful vibrant city and communities as part of its offer to prospective students and staff.

The Commission recognises these perspectives but we consider that a piecemeal approach relying on the trickle-down effect of multiple undirected interventions would be inadequate. It would miss important opportunities to make the University an even more compelling exemplar of excellence, and at the same time to make the sub-region and the Midlands more successful places.

Therefore we recommend the University of Warwick engages proactively with the region, focuses its efforts in a number of specific areas, and recognises that it has responsibilities for the city and region that go beyond its own direct self interest. The later chapters of this report explain how this may be achieved.

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Chapter Four

Consultation, Deliberation and Research

04

04
Consultation, Deliberation and Research

Chapter summary: The Commission engaged widely with local and regional communities, inside and outside the University. The University's impact is acknowledged, valued and seen to be increasing. However, there remain significant gaps in awareness, and difficulties in understanding activities in the round. There is a perception that the University often engages on its own terms. If the University is able to articulate its priorities and rationales more clearly, and to involve those affected by its activities at an earlier stage in their development, this will be greatly appreciated. There are a number of areas of activity where increased collaboration and even explicit University leadership is sought. These include local and regional intelligence systems, using the city and sub-region as a 'living laboratory' for tackling societal challenges, and the Coventry City of Culture bid.

Introduction: The Commission has sought to engage widely at local and regional levels. A fuller report of our consultation is provided in Appendix Four. However, in summary, we have undertaken:

▶ **Extensive in-house consultation within the University –** including a presentation to the University Council; individual meetings with senior managers including the then Vice-Chancellor and the incoming Vice-Chancellor; a number of interviews with colleagues; two in-house workshops; and a survey of the academy.

▶ **Student involvement –** the President of the Students' Union was a Commissioner, and students attended several of the events and hearings. A series of student competitions were held that stimulated ideas about future roles and contributions locally and regionally. A selection of these contributions are showcased online alongside this report.

▶ **Bilateral interviews and discussions with local and regional role players –** including local authorities, community representatives and forums, schools and colleges, businesses, other universities, Local Enterprise Partnerships.

▶ **A community survey –** achieving 67 responses. Although a relatively small cohort, there were clear messages from respondents on the positive University impact on the economy and contribution of the Arts Centre. The overwhelming concern was related to housing, although there are also noise and traffic issues. Access to and provision of local facilities, and more consistent local engagement are important agendas for the future – especially in the context of mainstream public funding cuts.

"The University has had massive local impact – much of it positive. But we need to talk more about the University's vision and plans, and the implications of your global ambitions locally..."

Local Resident at the neighbourhood hearing, October 2015

There is often a mismatch between the substance of the University of Warwick's impact and more varied, partial local and regional perceptions.

▶ **Soundings of the local business and industrial partner communities –** including bilateral interviews, discussions at the LEP and with members of the WMG Academy industrial advisory group, and contributions of business membership organisations to the hearings.

▶ **Five public hearings –** public meetings discussed issues concerning the University of Warwick's relationships with and contributions to <u>Coventry</u>*[1], <u>Warwickshire</u>*[2], <u>Local Neighbourhoods</u>*[3], <u>Young People</u>*[4] and a <u>National Policy Symposium</u>*[5]. Commentaries on each of these are hyperlinked and available on Commission web pages.

▶ **A digital commission –** with the <u>Commission blog</u>*[6] attracting contributions on a number of topics from Warwick Volunteers, Warwick District Council, the National Institute of Adult Continuing Education, and a Universities UK seminar.

▶ **Two pieces of new commissioned research –** the BiGGAR impact analysis covered in Chapter Three is reproduced in full in Appendix Three and a report from the Centre for Urban and Regional Development Studies, at Newcastle University, on the 'civic university' is reproduced in full in Appendix Five and discussed further in Chapter Five.

The insights the Commission has used from these exercises to inform our recommendations are outlined below and on the following pages.

Overall narrative

To sum up local and regional perspectives, there is often a mismatch between the substance of the University of Warwick's impact and more varied, partial local and regional perceptions. The University is appreciated for its many positive roles and as a deliverer of valuable activity in education, health, cultural, and community as well as economic and science-based domains. At the same time, local and regional partners have limited understanding of the way the University operates, and what its priorities are. There is a perception that the University of Warwick tends to contribute to activity on its own terms. Most stakeholders recognise recent improvement, and the new leadership team has made commitments to take this further. This will be achieved if the University is more consistent in local and regional engagement, more explicit in prioritising it, and more demonstrably willing to listen, rather than telling partners what it is going to do.

The University is appreciated for its many positive roles and as a deliverer of valuable activity in education, health, cultural, and community as well as economic and science-based domains.

🖥 * Web links are located in the Endnotes on page 72.

Working with stakeholders and partners

In terms of raising awareness and sharing University information, consultees suggest:

▶ there are major gaps of knowledge about specific local and regional interventions that the University is undertaking, and why. For instance, at a number of hearings and meetings, delegates would sometimes ask "why doesn't the University do 'x'?" The University would reply, "but we are doing this". And the delegate would respond "I wish I had known that".

▶ there is a lack of understanding about how the University in general operates and takes decisions. For instance, there is uncertainty around how WMG fits into the University of Warwick family. There have also been questions around the University's involvement in major initiatives outside the region – The Shard, The Center for Urban Science & Progress initiative in New York, and the planned campus in California. Local consultees are eager to explore whether there are potential wider local and regional dividends from the University's global activity.

Moving forward, consultees would appreciate the University taking the time and effort to communicate and explain how and why it takes the decisions that it does.

In terms of listening, high level messages from the survey, hearings and bilateral discussions suggest:

▶ local residents and their representatives would welcome:

  ▷ a more anticipatory and regular approach to consultation about activities such as housing, transport and campus planning – rather than periodic bursts of intense activity. Residents wish to be engaged at the earliest possible stage in areas of University developments that may cause tensions, rather than just being informed at a later stage.

  ▷ wider and more consistent local access to campus facilities – including the Arts Centre, sports and leisure, and the Library. For instance, it was clear at the neighbourhood hearing that local access to the Library was inconsistent and not well understood.

▶ the Local Enterprise Partnership and local authorities would like to have consistent opportunities to shape the University's local and regional agendas and priorities, and to feed into the design and development of specific projects and programmes.

Consultees also sought more far-reaching involvement in the University's activities.

▶ the Local Enterprise Partnership and local public bodies have a consistent appetite for:

  ▷ seeking the right levels of university engagement in local, sub-regional, and regional decision-making bodies. An often-quoted example was the Local Enterprise Partnership Board, where Coventry University is represented by the Vice-Chancellor, and the University of Warwick – for historic reasons – has been represented by WMG. With the appointment of the new Vice-Chancellor to the LEP Board, this has now been addressed.

  ▷ ensuring the relationship with Coventry University is creating synergies for the City.

  ▷ addressing housing market distortions in Coventry and Warwick District, again jointly with Coventry University.

  ▷ influencing the future growth of the campus and of Wellesbourne. They also want to know how University plans fit with local, sub-regional and Midlands Engine planning.

▶ the Local Enterprise Partnership and business in particular are also keen on more systematic use of local labour for major construction contracts, and on ensuring that channels for SMEs to access University assets and capabilities are straightforward and affordable. An SME Task Group has been established to work on this.

Wider and more consistent local access to campus facilities – including the Arts Centre, sports and leisure, and the Library.

Widening learning participation and attainment – schools, further education, adult learning – and helping to bridge academic and vocational gaps.

There is enthusiasm for working in collaboration with the University on:

► widening learning participation and attainment – schools, further education, adult learning (particularly in a period of national policy transformation) – and helping to bridge academic and vocational gaps.

► helping the region to address major labour and employment challenges, such as health, teacher training, and skills more generally.

► there are a small number of big ticket initiatives on which University collaboration – sometimes in association with other universities – would be particularly welcome. For instance:

  ▷ local and regional intelligence system – the University delivers a large amount of national and global intelligence along with some local and regional material where it is commissioned. There is ambition for the University to use its intelligence and analysis capabilities to help solve local problems. The University's contribution to evidence-based policy making would give government confidence in the rigour of local decision making. Two pertinent examples mentioned are:

    ▷ the need for the region to have intelligence capabilities similar in character to London and Manchester, both of whom have major economic and social research and policy development capabilities. The University already has a toe hold in such activities, but they need to be brought together along with other centres and research institutes as appropriate.

    ▷ the WBS Enterprise Research Centre – a collaborative activity with Aston University, Imperial College Business School, Strathclyde Business School, Birmingham Business School and De Montfort University – provides the Department for Business, Innovation and Skills with national SME intelligence. The Institute for Employment Research (IER) provides national labour market intelligence for the European Commission and UK Government. There is a strong wish that similar services could be available to local enterprise partnerships, WMCA and other sub-regional and regional institutions.

▷ the 'living laboratory' approach – Universities' contribution to leadership of cities can include using their research capabilities at scale to develop solutions to societal challenges. This is known as treating the city as a living laboratory. Adapting the University of Warwick research and innovation capabilities to formulate solutions to societal challenges locally, sub-regionally and regionally was the most consistent ask from local decision-makers in the hearings and interviews. The requests were focused in particular on:

  ▷ testing, and thereafter realising, education and skills reforms necessary for the region to achieve improved global levels of productivity – embracing school performance, further education reforms, and apprenticeships. This is an area where leadership from the University of Warwick along with Coventry University would be welcomed.

▷ the Coventry City of Culture ambitions – building on the University of Warwick's existing role as a founding partner in the proposals, and as an umbrella for wider reinvention and repositioning of Coventry's new found confidence as a successful city, this bid is a wonderful opportunity for the two universities to work together. We understand the University is already progressing this enthusiastically.

The Commission is deeply grateful to all those who took the opportunity to engage with our work. Of course there were areas where we wished for greater involvement, particularly from the student community. We hope this chapter, together with appendices has provided a reasonable summary of the perspectives of those who took part. Our overall impressions are that pride in, and admiration of, the University of Warwick's national and global success is deep and genuine. Further efforts to expand and make its local and regional impact more consistent will be warmly welcomed. At the same time, there is a mature recognition that the University cannot do and be responsible for everything. It needs to be selective and prioritise. But it should explain the reasons for the choices it makes, and recognise the opinions of those who are impacted by them.

Chapter Five

Developing a Framework for the University's Relationship with Local and Regional Communities

05

In a period where devolution to cities and metros has increasing prominence, 'civic university' models have considerable merit.

**05
Developing a framework for University Relationship with Local and Regional Communities**

Chapter summary: There needs to be a conceptual basis to the way the University of Warwick engages locally and regionally. Traditionally, the University has positioned itself as 'entrepreneurial', pursuing global excellence with a presumption that this will deliver benefits locally. However, in a period where devolution to cities and metros has increasing prominence, 'civic university' models have considerable merit. We argue that entrepreneurial and civic purposes, global excellence and local relevance, can be complementary. We outline a framework for local relevance based on leadership, partnership and citizenship dimensions. We argue this framework may be useful more widely as universities think about refreshing their relationships with places and communities where they are located.

Introduction: Public policy is pushing universities towards being major players in the devolution and localism agendas, particularly as they apply to cities. The University is an anchor institution in Coventry and Warwickshire – with a range of profound impacts. It is also a leading player at the West Midlands and Midlands Engine levels. There is an appetite for it to do more locally and regionally with some specific requests being articulated. This chapter sets out a framework for considering the University's relationship to all this.

"For research intensive universities, local engagement can enhance the quality and global significance of their teaching and research. Equally, there is considerable pressure from local and national governments and from society at large for universities to actively engage with their local communities. With society increasingly facing complex challenges (for example ageing, climate change, terrorism) the role of universities in helping to address these problems comes to the fore, not least in the communities where they are located."

"Universities in the leadership and management of place",
CURDS report for Chancellor's Commission, January 2016

Models of university and models of 'place'

There are a number of conceptual models of universities. Warwick has often presented itself as an entrepreneurial university, founded in Burton Clark's (1998) seminal work[15], in which the University of Warwick was one of five case studies. The Centre for Urban and Regional Development Studies report, by contrast, focuses on recent work done to apply 'civic university' concepts to contemporary settings.

The entrepreneurial model of universities suggests that its location is irrelevant. It describes a university with a strong corporate centre, a confederation of arm's length institutes, a diversified funding base, and a dynamic body of academics. These four characteristics produce and are underpinned by an integrated entrepreneurial culture. Burton Clark's description, of which the University of Warwick has been considered an archetype, still resonates today.

The civic university model, of which the Centre for Urban and Regional Development Studies is one of the most consistent advocates, describes an institution with an acute sense of purpose and place. Its characteristics include innovative engagement both locally and globally, accountability to stakeholders and communities, and a willingness to invest to support that impact. The Commission asked CURDS to provide advice on 'The Civic University' tailored to the remit and scope of the Commission and its full report is reproduced online in Appendix Five. The report provides a number of case studies of 'civic university' operating styles. This is an important area of work as devolution proceeds in the UK.

In the Commission's view, these models are not irreconcilably opposed. They can describe two different dimensions of a university as an institution. For this reason the Commission concluded that one of our major objectives was to challenge the notion that a trade-off between global excellence and a deep local relevance exists.

An important component of this challenge lies in the academic work that is shaping policies and practice of city and regional development in the UK and beyond. This work tends towards areas of policy that focus on the city and on its metropolitan and regional context respectively.

In the former, the city drives economic and social progress, by virtue of its scale, economic density, and propensity to attract talent. The New Urban Economics of Glaeser[16] and the '3T' (talent, technology and tolerance) model of Florida[17] are strong examples of this. The city enables agglomeration economies – a density of economic interactions and relationships – to be built, populated by a creative class that drives growth and development of global quality and significance. The university is one of the major contributors to this process. The more globally excellent the university, the more potential this gives the city, provided the university does not place itself behind a gated enclave. This strand of thought can be seen behind the Government championing of city agendas – exemplified by the Greater Manchester devolution agreement and its extensions to public services reform.

Coventry, singly, might be considered of too modest a scale to anchor this city-based model of successful global places. However, the second area focuses on important determinants of development that need to be deployed at the metropolitan or regional levels. Katz and Bradley's 'metropolitan revolution'[18] argues the need to lead, plan and manage at a metro-scale to deliver global success – and is exemplified in England by the promotion of the Northern Powerhouse and Midlands Engine.

The Commission concluded that one of our major objectives was to challenge the notion that a trade-off between global excellence and a deep local relevance exists.

As institutions with public purposes, universities should recognise their central roles in city and metropolitan success.

The University's vision and values should recognise the new realities of devolution and localism in its own strategic self-interest as well as bringing broader benefits.

As institutions with public purposes, universities should recognise their central roles in city and metropolitan success. The discharge of these roles is part of what distinguishes excellent and less strong universities. In this respect, the University can help Coventry and the Midlands make the most of contemporary policy trends, such as the Government's championing of Midlands Engine and city regions. The complex interplay of the city, sub-region, and Midlands is an opportunity for the University of Warwick to do this in innovative ways that can further build its reputation for work of global quality and significance.

Putting together the most relevant insights of entrepreneurial and civic models with this urban policy analysis, the Commission developed a framework with three dimensions for suggesting how the University of Warwick's relationship to its local and regional communities might develop in the future.

We consider the University's future roles and functions in Coventry, the sub-region and the Midlands' need to be vision and mission driven, contributing to the extended leadership of city, sub-region and region. It needs to consider where it is appropriate to lead, and also those areas where this is less appropriate. The University cannot be expected to take part in everything.

For those priorities it does pursue, it should assure the effectiveness and impact of its projects and programmes, in partnership with stakeholders and beneficiaries. And it needs to be a good citizen in those communities most affected by its footprint.

Our investigations reaffirm that academic research and teaching excellence will and should remain the primary task of the University. This is as good for the region as it is for the institution itself. Coventry and Warwickshire need leading global research and teaching capabilities to achieve their full potential, and to anchor the area's own global profile and reputation. This is also the University of Warwick's primary contribution to a successful Midlands.

From civic perspectives, there is a strong business case for the University to refresh local and regional engagement. The business case encompasses two elements. First, the University's vision and values should recognise the new realities of devolution and localism in its own strategic self-interest as well as bringing broader benefits. Second, as a large, complex organisation already delivering a large number of local and regional interventions, it is sensible that these activities should be organised more effectively.

The Glaeser and Florida models of city success are recognised as running a risk of increasing inequalities, polarisation, and major externalities (like housing affordability). These extremes are apparent in the economic and social analyses of Coventry and South Warwickshire. Accordingly we determined that, alongside strategic and organisation strands, a 'good citizen' ethos is a third essential component of our framework.

We capture this framework in Figure 3 opposite:

Figure 3 – A three-dimension approach to the University of Warwick's relationships with Coventry, Coventry & Warwickshire and Midlands

Leadership	– the University refreshes its commitment to being a proud constituent part of an increasingly successful global region, exemplified in its approaches to…
Vision and mission	The University of Warwick's strategic plans articulate clear statements of local and regional intent and purpose.
Participation	The University recognises it needs to be an active participant in defining and delivering local, sub-regional and regional success, along with the relevant supporting leadership structures.
Leadership	When appropriate, and in consultation with partners, the University takes a lead of specific local and regional priorities.
Insight	The University plays a full role in thought leadership and knowledge aggregation of local and regional intelligence.

Partnership	– the University delivers effective local and regional interventions, working closely with partners and beneficiaries, through…
Accountability	A senior manager is clearly accountable for regional engagement and owns the strategy.
Resources Management	The University strengthens intelligence, review and evaluation processes that assure the effectiveness of priority interventions to which it has committed with local and regional partners.
Information and Consultation	Stakeholders are involved in selection, design, delivery, and review of these particular priorities.
Collaboration and co-production	The University's strategic collaboration with other universities and strategic partners is agreed and purposefully delivered.

Citizenship	– the University is consistently a 'Good Citizen' in the way it engages and behaves with those communities where its presence has the most significant impacts by…
Understanding its externalities	The University recognises, anticipates and proactively plans and manages externalities of local and regional impact.
Social Responsibility	There is an explicit commitment to the economic, social and environmental wellbeing of communities most affected by the University.
Access	Wherever possible local communities have access to the campus, facilities and services of the University.
Widening participation	The University is committed to intensive support for local widening participation programmes.

Although shaped by the University of Warwick and this exercise, we believe the template may be useful more broadly in thinking about university relationship to place. It embodies three major conclusions. First, we do not consider there is a trade-off between global excellence and local engagement – rather, they can be complementary and mutually-reinforcing.

Second, universities may be both entrepreneurial and civic in character – with the two typologies describing different aspects of the university's culture and purposes. Third, building an agreed template is a useful way of developing a more consistent, constructive approach to regional engagement, rather than relying on trickle down or piecemeal, *ad hoc* programmes to generate results.

Chapter Six begins to test this framework for the University of Warwick context in Coventry, the sub-region and the Midlands. However, in later chapters we consider, briefly, the applicability the framework may have for universities more widely, and for Russell Group universities in particular. We also suggest a small number of national policy considerations that might support this type of approach.

Chapter Six

Populating the Framework

06

06
Populating the Framework

Chapter summary: This chapter applies the leadership-partnership-citizenship framework to the University in its local and regional context. It suggests a vision of what success would look like if the University scales up its involvement and engagement in the manner outlined - "...consistently in the top rank of UK Universities globally, and as confident and proud of its local and regional impact as it is of its global research and teaching excellence."

The University will contribute purposefully to relevant local and regional priorities agreed with partners. It will be organised to consult on, deliver and evaluate these contributions. It will be a key player in a more engaged university sector for appropriate and relevant sub-regional and Midlands structures. It will seek to increase local access to and ownership of the services and activities it delivers.

The chapter includes specific examples of the types of leadership, partnership and citizenship initiatives that are sought by local and regional consultees, and which we consider merit further consideration and appraisal.

Introduction: This chapter suggests what success might look like if the University of Warwick's local and regional engagement is strongly vision and mission driven, interventions are impactful and delivered effectively, and the University is perceived as a good citizen within its city and district communities.

What we seek to do, therefore, is to sketch a picture of what success might look like over the long term. We elaborate ten principles underpinning this vision, explain why they are important, and describe the types of interventions that might put them into practice. We then suggest some ideas which came up during our investigations that we consider worthy of further debate.

We hope that this makes up a coherent and exciting agenda for the University of Warwick and its local and regional partners.

"The University of Warwick is physically distinct from Coventry's urban form, and pursues an academic model quite different from the city's other university. If it is really interested in working with local authorities and other partners to address the city's societal challenges, it needs an explicit and clear statement of strategic intent."

Delegate at City hearing, August 2015

Our long term vision

In the long term the University of Warwick will be consistently in the top rank of UK universities globally, and will be as confident and proud of its local and regional impact as it is of its global research and teaching excellence.

The University will have evolved to match its entrepreneurial culture with civic purposes. It will retain its youthful energy, agility and spirit of ambition. These attributes will be understood and embraced by local and regional partners and communities. The University will be recognised internationally for its distinctive relationships with its city and region.

These contributions will be centred around the existing campus, together with community-based activity in local neighbourhoods, towns and Coventry. The University will extend to a number of satellites throughout the region including Wellesbourne.

The University will be a major driver of economic and social success in Coventry and the Midlands. It will focus on specific roles and functions embodied in its strategic plan, and agreed with local and regional leadership teams. It will play a major role in Coventry and the Midlands' profile and reputation as dynamic centres of talent, technology and tolerance. Examples of initiatives for which the University takes responsibility might include:

▶ in partnership with others, operating a research and intelligence system that enables robust, evidence-based decision-making and problem-solving by devolved leadership teams.

▶ specific support for education, skills and labour market productivity; enterprise and innovation; health; culture; and 'smart' societal challenges at city and regional levels.

▶ evolution of the campus and surrounding communities into a premier UK location for sustainable growth and development.

What this means for the next five years

To achieve this vision we set out the following principles and types of policies and practice that the University, local and regional partners should consider – based on the three layered approach outlined in Chapter Five. The following tables sketch a picture in the round of how progress may be made on the vision over the next five years in the first instance – turning principles into policy and practice. There is a great deal of detail, however, that the University, working with partners and stakeholders, needs to colour and fill in to turn our sketch into a rich picture.

In the long term the University of Warwick will be consistently in the top rank of UK universities globally.

The University will be a major driver of economic and social success in Coventry and the Midlands.

The Leadership dimensions

Principles	Potential policies and themes	Why is this important?	What success might look like
A. 1. **The University should present itself more explicitly as a Coventry, Warwickshire and Midlands institution in the way it articulates its identity, vision and mission, alongside its national and global ambitions.**	**A. 1. 1.** **Vision, mission and strategy:** The next University strategic plan should include a clear statement of the University of Warwick's understanding of itself as a regional institution, and of its local and regional intent over the plan period. **A. 1. 2.** **Institutional ambition and performance management:** The University of Warwick needs to consider how ambitious it wishes to be in specific programmes and projects with local and regional purposes, and then have in place systems for managing and evaluating delivery of those ambitions.	▶ Current strategic plans lack this clear statement. Making such a statement will send an unambiguous signal to partners. ▶ The plan should recognise and consider the University of Warwick's perspectives on the changing context of devolution and localism, and increasing pressures on universities to be part of this. ▶ If the University of Warwick sets more explicit, stretching targets for its local and regional engagement, it will wish to know how it is performing against them.	▶ An agenda for University of Warwick local and regional engagement over the medium and long term, discussed and agreed with local and regional leadership teams. ▶ Periodic work programmes and feedback reports on the agreed agenda. ▶ Clear University leadership on specific priorities supported across the University family, agreed with relevant local and regional leadership teams.
A. 2. **The University should participate in relevant leadership teams and strategic arrangements required to agree local and regional priorities, and to bring these priorities to fruition.**	**A. 2. 1.** **Local and regional leadership:** The University of Warwick should build on existing participation to ensure appropriate engagement in local and regional leadership teams. It should contribute purposefully to the delivery of priorities of those teams of which it is a member.	▶ Reinforces perception of recent increases in depth and breadth of University of Warwick participation. ▶ Strong appetite for full University of Warwick participation from local and regional partners. ▶ University of Warwick participation will significantly strengthen effectiveness and credibility of enhanced devolution proposals.	▶ Reviewing levels of participation with key organisations at city, sub-regional and regional levels, and agreeing changes if necessary. ▶ Ensuring internal systems support and enabling a single university voice where appropriate.
	A. 2. 2. **Knowledge aggregation and intelligence:** Local and regional partners need to establish and operate a best-of-class intelligence system that supports evidence based decision making and problem solving.	▶ This is a specialist university contribution to building the effectiveness of devolution leadership and governance. ▶ It gives confidence to national government and markets to support further development of devolution and localism. ▶ It provides powerful support for business growth – especially for SMEs – in terms of market intelligence and access to innovation and business growth assistance.	▶ Work with other universities and civic leaders to build regional intelligence capacity with credibility at least akin to London and Manchester. ▶ Scaling up, aligning existing University of Warwick initiatives, and commissioning new activity as agreed.

Principles	Potential policies and themes	Why is this important?	What success might look like
A. 2. **The University should participate in relevant leadership teams and strategic arrangements required to agree local and regional priorities, and to bring these priorities to fruition.**	**A. 2. 3.** **Living laboratory models:** Deployment of the University of Warwick research capabilities to address societal challenges. An example, much-requested during the Commission, is to establish the sub-region as a leading exemplar in technical education - potentially scaling this up to 'Midlands Engine' levels in later phases.	▶ Much has been written about 'living laboratory' working but this has been difficult to bring to fruition at city scale. ▶ Major demand locally and nationally for reforms of technical education and technical academic pathways that will be increased by current education and skills reforms. ▶ For technical education, build appropriately on WMG's capabilities in engineering, apprenticeships and the like.	▶ Agree the scale and scope of a living laboratory pilot. ▶ If the pilot is focused on technical education: ▷ Seek national and Combined Authority support to build into ongoing schools and further education reform processes ▷ Develop partnerships with business, schools, colleges, and workforce training and development to specify and resource the laboratory. ▶ Ensure the project is set up to be a model for future living laboratory interventions.
A. 3. **The University will consider how to engage proactively in national policy debates that make the case for University contributions to cities and regions.**	**A. 3. 1.** **National Advocacy:** The University of Warwick will consider how to build advocacy for local and regional impact incentives in reforms of national university systems.	▶ Considerable local and regional demand for key dimensions of university impact to be 'in-scope' of enhanced devolution policies. ▶ Unless such incentives are embedded in national systems, they are unlikely to be realised in practice. ▶ The University of Warwick would gain competitive advantage by being seen as a leading university in thinking about relationships and partnerships with local and regional leadership.	▶ Firm up the University of Warwick's advocacy and positioning in national university reform agendas. ▶ Consider the establishment of a network of national or global research universities to take these agendas forward.
	A. 3. 2. **Globalisation:** The University of Warwick will make a major contribution to the sub-region and the Midlands' global profile and reputation, and will especially seek to leverage its own networks, contacts, and reach.	▶ Having a global research university is a major component of the successful global positioning of the sub-region and the Midlands. ▶ There has often been lack of understanding and scepticism of the University of Warwick's major initiatives outside the region.	▶ Engaging local and regional partners to ensure understanding and to explore possibilities of a local dividend from the University of Warwick's global reach - especially in London and California. ▶ Playing a full role in the region's national and international work on profile and reputation.

The Partnership dimensions

Principles	Potential policies and themes	Why is this important?	What success might look like
B. 1. **The University should identify clear senior management responsibilities for local and regional engagement. It should consider how to ensure its structures, operations and relationship management can further progress local and regional priorities, building on a process we recognise is now underway.**	**B. 1. 1.** **Organisation and management:** The University of Warwick will consider how far structures and processes need to evolve to lead, manage and incentivise local and regional engagement effectively. This might include student as well as staff engagement, for example more academic modules that involve students in local and regional research and problem-solving.	▶ At present there is no comprehensive perspective on engagement which enables regular review, impact analysis and policy development. ▶ Locally-tailored performance incentives to encourage individual and team prioritisation of these activities are not currently explicit. ▶ Student engagement in Warwick Volunteers and other local action is significant, but may be further scaled up to add greater value.	▶ A senior manager accountable for local and regional strategic plans and policies – within a clear resources and financial framework. ▶ Periodic reports on proposed local and regional engagement, and on progress and achievements. ▶ Increasing incentives and support for local and regional innovation and involvement across the University of Warwick family. ▶ Increasing incentives and support for student engagement in local and regional initiatives.
	B. 1. 2. **Partner, community and beneficiary involvement:** Use of participatory tools and techniques such as community auditing, surveys and workshops, in formulation and design of local programmes and projects. Increasing anticipatory consultation processes with local communities. Stronger business involvement in development of technology transfer, business incubation and other business growth programmes.	▶ There is a perception that the University of Warwick has historically tended to engage on its own terms. ▶ Use of collaborative design and development processes will improve impact and effectiveness. ▶ Although the university offers a full suite of business growth products and services, a number of these have considerable potential for further scaling up and development to achieve 'best of class' performance.	▶ Greater partner and beneficiary ownership of the University of Warwick programmes of activity at the start of the process. ▶ Increased capacity building of both internal staff and external role players in participatory planning and management.
	B. 1. 3. **Induction and familiarisation:** Refreshing the local and regional elements of the University of Warwick's student and staff induction programmes.	▶ Strong perception that many University of Warwick student and staff have limited knowledge of and relationships to, especially, Coventry.	▶ Develop new approaches to induction of staff and students that includes a strong local awareness raising and relationship building components.

Principles	Potential policies and themes	Why is this important?	What success might look like
B. 2. **The University may wish to refresh its approach to communication with partners, stakeholders and communities in order to reinforce its involvement and engagement with local and regional priorities.**	**B. 2. 1.** **Communications and Public Relations:** Review structures and resourcing of communications and public relations – both centrally and in departments and institutes – to focus involvement and engagement in areas of local and regional priority.	▶ Clear communications and strong PR are an integral component of the University's leadership, partnership and citizenship responsibilities. ▶ Local and regional stakeholders find it difficult to understand what University local and regional priorities are, and to engage with the University as a whole on them.	▶ Much greater local and regional awareness of and of and buy-in to the University's local and regional agendas. ▶ University is known for 'listening' and being responsive to local and regional priorities and concerns.
	B. 2. 2. **Relationship management:** More comprehensive and coordinated approach to major local and regional institutions with whom the University has multiple, complex relationships.	▶ Some local and regional institutions have multiple unrelated relationships with different parts of the University – which makes coherent agendas difficult to agree, and may lead to duplication and/or omission of opportunities for collaboration.	▶ Closer and more strategic relationships with a select number of major local and regional institutions where collaboration can provide increased mutual benefits. ▶ A more structured Customer Relationship Management approach with others.
B. 3. **The University will seek to nurture a special relationship with Coventry University in recognition of their co-anchor responsibilities in Coventry and Warwickshire.** **At regional levels, the University will seek to evolve and develop collaborative arrangements with other universities in the region to contribute to Midlands social and economic ambitions.**	**B. 3. 1.** **Discussions on a collaboration protocol with Coventry University** on respective contributions to the sub-region's growth and wellbeing. We recognise ongoing moves of the two Vice-Chancellors on collaboration (including, for instance, a proposal for a joint community budget programme). **B. 3. 2.** **Evolution of other collaborative arrangements with regional universities:** Building on existing track records with Universities like Birmingham and Nottingham, the Midlands Innovation grouping, and the West Midlands Forum, the University of Warwick should consider how the wider regional university community can best engage with and contribute to WMCA and Midlands Engine priorities and enhanced devolution.	▶ Major partners consider this would better enable the sub-region to make the most of the opportunities of having two leading universities. ▶ There may be practical benefits and opportunities being missed for University of Warwick and Coventry University in the absence of more systematic collaborative working. Examples include issues such as realising synergies from the two Universities' complementary roles in health and care training and development. ▶ There is strong Government and regional expectation of major University contributions to WMCA and Midlands Engine ambitions, and potential for leadership of specific programmes.	▶ University of Warwick and Coventry University being widely acknowledged as leading good practice in two-university cities. Practical joint approaches to shared issues such as housing, city development, etc. ▶ Working together as a driving force behind winning and delivering the City of Culture. ▶ National and local confidence that the higher education community is strongly engaged in Midlands economic growth and development, together with evidence that groupings like Midlands Innovation are achieving a track record of increasing delivery.

The Partnership dimensions continued

Principles	Potential policies and themes	Why is this important?	What success might look like
B. 4. **The University will contribute to attracting and retaining talent in the region.**	**Programmes for talent retention** in the region, and for continuing engagement of alumni in local and regional affairs.	▶ Moderating migration of the University of Warwick graduates to London and Greater South East will assist the Midlands to create context for future success. ▶ The alumni have a connection with the area which might be leveraged more assiduously for local and regional benefit in the future.	▶ Local and regional agreement of a strategy and programmes for talent attraction and retention – in a number of which the University of Warwick would have specific roles. For instance, the Cities Growth Commission recommended metro graduate retention (including overseas students) through graduate internships and professional development/CPD accredited programmes. ▶ A deepening and broadening of the University of Warwick's alumni engagement strategy and activities. For instance, the University alumni often hold senior positions in government or industry that might be leveraged for the benefit of Coventry and the Midlands if continuing engagement is sustained.

The Citizenship dimensions

Principles	Potential policies and themes	Why is this important?	What success might look like
C. 1. **The University should seek to increase access to the Campus, its services and facilities as a resource for community empowerment and involvement. It can also consider further local and community outreach activity in areas where it has major staff and student footprints.**	**C. 1. 1.** **Access:** The University of Warwick will increasingly welcome local communities on the campus, and will seek to remove barriers that discourage access. A Community Access smart card was mentioned repeatedly in consultation, and could be a model for engagement and build on the University of Warwick's digital strengths. This theme may be worthy of feasibility work. **C. 1. 2.** **Warwick Volunteers:** Reviewing volunteering – both staff and student – in the round, and considering how to scale up and focus Warwick Volunteers on community priorities and demand. **C. 1. 3.** **Incentives:** Reviewing staff development and student academic programmes to consider where purposeful, relevant local and regional activity might be incentivised, and impact rewarded.	▶ To build better relationships with local communities. ▶ Opportunities for improved community wellbeing may be missed if citizens feel excluded from campus facilities, services and opportunities.	▶ A clearer set of agreed resident entitlements and benefits for accessing campus facilities and services. ▶ A larger, targeted Warwick Volunteers programme (staff as well as students) with major impact in addressing community demand and priorities. ▶ A bespoke University of Warwick community forum specifically focusing on local communities' communication and engagement with the university – in addition to continuing participation in existing forums. ▶ Reviewing and refreshing existing channels of communication. ▶ More strategic relationships with local institutions like WMG and Westwood Academies in Coventry, and appropriate bodies in Leamington and Kenilworth where the relationship offer major local benefits.
C. 2. **The University of Warwick will consider how widening local participation in higher level skills and learning can be central to its good citizen responsibilities, and its wider local and regional roles.**	**Widening participation programmes:** The University of Warwick to consider going beyond national agreements in its targeting and innovation of widening participation programmes. Seeking to be at the forefront of the social mobility agenda laid out in the White Paper, perhaps negotiating local dimensions to its agreements with Government, and seeking to raise attainment at all levels as well as participation.	▶ There continue to be major deficits in higher level skills attainment locally – especially among disadvantaged groups and communities. ▶ This is an integral element of national education – and the University has an important role to play in managing this process locally.	▶ Development of explicit local targets for the University's widening participation programmes. ▶ Improve channels of access, including access to finance for talented young people. ▶ Refresh the University of Warwick relations with schools and colleges to meet widening participation and access goals.

The Citizenship dimensions continued

Principles	Potential policies and themes	Why is this important?	What success might look like
C. 3 **The University of Warwick will seek to ensure student housing, transport and infrastructure contribute to a balanced local housing market and sustainable, inclusive local communities.**	**C. 3. 1.** **Joint housing task force (or similar arrangement):** The two universities and two local authorities to develop solutions to meeting student housing need in a way that assists local housing markets and builds community cohesion. **C. 3. 2.** **Contributions to transport and infrastructure planning:** Greater alignment and coordination of University transport and infrastructure requirements with local, city and Warwick District plans and investment programmes.	▶ The high number of students from the University of Warwick and Coventry University distorts local housing markets and creates challenges for local communities. ▶ This is an opportunity for two local authorities and two universities to collaborate innovatively to find solutions to a set of housing issues of national significance. ▶ Given the scale of development envisaged for HS2, Coventry South and UK Central, it is important to ensure coherence and realise synergies with the University's own transport and infrastructure requirements.	▶ An agreed housing report that influences national and local policies, and market providers in terms of local housing supply. ▶ Synergies realised between local plan processes, University of Warwick and Coventry University's master plans, and major transport and infrastructure investment programmes for WMCA and Midlands Engine.

Ideas that merit further exploration:

During our inquiry, a number of more radical ideas for future engagement of the University of Warwick were proposed. The suggestions below are a selection of those ideas. We have not appraised them in any detail. Nor are they the only ideas that we consider have merit. However, they are a pertinent illustration of the breadth of ambitions local and regional stakeholders have for the University.

The most consistent requests for enhanced engagement were in the areas of education and skills.

The idea that the University of Warwick should broaden its involvement in the University Technical Colleges beyond the two WMG academies is worth examining, both in its own right and as part of any radical reconfiguration of the 11-19 education system. This is likely to be at least partially considered as part of the post-16 Area Review of Coventry and Warwickshire scheduled to commence in 2016/17. However, given the potential limitations of that exercise, it might be part of wider reforms of the skills system, or be included in the 'living laboratory' suggestion in our recommendation A.2.3. (see page 55).

We referenced the technical education 'living laboratory' idea in that recommendation, but there are a number of variants on this area of activity that might be pursued.

For instance, there is a primary school, a mainstream secondary Academy, a University Technical College, a Further Education College, and a college which specialises in support for students with additional needs in close proximity to the University campus. The University itself has a Centre for Professional Education (responsible for training and development of teachers and senior educational leaders), a Centre for Lifelong Learning (which provides training and development of teachers in the further education sector), and a Nursery, all of which have recently been assessed by Ofsted as demonstrating the highest levels of performance.

Through WMG, the University offers routes into undergraduate and postgraduate qualifications for those employed through apprenticeships. Through WBS, the University offers a Foundation Year, enabling students an alternative entry route into highly competitive courses with high entry standards.
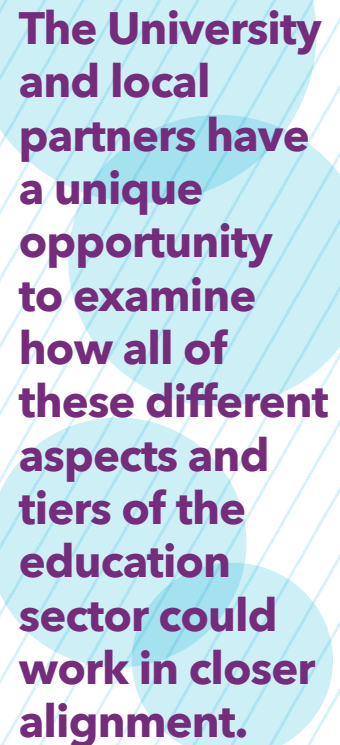
The University and local partners have a unique opportunity to examine how all of these different aspects and tiers of the education sector could work in closer alignment and to model how overall standards for pupils could be improved – especially through the most problematic policy area of transition between different tiers and institutions in the education system. Such a 'living laboratory' has the potential to enable different models of collaboration and delivery to be examined, the outcomes of which could be used to inform local and national policy.

In another area of activity, Warwick Arts Centre suggested the University might wish to explore a 'culture park' as a cultural 'sister' to the Science Park either within future campus developments, or in alternative locations in the sub-region. One component for the future of Wellesbourne includes a 'creative quarter'. These ideas have considerable merit – especially as part of any City of Culture designation.

Latterly, the Commission received a suggestion that, should closer University of Warwick and Coventry University collaboration be progressed, some sort of joint funding could be established to support jointly-agreed University of Warwick and Coventry University good citizen priorities. Both universities already resource these types of activities, but the idea of a joint charitable fund might merit further consideration as part of the suggested new relationship.

Finally, the Commission itself inquired about synergies between the Wellesbourne and Stoneleigh campuses. Wellesbourne is the major site owned by the University referred to earlier. The Royal Agricultural Society Stoneleigh Park campus of over 1,000 acres is located under five miles from the main University campus. Both are large sites, focused on agriculture and land-based industries, albeit with different owners and current users. We were unable to take this idea further, but it should be at least part of the mix, as the University reviews the future of Wellesbourne with restrictive covenants expiring in 2019.

We hope some of these ideas are taken forward to the next stage of appraisal. More generally, we expect the adoption of a framework such as that we have proposed in this chapter would enable the enthusiasms of those who wish the University to be a radical change agent locally to be captured and developed more consistently.

The University and local partners have a unique opportunity to examine how all of these different aspects and tiers of the education sector could work in closer alignment.

Chapter Seven

Action Points

07

07
Action Points

Chapter summary: If the University, local and regional partners wish to respond positively to our report and take forward some of our suggestions, a number of actions need to be progressed. The University will wish to consider how it discusses the report internally, and the measures it takes as a result. This includes how it engages with local and regional leadership teams and with other universities. There needs to be a corresponding desire from these teams – including the new Combined Authority and anything established by the Midlands Engine – to welcome university engagement and build it into new leadership structures. This process will be strengthened if national reforms of higher education incentivise university involvement in place.

Introduction: The application of the framework outlined in the previous chapter would require serious commitment from the University, and considerable changes in its systems and processes – some of which are now underway. It would also require proactive engagement from local and regional partners, and a supportive national policy context. In this chapter, we present the action points and the processes needed to take these commitments forward.

The University

For the University our suggestions are as follows:

Action Point 1:

The Vice-Chancellor is requested to consider how the University, its Council and Senate wishes to respond to this report. We hope such a response will be positive, engage local and regional partners, reinforce some of the changes already underway, and, perhaps, stimulate some new policies and initiatives.

Action Point 2:

In formulating its response, we suggest that the University should take feedback from local, city, sub-regional and regional partners to establish priorities it may wish to pursue at different levels of geography. We recognise that the University cannot do everything at every level of geography. It should discuss priorities with local and regional leadership teams. To give an example of the type of manageable agendas that might emerge, the table below provides an illustration of potential priorities at different levels :

Geography	Illustrative priorities and focus for University of Warwick contributions
Midlands Engine	▶ Developing Midlands Innovation as a coherent global research offer, that places the Midlands at the forefront of internationally competitive regions.
West Midlands Combined Authority	▶ Contributing to the delivery of an exemplary regional intelligence system. ▶ Making the most of HS2. ▶ Positioning West Midlands engineering and advanced manufacturing as nationally pre-eminent and internationally renowned.
City and Sub-region	▶ Championing a step change in technical education progression and attainment. ▶ Tackling health inequalities and health reform. ▶ Enabling Coventry to be known as a City of Culture.
Local	▶ Establishing and supporting a community forum with real influence and reach. ▶ Working with the two local authorities and Coventry University on housing and transport. ▶ Working with the two local authorities on the growth of the campus and surrounding communities.

Action Point 3:

The two universities should consider whether they wish to develop a protocol of collaboration to progress relevant recommendations from this report.

Action Point 4:

The University should hold discussions with the local authorities and Coventry University on the concept of establishing a Joint Housing Task Force or equivalent exercise for the city and district.

Action Point 5:

The University should consider the support it can provide to Midlands Engine and West Midlands leadership teams to take forward a process for formulating and delivering a best of class regional intelligence system.

We were acutely aware that all local and regional players need to be involved if a deeper engagement by the University is to be successful.

Local and regional role players

When agreeing our recommendations, we were acutely aware that all local and regional players need to be involved if a deeper engagement by the University is to be successful. The University was brave to establish an independent Commission to consider its local and regional relations going forward. This demonstrates its passion for and commitment to the region. In producing a formal response to our report, the University will be making a clear statement of the form that this might take over the next decade and beyond.

"Volunteering and supporting the local community has immensely enhanced my experience at Warwick and had a massive impact on both the community and on myself. We wanted to demystify the university experience for local school students and open up the campus as a community, learning and cultural resource."

A Warwick student volunteer at the Young Persons hearing, November 2015.

Local and regional leadership teams will welcome a renewal of the University's commitment to the city, sub-region and region.

How should local and regional partners shape that response?

There is an element of predictability to:

Action Point 6:

Local and regional leadership teams should participate actively in the formulation of the University's response to this report and should support the implementation of action plans agreed as a consequence.

Our inquiries confirmed strongly that local and regional leadership teams will welcome a renewal of the University's commitment to the city, sub-region and region.

However, the Commission also has a strong sense that Action Point 6 should not be a business as usual option. If this is going to transform enhanced devolution and localism then radical ways of working and doing business between the University and partners will be required.

We suggest there is merit in local and regional consideration of:

Action Point 7:

Coventry, the sub-region, the Combined Authority and the Midlands Engine should seek to establish a clear framework for universities in general to discharge leadership roles and functions in public policy determination and delivery management. Different universities may well have differential roles, but, in principle, all will have local and leadership contributions to make. The local government leaders and partners should be prepared to consider radical, innovative options for this framework.

Set against the scale of transformational ambitions we have heard, we consider that local authorities need to ask questions open-mindedly of 'What type of leadership and governance would we really need to deliver this transformation?' and 'What roles do we need universities to have in this process?' These are never easy questions for democratically accountable politicians. They are also uncomfortable for University Vice-Chancellors who have not been required before to assume a direct responsibility for the areas in which they are based.

Whether Action Point 7 requires a formal position or not, if partners wish universities to play increasing roles in leadership and management of place, they need to put real effort into building open and trusting leadership teams.

Action Point 8:

Universities in the Midlands should build collaborative structures and processes that help the region achieve its priorities and ambitions.

The Commission recognises that universities compete at a number of levels – for students, research income, industrial partnerships and so on. However, this competition should not come at the price of the types of collaboration implied by our report. Just as our inquiry has paid attention to building relationships between the universities of Warwick and Coventry, we consider there is a case for a similar approach to partnerships at Combined Authority and Midlands Engine levels.

There is a clear rationale for a grouping of research intensive universities along the lines of Midlands Innovation. The University of Warwick is also a member of the Universities West Midlands forum alongside 11 other universities. Both these arrangements need to evolve in form and function if they are to meet the new devolution agendas. We do not wish to be prescriptive about this evolution. However, we hope all the Midlands universities can work collaboratively to develop complementary and synergistic roles in Midlands development. We especially hope that the University of Warwick will play active, appropriate roles in this regard.

National and wider implications

Local and regional incentives are unlikely to be realised in practice unless they are embedded in national systems. We urge Government to consider:

Action Point 9:

Reforms of the national university system – including implementation of the 2016 White Paper, and future Research and Teaching Excellence Frameworks – should include specific incentives that promote local and regional impact by universities.

As the Government takes forward enhanced devolution and localism, it should be supportive of local and regional proposals that agree specific roles and functions for universities. There are a number of cities and sub-regions with more than one university in their geography. Given the clear interest of the University of Warwick and Coventry University in closer collaboration, we encourage them to map their mutual interests and areas of expertise to identify a two university – one city pilot and discuss this with Government. This would develop the types of university contributions to cities that our report has explored. We hope Government will consider supporting such an initiative.

Finally, we consider the Commission exercise itself has been interesting as an example of how a university engages with its location. We suggest this exercise may have a relevance for other universities elsewhere. Just as the University of Warwick convened a network of entrepreneurial universities following the Burton Clark work in the late 1990s, we would like to suggest:

Action Point 10:

The University should explore networking opportunities with other universities to develop good practice in local and regional engagement. If Warwick wishes to develop the practice of global excellence complementing place relevance, this recommendation may be particularly relevant for:

▶ other research-intensive universities in the UK.

▶ an international network of research intensive universities, perhaps focused on areas where the University is already engaged in building partnerships.

> We hope all the Midlands universities can work collaboratively to develop complementary and synergistic roles in Midlands development.

Chapter Eight

Conclusions and Next Steps

08

08
Conclusions and next steps

Chapter summary: The final chapter of the report reflects back on the questions we asked ourselves as a Commission at our first meeting in July 2015. Local and regional impact will be significantly enhanced if the University, together with key local and regional partners, wants to work collaboratively to make this happen. There are a number of reasons for optimism that this is the case, given current activity. There are also specific opportunities that will enable the communities most impacted by the campus – Westwood, Wainbody and Earlsdon wards in the city; Leamington Spa and Kenilworth in Warwick district – to participate in and benefit from these improvements. Our hope is that our final report will be of some relevance and assistance as the University, together with partners, resolves how to take this process forward.

Introduction: At our first meeting in July 2015, the Commission set out to answer a small number of "What needs to happen…" questions. As we reach our concluding chapter, it is appropriate to reflect on whether, over the ensuing nine months, we have managed to frame a credible response to those questions.

Question 1:

What needs to happen for the University of Warwick to play a central role in delivering the economic and social ambitions of Coventry, the sub-region and the Midlands in the medium and longer terms?

Our answer:

The University's local and regional engagement needs to be vision and mission driven, shaping its strategic plans and organisational behaviour. The University needs to collaborate with partners to define and agree what its central roles should be, and then set up its structures and processes (both internal and external-facing) to deliver that effectively. It needs to refresh access to the campus in terms of being part of the communities where it is located.

Local and regional role players will determine the success of the University's engagement. But overall we consider they will welcome and embrace a refreshed commitment to local and regional ambitions.

Question 2:

What needs to happen for the University of Warwick and other major local role players to identify and agree their respective contributions to the sub-region's priorities, and to work collaboratively when there are synergies in delivering those contributions?

Our answer:

The respective partners need to want this to happen and they need to work at it by building a cohesive leadership team in which the University of Warwick has clear roles.

This may seem obvious but it has only begun to happen explicitly in the recent period as enhanced devolution has been given increasing national prominence, and in the early periods of tenure of the new Vice-Chancellor the University and its partners can usefully build on this momentum, and deepen and broaden it as required.

We particularly recommend Action Point 3 to the two neighbouring universities in the city. Collaboration between the city's two universities is important in its own right. It will act as a catalyst for the wider role clarification across many institutions that contribute to Coventry and Warwickshire's strategic leadership. It is also likely to be of national interest to the university sector and beyond.

Question 3:

What needs to happen for the University of Warwick to play pivotal and progressive roles in:

i.   addressing disadvantage and exclusion in communities and neighbourhoods where it has a major physical, student or employee footprint?

ii.   building capacity and enabling local communities both of place and interest to articulate and progress their ambitions?

Our answer:

This remains a challenging area of work to address. Our report has only begun to explore approaches the University and local communities might use to address this challenge more thoroughly over the coming period.

First, it is worth stating that with the exception of certain neighbourhoods, many areas most impacted by the campus are not among the most disadvantaged. Leamington Spa and Kenilworth are, on many measures, thriving towns. Earlsdon is one of Coventry's more affluent suburbs. Westwood and Wainbody Wards are quite mixed communities, not least because of the influence of the University, students, staff, and associated facilities.

Investments associated with Coventry South, HS2 and UK Central should deliver even greater prosperity and wellbeing for these communities. They may provide opportunities for those less well-off locally, if the University, local authorities, and partners, design and deliver them with this in mind from an early stage of their development.

The University of Warwick can choose to be an important thought leader and delivery manager in this process. We believe the University is so minded. It cannot, however, do this on its own. Measures like those proposed in Chapters Six and Seven would help address this priority more thoroughly and robustly.

More immediately, redefining the campus relationship with local communities and the city would offer considerable potential to scale up the health, education and community improvements in which the University is investing. Our recommendations regarding the potential for the University to champion education and skills reform locally, playing a major role in the challenges facing further education, and ensuring a strong local dimension to its approach to widening participation will strengthen this further. So, too, would the suggested scaling up of the approach to volunteering in general, and to the focusing of Warwick Volunteers in particular.

Collaboration between the city's two universities is important in its own right. It will act as a catalyst for the wider role clarification across many institutions that contribute to Coventry and Warwickshire's strategic leadership. It is also likely to be of national interest to the university sector and beyond.

Next steps

The publication of this report represents the final formal milestone for the Commission. We hope the University and other bodies to whom our recommendations are addressed will consider we have asked, broadly, the right questions and provided some signposts to answering them. And we hope the University of Warwick, along with its local and regional partners, will give serious consideration to the principles and action points we have presented.

We are available to comment further and assist in this process if this would be helpful.

Our final milestone, however, is only an intermediate way-point for the University, its local and regional partners as they seek to deliver a better Coventry, Warwickshire and Midlands. We hope our report will make the impending journey more purposeful, productive, rewarding, and enjoyable.

"The University needs to be better at telling the story of what it is already doing, and what it intends to prioritise in the future... The challenge for the Commission is to capture this in its final report with a set of practical deliverable recommendations... Local and national government need to provide a supportive context where those recommendations may be delivered."

Delegate at the National Policy Symposium, November 2015

Endnotes

1   Department for Business, Innovation and Skills (2016) Success as a knowledge economy: teaching excellence, social mobility and student choice [Online]. Available at: https://www.gov.uk/government/publications/higher-education-success-as-a-knowledge-economy-white-paper (Accessed: 23 June 2016).

2   University of Warwick (2016) University of Warwick joint Press Release with Coventry University [Online]. Available at: www.warwick.ac.uk/newsandevents/pressreleases/warwick_and_coventry/ (Accessed: 23 June 2016).

3   Figures from 2014/15 academic year.

4   For instance, the latest OFSTED report (January 2016) into initial teacher education rates primary and secondary schools 'outstanding', and Further Education 'good'.

5   Shattock, M. (2015) The Impact of a University on its Environment: The University of Warwick and its Community after Fifty Years, Coventry: University of Warwick.

6   Statement by Cllr Ann Lucas, Former Leader, Coventry City Council at the Chancellor's Commission Coventry hearing 27th August 2015.

7   The University of Sheffield (2016) The North-South Divide - Where is the line? [Online]. Available at: http://www.sasi.group.shef.ac.uk/maps/nsdivide/index.html (Accessed: 23 June 2016).

8   Department for Business, Innovation & Skills and Department for Communities and Local Government (2015) Midlands growth prospectus, [Online]. Available at: https://www.gov.uk/government/publications/midlands-growth-prospectus (Accessed: 23 June 2016).

9   The six Midlands research intensive universities that make up The Energy Research Accelerator (ERA) are the University of Warwick, Aston University, University of Birmingham, University of Leicester, Loughborough University, and University of Nottingham.

10 Twelve universities make up the Universities of West Midlands group: Aston University; University of Birmingham; Birmingham City University; University College Birmingham; Coventry University; Harper Adams University; Keele University; Newman University; Staffordshire University; University of Warwick; University of Wolverhampton; and University of Worcester.

11 HM Treasury (2015) Historic devolution deal to power the Midlands Engine, Available at: https://www.gov.uk/government/news/historic-devolution-deal-to-power-the-midlands-engine (Accessed: 23 June 2016).

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14 Centre for International Competitiveness (2013) UK Competitiveness Index [Online]. Available at: Index http://www.cforic.org/downloads.php (Accessed: 23 June 2016).

15 Clark, R.B. (1998) Creating Entrepreneurial Universities: Organisational Pathways of Transformation, Oxford: Pergamon.

16 See, for instance, Glaeser, E. (2012) Triumph of the City, London: Penguin.

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* Web links

*1 http://www2.warwick.ac.uk/research/warwickcommission/chancellorscommission/blog/the_coventry_city/

*2 http://www2.warwick.ac.uk/research/warwickcommission/chancellorscommission/blog/the_warwickshire_hearing/

*3 http://www2.warwick.ac.uk/research/warwickcommission/chancellorscommission/blog/neighborhoodhearing

*4 http://www2.warwick.ac.uk/research/warwickcommission/chancellorscommission/blog/youngpersonsworkshop

*5 https://www2.warwick.ac.uk/research/warwickcommission/chancellorscommission/blog/nationalconsiderations

*6 http://www2.warwick.ac.uk/research/warwickcommission/chancellorscommission/blog/