

Appendix Four:
**Report of consultation
and deliberative
processes**

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The Commission carried out a wide range of consultation and deliberative activities with local and regional communities, inside and outside the University. This report provides a more detailed summary of these activities, and their findings.

Rationale and process

The Commission agreed a three-pronged approach to consultation and deliberation at our first meeting in July 2015.

The inquiry sought to surface the perspectives and engage key Coventry, Warwickshire and Midlands role players in order to understand and try to determine:

1. What are the key transformational 'game changers' that Coventry, Warwickshire, and the wider 'Midlands' are seeking to achieve over the medium and longer terms; and the major contributions that the University of Warwick should make to these goals?
2. Given Coventry now has two HEIs in a UK 'top-15', how can the city, and the wider LEP area, make the most of two strong and contrasting HEIs within its area?
3. How can the University of Warwick better contribute to the future economic and social success of the major communities and neighbourhoods in which its students and staff live?

With the University itself we sought to raise awareness of the purposes and remit of the Commission, and to explore with both the academy and the administration:

4. What represents relevant (national and international) 'good practice' in University contributions to 'place'; and how far do the University of Warwick's existing structures and processes need to evolve to deliver an exemplary and innovative example of good practice?
5. Should the University of Warwick seek to embed a more consistent sense of local and regional purpose across the whole University; or should we embrace and even encourage highly differentiated approaches from different individuals and organisations within the University of Warwick family?
6. Are there any major opportunities that the University of Warwick should prioritise and pursue over 2015-20 to increase local and regional impact beyond our existing programmes and plans?

Finally, we had secondary ambitions to consider the wider relevance of the Commission in terms of:

7. As a global research university, can University of Warwick's evolving approach to relationship with place have relevance, and be promoted more widely, to influence national policy and international good practice?

The various processes by which we sought to answer these questions are described in greater detail below. Over Summer 2015 we had an intensive round of bilateral interviews and exchanges externally, and a number of internal exercises to stimulate thinking within the University family about the Commission's purposes. From September - November, consultation and deliberation was focused on the five external hearings - Neighbourhood, Coventry, Warwickshire, Young People and National, and a number of accompanying workshops. At our December Commission meeting we convened bilateral interviews with University senior management including the outgoing and incoming Vice-Chancellor. During January 2016 we conducted a short round of bilateral interviews with a small number of regional stakeholders.

Throughout the Commission we operated an open call for evidence, a digital commission, and a number of surveys and competitions.

Bilateral interviews and discussions with local and regional role players

Although they continued throughout the Autumn, this part of the consultation and engagement exercise kick-started the Commission and was largely conducted over Summer 2015. It included local authorities, community representatives and forums, schools and colleges, businesses, other universities, and Local Enterprise Partnerships. The format for bilateral interviews of both this cohort and local business were conducted on a confidential or Chatham House basis, and tended to follow a structure of:

- ▶ Background to Commission and its emerging remit and key lines of inquiry
- ▶ Priorities and ambitions for the city and sub-region
- ▶ Current contributions and perceptions of the University of Warwick contributions to priorities
- ▶ Positive contributions that might be scaled up/replicated
- ▶ Area of concern and how those might be addressed
- ▶ New initiatives or intervention strategies that would be welcomed
- ▶ How the Commission can feed positively into the process of identifying and progressing priority local and regional agendas going forward

The overall impression from these exchanges underpins the overall narrative in Chapter Four. It articulated important key issues on recognising the University's positive value to the area, the limited understanding of what drives university behaviour, and the perception of the University normally engaging on its own terms.

Key specific messages and ideas which came out of these discussions included that the University could:

- ▶ tell the story of what it is doing locally and regionally better
- ▶ have more leadership and mediation roles in the region and support to drive development forward
- ▶ leverage its operations elsewhere (e.g. the Shard, California) to benefit the region
- ▶ help to retain talent in the region by supporting young graduates and start-ups, encouraging entrepreneurs and supporting SMEs
- ▶ raise attainment and support the improvement of schools and FE in the region
- ▶ help increase confidence in and the brand of Coventry
- ▶ in particular, build a new relationship with Coventry University and new models of co-anchor working in the city and sub-region
- ▶ set up living laboratories in local communities and the wider region
- ▶ have more staff exchanged between local authorities and organisations and the University
- ▶ create greater connections with local communities through scholarships and access schemes
- ▶ challenge and change the perception of apprenticeships and make them more valued
- ▶ work with local authorities to control HMOs, management of private landlords and to help students integrate better into communities, and develop a joint housing plan
- ▶ campaign for new road infrastructures to help with traffic generated by the University
- ▶ provide better communication and sharing of information and future plans and vision to local communities and also be more proactive in going out to communities, identifying opportunities and suggesting ways to support
- ▶ increase support locally from student and staff volunteering

Soundings of the local business and industrial partner communities

Consultation with local business and industrial partner communities included a range of bilateral interviews, discussions at the LEP and with members of the WMG Academy Business Advisory Board, and contributions of business membership organisations to the hearings. The overall impressions strongly matched local and sub-regional bilateral exchanges, but augmented these with:

- ▶ Investment in skills needs to be more aligned with industry need
- ▶ Increased support for young graduates and start-ups across the region
- ▶ University research, teaching and facilities could support local businesses to develop
- ▶ Need to move to more sustainable models between the University and business such as new applied undergraduate degrees for individuals in companies and joint degree programmes with industry
- ▶ More could be done to promote the region and regional businesses by working in partnership with the two universities
- ▶ The University could engage more with local SMEs but needs to be clear on what the main areas of expertise within the University are and how they could benefit local business



Extensive in-house consultation within the University

The deliberative process within the University was of a different character to the external dialogue. Part of the process was about getting a feel for what was actually going on. But, as the Commission progressed, the emphasis shifted towards understanding the motivation and exploring options for leadership and management of local and regional engagement. As the new Vice-Chancellor took up his position concurrent with the drafting of our final report, latterly the focus shifted towards how to assist with building momentum of local and regional initiatives being championed by the University with its partners.

Consultation within the University included:

- ▷ a presentation to and discussion with the University Council
- ▷ individual meetings with senior managers including the then Vice-Chancellor and the incoming Vice-Chancellor
- ▷ individual meetings with academics including PVCs and the heads of WMG, WBS, CLL, CPE, and Economics
- ▷ two workshops with a range of administration staff and External Affairs
- ▷ a set of student competitions (these can be seen online www.warwick.ac.uk/chancellorscommission/report/studentcompetitions)

These exchanges confirmed the considerable good will that exists to nurture and develop positive local and regional impact. It also, however, confirmed partner impressions of the multiplicity of initiatives, their lack of connectedness, and the challenges of managing them cohesively and coherently. This provides a considerable underpinning for our partnership recommendations in the final report.

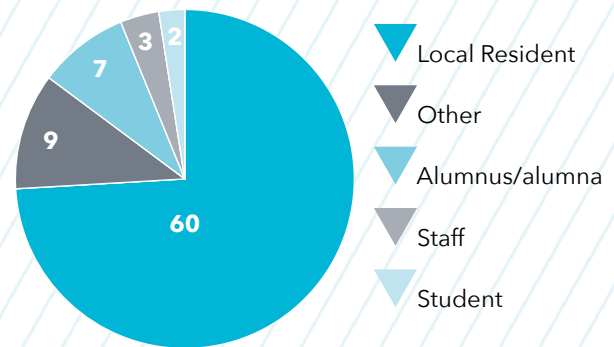
Key specific ideas and suggestions that came out of this consultation included:

- ▷ importance of exploring the future potential of Wellesbourne, the Science Park, and the Westwood campus site
- ▷ need for careful master planning and improved access
- ▷ potential for more strategic alliances with a range of partners in different sectors across the region
- ▷ potential for more local and regional impact through staff and student volunteering
- ▷ more support for student enterprise, new graduates and student led start-ups
- ▷ need for better central mapping of activities, demand, need, supply and possible gaps and accessing the impact of current activities, and to enable the joining up of projects across the University
- ▷ potential to apply research locally and regionally to address challenges
- ▷ opportunities to link more closely with FE and provide ladders of progression through education from a young age to lifelong learning, and help with the skills gap in the region and underperforming schools
- ▷ opportunities to open up campus facilities more to local communities in order to have a positive impact in a variety of ways from public health, raising aspirations and cultural participation
- ▷ engage with alumni to attract them back to the region
- ▷ improve student experience by getting them to go out in the region and to be active and to contribute
- ▷ use the region to develop our teaching and learning offer for the future
- ▷ explore how the University's global connections can support the regional landscape
- ▷ the need for one central place where all information for local and regional stakeholders can be found, this needs to be joined up across the University
- ▷ the need for a focussed agenda for our work in the region – a select number of things that can be delivered really well

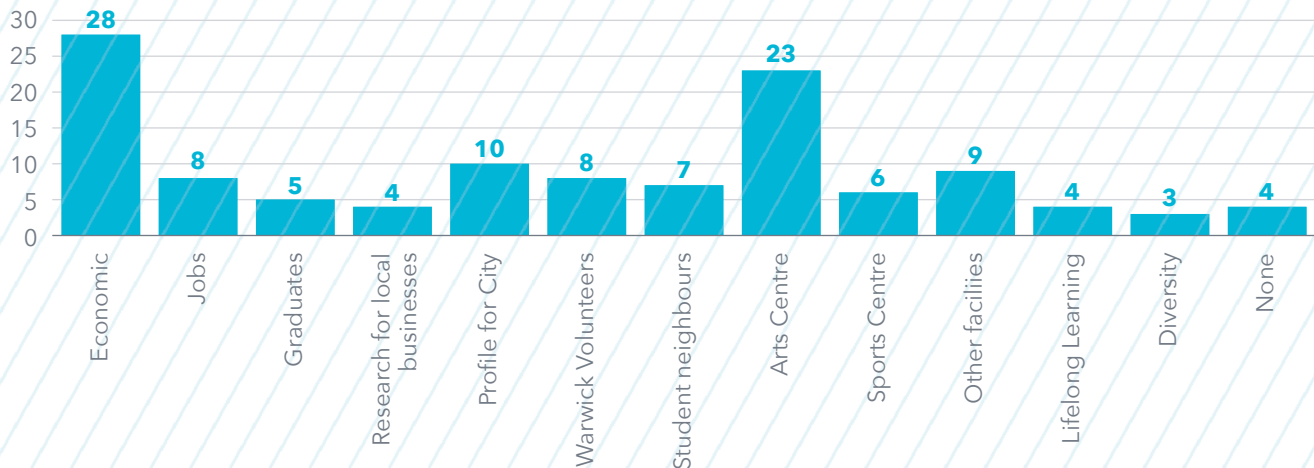
A community survey

An online community survey supplemented our bilateral interviews, local councillor round tables, and the Neighbourhood hearing. It achieved 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.

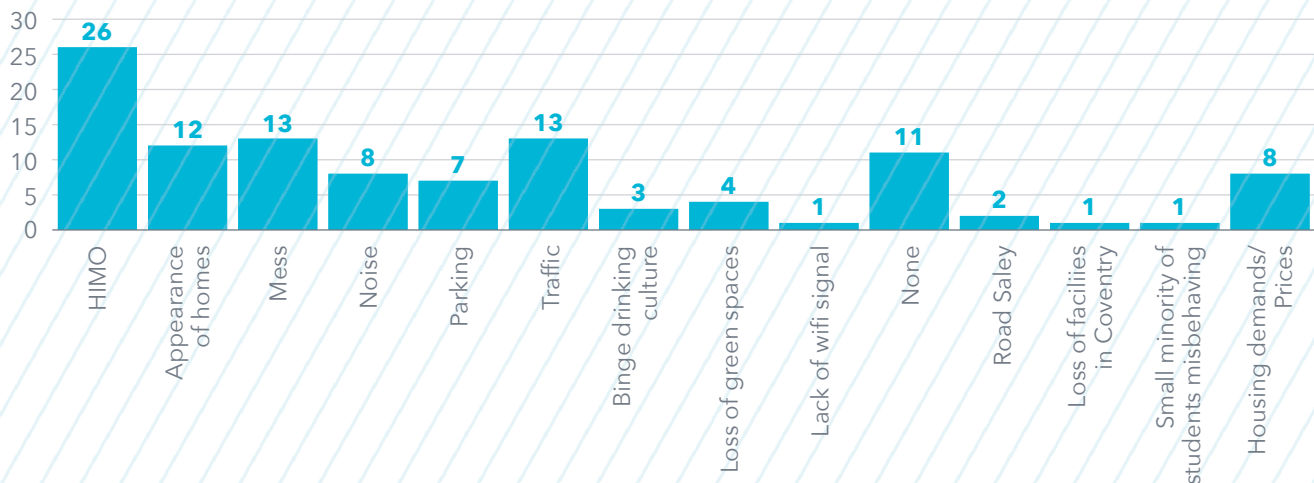
1. Who are you?



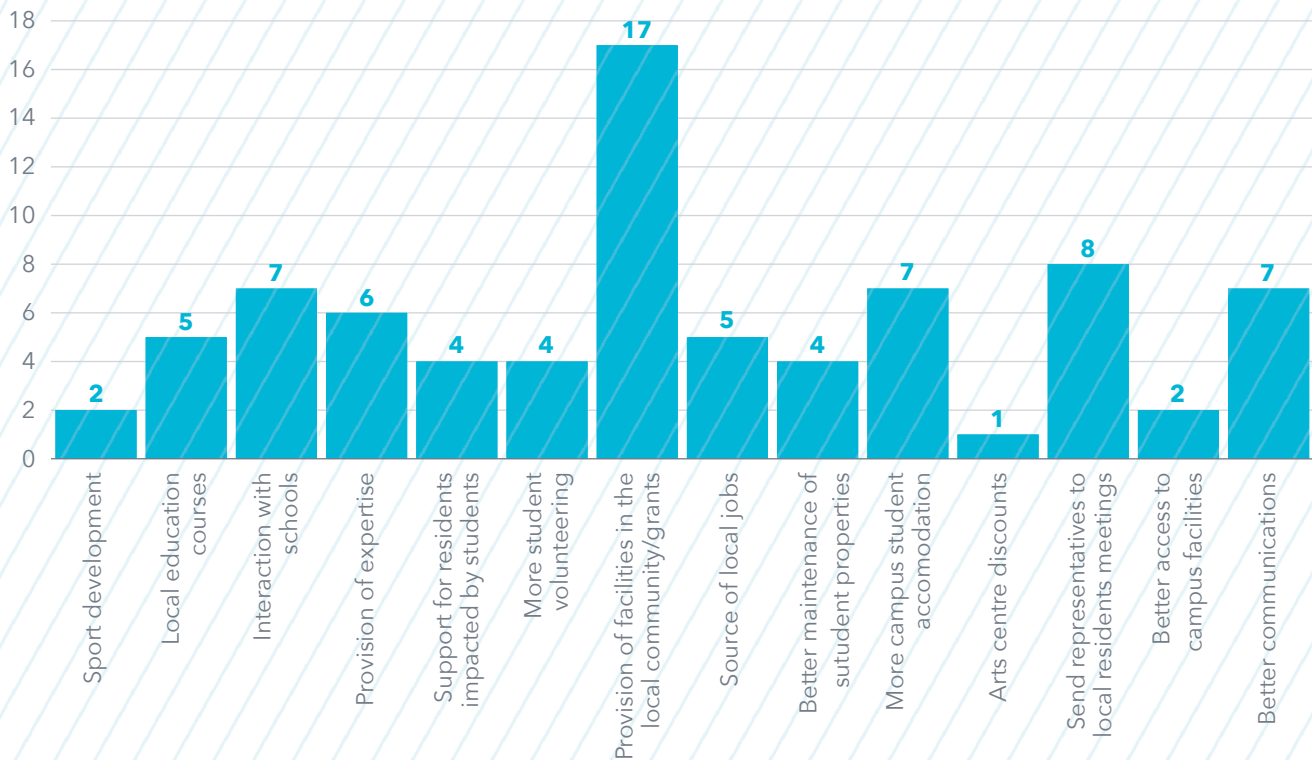
2. What positive contributions do you think the University of Warwick makes to your community?



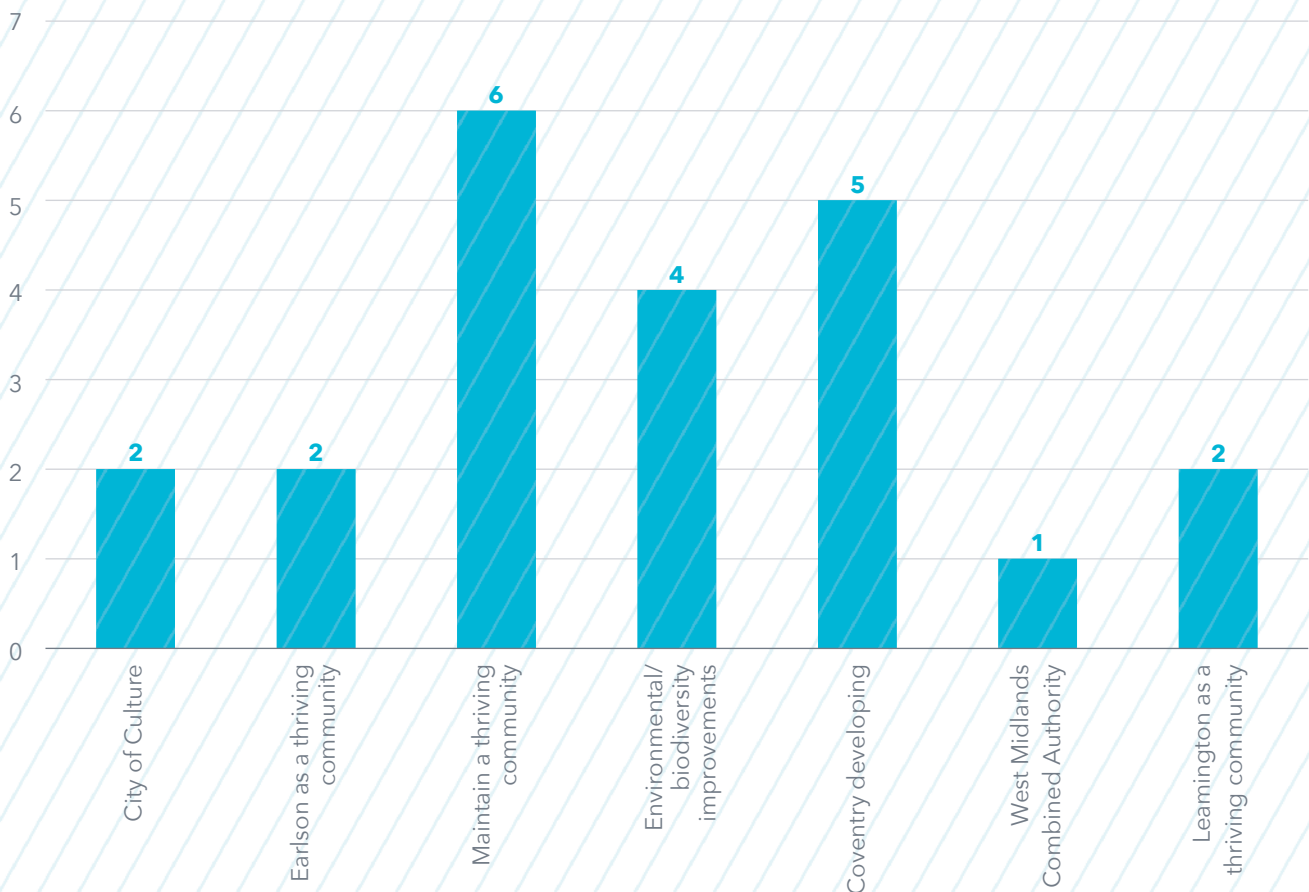
3. What, if any, concerns do you have about the University of Warwick's impact on your community?



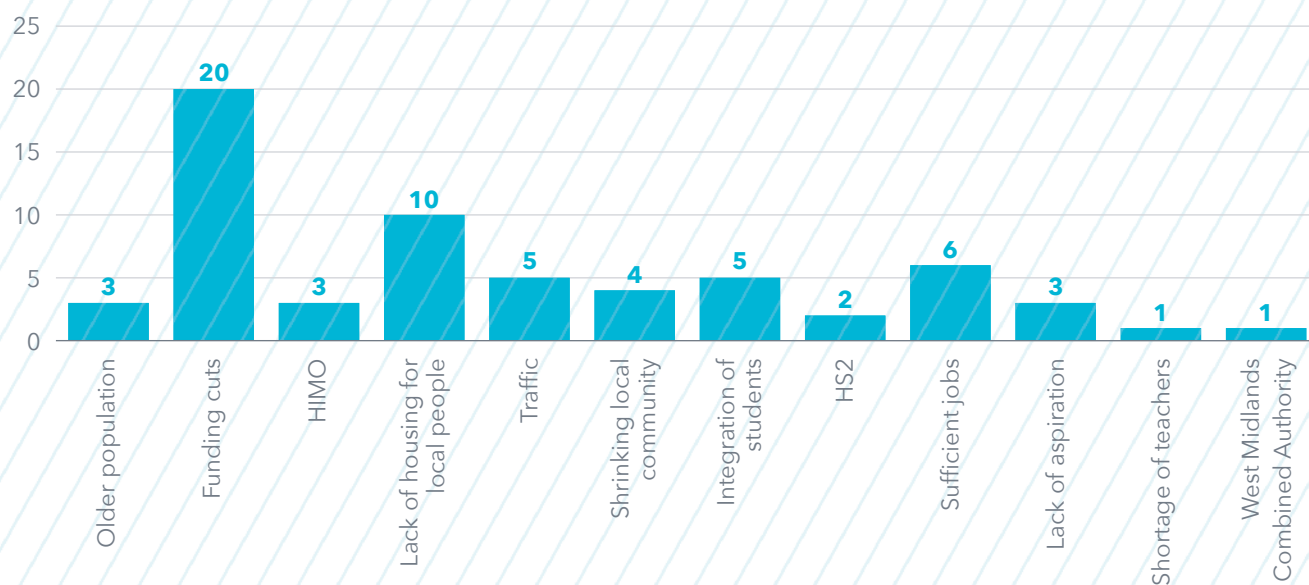
4. Do you think the University of Warwick could contribute more to your community, and if so how?



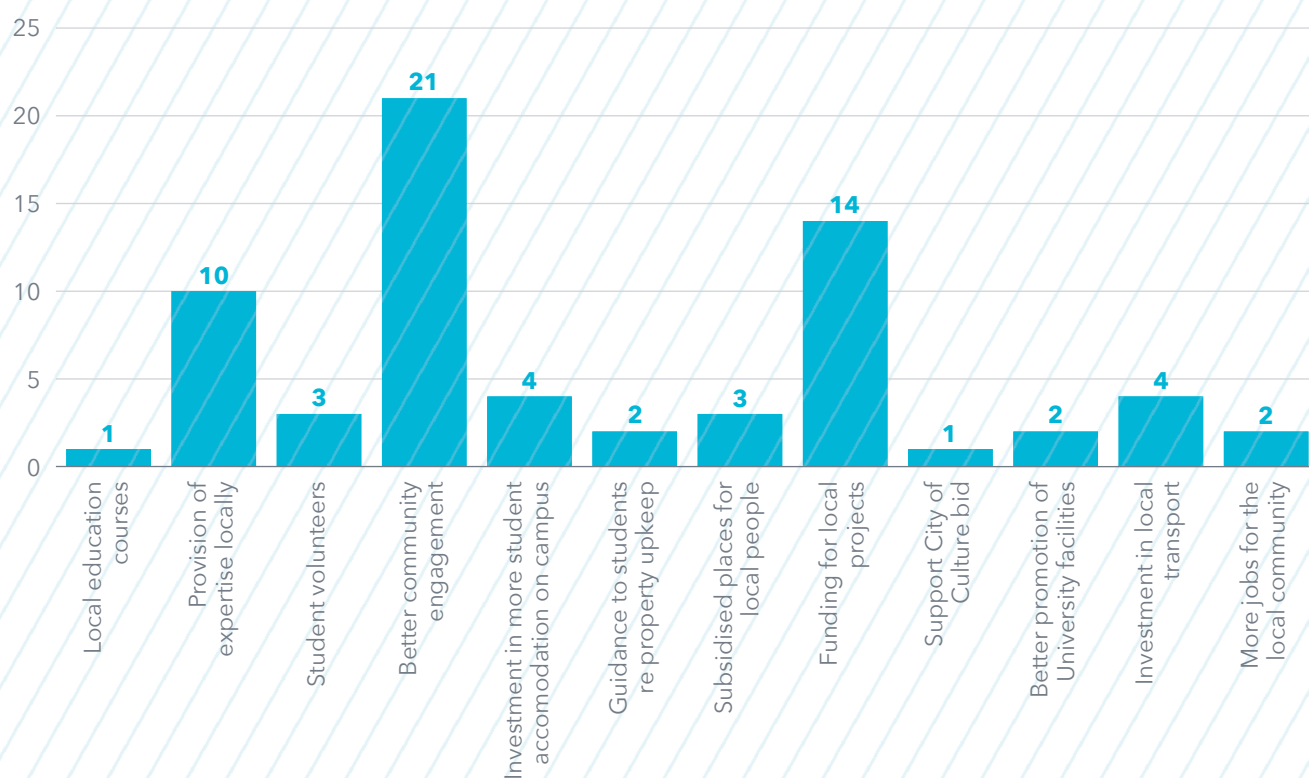
5. What are the main opportunities for your community over 2015-20?



6. What are the main challenges for your community over 2015-20?



7. How do you think the University of Warwick could contribute to these opportunities and challenges?



53 respondents gave their name and email address so they could receive an electronic copy of the Commission's report.

Our overall findings from local neighbourhoods and communities matched much of the general narrative explained above - but tailored much more to South West Coventry, Kenilworth and Leamington Spa. This provided the foundations of much of our citizenship findings and recommendations in the final report.

Five public hearings

The hearings were important milestones in the Commission's engagement process. They were designed to facilitate deliberative exchange between the Commissioners, external stakeholders and the University to address the questions we had set ourselves on the first page of this report.

A series of blogs wrote up each hearing. These are summarised below.

1. Coventry City Hearing, 27 August 2015 www.warwick.ac.uk/chancellorscommission/blog/the_coventry_city/

Chaired by Commissioner Jonathan Browning, Chairman of Coventry and Warwickshire Local Enterprise Partnership (C&WLEP), and attended by two other Commissioners, we heard presentations and evidence from the City Council, Coventry University and a number of other city-based institutions. Kevin Richardson, Local Growth Advisor of HEFCE (Higher Education Funding Council for England), also challenged the meeting with contextual national and local pressures for universities to deepen and broaden their relationship to 'place'.

The Key themes which emerged from the hearing included:

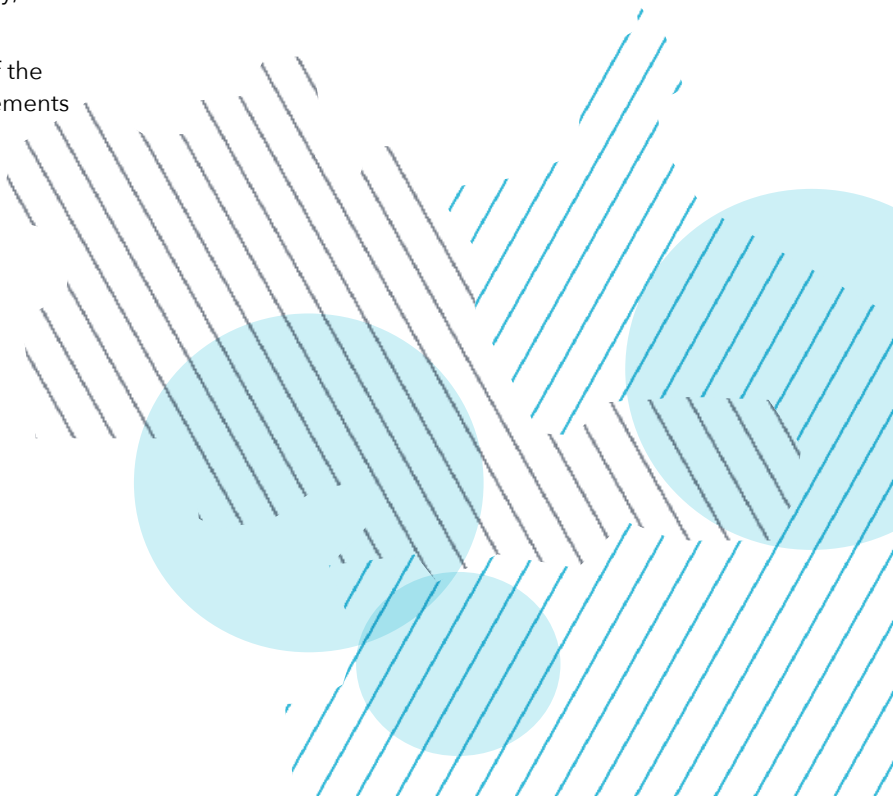
- ▶ the determination of Coventry to be a 'top 10' city and global player - and the absolute commitment to address the challenges that might inhibit some citizens and communities from participating in and benefiting from city success
- ▶ the shared agendas and collective strategic intent of the City Council and the two universities to deliver those ambitions - in partnership with other institutions and communities
- ▶ the debunking of sometimes asserted trade-offs between university research or teaching excellence and local growth. Strong universities have to be able to deliver excellence and local development effectively, as transactional and transformative anchor institutions

The hearing also recognised and considered some of the complex and difficult issues that achieving these statements in practice will entail.

The hearing also raised a number of questions:

- ▶ Whilst, self-evidently, the University of Warwick already has huge impact, how can it increase and sustain a commitment to address the bespoke societal challenges of the city?
- ▶ Can distinctive and differential geographic and academic footprints of the two universities be better aligned to deliver synergies and increased positive results?
- ▶ How can individual 'good practice' interventions (whether research, teaching, volunteering or 'good neighbour') be scaled up into transformers for city success?
- ▶ What is the relevance and dividends of university success for citizens and organisations who are not attendees of and have minimal direct relationships with either university?

The hearing discussed 'nitty-gritty' practice, with regards, for instance, to education and training (at schools, colleges, in workplace and communities; as well as at university-level). We considered housing and public realm; the deep social and health inequalities still manifest in some parts of the city. We recognised complexities and challenges of governance, geographies, public resourcing, and different 'business models' in proposing new initiatives. However, a number of bold initiatives were proposed - among them realising the 'City of Culture and Learning' ambition; and a major up-scaling of 'social innovation' research, development and delivery programmes.



2. Warwickshire Hearing, 4 September 2015

www.warwick.ac.uk/chancellorscommission/blog/the_warwickshire_hearing/

The Warwickshire hearing, chaired by Sir Richard Lambert, convened three tiers of local government - county, district and town council represented at Leader, Councillor, Chief Executive and officer levels; together with major role players - sub-regional to town; colleges, commerce to community.

The discussions provided strong illustrations of the multi-faceted spatial character of university impact on place and community. In addition to the metropolitan agendas of Coventry, the University of Warwick needs to understand and engage intelligently in development of Leamington Spa (as a highly successful and growing sub-regional centre). It should also contribute to diverse urban and rural county communities - large and small, affluent and deprived.

Given the hearing's location, Leamington Spa featured extensively in the discussions. With a population over 50,000, including many thousands of students and staff, the University of Warwick makes major contributions to the town's ambience and to housing, transport, and business configurations.

How should Leamington sustain and build on its success over the medium term? Many initiatives were discussed such as:

- ▶ a 'sustainable housing demonstrator' project (as part of a Joint District/University Student Housing Plan)
- ▶ deepening sports and community wellbeing collaboration
- ▶ University of Warwick support for evolution of the town's growing gaming industry

At county level, prominent themes include population pressures and whether there should be an increasing 'University of the Third Age' dimension to the University of Warwick footprint. Building aspiration and attainment in schools, stronger links with colleges, a specific 'tackling underachievement' experiment (perhaps with Coventry University involvement) were also mooted.

Participants asked the Commission to consider how individual dialogue and initiatives sit within systematic and holistic University of Warwick / local framework(s), suggestions included:

- ▶ 'Good practice' - whether existing, like 'Warwick Volunteers', or new experiments - need to be capable of being replicated and scaled up
- ▶ The University's potential as an intelligent and expert problem-solver, as a source of evidence and advice, or even as an independent arbiter/mediator can be a powerful instrument for future local success
- ▶ Joint research programmes, internship schemes, and a 'pooled public sector training' facility are examples of the types of interventions that might further these goals.

3. Neighbourhood Hearing, 13 October 2015

www.warwick.ac.uk/chancellorscommission/blog/neighborhoodhearing

Chaired by Commissioner Professor Cathia Jenainati and attended by local residents and organisations this hearing focussed on the challenges and opportunities in communities and neighbourhoods where the University of Warwick has a major physical, student or employee footprint.

Attendees were invited to present evidence on priorities and challenges for their communities in the future and the roles and contributions the University may make.

Contributions included:

- ▶ reflections on how the University of Warwick could improve communications with local residents and carry out more early engagement and consultation in order to involve communities more in developments taking place
- ▶ the development of a University of Warwick community forum for local residents where a range of issues and ideas for the future could be explored in a more consistent and regular way
- ▶ the impact the University of Warwick has on local housing
- ▶ worries surrounding the safety of students especially cyclists
- ▶ acknowledgement of some of the excellent volunteering work University of Warwick students carry out in local communities but that the University of Warwick could be more purposeful in its approach to community engagement and activities
- ▶ a sense that the University of Warwick and local communities could come together more as a whole to drive positive change in a number of areas impacting the locality
- ▶ how the University of Warwick should reflect on its two previous masterplans and the positive consultation programmes that were undertaken to ensure local communities are involved in future master planning
- ▶ the impact of the University of Warwick on local roads and accessibility issues
- ▶ opportunities for the University of Warwick and local communities to create neutral shared spaces that could offer common ground for people to meet and consult

Further round table discussion focussed on a range of themes, including:

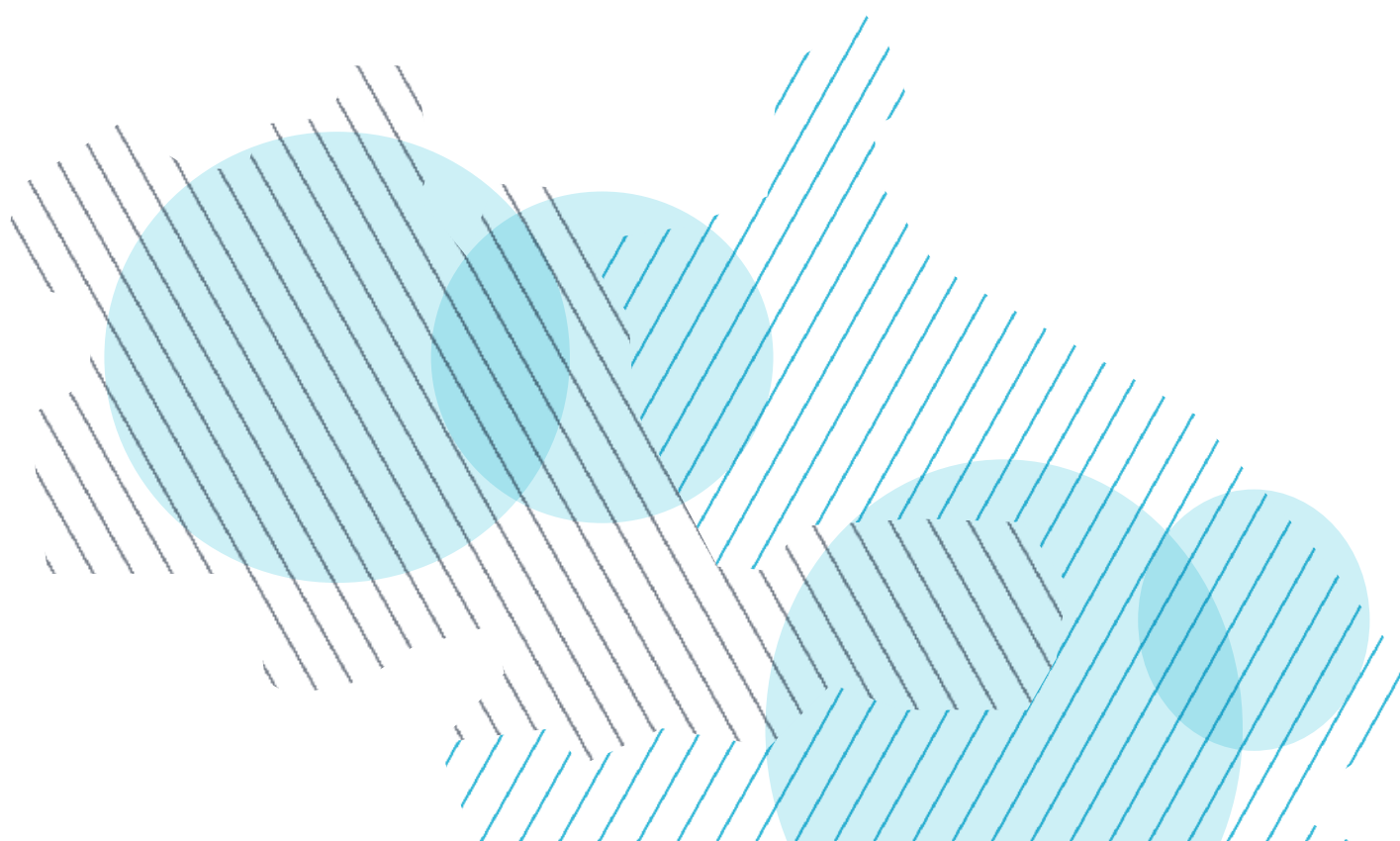
- ▶ application of some of the knowledge and research developed at the University of Warwick in local communities to address some of the local challenges
- ▶ improving communication channels between the University of Warwick and local communities e.g. creating a digital community information hub; developing a community forum; early consultation opportunities...
- ▶ improving community access to the campus by opening up facilities more during 'quieter' periods e.g. discounted tickets at Warwick Arts Centre, summer swimming classes for local children, a community ID card to give easy access to spaces such as the library as well as discounts in cafes and restaurants
- ▶ the University of Warwick stepping out beyond the campus into local communities to offer services using community spaces e.g. education classes
- ▶ the University of Warwick and local authorities working in partnership on local planning and development
- ▶ improving coordination of local outreach activities in order to raise aspirations by setting up a key account management relationship

4. National Symposium, 4 November 2015 [www.warwick.ac.uk /chancellorscommission/blog/nationalconsiderations](http://www.warwick.ac.uk/chancellorscommission/blog/nationalconsiderations)

Chaired by Commissioner Matthew Taylor, CEO, RSA and attended by national and local stakeholders this hearing considered how national policies and programmes might support University of Warwick contributions to Coventry, Warwickshire and the Midlands over 2015-20 and beyond.

Key themes that emerged from discussions included:

- ▶ For the university sector as a whole, the symposium agreed future research impact (REF) exercises should recognise and reward local and regional impact, and encourage 'trans-disciplinary' approaches to tackling societal challenges
- ▶ How CSR fiscal policies might stimulate financial innovation between university and other parts of the (local) public state
- ▶ Hopes for greater clarity of 'devo end-games', and for incentives to support 'cross-boundary' collaboration (at a number of levels)
- ▶ Government needs to find policy solutions that assist the University of Warwick and its local and regional geographies to attract and retain global 'talent'
- ▶ delivering optimum local and regional impact requires coherent University of Warwick, local and regional responses
- ▶ The University should proactively build and support local and regional leadership teams
- ▶ The University should be more explicit in targeting local impact (and outreach) agreed with partners
- ▶ The University could be much better at telling the story of what it is already doing locally and regionally



5. Young Persons' Workshop, 30 October 2015 www.warwick.ac.uk/chancellorscommission/blog/youngpersonsworkshop

Chaired by Commissioner Emily Walch, the workshop, attended by local school pupils, University of Warwick students and members of the National Grid GetSkilled Programme provided an opportunity for the Commission to consider how younger people wish the University to engage with their local community.

Following a morning of presentations from various programmes in the University the students were asked to prepare presentations on what young people expect from a university like Warwick, and how Warwick could better meet these expectations.

A number of themes came out of the presentations and discussions:

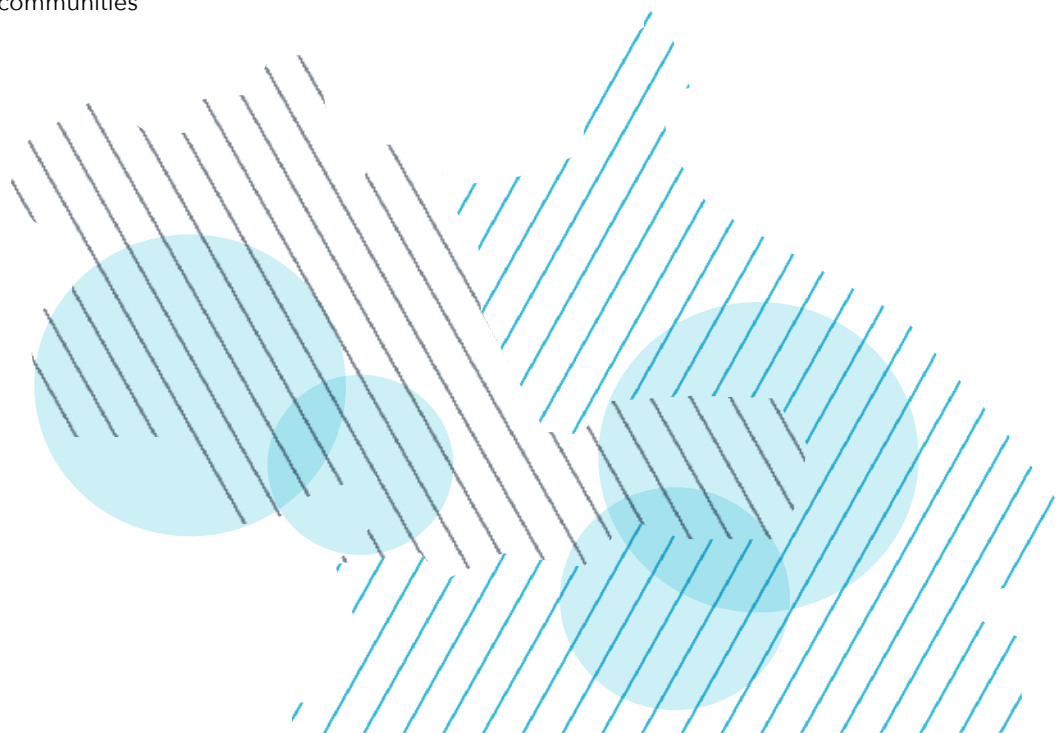
- ▶ The role of the University in supporting under 18s in local communities was felt to be very important
- ▶ The importance of programmes which demonstrate what opportunities are available at university and how more people can aspire to a university education
- ▶ Improvement in communication, in terms of how the University communicates with the local community, and how it communicates with its students. A desire for a central repository which can be accessed by students to see what is going on in the local community and what opportunities there are for them to get involved
- ▶ A stronger commitment from the University to work towards closer community integration. A sense that there was no real system to support, encourage and promote integration and the many different activities undertaken by Warwick students and departments
- ▶ Greater dialogue between the University management, the student body and the local community
- ▶ A strong sense that 'giving something back' is central to the University's ethos and character, but this could be better supported and integrated across the whole institution and with local communities

A digital commission

Throughout the consultation period the Commission ran a blog which attracted contributions on a number of topics from Warwick Volunteers, Warwick District Council, The National Institute of Adult Continuing Education, and a Universities UK seminar.

These submissions can be read in full on the Commission website - www.warwick.ac.uk/chancellorscommission/blog/

Insights from these activities have informed the Commission's recommendations which can be seen in full in the main Report.



Concluding remarks

Inevitably, any consultation and engagement process will be partial, and the Commission's is no exception.

We are satisfied that the multiple mediums and channels we operated did surface the most fundamental questions and issues that our final report subsequently addresses. This did provide insightful material supporting the proposals we have made.

We were particularly disappointed at the modest student engagement in the Commission. This in itself has informed a number of our recommendations on student incentives to become more engaged locally - from induction and volunteering, through to course design and academic incentives. However, we also recognise that a number of students do embrace local and regional engagement - both proactively and to better manage interfaces with the communities where they are temporary residents.

More broadly, we do suggest that the device of periodic independent commissions can be useful in reviewing and refreshing engagement. The deployment of the multiple tools and channels we used - from surveys to round tables, hearings, and digital media - can be a more systematic part of the University's mainstream communications and involvement strategy, at both corporate and programme levels.

Finally, we do appreciate the contributions from all those that did engage with us. In thanking participants, we hope that they will recognise some of their input in our final report.