

Proposed Devon County Civic University Agreement Report of the Head of Economy, Enterprise and Skills

Please note that the following recommendation is subject to consideration and determination by the Cabinet (and confirmation under the provisions of the Council's Constitution) before taking effect.

1) Recommendation

That the Cabinet be asked to approve the Devon County Civic University Agreement.

2) Introduction

Over the past year, work has been ongoing with the University of Exeter to deepen our day-to-day engagement, seeking to improve linkages between departments, academic peers and across our shared agenda. As part of this approach, the Authority and the University have been in discussion around the formation of a shared Civic Agreement.

In 2019 the University Partnership Programme (UPP) through the Civic University Commission made a principal recommendation that Universities commit their intention to supporting their region's economy and citizens quality of life through Civic University Agreements. Civic University Agreements are pledges from university leaders to work with anchor local institutions to maximise the impact of a university in its local environment. The agreements are co-designed civic strategies, which are informed by evidence and analysis of local priorities that harnesses the resources of the named organisations to generate greater benefits for a region, its businesses, and its people. The Civic University Commission report identifies four central principles that underpin Civic University Agreements: -

1. Place – Increased economic, social, environmental, and cultural benefits
2. Public – Developed with local partners and representative of local communities
3. Partnerships – Collaboration with anchor regional institutions to tackle local challenges
4. Measurement and Impact – To account for activity, celebrate impact, iterate, and learn

The Devon County Civic University Agreement (Agreement) (Annexe 1) recognises the fundamental role the Council and the University of Exeter share in shaping Devon's civic landscape. This Agreement will co-design a civic strategy, informed by evidence and

analysis of local priorities that harnesses the resources of the two organisations to generate greater benefits for Devon, its businesses, and its people.

This Agreement builds on already strong partnership foundations, and a history of mutual engagement. It is an opportunity to advance and amplify the impact of activities, strengths, and assets through joint civic strategy. The Agreement will formalise activity and establish a governance and monitoring approach. The Agreement will be overseen by senior representatives from each organisation who will be responsible for, and report on, an annual action plan.

Critically, the Agreement will allow the authority to better engage with the University on areas of local priority, from supporting the inclusion of our young people in higher education (notably those who are care experienced, with an SEND need and with wider barriers to advancement/issues around confidence), to promoting shared activity around policy areas such as housing and the low carbon economy, and more widely build up capacity and joint approaches around workforce development, business innovation and growth, or contributing to wider programmes around regeneration and place across the County.

The Agreement will align with a similar Agreement established between the University, Exeter City Council, Exeter College, Royal Devon and Exeter NHS Foundation Trust and initial conversations are also underway with the University of Plymouth to consider a similar approach.

3) Proposal

The Agreement between Devon County Council and the University of Exeter builds on a history of informal collaboration between the two Organisations that combines the Universities research and resources with the Council's place-based services, data, and resources to generate benefits for our communities, businesses, and environment. The Agreement will formalise what was previously ad hoc activity, introducing a cycle of annual planning to facilitate collaborative strategic activity. This will create a framework through which all the Council's Service Areas can engage with the University on key challenges and opportunities.

Annexe 2 sets out the Devon County Council Civic Agreement Project on a one-page canvas to summarise the proposal. It illustrates the Agreement's purpose (mission), sponsors, stakeholders, resources, benefits, and investment.

The Agreement's over-arching mission is to support Devon to be a thriving, sustainable and prosperous place to live and work. To achieve this, the Agreement recognises that health, education, culture, environment, and economy are intertwined. The Agreement will be realised across horizons to identify immediate, emerging, and future benefits and impact. The immediate time horizon will focus on three clear priorities to deliver the overarching mission: -

- Developing our civil society to be ambitious for each Young Person to thrive through quality education, health, and social care
- To provide ample access to affordable, carbon considered housing

- Stimulate innovation and growth within the region's three key growth sectors: Environment, Advanced Engineering and Manufacturing, Health, Care, and Life Sciences

The development of the Agreement has been progressed by a joint officer group across the Council and the University and through senior engagement between Professor Lisa Roberts, Vice Chancellor of the University of Exeter and Donna Manson, Chief Executive of Devon County Council.

Following approvals, the two Organisations will finalise the following outputs and objectives:

1. Increased social mobility measured through educational attainment, health and well-being and careers
 - a. A Devon Teaching Alliance that uses research and evidence to support Teaching and improve the progression of disadvantaged students at Key Stage 4 & 5
 - b. Widened participation of young people progressing to Higher Education and greater engagement amongst Devon employers with University of Exeter placements and graduates
 - c. Improved access to Mental Health support for young people
 - d. Responsive and inclusive education and skills system that address regional priorities such as reduced recruitment and skills gaps in key areas of public service e.g., Health and Social care leads to development of social work Degree Apprenticeship from September 2024
2. Creation of a county-wide Housing Commission to improve access to housing and develop a strategy that considers the carbon impact of new and existing housing stock and the future housing supply.
3. Stimulate innovation and growth within the region's three key growth sectors: Environment, Advanced Engineering and Manufacturing, Health, Care, and Life Sciences
 - a. Develop a Skills and Innovation ecosystem to deliver sustainable futures that are responsive to the change driven by automation, environment, economic and global uncertainties
 - b. Support a pervasive transition of Digital and Net Zero knowledge, capability, and application across the public, third and private sector
 - c. Develop cohesive and robust joint proposals to secure greater levelling-up funding
 - d. Raise visibility and generate greater engagement with the region's innovation assets

A Partnership Board will be established with designated lead representatives from each Organisation to finalise and drive forward an annual Action Plan to deliver the Agreement. The Action Plan will set specific, measurable, agreed, realistic and timebound objectives and consider the medium- and longer-term objectives. Key areas have been discussed for the first Action Plan and are illustrated below.

Table1: Action Plan (Work in Progress)

	Action	Target	Due Date
1a	3 schools will be selected to facilitate virtual Student and Pupil mentoring over 2 terms for disadvantaged pupils	Pupil progress in maths or literacy, measured by the progress 8 score, increases	Jan 2024
1b	A programme of benefits is curated for care experienced individuals to include mentoring, invitation to campus events and access to university facilities	25 Care experienced young adults access programme	Jan 2024
1d	The University launches a Centre for Degree Apprenticeships that will offer apprenticeships that meet sector priorities (such as Social work and Engineering)	The Council and Unitary Councils use Apprenticeship levy to fulfil a cohort of 20 social work DA in undergraduates	2024 - 2025
3a	Appraise Healthcare Innovation funding opportunities to explore breakthroughs to transform human health and wellbeing utilising our unique geography and demographics as a pilot/test-bed area	Secure £250,000 to pilot a health/ and or well-being innovations that respond to opportunities offered by automation and adoption of sustainable services.	Jan 2024

The Agreement should deliver long lasting value and benefits for both Organisations and bring a structure and efficient engagement. Shared knowledge and effort to address key opportunities will increase local impact and provide a strong platform to raise our profile nationally with the potential to draw in future investment for the County.

Timeline

The proposed timeline for the Agreement is set out below, with key tasks including establishing Task and Finish Groups (TFGs) to support delivery.

July '23	Devon County Civic University Agreement approved by Devon County Council and the Universitys Executive Board
Aug '23	Civic University Partnership Board formed & designated leads identified
Sept '23	Ways of working, Terms of Reference, Performance Monitoring, community engagement and Task & Finish Groups (TFG's) established.
Oct '23	TFG's collate analysis,evidence and review
Nov '23	TFG's 2024 Annual Plan recommendation paper
Dec '23	Civic University Partnership Board agree Annual Plan
Mar'24	1/4 TFG performance monitoring review meeting
Jun '24	1/4 TFG performance monitoring review meeting
Sep '24	1/4 TFG performance monitoring review meeting
Nov '24	TFG's 2025 Annual Plan recommendation paper

4) Alternatives

There is no alternative recommendation for Civic Agreement with the University of Exeter.

This Civic Agreement does not preclude the Council entering Civic Agreements with other institutions.

5) Consultations

No consultations have been commissioned.

Representations from colleagues across Public Health, Communities & Prosperity, Climate Change, Environment & Transport, Economy, Enterprise & Skills, Integrated and Adult Social care and Children and Young People's Futures have informed the Agreement and will be represented across the Senior Board and Designated Leads.

6) Strategic Plan

The proposal aligns with each of Council's three strategic themes.

- Child friendly Devon
- A region that is inclusive, safe, connected, and resilient.
- A sustainable and prosperous Devon

Table 2: Alignment of the Agreement's potential Action Plan deliverables with Council's Strategic Plan 2021-2025

Council Objective	Grow Up	Live Well	Prosper
Activity alignment	<p>Brighter Futures for Young People</p> <ul style="list-style-type: none"> - Teaching Alliance - Widening participation in higher attainment - Mental Health provision - Responsive Education & Skills System - Maximise use of regional innovation assets 	<p>Housing For All</p> <ul style="list-style-type: none"> - Increased Social Mobility - Digital transition - Net Zero transition - Securing investment of levelling up funds - Access to carbon considered housing 	<p>Innovation and growth</p> <ul style="list-style-type: none"> - Innovation & Skills for a Sustainable Future - Increased Social Mobility - Responsive Education & Skills System - Innovation & Growth of key sectors - Digital transition - Net Zero transition - Securing investment of levelling up funds - Maximise use of regional innovation assets - Access to carbon considered housing

The Task and Finish Groups will incorporate further strategic plans into the annual evidence and analysis cycle, these will include the Council's Key Principles and Behaviours, Strategy for Growth, Children and Adult Services Plan, Environmental Policy and the University of Exeter 2030 Strategy.

7) Financial Considerations

The Agreement will have no direct financial implication on the Organisation. It will need limited administrative support, associated process, and provisioning that the Partners will provide as part of day-to-day activities. The bulk of the Framework's process development, mobilisation and adoption will be provided from existing Economy, Enterprise & Skills (EES) resource.

Table 3: resource required in Year One – 28 days split between multiple personnel

Activity	Commitment across both Organisations	Council commitment
Annual Planning	10 people (1 elapsed day per person)	5 days
Organisational lead	0.5 day per month for each Organisation	6 days

Developing Ways of Working and sustaining support to anchor cultural adoption	1 day per month for each Organisation	12 days
Meetings, workshop/ conference to review performance	10 people (1 elapsed day per person)	5 days (plus colleagues invited to thematic focus sessions)
Performance monitoring and knowledge exchange tools	Mutual	The framework will use existing technology, MS Teams, Excel, Power BI
Total		28 days

As the partnership develops and identifies new initiatives and projects, agreement resourcing, including provision for joint bids for funding will form part of the annual planning cycle.

When considering the cost of resourcing, the value of securing greater regional investment benefit should be noted that public investment raises output, both in the short term and in the long term.

8) Legal Considerations

The Agreement is a non-legally binding Memorandum of Understanding which has been confirmed as such by the Legal team.

9) Environmental Impact Considerations (Including Climate Change)

The Agreement as a memorandum of understanding will be carbon neutral. It is intended that the resulting deliverables should be Net Zero and Climate Change Adaption positive. An Environment Impact Assessment will form part of the annual Action Plan recommendation paper to allow the Partnership Board to consider climate change impact when agreeing the annual Action Plan.

10) Equality Considerations

In progressing this proposal, an Impact Assessment has been prepared which will be circulated separately to Cabinet Members and available on the Council's website at [Civic University Agreement - Impact Assessment \(devon.gov.uk\)](https://www.devon.gov.uk/civic-university-agreement-impact-assessment)

The report considers the Equality Act 2010 Public Sector Equality Duty that requires decision makers to give due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;

- advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people’s needs; and
- foster good relations between people by tackling prejudice and promoting understanding

in relation to the protected characteristics (age, disability, gender reassignment, marriage and civil partnership (for employment), pregnancy and maternity, race/ethnicity, religion or belief, sex and sexual orientation).

A decision maker may also consider other relevant factors such as caring responsibilities, rural isolation or socio-economic disadvantage.

Members will need to consider the Impact Assessment for the purposes of this item

11) Risk Management Considerations

Risk	Mitigation	Likelihood 1- low 10 - high	Impact 1- low 10 - high	Risk Rating Out of 20	Owner
Deliverables not delivered due to lack of resource	Scope to be set through well-defined requirements. SMART principle applied	7	7	14/20	Partnership Board
Lack of adoption - staff do not engage with the Framework	Use a Change Management process such as ADKAR or Kotter. Co-design the Framework with Partnership Board and Designated leads. Recognition that adoption will build across the 1 st year of adoption	3	7	10/20	Designated Leads
Agreement does not address the Council’s priorities	The CUA is informed by the Council Strategic Plan and relevant directorate Strategies. Directorates will be invited to join the Partnership Board and appoint designated leads who will co-author the annual Action Plan.	4	6	10/20	Partnership Board
Deliverables not delivered in time	Accountable and knowledgeable leads identified to progress each deliverable. ¼ reviews to track. Low % of deliverables are time critical	6	3	9/20	Designated Leads

Deliverables not delivered due to Scope change	Deliverables mapped to Horizons, informed by priority, feasibility, and resource available Designated leads to record Scope change formally at ¼ reviews and time to be adjusted if scope change approved.	6	2	8/20	Designated Leads
Deliverables not delivered due to Scope change	Deliverables mapped to Horizons, informed by priority, feasibility, and resource available Designated leads to record Scope change formally at ¼ reviews and time to be adjusted if scope change approved.	6	2	8/20	Designated Leads
Activity would be delivered without Agreement	The Agreement is a framework to enhance existing collaboration, expediate and strategically align new collaboration. Most importantly however it introduces accountability and performance monitoring to increase impact	5	3	8/20	Partnership Board
Reputation	UoE are a world-class research, Russell Group University. Deliverables are of low reputational risk and will be assessed by Senior board and overseen by expert designated leads	1	5	6/20	Partnership Board

12) Reasons for Recommendations

The reason for accepting the proposal is: -

1. Public Interest – the Agreement will deliver socio-economic benefits for businesses and people, and environmental benefits for the region
2. Organisational Value for Money – the Agreement intends to mitigate risk for the Organisation by pursuing innovative solutions that reduce the cost of delivering Local Authority statutory services, generate income, increase economic benefit for the region and develop sustainable solutions to environmental challenges.

Keri Denton, Head of Economy, Enterprise and Skills

Electoral Divisions: All

Cabinet Member for Economy, Enterprise & Skills: Councillor Rufus Gilbert

Local Government Act 1972: List of background papers

Nil

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Proposed Devon County Civic University Agreement – Final



University
of Exeter

DEVON Civic
University
Agreement 2023-26
Proposal version 5

Innovation Impact and Business
University of Exeter
June 2023

DRAFT

The Devon County Civic University Agreement (CUA) recognises that the University is fundamentally linked to the place and people of Devon. Being a civic university means being authentically linked to a place and a community, responsive to its needs and committed to its success.

The University of Exeter is a vibrant knowledge hub with global connections, a major regional employer and important contributor to the local economy. Working together, Devon County Council and the University of Exeter share a strong commitment to the economic growth and prosperity, health, social and environmental fabric of our County.

Working together as Devon partners through our Civic University Agreement, our ambition is to generate benefits for our County, its businesses, and its people. This Agreement builds on already strong partnership foundations, and a history of mutual engagement. It is an opportunity to advance and amplify the impact of our activities, strengths, and assets.

At the heart of this Agreement is a belief that partnership is the catalyst that sets progress in motion. Partnerships within our County are now more important than ever, as we seek to ensure a thriving yet sustainable economy, healthy and happy people, a vibrant culture, and a spirit that connects us all with a pride of place and a determination to keep moving forward together.

Our Missions and the Partnership Framework which sit at the heart of this Agreement, respond to an analysis of local needs and consultation with partners and stakeholders.

Signatories

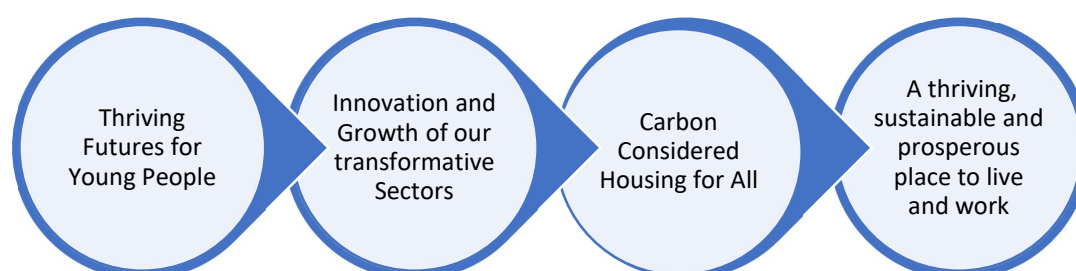
Devon County Council and the University of Exeter, as signatories to this Civic University Agreement, are committed to working together to help overcome the major social, economic, and environmental challenges that we all face together for Devon. We are bound by the Partnership Framework set out in this document to seek to improve levels of prosperity, equal opportunity, sustainability, health and wellbeing for Devon's citizens, businesses, families, and communities. We will work together to make measurable progress on our Missions.

Professor Lisa Roberts, Vice Chancellor, University of Exeter

Councillor John Hart, Leader Devon County Council

Our Mission

The over-arching mission is to support Devon be a thriving, sustainable and prosperous place to live and work. In so doing this agreement recognises that health, education, culture, environment, and economy are intertwined. To begin with this agreement will focus on three specific areas that support this overarching mission, developing our civil society to be ambitious for each Young Person to thrive, to provide ample access to affordable, carbon considered housing and to develop a Skills and Innovation ecosystem to deliver sustainable futures.



As partners we will work collaboratively to deliver this positive change for Devon. The Devon County Civic University Agreement will enable us to work better together to coordinate and amplify the impact of our activities, strengths, and assets to generate greater benefits for Devon, its businesses, and its people.

Thriving Futures for our Young People

The future of Devon’s children and young people is a clear priority.

Devon has deep and persistent inequalities in health and wealth. Around one in eight children live in poverty in Devon, with a large gap between the highest and lowest rates¹. It is currently one of the least socially mobile counties in the United Kingdom, with areas that have seen lower economic growth such as Torrington and North Devon having particularly low levels of social mobility.

Research by the University of Exeter’s Centre for Social Mobility (2020) showed the South West has the worst educational outcomes for disadvantaged young people in the country and low social mobility compared with other areas². In particular:

- School attainment gaps between poorer pupils and the rest are the largest of all English regions at the end of both primary and secondary school;

¹ DCC Website accessed April 2023

² Sim, A. M., & Major, L. E. (2022). SOCIAL MOBILITY IN THE SOUTH WEST

- 40% of disadvantaged pupils attained a standard pass in GCSE English and Maths in 2019 compared with almost 60% in Inner London;
- 17% of disadvantaged students went on to university in 2018/19 – the lowest rate of all English regions – compared with 45% in London.

Devon has a mix of rural, semi-rural and urban populations, all of which combine to create a complex education ecosystem. Health and wellbeing are intrinsically linked to factors such as housing, social and community bonds, participation in creative and physical activities, time spent outdoors in natural environments and inequalities in all their forms. Devon County Council and the University will work together with partners to bring their collective strengths to contribute to understanding and addressing these challenges.

A further shared focus on continuing to support the development of diverse, safe communities. Working together to identify cultural, civic and place-based opportunities which can benefit from the Universities research and the County Council's partnerships with the community and voluntary sector to respond to place-based priorities.

A South West Social Mobility Commission has been established, supported by the University of Exeter, its aim to transform life prospects for disadvantaged young people across the peninsula and help to influence decision-making by schools, local authorities and other organisations to improve social mobility.

Our Ambitions

- We will support the work of the Social Mobility Commission to deliver clear and actionable recommendations, to achieve enhanced social mobility within Devon, promoting successful practice to business, education, public services and the third sector service providers.
- Extending the Teaching Alliance from Exeter to a Devon Education Alliance ensure children throughout each Key Stage of the National Curriculum benefit from equal access to world-class pedagogy of teaching.
- Together we will seek to address the skills and recruitment gaps in key areas of public services, such as Health and Social Care, through new initiatives and new skills provision, including Degrees, Degree Apprenticeships, and Continuing Professional Development.
- We will help greater numbers of young people from a Widening Participation background in Devon reach university, including the University of Exeter.
- Together we will explore how we can help support young people's mental health in Devon.

Innovation and Growth of Transformative Sectors for a Sustainable Future

Devon has a large, diverse economy with a global reach. Businesses range from innovative, rapidly growing digital tech, advanced engineering, environmental science, specialised manufacturing, and marine industries through to sophisticated food, drink, and creative industries. There is a strong R&D base in the local Universities and global strengths in environment.

Yet despite its considerable assets, Devon is a low wage economy, with a range of factors limiting economic dynamism. With few large employers, our economy is weighted towards the low-paid service sector, especially in coastal and rural areas. This has profound implications for our people, in terms of low skills, low wages and lack of access to opportunities.

At the same time our transition to a greener and more sustainable economy provides significant opportunity where key sectors are interlinked with region's extensive land, coastal and marine environment. Alongside our neighbours in the Great South West, Devon has the opportunity to create world-leading growth in the green and blue economies, whilst responding to the climate emergency and ecological crisis. Innovation and skills will lie at the heart of this effort.

As partners, Devon County Council and the University of Exeter already collaborate closely to ensure our citizens have access to the skills required for, and access to, a growing number of high-quality sustainable green jobs in exciting and innovating sectors. Working together we will seek to boost the skills needed by our employers to grow and drive innovation.

Our Ambitions

- Together we will target activity to support innovation in three key growth sectors for Devon, based on their potential for transformational impact
 - Environment (including Energy and Waste)
 - Advanced Engineering and Manufacturing (including Marine and Aerospace)
 - Health, Care and Life Sciences

And a pervasive adoption of two cross cutting themes:

- Digital – Both as a core sector and a driver of transformation across the rest of the economy, with a focus on the enabling role digital plays in driving productivity and innovation.
- Net Zero – Working together in areas such as clean mobility, energy, and wider carbon reduction to meet the ambitions of the Devon Carbon Plan.
- We will develop a Skills and Innovation ecosystem to deliver sustainable futures that are responsive to the change driven by automation, environment, economic and global uncertainties
- We will work together to boost research and development investment to support levelling-up across Devon. This will include exploring models which ensure that the benefits of innovation and growth reach all parts of Devon. We will work together to extend innovation support with and through partners such as SETsquared, the Exeter Science Park, Innovation Zones, and other innovation-support services.
- We will work together to support the formation of a Devon Education and Skills Alliance, creating a regionally responsive education and skills ecosystem to test and trial novel approaches to support social mobility, address attainment gaps and boost skills supply.
- We will grow the number of Devon employers benefitting from University of Exeter placements, internships and work experience programmes, and boost graduate retention in the region.
- Raise visibility and generate greater engagement with the region's innovation assets

Carbon Considered Housing for all

Devon's housing challenges and their solutions are complex, interconnected and vary across the county. In acknowledging the great and growing housing challenges, the eleven Devon local authorities established a Devon Housing Task Force. Work by the Task Force shows that demand has outstripped supply for many years leading to a cycle of decline in availability and affordability across the whole housing system.

Evidence shows a clear acceleration in the demand/supply pressures during the Covid pandemic. Whilst Devon has always been an attractive holiday destination due to its natural beauty it is the sheer scale of changes alongside an already heavily constrained market that mean any change in one part of the market will impact overall and the market is now in crisis.³

Decarbonising the domestic housing stock remains a barrier to achieving Net Zero. The 2023 GemServ report summarised that based on current deployment of solid wall insulation, heat pump and air source heat pump installations it will take 600+ years to reach Net Zero⁴. We recognise that Housing is intertwined with creating sustainable futures, innovation and skills, and that a vital role is developing a Retrofit strategy for social housing, low-income households and the able to pay market.

To fully understand the nature of the problem and the potential solutions, Devon local authorities and the University of Exeter are collaborating in the development and delivery of a Housing Commission. The Commission will undertake in-depth socio-economic and demographic analysis and community and stakeholder engagement to develop a clear picture of the problems across local housing markets and tenure types across geographic Devon.

Our Ambitions

- Working with the Devon local authorities, the University will establish and support an independent County wide Housing Commission. With an independent chair and commissioners the Commission will hear evidence from key stakeholders, review evidence and produce a report with recommendations.
- The University will harness its strengths and expertise in this area, providing evidence.
- Through the work of the Commission, we will:
 - Develop a clear picture of the problems across local housing markets and tenure types across geographic Devon with a wide-range of engagement from communities, experts and partner agencies.
 - Develop an understanding of the future need for housing supply, tenure types and use that will aid the wider outcomes of prosperity, economic growth and social mobility.
 - Provide some practical recommendations that help to deliver on an improvement in use, supply and tenure type including improving the quality of the private rented stock in line with carbon plan objectives.
 - Make recommendations for new policy and powers to overcome barriers to local housing affordability and supply.
 - Seek to influence significant housing and social policy change and practical solutions that will start to address the broken local housing markets across the county. Working together we will identify where new ways of working could be trialled in the County.

Guiding Principles

The Partnership Framework aims to:

- Enable better communication between the partners and the community, setting out a clear mechanism for day to day working;
- Harness research expertise to address Devon's challenges, supporting priority setting and co-production of solutions, providing a clear route to local impact;

³ Devon Housing Task Force, Proposal for a Devon Housing Commission 2022

⁴ Heart of the South west Local Enterprise Low Carbon Skills Report, GemServ 2023

- Be dynamic and organic – adapting to circumstance;
- Provide routes to global engagement;
- Actively engage students in the public and community realm, matching student interest to community need and supporting engaged learning;
- Embed collaborative public engagement based on the principle of reciprocity, involving the flow of knowledge, information and benefits between the parties;
- Embed clear evaluation and review processes;
- Be transparent and accountable.

The Partnership Framework

Governance Structure	<p>The Devon Civic University Agreement will be overseen by a Civic University Partnership Board comprising senior representatives from each institution which will meet annually.</p> <p>Designated leads from each institution will comprise the coordinating team, with quarterly meetings at which lead members from each institution can bring issues/concerns to the table and/or share their current activity.</p>
Missions	Our Missions will be jointly owned and agreed by our partners and align with our regional priorities.
Agenda Setting	<p>The partners will identify areas of “common ground” where it is expected that joint working will add value to the mission of each institution. Initially these will focus on the Missions identified within the initial CUA.</p> <p>The agenda will be shaped by participants on an ongoing basis, and everyone commits to attending and listening respectfully to partners when they bring issues and ideas to the group.</p>
Brokerage	Partners will identify lead connectors in each organisation that can broker wider relationships and be a point of contact between the partners, connecting them to wider networks. Over time we expect to have a visible and transparent set of institutional networks that will facilitate the sharing of knowledge.
Sharing Intelligence and Horizon Scanning	An annual Conference/Workshop will allow each institution to widen its engagement across their workforces, identifying critical issues, sharing intelligence, and identifying the potential for a collective response.
Co-creation	As partners we will embrace a ‘social enquiry’ approach to working on identified issues or challenges. We will collate information, research best practice, identify practical solutions, test them, and develop policy proposals for action. We will, through our vehicles for delivery, engage with the wider community and stakeholders in the region.
Responding to opportunities	The partnership should have provision to develop Task and Finish Groups or Mission Groups to enable the development of action plans and rapid responses from the partnership.
Community and stakeholder engagement	The partnership will adopt ways of working that support effective community and stakeholder engagement.
Resourcing	The CUA will need limited administrative support, associated process, and provisioning. Partners will identify internal coordination support and Mission-specific support.

	As the partnership develops and identifies new initiatives and projects, there will need to be agreement on how this is resourced, including provision for joint bids for funding.
Communications	The partnership will adopt clear guidelines for promoting the partnership and its work and managing communication protocols.
Annual Planning Cycle	The Agreement will be accompanied by an annual planning cycle which enables progress to be monitored, new issues and challenges to emerge and the CUA subject to formal review and update.

Status

This agreement is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this agreement. The parties enter into this agreement intending to honour all their obligations.

Nothing in this agreement is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute either party as the agent of the other party, nor authorise either of the parties to make or enter any commitments for or on behalf of the other party.

Annexe 1: 2023/2023 Devon County Council Civic Agreement Objectives and Action Plan (work In Progress)

Objectives

1. Increased social mobility measured through educational attainment, health and well-being and careers
 - a. A Devon Teaching Alliance that uses research and evidence to support Teaching and improve the progression of disadvantaged students at Key Stage 4 & 5
 - b. Widened participation of young people progressing to Higher Education and greater engagement amongst Devon employers with University of Exeter placements and graduates
 - c. Improved access to Mental Health support for young people
 - d. Responsive and inclusive education and skills system that address regional priorities such as reduced recruitment and skills gaps in key areas of public service e.g. Health and Social care leads to development of Social work Degree Apprenticeship from September 2024
2. Creation of a county-wide Housing Commission to improve access to housing and develop a strategy that considers the carbon impact of new and existing housing stock and the future housing supply.
3. Stimulate innovation and growth within the region's three key growth sectors: Environment, Advanced Engineering and Manufacturing, Health, Care, and Life Sciences
 - a. Develop a Skills and Innovation ecosystem to deliver sustainable futures that are responsive to the change driven by automation, environment, economic and global uncertainties
 - b. Support a pervasive transition of Digital and Net Zero knowledge, capability, and application across the public, third and private sector
 - c. Develop cohesive and robust joint proposals to secure greater levelling-up funding
 - d. Raise visibility and generate greater engagement with the region's innovation assets

Action Plan

The **agreement** stage will bring together the Partnership Board and designated leads representative of key areas from each Organisation to set the annual **Action Plan**. The Action Plan will set specific, measurable, agreed, realistic and timebound (SMART) objectives for the Horizon 1 deliverables and outline Horizon 2 & 3 objectives.

Cognisant of priorities and to expediate impact, Table 1 sets out some elements of the Action Plan that designated leads from both Organisations have started to develop in anticipation that cabinet will recommend the Agreement is approved.

Table1: Action Plan (Work in Progress)










	Action	Target	Due Date
1a	3 schools will be selected to facilitate virtual Student and Pupil mentoring over 2 terms for disadvantaged pupils	Pupil progress in maths or literacy, measured by the progress 8 score, increases	Jan 2024

1b	A programme of benefits is curated for care experienced individuals to include mentoring, invitation to campus events and access to university facilities	25 Care experienced young adults access programme	Jan 2024
1d	The University mobilise to offer a social work Degree Apprenticeship programme from September 2024	The Council and Unitary Councils use Apprenticeship levy to fulfil a cohort of 20 social work DA undergraduates	September 2024
3a	Appraise Healthcare Innovation funding opportunities to explore breakthroughs to transform human health and wellbeing utilising our unique geography and demographics as a pilot/test-bed area	Secure £250,000> to pilot a health/ and or well-being innovations that respond to opportunities offered by automation and adoption of sustainable services.	Jan 2024

Foundation	People		Creation		
<p>Purpose</p> <p>Mission: A co-designed civic strategy, informed by evidence and analysis of local priorities that harnesses the resources of the two organisations to generate greater benefits for Devon, its businesses, and its people</p> <p>Outcomes: Developing our civil society to be ambitious for each Young Person to thrive through quality education, health, and social care</p> <p>To provide ample access to affordable, carbon considered housing</p> <p>Stimulate innovation and growth within the region's three key growth sectors: Environment, Advanced Engineering and Manufacturing, Health, Care, and Life Sciences</p>	<p>Sponsorship</p> <p>Lisa Roberts – Vice Chancellor, Chief Executive. University of Exeter</p> <p>Chris Evans - Director, Innovation, Impact and Business and Director of Regional Engagement. University of Exeter</p> <p>Donna Manson – Chief Executive, Devon County Council.</p> <p>Keri Denton – Head of Economy, Enterprise and Skills, Devon County Council.</p>	<p>Stakeholders</p> <p>University of Exeter Devon County Council</p> <p>Specific Partnerships e.g. Devon Climate Emergency, Housing Commission</p>	<p>Deliverables (Outputs)</p> <p>Action Plan to be co-designed following the CUA acceptance. Key focus areas to be considered include: -</p> <ol style="list-style-type: none"> 1. Increased social mobility measured through educational attainment, health and well-being and careers <ol style="list-style-type: none"> a. A Devon Teaching Alliance that uses research and evidence to support Teaching and improve the progression of disadvantaged students at Key Stage 4 & 5 b. Widened participation of young people progressing to Higher Education and greater engagement amongst Devon employers with University of Exeter placements and graduates c. Improved access to Mental Health support for young people d. Responsive and inclusive education and skills system that address regional priorities such as reduced recruitment and skills gaps in key areas of public service e.g. Health and Social care leads to development of Social work Degree Apprenticeship from September 2024 2. Creation of a county-wide Housing Commission to improve access to housing and develop a strategy that considers the carbon impact of new and existing housing stock and the future housing supply. 3. Stimulate innovation and growth within the region's three key growth sectors: Environment, Advanced Engineering and Manufacturing, Health, Care, and Life Sciences <ol style="list-style-type: none"> a. Develop a Skills and Innovation ecosystem to deliver sustainable futures that are responsive to the change driven by automation, environment, economic and global uncertainties b. Support a pervasive transition of Digital and Net Zero knowledge, capability, and application across the public, third and private sector c. Develop cohesive and robust joint proposals to secure greater levelling-up funding d. Raise visibility and generate greater engagement with the region's innovation assets 		
	<p>Resources</p> <p>UoE Lead: Andrew Dean - Innovation, Impact and Business Regional.</p> <ul style="list-style-type: none"> • Business Intelligence Capability • Research and Academia • Key Facilities <p>DCC Lead: Phil Adams – Skills and Devolution lead</p> <ul style="list-style-type: none"> • Economy, Enterprise and Skills • Children's Services • Adult Services • Environment Group • Community, Place and Economic Development grand challenges <p>The CUA will need limited administrative support, associated process, and provisioning. Partners will identify internal coordination support and Mission-specific support.</p> <p>As the partnership develops and identifies new initiatives and projects, there will need to be agreement on how this is resourced, including provision for joint bids for funding.</p>				
	<p>Investment</p> <ul style="list-style-type: none"> • Annual Planning <ul style="list-style-type: none"> ○ 10 people (1 elapsed day per person) = 5 people days match per Organisation • Organisational lead <ul style="list-style-type: none"> ○ 0.5 day per month for each Organisation = 6 people days match per Organisation • Inauguration of Ways of Working and sustaining support to anchor cultural adoption <ul style="list-style-type: none"> ○ 1 day per month for each Organisation = 12 people days match per Organisation • Annual workshop/ conference to review performance <ul style="list-style-type: none"> ○ 10 people (1 elapsed day per person) = 5 days of people match per Organisation plus colleagues invited service area focus sessions • Shared access to performance monitoring and knowledge exchange tools <ul style="list-style-type: none"> ○ The framework will use existing technology, MS Teams, Excel, Power BI <p>Using an hourly rate of £34 per hour as a guide (Chief Officer L7 SCP) Cost to Organisation is £34 * 7 hours * 28 = £6,664 per annum of matched time across the Service</p>			<p>Benefits (Outcomes)</p> <ul style="list-style-type: none"> • Strategic (rather than ad hoc) collaboration • Application of globally recognised academic research to LA challenges and priorities • Knowledge Transfer across Young People's Futures, Innovation and Skills and Housing. • Identified points of contact for operational areas • Knowledge transfer, longitudinal study on social mobility and performance monitoring supports the Organisation transition to a Learning Organisation. • Economies of scale from co-development • Increased regional human capital capability because of higher skills attainment and skills that align to regional development priorities • Greater economic investment because of securing increased share of levelling up funding. (Fiscal Multiplier effect). • Collaboration and Impact is monitored and measured • Potential longitudinal study to track whether the CUA delivers social mobility impact across health, educational attainment, and income • Sustainability: The CUA Action Plan provides the strategic parameters through which the workforce is empowered to contribute supported by the improved working relationships <p>What benefits can we expediate? What benefits will take time to be realised? (Map against a three Horizon timeline)</p>	
			<p>Plan</p> <p>Governance</p> <ul style="list-style-type: none"> • Annual Senior Board <p>Deployment</p> <ul style="list-style-type: none"> • Annual Planning cycle > Action Plan with objectives • Annual Conference/ Workshops focused on key themes and evidence sharing • Accountable leads responsible for Mission groups that meet quarterly <p>Adopting Change</p> <p>Social enquiry approach blending citizens and partners consultation and engagement</p> <p>Successful adoption will use ADKAR or Kotter's 8 step process for leading change</p> <p>Activity will be staged over the Three Horizon Model</p>		

FIGURE I-1

The Project Canvas

Foundation	People		Creation	
<p>Purpose</p>  <p>Why are we doing the project?</p>	<p>Sponsorship</p>  <p>Who is accountable for the project?</p>	<p>Stakeholders</p>  <p>Who will benefit from and be affected by the project?</p>	<p>Deliverables</p>  <p>What will the project produce, build, or deliver?</p>	<p>Plan</p>  <p>How and when will the work be carried out?</p>
	<p>Resources</p>  <p>Who will manage the project, and which skills are needed to deliver the project?</p>			<p>Change</p>  <p>How are we going to engage stakeholders and manage the risks?</p>
<p>Investment</p>  <p>How much will the project cost?</p>			<p>Benefits</p>  <p>What benefits and impact will the project generate, and how will we know the project is successful?</p>	