PLACE NAVIGATOR

Main Categories of Infrastructure

| LOCAL GOVERNMENT | ECONOMIC DEVELOPMENT | HEALTH AND SOCIAL CARE | EDUCATION AND SKILLS | ARTS, CULTURE, HERITAGE | ENVIRONMENT | COMMUNITY AND VOLUNTARY SECTOR | JUSTICE |

The Place Navigator aims to support different organisations to work together for the benefit of their place and the citizens that live there. It will do this by answering these questions for each category of infrastructure.

- How can we work together to the benefit of a place?
- What organisations and infrastructures might operate in a place?
- How can we find out what the priorities are of these organisations?
- What is the best way to work together?
- How have organisations worked together in the past? What can we learn from this?

LOCAL GOVERNMENT

Single-Tier
County Councils

Two-Tier
County Council, District Councils

Combined Authorities

Town, parish, and community councils

Two Tier
County Councils: provide services that cover the whole county such as education, waste disposal and adult social care.
District councils: (borough/city councils) are smaller and provide local services such as refuse collection, environmental health, and leisure facilities.

Single Tier
- Metropolitan councils were councils set up in 1974 covering large urban areas.
- London boroughs are unitary councils (although the Greater London Authority provides some services including fire, police, transport, and strategic planning).
- Unitary authorities may cover a whole county, part of a county or a large town or city. For example, Cornwall Council, Nottingham City Council and Reading Borough Council are all unitary councils.

Town, parish, and community councils
In some areas, the most local tier of local government is a parish or town council, or community councils in Wales. They maintain local amenities such as recreational areas, footpaths, and cemeteries. The parish council is also consulted on highway and planning applications.

A councillor may serve on more than one tier of local government – so a county councillor may also be a district councillor and a parish or town councillor.

LOCAL GOVERNMENT

Holders of democratic power and elected officials

Councillors
Leader of the Council
Mayors
'Metro-Mayors'
Police & Crime Commissioners
Members of Parliament

Combined Authority:
All councils in an area can come together and apply to central government to form a combined authority, with a directly elected mayor, in return for a greater devolution of powers from central government.

Example:
The Greater Manchester devolution deal gives the combined authority additional powers over skills and education budgets, health and social care services, transport, local business development and additional funding for housing and new planning powers.

Devolution explained

Cabinet Members
Cabinet members are councillors with special responsibilities over an area of the council's activities, such as tourism, health or housing. Their area of responsibility is known as their portfolio.
Cabinet members may work with council officers and others to develop policy within their portfolio, which then comes to the cabinet for formal **approval.**

Mayors / Chairperson of the Council
A civic mayor or chairperson of the council will carry out ceremonial duties and chair meetings. Some councils may have an elected Mayor who is responsible for the day-to-day running of services.

Metro-Mayors'
A directly elected leader of a combined authority. They usually chair a cabinet of leaders from the councils that are part of the combined authority.

LOCAL GOVERNMENT

Key Agendas

Economic development
Education
Skills development
Regeneration
Health
Wellbeing
Housing
Net-zero
Infrastructure
Transportation
Employment

Police, Fire and Crime Commissioners
An elected official responsible for overseeing police forces and fire services. They hold the chief constable to account for the delivery of the police and crime plan.

Members of Parliament
An elected official that represents a constituency (area) in central government & acts in the national interest. Some members of parliament will be invited into the prime minister's cabinet which is the senior decision-making body for the government.

Ways to connect
- Attend local council meetings; find out which councillors have responsibilities for agendas you are interested in working together on.
- Read council meeting minutes for meetings you can't attend.
- Attend other local events where there may be representation from councillors.
- Host networking or matchmaking events for organisations working on a specific agenda.
- Organise meetings to discuss shared agendas; target councillors and council officers working on specific agendas
- Establish advisory boards and invite local government representation.
- Join local advisory boards.
- Participate in local government-run events e.g. celebrations.
- Use social media and other digital platforms to engage councillors and local government employees.
- Join mailing lists to keep up to date with events and opportunities.

Greater Manchester Universities Civic University Agreement

This civic agreement brings all five universities in the city region together with the Greater Manchester Combined Authority (GMCA), setting out their shared priorities and aims for the city region. Combined authorities like GMCA pool the resources of several district councils and have devolved power to tackle issues like public transport, housing, skills and planning. Their strategic aims have a broader reach than local authorities, which universities can align with in their civic aims and strategies.

The priorities of the join Civic University Agreement builds on the existing Greater Manchester strategy and draws on the needs of the universities' own communities. The agreement will initially be for 3 years, following the Mayoral cycle, with the partnership publishing annual updates. They are focussing on 6 areas where they feel they can make a tangible difference to local people's lives – education and skills; reducing inequalities; jobs and growth; the digital economy; creative and cultural economy; and net zero. They also point out that those involved in the partnership will evolve and broaden over time.

The 'One Year On' report puts forward the predicted future impacts, meaning that the actual impacts could differ. Looking at the predictions and statistics, the potential impact across all focus areas is substantial – most likely due to the combined power of the partnership. It will be crucial to follow these predictions up, as well as to look at what evaluation methods are being used (beyond the quantifiable measures), and who is involved in their design and implementation.

ECONOMIC DEVELOPMENT

Some key Organisations

Local Government

Department for Levelling Up Housing and Communities

Department for Business and Trade

Department for Energy Security and Net Zero

OECD

Institute for Fiscal Studies

Independent consultancy firms

Catapult centres

WHO	WHAT
British Chamber of Commerce	Made up of 53 chambers across the UK. Aims to represents and amplify the voices of businesses across the UK.
Membership organisations	Support and connect companies, bringing together firms to build new relationships, share best practice & foster new opportunities.
Business consortiums	Two or more individuals, companies, organisations, or governments with the objective of participating in a common activity or pooling their resources for achieving a common goal.
Local businesses	Can be thought of as anchor institutions & includes large employers
Local entrepreneurial ecosystem	Includes links into: education (EECOLE), social enterprises, start-ups, student entrepreneurship, Catapult
Placemaking initiatives	E.g. Business Improvement Districts (BIDs) and industrial, business & innovation clusters

DRAFT

Northumbria University Business Incubator

In 2019, the Incubator – a purpose-built hub located next to the University's main campus - opened with the aim of bringing together student and graduate entrepreneurs with business partners who could provide mentoring and financial backing. The Incubator received financial support from Santander, Universities UK, Sir James Knott Trust, Northeast Times Magazine, Space Group, and the Northeast LEP, and involved local businesses and alumni.

The Incubator is supporting aspiring entrepreneurs to establish and grow their businesses with the aim of generating employment opportunities in the Northeast. The support programme includes: free purpose-built business spaces for students and graduates; an Enterprise Club – a community of regional and national businesses that have formed a network of pro-bono advice and expertise to share with students and graduate entrepreneurs; and an Enterprise Fund that offers financial support.

By 2021, the Incubator reported supporting over 395 graduate companies, creating over 1,000 jobs in the Northeast and amassing an annual turnover of £84m. This example sits at the intersection of university aims and the region's wider ambitions. It illustrates how long term sustainable, community focused partnerships involving private organisations and civic universities can lead to economic and social value - not only through funding but also through the expertise and mentorship provided.

The focal point of the relationships between the student entrepreneurs, academics, and the business community appears to be centred around the Hub itself – where workshops, discussions, research, and general connections take place. Details of how the different stakeholders are working together and to what extent these relationships have contributed to the overall impact of the initiative are unclear. In-depth evaluations of the Incubator's impacts do not appear to have taken place as of yet, however, there is some limited reporting on things like levels of engagement and turnover available (see last link below). It would be interesting to know how the businesses and individual business experts taking part are benefiting from their involvement.

Photo of Callum Mather, a graduate who with the help of the Incubator, launched Everdurance - a business tackling single-use plastic drinks bottles, taken from here.

Links

- Northumbria University Business Incubator | SPACE Architects
- Northumbria support for graduate entrepreneurs
- Northumbria University Impact Report

HEALTH AND SOCIAL CARE

We have a (somewhat) Integrated Care System: a partnership of organisations that plans & attempts to deliver an integrated care plan. However, NHS as a whole is not integrated.

Underpinned by:
- Integrated care boards (develop the plan)
- Integrated care partnerships (NHS integrated care board and upper-tier local authorities)
- Place-based partnerships between NHS, local authorities, community and voluntary sector organisations thatt deliver the plan

Primary Care

Social Prescribing & Community-based Care

Secondary Care & Tertiary Care
Specialised in hospital care - may not be in all locations

The NHS connects with partners in other ways, including:
- Academic Health Science Networks: 15 networks across England that accelerate development and innovation

Health organisations connect through networks, including:
- Health Anchor Learning Network
- Health Equity Network

Funding Mechanisms:
- Public Sector
  - NHS funding
  - Direct government allocations
- Private Sector
  - Private and employer health insurance
  - Self-pay
  - Private hospitals & clinics

Collaborative Newcastle

Collaborative Newcastle is an innovative partnership looking to transform the health, wealth, and well-being of residents. The partnership brings together Newcastle University and Northumbria University with the city's NHS Foundations Trusts, the local Clinical Commissioning Group, the primary care network, the voluntary and community sector, and Newcastle City Council. The consortium acknowledges that even though their hospitals, public services and universities are some of the best in the country, they can make a much greater difference to residents by working together.

Universities support Collaborative Newcastle by building a knowledge base around the determinants of health that are affecting residents. They mobilise this knowledge in partnership with NHS bodies and local organisations, drawing on research and staff expertise to support action-based and evidence-based approaches. The initiative has led to an evolved social prescribing system, a more integrated health care system, and credible collaborative efforts towards the aim of improving health inequalities in Newcastle. This example highlights the potential of cross-sector partnerships as a route to tackling complex challenges, with each organisation leveraging different strengths and resources towards a common aim.

Collaborative Newcastle | Health, Wealth & Wellbeing

Institute for Community Studies
Powered by The Young Foundation

National Co-ordinating Centre for Public Engagement

National Civic Impact Accelerator

EDUCATION AND SKILLS

Key Players

Department for Education
Local Education Authorities
Academy Trusts
Colleges
Apprenticeship Providers
Lifelong Learning & Skills
Services
Local Authorities
Ofsted
Office for Students

Formal Education System
- Nursery
- Primary School
- Secondary Schools
  - Grammar school
  - Comprehensive school
  - University Technical College
- Colleges and 6th Forms

- Private Schools

- Alternative Education e.g. Home Education

Other Forms of Training & Continuing Education
- Providers of training, skills, apprenticeships
- Providers of continued professional development (CPD) or adult learning
- Providers of reskilling/training opportunities for the green sector
- Alternative education provision & community run schools

EDUCATION AND SKILLS

Universities

Traditional Universities e.g. "Russell Group" or "Red Brick"; older, offer traditional courses and carry out lots of research intensive.

Modern or '**Metropolitan**' Universities; many established in the 1990s, offer wider variety of courses.

Specialist Universities; focus on particular subject e.g. music.

Advice from the UK Community Partner Network

A university is a highly complex and large enterprise, often the size of a small town in terms of numbers of staff and students. Universities are also varied in type, some concentrate on research and some on teaching. Others are highly specialised in terms of subjects that they cover. The common link is likely to be that they are all rather difficult to navigate. What you need may well be in there somewhere, the challenge is finding it!

If you have an idea for a partnership project and want to pitch it to explore possible interest with a university (as opposed to managing a university request to get involved in an idea they have) then here are some tips that the UK Community Partner Network have pulled together:

- Be able to describe your project in a paragraph or a 5 min conversation, even if it is an early idea rather than a worked-through plan.
- Have a think in advance what you might want from the university.
- Think through what you can offer a university too, doing this may help you clarify what you want and can help 'equalise' the relationship.
- Find out if the university has a service to help you find your way around. This might be called a helpdesk, the community engagement team, the public engagement team a science shop, knowledge exchange or something else entirely.
- Find an academic that might be interested in your project; you can search on their website by key word.
- Talk to other organisations that might have worked with the university, what tips do they have? Do they have a contact that might be able to support your project?

Some of this information will be easy to find, but some will not. Even if your first contact with the university isn't promising, there are often other parts of the university that might be able to help.

EDUCATION AND SKILLS

Shared Agendas

Widening participation
STEM skills gap
Employability Skills
Improve attainment
Raise aspirations
Teacher retention
Green skills
Higher level apprenticeships
Degree apprenticeships

Ways to connect

- Local subject networks; offer support or subject knowledge
- Careers advisors & organisations e.g. Gatsby
- National initiatives acting at a local level:
  - 'Science learning' partnership schools
  - STEM Ambassador hubs
  - STEM Learning
  - Computing at School Hubs
- Academy trusts, operate several schools across an area, target centralised leadership
- Children University
- Work experience / placements e.g. Nuffield Studentships
- Widening participation / outreach team within universities
- Attend local events and meetings
- Run workshops or seminars around shared agendas
- Become a school governor
- National and regional networks for Headteachers
- Teacher training programmes

School-University Partnerships Initiative (SUPI)

This 2013, 4-year initiative aimed to explore how teachers and university researchers could work together to bring research into the classroom and to find effective ways to do this in a sustained way. Funded by Research Councils UK (RCUK), the programme involved 12 partnership projects that involved local schools and universities tasked with developing long-term partnerships that made a difference to school pupils, teachers, researchers, and research. Scattered across the UK, the partnerships differed in their approaches, responding to their individual contexts and needs, however they followed a set of shared aims. The reach of these projects was impressive, for example - 600 schools and colleges engaged; 900 engagement activities and opportunities offered; 1,800 university staff trained; 3,600 teachers engaged, and 40,000+ school and college students engaged (p.2 in the link below). Of course, these statistics only provide a snapshot of the numbers of people and activities that took place.

(lessons_from_the_school-university_partnerships_initiative_supi.pdf (publicengagement.ac.uk)

Partnership Cards

ARTS, CULTURE, HERITAGE

National Organisations

- Arts Council England
- National Lottery Heritage Fund
- Digital Culture Network
- Association for Cultural Enterprises
- Royal Academy of Arts
- Museums Association
- Theatres Trust
- National Museum Directors Council
- English Civic Museums Network
- Group for Education in Museums
- British Interactive Group
- Collections Trust
- Heritage Education Trust

Local cultural infrastructure museums, galleries, libraries, concert halls, etc.

Local heritage historical buildings, traditional festivities, etc.

Grassroots organisations and groups

Creative sector design districts, arts, theatre, etc.

National Saturday Club

The National Saturday Club was inspired by an initiative from the late 1940s - 1970s whereby art schools opened on Saturdays giving teenagers across the UK a taste of what it would be like to study art after leaving school. Initially focussing on art and design, the National Saturday Club expanded and now applies the model of free Saturday classes to other subjects and industry sectors (e.g. fashion and business, science and engineering, society and change). The current programme offers Saturday classes for 13-16 year olds located in local universities, colleges, or cultural institutions, and involves tutors, student assistants, and HE and industry partners. It represents a model based on shared knowledge, best practice, and partnership working.

About the National Saturday Club - National Saturday Club (saturday-club.org)

Funders

- National Lottery
- Arts Council
- The National Archives
- Local Councils / Government organisations
- The Association for Independent Museums
- The National Churches Trust
- The Charles Hayward Foundation
- Youth Music

- Garfield Weston Foundation
- Esmee Fairbairn Foundation
- The Fidelio Trust
- The D'Oyly Carte Charitable Trust
- John Ellerman Foundation
- UK Games Fund
- The Linbury Trust
- Royal Victoria Hall Foundation

Museum-University Partnership Initiative (MUPI)

This 2-year Museum-University Partnership Initiative (MUPI) brought smaller and medium-sized museums and universities together to work towards mutually beneficial aims. Funded by the Arts Council England Museum Resilience Fund and delivered by the National Coordinating Centre for Public Engagement (NCCPE), the initiative involved facilitated networking events where academic and museum staff came together and had the opportunity to bid for small amounts of funding to explore potential project ideas and build relationships. 77 MUPI Match projects were funded, involving 107 museums and 59 universities. Coinciding symposia ran alongside the events to that participants from across these projects could share good practice and explore learnings. Multiple outputs came out of these projects including the production of a range of practical resources (e.g. a partnerships card game, guides, templates, case studies, and reports) that can be used to build any effective partnership (not just for museums and universities).

- NCCPE Partnership Tools | NCCPE (publicengagement.ac.uk)
- MUPI Match Guide: MUPI Match Guide | NCCPE (publicengagement.ac.uk)
- MUPI Case Studies: MUPI Case Studies | NCCPE (publicengagement.ac.uk)

ENVIRONMENT

Key Organisation & Networks

- Department for Environment, Food & Rural Affairs (DEFRA)
- The Environment Agency
- Natural England
- Environment and Heritage Service (EHS)
- The Wildlife Trusts
- RSPB (Royal Society for the Protection of Birds)
- The National Trust
- The Woodland Trust
- Friends of the Earth
- Greenpeace UK
- WWF UK
- UK Environmental Law Association (UKELA)
- EAU - The alliance for sustainability leadership in Education

Local Government Responsibilities:

- Implementing & enforcing minimum energy efficiency standards for new builds
- Delivering funding to retrofit existing homes & improve their energy efficiency
- Shaping housing, infrastructure & renewable energy development in their area in their role as local planning authorities
- Developing & delivering heat network connections
- Encouraging active travel, decarbonising public transport & installing public chargepoints for electric vehicles

Local structures that might exist:

- Citizens/climate Assemblies
- Partnerships for developing/ delivering net zero plans
- Community groups
- Activism
- Climate Action Networks
- Community energy initiatives

Exeter City Futures – A CIC leading the city's net zero strategy

Exeter City Futures is a local community interest company working collaboratively with the city and key stakeholders to help Exeter become carbon neutral by 2030. They developed the city's Net Zero plan as a collectively-owned roadmap toward this change. The CIC is working with partners across the education sector (e.g. University of Exeter) as well as the public (e.g. City Council, NHS), private (e.g. local businesses), and third sectors to deliver the strategy. Their approach focuses on 5 key areas: engagement and conversation; collaboration and cooperation; facilitation and coordination; data and innovation; and impact and action.

Ways that the university has been involved: in 2018 the University of Exeter worked together with Exeter City Futures as part of a 3-year European Union funded project - 'Environmental Futures and Big Data Impact Lab'. They are also on the board of Exeter City Futures, and are one of the partners who will continue to deliver the Net Zero plan through their own institutional strategy.

The partnership developed tools and resources, as well as inspiration to take action. A broader impact of their collaborative and permeable approach is that it brought people together from across the community and the different key sectors, and provided a roadmap for how they could work together to hopefully achieve their shared goal of carbon neutrality. It remains to be seen whether their approach and strategy will be successful, but their inclusive, iterative, and collaborative approach suggests a strong foundation for partnership working.

Home - Exeter City Futures, Our Story - Exeter City Futures

COMMUNITY AND VOLUNTARY SECTOR

National Organisations

The Institute for Community Studies

The Joseph Rowntree Foundation

Civic Voice

Locality

NCVO

Key Players

- Local voluntary sector networks (e.g. local VSC council)
- Local community organising (e.g. Citizens UK or smaller/grassroots organisations)
- Charities focused on communities & inequalities
- Community owned assets or businesses
- Community research networks
- Trade or labour unions
- Community of interest or identity groups
- Faith groups and leaders
- Charities associated to faith groups
- Tenants and housing associations
- Local youth or community centres
- Social and care services
- Employment centres
- Debt and financial advice centres
- Community kitchens
- Social enterprises

This can be thought about in terms of:

- **Social infrastructure** - what spaces, resources & tools exist to support social and community life?

- **Support structures** - who helps people who need help?

- **Community leadership structures** - what are the avenues for self determination, for protection of community & individual rights, for development and growth?

The Living Wage Campaign

Since 2001, a handful of organisations led by London Citizens have been campaigning for a living wage for all workers, reflecting the cost of living and not just the government minimum. Queen Mary University of London (QMUL) has been instrumental in developing the knowledge base behind the campaign, with consequences within and outside its four walls. To support the launch of the campaign, researchers at QMUL produced Mapping Low Pay in East London, documenting the gap between low paid workers and the living wage, as well as poor working conditions. In the years that followed, Prof Jane Wills supported and tracked the living wage campaign across London, producing evidence that the living wage increased the wellbeing of workers, while reducing costs for the state.

In 2006, QMUL turned to its own leaders, and with the support of The East London Citizens Organisation (now Citizens UK), made a case to bring outsourced cleaning staff in-house. In doing so, QMUL became the first university to become a living wage employer, improving the conditions of its workers.

Many universities have followed in their footsteps, and many others are planning to. QMUL's work demonstrates the potential of partnerships between civic organisations and universities to mobilise knowledge and achieve social change, while highlighting the importance of embodying the change that you advocate for.

- London Living Wage Research - Introduction - School of Geography (qmul.ac.uk)
- For the real cost of living | Living Wage Foundation
- Citizens UK | Living Wage Foundation

JUSTICE

Structures
Police
Courts
Crown Prosecution Service
Legal Profession
Prisons & Probation Service
Ministry of Justice
Youth Offending services

Shared Agendas

- Legal education & training; opportunities for students to learn from practice
- Research and improvements in the justice system
- Continuing professional development
- Legal clinics
- Legal aid
- Address legal issues faced by underserved populations
- Local crime prevention
- Safe Communities
- Education in prisons
- Rehabilitation

Routes to Connect

- Work with outreach teams in the police
- Join advisory boards for local justice or legal aid organisations
- Support legal aid organisations with staff and student time
- Work with legal professionals to provide internships and work experience
- Participate in community events
- Organise networking events
- Connect with education providers within prison service e.g. Novus
- Connect with providers of prison services e.g. Sodexo
- Reseach and innovation