



KEELE DEAL RECOVERY

Accelerating post-pandemic
recovery and resilience
across Stoke-on-Trent
and Staffordshire



17 February 2021

The Keele Deals | Our commitment to the local area

Keele's origins

Shortly after the end of the second world war, Keele University was established as the University College of North Staffordshire, along 'new lines', at the initiative of Professor Lindsay, Master of Balliol College, Oxford. The original 'deal' with the local area was established in the founding charter's commitment of the University College to provide 'immediate service in the professional and commercial life of the area'. The partnership between the City Council of Stoke-on-Trent and Staffordshire County Council led to the creation of the country's first publicly funded university and remain reflected in the University's Coat of Arms.

The University's role in the economic and social life of the local area is as important today as it was 70 years ago, including a more recent focus on the environment. The University directly delivers £87m a year into the local economy through its operations, £155m with indirect effects. We have continued to achieve steady growth in the number of students (10% in last 3 years), 11,000 currently studying at Keele, staff numbers at just over 2,000.

The 'New' Keele Deals

Since 2017 we have re-stated our commitment to the local area through a series of **New Keele Deals**. To date three New Deals have been developed and launched, Keele Deal | Recovery representing the fourth:

| | |
|---------------------------------------|------|
| Keele Deal Economy | 2017 |
| Keele Deal Culture | 2018 |
| Keele Deal Health | 2019 |
| Keele Deal Recovery | 2020 |

[Keele Deal | Economy](#), the first and most ambitious local Deal set out a £70m plan developed with partners to realise the benefits from research and innovation, generate growth, improve healthcare and put our region at the heart of the transition to a lower carbon economy.

The Deal was launched in January 2017. Partners included the Local Enterprise Partnership, Staffordshire County Council, Newcastle-under-Lyme Borough Council and the University Hospital North Midlands.

The Deal led to one of the largest university-led regeneration programmes in England (ranking Keele 3rd nationally in 2019/20), provided innovation support to 627 SMEs, created a world-leading smart energy demonstrator which by 2021 will be saving 4,096 tonnes of CO₂ emissions a year, and new innovation centres. It is already generating an additional £16m for the local economy a year.

Key partnerships enabling the realisation of these ambitions and their legacy include the **Local Enterprise Partnership** and [Midlands Innovation Partnership](#) a collaboration aimed at strengthening the economic, social and environmental impact of Universities across the region.

Delivery and impacts

The Deal has supported **Keele University Science and Innovation Park's** continued growth and development as a high value strategic growth site. Two further innovation centres and two independent developments have been completed, growing the Park to 50 businesses and 750 employees. [Keele University Growth Corridor](#) proposals secured support in the Local Plan in 2017.

University Enterprise Zone status was awarded by Research England in the autumn of 2019, enabling [Innovation Centre 7 \(IC7\)](#) to progress, which will focus on advanced data analytics. Construction will start at the end of 2020.

A combined **Veterinary School** with Harper Adams and Innovation Centre 8 (with a focus on animal science and animal welfare) is also under construction. This has the potential to add an additional £65m GVA to the regional economy by 2033 and support over 110 jobs.

The **Keele University [Business Gateway](#)** was launched in November 2016 providing a welcoming front door, specialist brokerage and project development support for local businesses.

The [Keele Research and Innovation Support Programme \(KRISP\)](#) has delivered over 300 demonstration research and innovation projects within local SMEs.

The [Mercia Centre for Innovation Leadership](#) (MCIL) provides a six-month programme enabling owner managers and senior teams to benefit from expertise within Keele Business School. The programme is now on its sixth cohort.

[The Smart Innovation Hub](#). In 2018/19 Keele's programmes around SME innovation and entrepreneurship were brought together in a purpose-built facility in Keele University's Science and Innovation Park, to provide:

- (a) incubation and grow-on space for innovation-led SMEs;
- (b) a hub for business-university interactions; and
- (c) a home for Keele Business School.

The distinctive [building](#) was completed in August 2019 and opened its doors the following month

Keele's first **degree-level apprenticeships** were delivered from 2018/19, starting with the **Keele Health Apprenticeships Hub** which focused on addressing skills deficits in local health services. Our growing [apprenticeships portfolio](#) currently includes five programmes with 26 employers including Barclays, Allied Bakeries and Matalan. 165 learners have benefited to date, and further programmes are in development to support the next phase in our research-aligned contributions to local growth.

The [Smart Energy Network Demonstrator](#) (SEND) has gained an international profile for its ambition and leadership in carbon reduction and open innovation in localised smart energy. The initial infrastructure was installed in 2018/19 in partnership with Siemens for whom this is a [flagship innovation project](#). SEND has enabled collaborations and supply chain development with over 200 local SMEs.

The success of SEND has led two major partnerships at the forefront of UK energy revolution:

- **Zero Carbon Rugeley** – led by Engie UK as part of the UK Industrial Strategy’s Prospering from the Energy Revolution programme, the project will deliver a citizen-informed design for a smart localised energy system of Rugeley.
- A partnership led by Cadent and Northern Gas Networks, the [Hydeploy](#) project saw Keele become the first site in the UK to accept hydrogen, a fuel with near zero carbon emissions potential, into its domestic and commercial gas supply.

The strong links into local business communities built through the Deal have facilitated an agile response by the University to the business challenges posed by the crisis, including a series of Keele Talks Business webinars during Spring 2020.

The second New Deal, [Keele Deal | Culture](#) built on an already strong cultural offer at Keele along with a tradition of creative public engagement, moving this more clearly into a local arena to help contribute the area’s cultural vitality.

Notable projects include:

- **Stoking Curiosity**, the knowledge festival co-produced with community partners, which took place for the first time in 2018, animating SpodeWorks with 43 imaginative and interactive activities enjoyed by 300 attendees. In 2019 there were 98 events/activities with over 700 visitors.
- The **Three Counties** Open Art show, which pre-pandemic provided a Summer cultural offer and Schools outreach for Burslem, and this year with support from Appetite tours local City and Town centres and visitor attractions as an outdoor exhibition.
- [Man-up](#) (Restoke) which saw Keele supporting its exhibition, and bringing its Choir to a local business audience. Keele’s research-based engagement around **late life creativity** also continued to flourish with attendance at the Annual [Live-Age Festival](#) in Partnership with the New Vic Theatre and Age UK reaching over 3,537 participants in its first five years (2014-19).

The [Keele Deal | Health](#), the third of our Deals was [launched](#) in November 2019, shortly before the start of the pandemic. Since then, the University has provided wide-ranging emergency responses in this area including staff and student capacity, research in treatment and care, clinical trials and facilities use. The unfolding legacy of Covid-19 for patients, carers and health staff is also recognised as a priority area. The Deal’s thematic priorities (workforce development, service transformation and research & innovation) and the communities of interest linked to them remain relevant both during and beyond

the current crisis, and have already played an important role in facilitating the pandemic response and foundations of recovery.

Keele | Deal Health builds on strong clinical research relationships across the region, including UK leading strengths primary care, public and patient engagement, muscular skeletal health and rehabilitation bioengineering, and will underpin the growth and development of the Bio/Med Tech cluster (already recognised as significant at the national level) on the Keele Science and Innovation Park. The Park includes [COBRA Bio's](#) advanced gene therapies facility, which is currently manufacturing the Oxford/AstraZeneca Covid-19 vaccine. The Deal also builds on a strong track record of wider 'open' innovation via the [Business Bridge](#) health and medtech programme started in 2016, which has supported 60 open innovation projects since its inception. In 2018 we held the first Keele-led [Healthcare Business Network](#), a regional forum for companies in all sectors. The network now includes over 150 members.

Beyond the Deals Keele's impact has included significant local contributions around Legal Companion assistance via the CLOCK project (assisting 1,473 local litigants over the past 3 years and providing specific support around safeguarding and domestic violence during the pandemic). The development of a sustainable food network, and supporting the pandemic response of voluntary and community groups through student consultancy. Keele's **Astrophysics** group has taken its Stardome, a prize-winning portable planetarium out to around 5,000 school children per year for over a decade, stimulating interest in STEM learning and progression.

The Keele | Deal Recovery

The **Keele Deal | Recovery** will build on these foundations to create a further step change in our contributions to the local area, broadening our ambitions to create a comprehensive institutional endeavour covering all aspects of life affected by the pandemic. Our goal is to demonstrate the difference a university can make to the fortunes of an area when it shows collective leadership, listens to and works with others, and delivers on shared priorities.

The pandemic will be with us for some time to come and will continue to require agile and rapid responses to the challenges it presents. There are several different models for conceptualising a successful re-emergence from crises, the most commonly used in the UK context being **Respond, Recover, Mitigate and Prepare**. Whilst we may be in and out of response mode for some time, the Deal is primarily concerned at looking beyond this to support **recovery**, and to understand and address the conditions required for long-term **resilience**. It takes a medium-term delivery horizon and aims to create long-term impact.

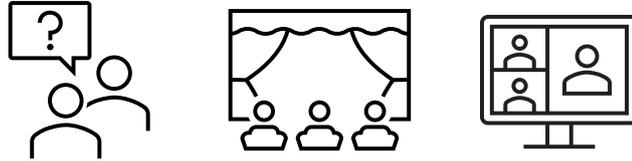
Respond | Recover | Mitigate | Prepare

This document sets out the framework for an ambitious, transformative programme of partnership activity, leveraging the full range of the University's skills, assets and resources, including education for re-skilling, upskilling, sustainable jobs and lifelong learning, research and innovation, the Science Park as key employment site, key partnerships, policy influence and international networks.

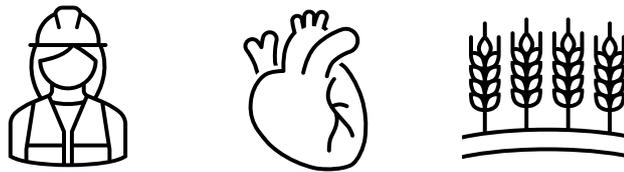
Despite uncertainties about the speed of recovery, **the crisis is already creating an appetite to 'build back better'**, to take the opportunity to move away from the less sustainable aspects of life before COVID (e.g. social and spatial inequalities, chronic health risks, unchecked commuting, precarious food security, deficits in social and primary care, precarious employment), and to preserve the more constructive aspects of crisis (e.g. reduced CO2 emissions, rapid innovation, accelerated technology adoption, flexible working, increased local and community activism).

Where **possible the proposals reflect some of these public ambitions** to see positive change across society and the economy. In that sense the Deal moves beyond Recovery and into Mitigation (or 'resilience') with research insights and broader bodies of knowledge becoming even more important to understanding the underlying conditions, informing local solutions and influencing national policy.

Keele Deal | Recovery encompasses **six interrelated themes** – Innovation and Enterprise, Cultural Regeneration, Digital Futures, Employment, Inclusive working futures, Food Security, Health and Wellbeing, Sustainability and Food Security



Innovation & Enterprise | Cultural Regeneration | Digital Futures



Inclusive Working Futures | Health & Wellbeing | Sustainability & Food Security

Beyond the immediate responses our focus will be on significant project and programme opportunities aimed at achieving a major impact on local recovery and resilience where the University's assets and expertise can add value.

Innovation and Enterprise

The context

The long-term impact of the pandemic will only become clear in the fullness of time, but the impacts are already apparent in job losses and business failures. For less resilient businesses, responding effectively to COVID's impacts can require swift and significant innovation in business models, products, routes to market and/or financial management. To succeed, these responses will require strong intelligence and robust business planning. The limited track record on business innovation locally often means there are few sources of peer support to plan and implement change, and therefore institutions such as universities will need to take a lead role in supporting SMEs.

Despite the challenges posed by the pandemic, Keele University Science & Innovation Park continues its expansion, retaining strong interest from innovation-led companies seeking to locate to the campus, benefit from the University's expertise and play a role in retaining graduates in the local area.

We are already seeing a signs of a growth in 'necessity entrepreneurship' – a well understood feature of recessions, and a growing area of focus for graduate options. Keele recognises that this needs support if it is to lead to growth in later decades.

Keele's immediate response has included:

- **Keele Talks Business** –valued sessions to support local businesses through the challenges of the initial economic impact.
- **PIVOT Keele** – a redesign of some of our existing (and extension) programmes towards addressing COVID-related innovation and entrepreneurship.
- **Basecamp** – increased start-up support for start-up and entrepreneurs

As we move beyond crisis response and consider what 'building back better' means in this arena, Civic contributions will need to help the area move towards a more resilient and just knowledge-led economy, based on the model of strong civic-university-business collaborations associated with successful regions globally.

Key objectives and project areas

- To continue our ambitious expansion programme for **Keele Science and Innovation Park**, completing Innovation Centres 7 and 8, attracting occupants in high value digital, life sciences and food security sectors, and embarking on the Park's next major phase of expansion and digital enhancement.

- To further expand Keele's **portfolio of innovation and enterprise support** for local businesses, with an early focus on advanced data analytics, smart energy supply chain development and digital health.
- To build our portfolio of **collaborative industrial innovation** projects, supporting an increased number of businesses to attract significant government funding into industrial Research, Development and Innovation with the University.
- To **develop our programmes of leadership skill-building for SME owner-managers** and senior teams to better respond to the demands of the pandemic and the changing circumstances of businesses.

Cultural Regeneration

The context

Lockdown has enabled many to experience and participate in culture and creativity as never before, revealing its value for wellbeing, as a means of expressing solidarity, experiences of the pandemic and hopes for the future.

The pandemic has also challenged the viability of cultural institutions and artists, including the underdeveloped local community in an area already playing catch-up with other towns and cities to capture cultural resources.

Over the same period the hiatus in live events has enabled local cultural institutions to concentrate on creative project development, including nationally significant opportunities. We have also seen innovation in audience engagement flourish through media such as outdoor exhibitions and 'son et lumiere' projections.

The reputation of the area's key cultural institutions nationally is also growing from strength to strength, built on its distinctive bedrock of inclusive, community-engaged artistic excellence. The current development of a local cultural commissioning organisation through *Stoke Creates* will provide an important piece of the jigsaw for the growth of a successful cultural sector.

Related to this pandemic has accelerated the decline of retail in our town centres, and now threatens to undermine the 'experience economy' too. However, Government programmes of support for town centres, and towns more broadly. The University is actively involved in projects in development for Newcastle-under-Lyme and Kidsgrove, presenting opportunities to develop partnerships to introduce cultural assets and activities into these environments.

Keele's Immediate Response has been to work with partners to animate town centres and its own campus during a time of reduced activity, including a showcase of visual artists with the support of Appetite through the Three Counties Open Art Exhibition. Keele Institute for Social Inclusion and ArtsKeele has also invested an Artist in Residence to deliver rich insights around 'vulnerability' through the pandemic, complementing research, policy engagement and community action in this area.

Key objectives and project areas

- To demonstrate the value of collaboration with the local cultural sector established under Keele Deal | Culture by **playing an increasingly active role in major projects** with local cultural anchors, supporting their competitiveness in funding applications by offering Keele's expertise and assets into projects.
- To continue to work in partnership with the local cultural sector on priority areas such as **animating town centres**;

- To reach a wider audience for Keele's cultural offer through increased online engagement, outdoor and neighbourhood-based arts activities in partnership with other cultural anchors.
- Use the unique ability of creative methods of engagement as part of our research to provide a voice for the **lived experiences of local communities**.

Digital Futures

The context

The need for social distancing has propelled our social and economic lives into the virtual domain, transforming the way we interact with services and do business. For many healthcare and business partners that there is no desire to go back to the way things were. However, for many there is a desire to move beyond the interim technological opportunity space we find ourselves in to embrace a more sophisticated digital functionality underpinned by more complex and powerful data processes and devices.

The UK Government's COVID stimulus package has enabled the acceleration of Keele's Digital Innovation Centre 7 (IC7). There is strong interest from Civic partners in this agenda, and funded projects moving forward extend beyond business innovation and into digital health enablement, work with local public sector organisations on collaborative data analytics, and ongoing discussions linked to the opportunities provided by 5G infrastructure.

IC7 has also provided that impetus to bring together a diverse academic community with skills to offer the local area in this space, including software engineering, complex systems analysis, the Internet of things, AI, machine learning, robotics, data science, analytics, statistics, epidemiology, econometrics, data visualisation and digital interfaces, law and ethics relating to data science and the use of AI.

Key objectives and project areas

- To **complete Digital Innovation Centre 7** in Spring 2022, enabling over 300 SMEs to benefit from its data analytics transformation programme, and providing an innovation hub to enable leading companies in this area to benefit from the University's expertise and graduate talent in advanced data science and analytics.
- Create a **Digital Society Institute** that will provide a gateway to Digital and data expertise in the University
- To enter into **new partnerships with the FE sector** to develop the longer-term skills pipeline for digital and data-driven industries, including a focus on communities most at risk of missing out from digitally-enabled working futures.
- To work with Staffordshire County Council and other partners to complete cross-organisational proof-of-concept projects in public policy data analysis, moving towards the establishment of a **Staffordshire Centre for Data Analytics** during 2022.
- To support the area's ambitions to be at the forefront of the **roll-out of 5G nationally through the demonstrator projects** in areas such as smart

energy and health technologies, and to use the Keele campus as a demonstrator site for wider digital technologies.

- Continue to grow our **professional learning** in this area, building extending our existing Level 7 provision in data science into areas such as analytics, AI and the Amazon Cloud Programme
- To explore the feasibility **of innovation centres in digital engineering and materials.**

Inclusive Working Futures

The context

Experiences of the pandemic can be challenging for communities already facing precarious employment, low pay, poor working conditions, inadequate housing and the struggle to support home schooling. With parts of Stoke-on-Trent and Staffordshire among the most deprived areas of the UK, addressing these challenges is a major priority for local partners.

The renewed awareness of precarious employment and poor working conditions has highlighted the need for more effective policy responses to promote decent work. Keele academics are currently active regionally in research to support effective policy responses to decent work (as part of Midlands Engine's independent Observatory) and work around productivity and mental health.

Despite government support in the initial phases of the pandemic, levels of worklessness locally are already climbing steeply. Whilst there remains uncertainty about how quickly the global economy can recover, commentators agree that we are likely to experience one of the deepest recessions in almost a Century.

In earlier economic crises, many universities would not have seen themselves as part of a collective local response to joblessness. However, with many more people benefiting from Higher Education, and Keele's vocational offer now quite well developed, we can now play a full role alongside other partners in providing specific upskilling and reskilling opportunities, as well as broader learning.

The growing awareness of the risks of extended home schooling for poorer communities has been a key area of focus for Keele and North Staffordshire Teacher Education (KNSTE), who have been developing **pioneering approaches to engaging with pupils most at risk** of losing ground during home schooling. The methods, which have seen profound transformation in self-regulation and resilience at the pilot stage **will be evaluated and potentially extended into blended learning**.

The picture around inclusion during lockdown is also a positive one, as the groundswell of hyper-local mutual support succeeded in addressing needs where remote agencies sometimes failed. As a result, the pandemic response has led to a growing appetite for Asset-Based Approaches a transformation in relationships between communities and statutory agencies, and widespread support to see this preserved and nurtured. Over the Summer of 2020 these efforts were boosted by 130 student projects to support the pandemic response of voluntary and community organisations. And over the last academic year more than 1,000 Keele students have collectively donated over 11,000 to support local communities.

Key objectives and project areas

- To develop **Keele's response to increasing job losses**, the changing labour-market and skills needs in the aftermath of the pandemic. The early focus will be the creation of a welcoming front door and bespoke guidance for mature and professional learners, to be followed by a full portfolio review to further develop Keele's flexible vocational education and lifelong learning offer, including further online, part-time and 'micro-credentials'.
- To extend Keele's role in local careers guidance, working with the Skills Hub to **offer Keele's digital careers service to local jobseekers** looking for professional and management roles.
- To **extend Keele and North Staffordshire Teacher Education's pioneering techniques** to improve engagement, confidence, verbal skills and attainment among pupils most at risk into classroom and blended learning settings following the pandemic.
- To **support local and regional policy responses and advocacy around decent work** by building the programme of local policy-engaged research in this area.
- To support micro-local community action by **growing student contributions to voluntary and community organisations** during and beyond the pandemic, building the commitment and insights of students and graduates in active citizenship.
- Through the overall growth of the **university increase our own role as one of the largest employers** in the region.

Health and Wellbeing

The context

As set out in the introduction, Keele Deal | Health has already facilitated Keele's responses to the pandemic and its strategic engagement with leaders in health and care around recovery. Its three priorities – workforce development, service transformation and research and innovation remain as relevant as they were when the Deal was launched just before the, if not more so,

Across the health and social care sectors the pressures of tackling the pandemic have been relentless, and are far from over as the longer-term legacy becomes apparent (for those recovering from the virus, and patients affected by delays in diagnosis and treatment and for health and care staff). The University's clinical staff, students and graduates have been on the very front line of our Civic response to the COVID, and will themselves need time and support to recover after the immediate response subsides.

The pandemic has also exposed weaknesses in health and care systems, including prevention and public/environmental health, and has highlighted the importance of dealing with long-established underlying risk factors associated with occupational risk, age, lifestyle, ethnicity, social exclusion and gender. This potentially adds a fourth area of focus for Keele Deal Health around place-based population health responses (including hyperlocal responses) with implications for approaches to sub-district health needs assessments, and community health prevention.

The pandemic has also seen health partners reporting an unprecedented surge in agile and creative problem solving, including digital solutions and cross-organisational effort, from which a good recovery can create a lasting legacy.

Key objectives and project areas

- To inform local care planning through **collaborative research on the long-term implications of the pandemic for primary care** providers, and support identified clinical education needs.
- To work with health and social care providers to develop **responses to the mental health legacy of health and care staff**, both those working in acute settings and primary and community care.
- To support the inclusive **development of digital health technologies** through research trials, open innovation, and public and patient involvement.
- To support local partnerships in their **post-pandemic review processes**, drawing on expertise in ethics, law and policy in medicine and healthcare, infection control, civil contingencies, clinical leadership and chronic inflammatory conditions and rehabilitation

- To contribute to the **understanding of place-based population health** locally and its implications for health prevention responses, contributing expertise in data analysis, health informatics and epidemiology to these workstreams as part of the proposed Staffordshire Centre for Data Analytics (working title).

Sustainability and Food Security

The early stages lockdown presented a glimpse of a less carbon hungry world, daily UK global emissions reducing by 30%. However, that brief pause will have little impact on long-term carbon reduction, and global warming remains an existential threat without a continued measures to address it. Home energy use surged by 37% during the same period, and with more flexible working patterns looking set to continue, the case is even stronger to transition to more localised and networked renewable energy sources, alongside measures to decarbonise heat (building on the SEND, Hydeploy and Zero Carbon Rugeley projects).

Many local authorities in the area have declared a climate emergency and are now looking to develop plans to move more quickly towards zero carbon. Keele's *Institute for Sustainable Futures* has started working with local authorities to build the foundations for these plans. The capital infrastructure and R&D funds being made available by UK Government present an opportunity to accelerate the area's transition, creating new jobs in the green economy.

The pandemic has led to heightened awareness of the fragility of global food supply chains, and an interest in exploring more localised food supply options. At the same time UK farmers are concerned about the availability of labour from the EU in the future. There also remain profound challenges around food justice and the ability of more deprived communities to access healthy food options.

Keele has played a key role in local food initiatives in recent years, with CASIC supporting the creation of a grassroots food festival and the Sustainable Food City network, and education researchers evaluating the Hubb Foundation's holiday food initiatives. With Keele's already strong academic community in this area expanding to encompass expertise in supply chains and the circular economy. There are ongoing conversations to shape and prioritise a co-produced research agenda.

Key objectives and project areas

- To expand Keele's **business leadership role** in this area, extending programmes to support businesses to reduce their own carbon footprint and take up opportunities to innovate and exploit business opportunities in clean growth.
- To build on the emerging **local Climate Emergency partnerships**, creating programmes of engaged research and activism, including student and graduate-led projects.
- To capitalise on the localised smart-enabled energy infrastructure at Keele, to develop plans for a **sustainable housing site** as part of the Keele University Growth Corridor, and to explore potential for a broader sustainable innovation zone in North Staffordshire.

- To work with Engie UK **to share learning** with local stakeholders from the two-year Zero Carbon Rugeley project to design of a **localised energy system for Rugeley**.
- To develop a local **programme of engaged research on food security to inform local and national responses** to sustainable production, environmental stewardship, food equity and access to good food.

Working in partnership

Eight key local partners have made a commitment to support the Keele Deal|Recovery. As signatories to the Deal

Newcastle-under-Lyme Borough Council

The Council is a second tier district council within the County of Staffordshire, with a population of around 129,500. It consists of the urban areas of Newcastle and Kidsgrove, and an extensive rural area. Keele University's campus is situated in the Borough a few miles west of the main urban conurbation.

The Council Plan 2018-2022 sets out the Council's aspirations and priorities. It sets out the new vision of the Council as, 'good local services, a prosperous borough, and safe and welcoming places for all'. It also focuses the work of everyone in the Council on four key priorities:

- Local services that work for local people
- Growing our people and places
- A healthy, active and safe borough
- A town centre for all.

Staffordshire County Council

Staffordshire County Council is an upper tier authority covering 867,000 people living across the 1,000 square miles. The County includes urban and peri-urban areas, large areas of agriculture, and a number of key employment sites linked to the M6 and strategic roads network.

Working across areas such as economic growth, infrastructure, education and skills, health and care and children and families, the Council's strategic objectives aim to ensure the people of Staffordshire will:

- Have access to more good jobs and share the benefits of economic growth
- Be healthier and more independent for longer
- Feel safer, happier and more supported in their community

Stoke-on-Trent City Council

Stoke-on-Trent City Council is the neighbouring local authority and is home to Keele University Medical School's Clinical Education Centre.

Stoke-on-Trent is a Unitary local authority covering an area of 93 km² with an estimated population of 256,375. The City is polycentric, having been formed by the federation of six towns. Its strategic plan includes the following priorities

- Support vulnerable people in our communities to live their lives well,

- Enable our residents to fulfil their potential
- Help businesses to thrive and make our city more prosperous
- Work with our communities to make them healthier, safer and more sustainable,
- An innovative and commercial council, providing effective leadership to help transform outcomes.

Stoke-on-Trent and Staffordshire Local Enterprise Partnership

The Stoke-on-Trent and Staffordshire Local Enterprise Partnership (LEP) brings businesses and local authorities together to drive economic growth, create jobs and raise skills levels. Formed in 2011, the Stoke-on-Trent and Staffordshire LEP has a clear vision to create 50,000 jobs and increase the size of the economy by 50 per cent by 2021.

Working with partners, the LEP not only funds direct business support services such as the Growth Hub and the Skills Hub, but also continues to invest and support in projects that mean stability and growth for everyone in the long-term.

Included in the LEP are the local authorities of Newcastle-under-Lyme, Stoke-on-Trent, and Staffordshire, who are also separate signatories in the Deal.

Staffordshire Chambers of Commerce

Staffordshire Chambers of Commerce is the leading business support and networking group for Stoke, Stafford & Staffordshire Moorlands, and has been for over 200 years, with a membership of xxx. The Chamber provides a range of member services and delivers business, skills and international trade support to the wider business community.

The Chamber's influence and policy team aims to represent the interests of Staffordshire businesses at a local and national level, and leads the way nationally on the social value agenda for businesses.

University Hospital of the North Midlands (UHNM)

UHNM is one of the largest in the country, serving around three million people and is highly regarded for its facilities, teaching and research. The Trust has around 1,450 inpatient beds across sites in Stoke-on-Trent and Stafford.

Its 11,700 strong workforce provide emergency treatment, planned operations and medical care from the Royal Stoke University Hospital and the County Hospital at Stafford.

UHNM's vision responds to national and international trends in demography, technology and globalisation as well as being firmly rooted in the plans of the local health community in North and South Staffordshire. The goal is to be a world-class centre of achievement, where patients receive the highest standards of care and the best people come to learn, work and research. Through our collaboration with Keele University, leading professors and research

scientists are now working alongside our clinicians to deliver ground-breaking research that can help patients not just in Staffordshire, but all over the world.

Midlands Partnership NHS Foundation Trust (MPFT)

MPFT was formed in 2018 following a merger between South Staffordshire and Shropshire Healthcare NHS Foundation Trust and Staffordshire and Stoke on Trent Partnership NHS Trust. The Trust provides physical and mental health, learning disability and adult social care services across Staffordshire, Stoke-on-Trent and Shropshire. The trust serves a population of 1.5 million, over a core geography of 2,400 square miles, and employs around 8,500 staff. It has close links with Keele and other local universities.

Its range of community services for adults and children are delivered in venues ranging from health centres, GP practices, community hospitals and people's own homes. The Trust also provides services on a wider regional or national basis including perinatal, eating disorder, forensic services, psychological and drug and alcohol services, in the community and in prisons, and has contracts across the country.

MPFT's vision is to be a sustainable Trust delivering high quality care in a resource efficient and sustainable manner, achieving this through a combination of investment in environmental technologies, and involving stakeholders, staff and service users in shaping sustainable future.

VAST

Established in 1920, VAST is a registered charity dedicated to developing, advancing and promoting the voluntary and community sector in Staffordshire. It does this by providing key services and valuable support, and by encouraging professional development. VAST provides services and support to Voluntary Organisations, Community Groups, Charities and Social Enterprises (VCS) in Staffordshire.

Its aim is to improve the quality of life of local residents by promoting and advancing professional development VCS organisations, advocating on their behalf at the strategic level, developing, promoting and supporting volunteering, supporting businesses with CSR, and providing professional business services.

New Vic Theatre

The New Vic is one of the country's most successful producing theatres and a key part of the region's cultural life, engaging 180,000 people each year. It delivers a programme of international-class work made with local audiences in mind, complemented by an award-winning community programme, and education work which alone reach around 25,000 people of all ages per year. Nationally recognised programmes such as New Vic Borderlines and Appetite sit alongside the New Vic's theatre-making, which has toured extensively in the UK and, for the first time, in 2019 transferred to Broadway, New York.

Europe's first purpose-built theatre-in-the-round, the New Vic's cultural programmes aim to define, animate and shape our area and perceptions of it,

impacting positively on health and wellbeing, community cohesion, and contributing to creating a distinctive identity and unique cultural offer.