



UNIVERSITY OF
WINCHESTER

COMMUNITY IMPACT STRATEGY
2017 - 2020



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| Indicate whether the document is for public access or internal access only Indicate whether the document applies to collaborative provision? (Strikethrough text, as appropriate) | Public Access Internal Access Only Applies to Collaborative Provision |
| Summary: This document defines the University's strategy for delivering the third pillar of its mission, namely to serve the common good. | |

Community Impact Strategy 2017-2020

Introduction

The University's mission is 'to educate, to advance knowledge, and to serve the common good'. The University of Winchester Strategic Plan 2015-2020 affirms that 'we value freedom, justice, truth, human rights and collective effort for the common good'.

The characteristics of common good, community, engagement, and social justice, in particular, form an unbroken thread throughout the strategy. These themes are referenced explicitly in 20 of the strategy's sub-aims and are implicit in every strategic priority. The University's current strategy refers to community and common good 19 times.

Commitment to the common good is at the core of the University's values:

- Compassion
- Individuals Matter
- Spirituality

Rationale

The University's mission to serve the common good requires an explicit and single strategy to bring coherence to the significant range of activity that supports this aim. By developing a coherent strategy for our mission to serve the common good we will:

- Improve the coherence of the range of activities undertaken;
- Enhance the reach and impact of our work;
- Improve awareness, both internally and externally, of our activity serving the common good;
- Establish The University of Winchester as a sector leader in values-led community impact work.

This strategy builds on the Community Engagement Strategy 2012-2016 and seeks to move from community *engagement* to community *impact*. The development of this Community Impact Strategy is underpinned by the explicit intention to have a demonstrable and positive effect on people's lives.

Definition

By community impact we mean having a marked positive effect or influence on an identified area of common interest, geography or need.

Context

A considerable range and extent of activities already takes place throughout the University. Students and staff demonstrably display the values of the institution through, for example:

- Volunteering supporting local needs;
- Projects supporting social justice and under-represented groups;
- Partnership working with charities and community groups;
- Translating research knowledge into impact on social justice priorities;
- Engaging our local community in opportunities available at the University;
- Building relationships with communities across the UK and globally.

This strategy will bring coherence to the full range of community-oriented activity undertaken by University staff and students and target new activity at recognised priorities.

Approach

This Community Impact Strategy 2017-2020 was developed through a series of consultation events and discussions using Appreciative Inquiry (Cooperrider, D. L. & Srivastva, S., 1987) and solution-focused (de Shazer *et al*, 1986) methodologies. These approaches are distinctive because they focus on the development of future vision and strengths, rather than defining action in relation to a problem to be solved.

Our partners should be invited to co-create a future vision of the community we share, rather than passively 'receiving' our action to address perceived problems. Such an approach is more consistent with the University's values, than one that sees communities as in need of our intervention. This approach takes an asset-rather than deficit-based approach and works towards flourishing communities.

In summary, the Community Impact Strategy 2017-2020 will:

- Take an asset-based approach;
- *Work with*, rather than *do to*;
- Seek flourishing people and flourishing communities;
- Provide a coherent approach for our mission to serve the common good.

This strategy puts these principles into practice by reflecting the methodology used through the consultation process, which identifies:

- Our over-arching community impact *strategy* and *vision* for the long-term;
- The *action* that will move us towards this vision in the next three years;
- Our priority *communities* and a vision for their thriving lives;
- Our *assets*, which can be deployed to work towards these outcomes.

Vision

We are working together for a world in which all life
and communities thrive sustainably.

Our Communities

Our community impact strategy is not focused on what we can do *for* communities, but what can be achieved *with* communities, whether locally or globally. We recognise that community is enhanced by what we each bring, and our collective strengths are multiplied when combined. Let us reach out not with activity to engage in, but a vision to share in.

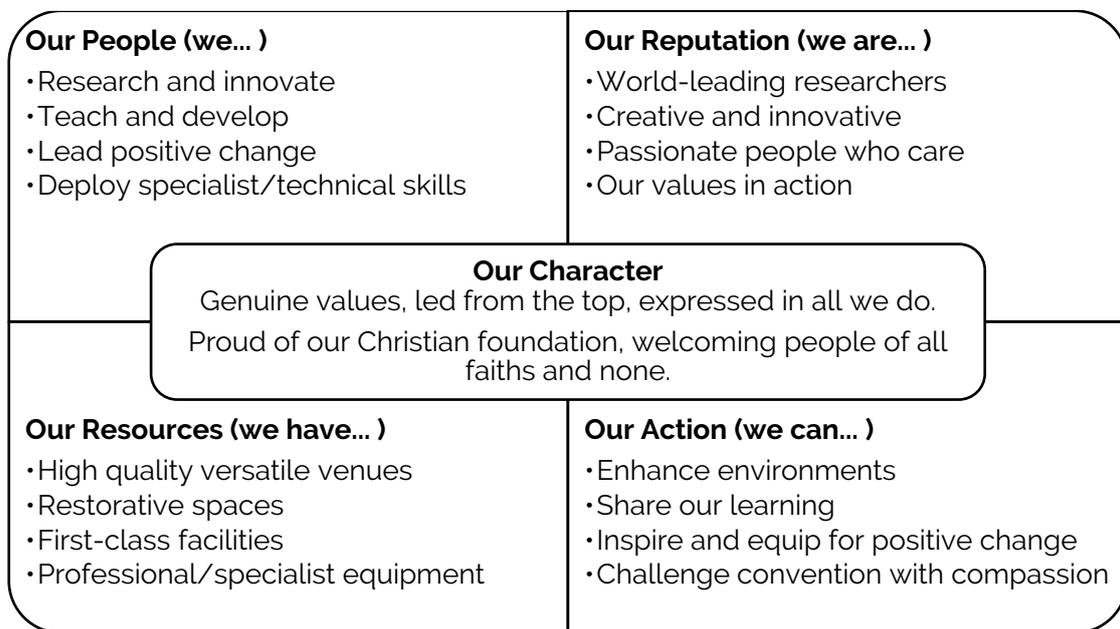
Our strategy will seek thriving lives for both our internal communities (our staff and students) as well as our local, national and global communities.

| Our Communities | As a result of our Community Impact Strategy |
|------------------------|--|
| Our student community | Students will thrive as they are excited about the possibilities, enriched by their experiences, enabled to flourish, and feel pride in their contribution and status as Winchester alumni. |
| Our staff community | Staff will thrive as their wellbeing is enhanced, they feel pride and belonging, and can see a tangible impact from their efforts. |
| Our local community | Local residents and community groups will thrive as their lives are enriched by their relationship with the University, the things they care about are enhanced, and their communities thrive. |

| Our Communities As a result of our Community Impact Strategy | |
|---|--|
| Our public service community | Public service partners, like schools, hospitals, prisons, and local authorities, will thrive as they feel part of a meaningful shared effort for the public good and gain additional help to inspire and equip their clients to thrive. |
| Our academic community | Our academic partners will thrive as they share their knowledge, passion and expertise and engage with diverse ideas, people and places. |
| Our business community | Local, national and international businesses will thrive as thriving employees improve their goals and outcomes. |
| All our communities will thrive when our community impact activity: <ul style="list-style-type: none"> • Deploys our best assets collectively; AND • Makes a sustainable impact on the common good; AND • Adds value we each could not have created on our own; AND • Creates a shared sense of pride in our contributions and communities. | |

Our Assets

The University has considerable assets that can be deployed to community impact. We want to deploy the best of what we are, have and do towards our community impact intentions.



Strategy

We will work towards our vision by:

Building thriving lives and communities
by combining the best of what we are, have and do
with the unique value contributed by others.

Thriving Lives in Thriving Communities

We are aiming for much more than surviving, or coping. We want people and communities to flourish. Our community impact activity will work towards a vision of what it means for a human being to thrive and how thriving people, together, make thriving communities.

Strategic Themes

Our strategy will be achieved through three strategic commitments:

| VISION | PARTNERSHIP | ASSETS |
|---|---|--|
| Our commitment to build thriving lives | Our commitment to genuine partnership | Our commitment to use our best assets |
| We will seek to understand what makes communities thrive and work with them to realise this shared vision | We will work to combine our best assets with those of key partners to impact on targeted priorities | We will continually enhance our assets and their effective application to community impact |

Strategic Plan for 2017-2020

| Objectives | Outputs / Outcomes |
|------------|---|
| 1 | Commitment 1: We will seek to understand what makes communities thrive and work with them to realise this shared vision |
| 1.1 | <p>Explore thriving</p> <p>Undertake inter-disciplinary research to develop a distinctive University of Winchester model for enabling thriving lives and communities, enhanced by external collaboration and support</p> |
| 1.2 | <p>Apply research</p> <p>Work with partners to create a framework for developing sustainable, values-led, thriving communities that reflects the Winchester model</p> |
| | <p>Year One (2017-18)</p> <ul style="list-style-type: none"> Establish an interdisciplinary research collaboration for a practice-research development programme <p>Year Two (2018-19)</p> <ul style="list-style-type: none"> Design, deploy and test a framework for developing thriving communities in partnership Publish a robustly-evidenced model for thriving lives and communities <p>Year Three (2019-20)</p> <ul style="list-style-type: none"> Achieve demonstrably positive change as an exemplar for the model and framework's future use |

| Objectives | | Outputs / Outcomes |
|------------|---|---|
| 2 | Commitment 2: We will work to combine our best assets with those of key partners to impact on targeted priorities | |
| 2.1 | <p>Invest in leadership</p> <p>Invest in the leadership and management of our community impact work so that our assets are identified, enhanced and deployed effectively to community priorities</p> | <p>Year One (2017-18)</p> <ul style="list-style-type: none"> Establish a Community Impact working group including staff, students and community partners to lead the strategy and its delivery Establish a compelling website profile for our community impact work presenting a single and simple access point for information and engagement |
| 2.2 | <p>Engage partners</p> <p>Engage community partners in the development of shared plans and priorities from the start and throughout</p> | <p>Year Two (2018-19)</p> <ul style="list-style-type: none"> Develop a Community Impact Partnership Scheme (CIPS) allowing external groups and organisations to be recognised as community partners, enabling access to: brokered support; collaborative opportunities; partnership scheme events; staff and student community consultancy |
| 2.3 | <p>Speak up</p> <p>Create a well-recognised, widely understood, and compelling narrative for the University's distinctive approach and commitment to community impact</p> | <p>Year Three (2019-20)</p> <ul style="list-style-type: none"> Establish a Community Impact Unit to lead the CIPS and: act as broker between University assets (people and space) and community partners; enhance community impact across the University; and lead the development and delivery of future strategy and plans |
| 2.4 | <p>Take Pride</p> <p>Shout about our ambitions, celebrate our achievements, and take pride in what we're doing together</p> | <ul style="list-style-type: none"> Develop a city-centre presence to: raise the profile of our community impact work; create an open access point for community engagement; and act as a hub for community impact and partnership-building |

| Objectives | | Outputs / Outcomes |
|------------|---|---|
| 3 | Commitment 3: We will continually enhance our assets and their effective application to community impact | |
| 3.1 | Open up Make better use of space and equipment at dormant times, so they are used to maximum efficiency for our communities | Year One (2017-18) <ul style="list-style-type: none"> Engage targeted local communities and groups in an enhanced range of events, activity clubs and networks (e.g. The Vault community cinema, working parents' network) |
| 3.2 | Build bridges Actively build bridges for communities discounting themselves from engagement with the University | Year Two (2018-19) <ul style="list-style-type: none"> Give preferred access to space and resource for our approved community partners in the CIPS (see 2, above) Deliver an annual suite of capacity-building and development events with our community partners Enhance credit-bearing community impact modules for all students |
| 3.3 | Prioritise time Dedicate time and support for our staff and students to have an impact with communities | Year Three (2019-20) <ul style="list-style-type: none"> Celebrate and enhance dedicated non-teaching time during the semester focused on staff and student community impact activity (e.g. enhancing the Employer Supported Volunteering scheme) Achieve national recognition for our community impact |
| 3.4 | Stand out Establish the University as an innovator and leader in the higher education and charity sectors | |

Reference to Other Strategies

This strategy has been developed with particular reference to the following strategies:

- University of Winchester Strategic Plan 2015-2020
- Community Engagement Strategy 2012-2016
- Research and Knowledge Exchange Strategy 2015-2020
- Widening Participation and Lifelong Learning Strategy 2015-2020
- Christian Foundation Strategy 2014-2019