

Civic University Agreement

2022–2027



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EXECUTIVE SUMMARY

This Civic Agreement between the University and local partners comes at a significant time as we celebrate the 70th anniversary of being awarded university status by Royal Charter, proudly becoming the University of Southampton. The University's core purpose and vision is to inspire excellence to achieve the remarkable and build an inclusive world.

Our foundations and heritage make the University of Southampton a gateway to the world. The University of Southampton is an anchor institution in the region and the only Russell Group university on the south coast, employing 6,000 staff alongside a 20,000 plus student population. As the second largest employer in the city of Southampton we also make an estimated economic contribution of £1.3 billion per annum to the region.

The University of Southampton signed the Civic University Charter in December 2020, committing to develop a civic university agreement to define how we will work within our geography, and agreeing principles with key partners, including local government and other universities.

We will work with our civic partners to achieve socio-economic benefit and to improve the lives and environment of people across diverse communities in a just and responsible way. We are deeply committed to making a positive social impact, increasing social mobility, transforming lives and enhancing prosperity, both on the south coast of England and across the globe.

The four pillars of the Civic Charter are embodied as Place, People, Partnerships and Impact. Through these the University of Southampton, as a truly civic University, aims to create a sense of belonging and collaboration. We will do this by developing our civic partnerships and agreements, co-designed with Communities, Local Authorities and partners to drive the social, environmental, and economic benefits that are most vital to them and their places. The University will become a truly integrated part of its local communities; by partnering with the people in our neighbouring area and their representatives, we will work together to drive the social, environmental and economic benefits that are most vital.

This will build sustainable communities, promote equality, diversity and inclusion, improve health and wellbeing, transform educational opportunities, close the digital divide and extend enterprise.

Over the last two years, in consultation with our partners we have identified seven priority areas that will help shape our ways of working over the next five years.

- Education, Learning and Future Jobs
- Research, Innovation, Enterprise, Business and Economic Growth
- Staff, Students and Graduate Support and Retention
- Health and Wellbeing
- Improving the Quality and Cultural Life of our Places
- Environment, Sustainability, Decarbonisation and Biodiversity
- Social Justice and Equality

Working in synergy with local communities and business across Southampton, Winchester, Eastleigh, Test Valley and Hampshire County Council, complementing the work of the regions two Local Enterprise Partnerships; Solent and EM3, will enable us to:

- share best practice on our Civic strategic ambitions;
- align civic efforts and activity for more effective, collaborative ways of working; and
- identify opportunities where collective responses are needed.

Together we can make a difference

1. INTRODUCTION

This Civic Agreement between the University and local partners comes at a significant time as we celebrate our 70th year gaining university status by royal charter, proudly becoming the University of Southampton.



Originally founded in 1862 by Henry Robinson Hartley, heir to the family of Southampton Wine Merchants, a studious and reclusive character, Hartley had turned his back on the family business, and when he died he left his estate to the Corporation of Southampton to promote the study and advancement of science and learning.

The result was the formation of The Hartley Institution, which was opened in 1862 by Lord Palmerston, in the High Street below the Bargate. Within three years, the Hartley Institution had a membership of almost 700 – many of these being part-time evening students.

By the 20th century, we were already gaining an impressive reputation, despite our small size, becoming a University College in 1902. By the 1930s, we were winning national grants for our work in Chemistry and Engineering.

1.1 From College to University and the war efforts

In 1902, the Hartley College became the Hartley University college, a degree awarding branch of the University of London. This was after inspection of the teaching and finances by the University College Grants Committee and donations from Council members (including William Darwin the then Treasurer). An increase in student numbers in the following years motivated fund-raising efforts to move the college to greenfield land around Back Lane (now University Road) in the Highfield area of Southampton.

On 20 June 1914, Viscount Haldane opened the new site of the renamed Southampton University College. However, the outbreak of the First World War, six weeks later, meant no lectures could take place there, as the buildings were handed over by the college authorities for use as a military hospital. To cope with the volume of casualties, wooden huts were erected at the rear of the building. These were donated to the university by the War Office after the end of fighting, in time for the transfer from the high street premises in 1920. At this time, Highfield Hall, a former country house overlooking Southampton Common, for which a lease had earlier been secured, commenced use as a halls of residence for female students. South Hill, on what is now the Glen Eyre Halls Complex was also acquired, along with South Stoneham House to house male students.

Between the 1920s and 1930s further expansion was made possible through private donors, such as the two daughters of Edward Turner Sims for the construction of the university library, and from the people of Southampton, enabling new buildings on both sides of University Road.

During World War II, the university suffered damage in the Southampton Blitz with bombs landing on the campus and its halls of residence. The college decided against evacuation, instead expanding its Engineering Department, School of Navigation and developing a new School of Radio Telegraphy.

The university hosted the Supermarine plans and design team for a period, but in December 1940 further bomb hits resulted in it being relocated to Hursley House. The halls of residence were used to house Polish, French and American troops.

After the war, departments, such as Electronics, grew under the influence of Erich Zepler and the Institute of Sound and Vibration was established.

Based on these historic foundations, as a civically aware and forward-thinking institution, our innovations include:

- We were a pioneer in forging special relationships with other universities to ensure high academic standards;
- We were one of the first universities in the world to have a department of electronics (founded 1947);
- We were a pioneer in supporting start-up businesses grown from the university (we have created more spin-out companies than almost any other UK university, including the largest ever successful university spin-out: Southampton Photonics);
- We were one of the first universities to embrace digital resources and create online-only courses accessible from around the world;
- We are a pioneer of using university research to successfully inform UK government policy;
- We are a pioneer in supporting a global academic environment with the creation of our Malaysian campus.

In addition, we support the wider cultural sector at local, national and international level. This includes our art school, Winchester School of Art, which opened on the 27 September 1870 in a temporary location at the Bishop's Palace in Winchester. The school built on its initial success; a new School of Art was opened on 3 November 1876 in Winchester Guildhall. The school stayed there until 1966 when it moved to its current location in Park Avenue.

Winchester School of Art welcomes an annual student cohort of 1800+ students, both to Winchester and the shared collaborative campus in Dalian, China. They offer six undergraduate programmes, eleven postgraduate taught programmes and a postgraduate research programme supported by five research groups.

Working with Winchester City Council, the School of Art is expanding its sites and offer with local communities through further engagement and learning programmes.

Alongside this, the Southampton Institute for Arts and Humanities is nationally recognised and the university supports two Arts Council England National Portfolio Organisations: John Hansard Gallery and Turner Sims Concert Hall.

The 21st century has seen us develop into a world-leading university. We are famous for being both research-driven, and down-to-earth with the needs of business and society. We have well over 20,000 full time students, and we are proud to see that they are continuing our traditions of innovation through dedication and hard work.



1.2 What it means to be a Civic University

Many universities are civically engaged but are not necessarily civic universities. The University of Southampton is an anchor institution in the region and the only Russell Group university on the south coast, employing 6,000 staff alongside a 20,000 plus student population. As the second largest employer in the city of Southampton we also make an estimated economic contribution of £1.3 billion per annum to the region. We have significant resources we can bring to bear, to improve our place for everyone. In addition, we provide education, research, knowledge exchange, culture and arts as well as healthcare, travel infrastructure, volunteering and graduate talent.

A truly civic university explains what, why and how our activity contributes to our civic role. Becoming a civic university allows us to rethink how our university contributes to our place, so that civic engagement can become embedded into our university culture.

We understand the importance of 'Place' and our position in those places. A key strand of government initiatives and strategies, including the Innovation Strategy and the Levelling Up agenda, productive relationships with local and regional government, Local Enterprise Partnerships and local communities, benefit our ability to deliver the University's plans for growth and better align these to local as well as regional growth plans.

Over 50% of our UK based alumni live within 50 miles of the University (over 80,000 people), alongside 'friends' who support us philanthropically and otherwise, through their networks or personally. Articulation of the benefit the University brings to the region will help mobilise this powerful community—opening doors into companies, serving as ambassadors and champions, through philanthropic support or mentoring students.

The University of Southampton signed the Civic University Charter in December 2020, committing to develop a civic university agreement to define how we will work within our geography, and agreeing principles with key partners, including local government and other universities. As a civically conscientious and proud university, our coat of arms signifies our strong connections with our local community, and our commitment to peace and advancement through learning. Together (across all disciplines) we believe we can be a positive force for change – one step at a time.



2. OUR PRINCIPLES

Purpose and Vision

The University's core purpose and vision is to **inspire excellence to achieve the remarkable and build an inclusive world.**

Our University Strategy describes a commitment to **place** and being a Civic University. Our foundations and heritage make the University of Southampton a gateway to the world. We are deeply committed to Southampton as a cultural city and across the region will further develop our civic role to make a positive impact.

Our shared purpose drives us to find answers to the greatest challenges facing humanity. **We will** make a real difference and achieve the remarkable through the combined power of our people to achieve excellence in education, research and enterprise. Our people are at the heart of everything we do and the impact we make on a local to global scale. We aim to inspire communities working with us locally and globally to achieve the remarkable. **We will** work together to improve the lives and environment of people across diverse communities in a just and responsible way.

We will work with our civic partners and business to achieve socio-economic benefit. We are deeply committed to making a positive social impact, increasing social mobility, transforming lives and enhancing prosperity, both on the south coast of England and across the globe. We are proud to be a powerful civic partner that met the immediate challenges of the COVID-19 pandemic by deepening our partnerships with the University Hospital Southampton NHS Foundation Trust, local authorities, and schools.

We are now focused on collaborations to strengthen economies and sustainable communities near and far. The mutual strengths of our Triple Helix, coupled with our remarkable people, will power our ambitions for this goal, develop Civic University Agreements co-designed with local groups, authorities, alumni, and partners to build sustainable communities, promote equality, improve health and wellbeing, transform educational opportunities, close the digital divide, and strengthen economic prosperity.

Underpinned by the four pillars of the Civic Charter, Place, People, Partnerships and Impact, Southampton as a truly civic University creates a sense of belonging and collaboration. **We will** do this by developing our civic partnerships and agreements, co-designed with Communities, Local Authorities and partners to drive the social, environmental, and economic benefits that are most vital to them and their places.

The University will become a truly integrated part of its local communities. By partnering with the people in our neighbouring area and their representatives, **we will** work together to drive the social, environmental and economic benefits that are most vital.

This will build sustainable communities, promote equality, diversity and inclusion, improve health and wellbeing, transform educational opportunities, close the digital divide and extend enterprise.

Working in synergy with local communities, covering Southampton, Winchester Eastleigh, and Test Valley, as a Civic University we will form part of a localised network – **Hampshire Universities Together** – with our neighbouring universities. In doing so, the network will enable us to:

- share best practice on our Civic strategic ambitions;
- align civic efforts and activity for more effective, collaborative ways of working; and
- identify opportunities where collective responses are needed.

Together we can make a difference.

3. OUR PLACES

The University of Southampton recognises the importance of our global, national and local reach of our partnerships and collaborations.

With campuses situated in Southampton (Guildhall Square, Highfield Campus, Avenue Campus, Southampton General Hospital, National Oceanography Centre), Winchester (Winchester School of Art), Eastleigh (Sports Ground) and Test Valley (Science Park) our partnerships with civic leadership organisations and groups in these areas are essential in ensuring that collectively we can support the needs of our communities, including those beyond the city boundaries in rural areas, sharing new knowledge and maximising impact to the benefit of all.

3.1 Our Civic Partnerships

The ever-changing global landscape has highlighted how quickly priorities can change and the need for universities and communities to respond to those challenges at local level in the times-scales required.

The last few years have shown how closely local, national and international challenges and events intersect. In turn, this has given rise to new opportunities, particularly in the virtual space.

We are an integral part of Southampton and Winchester, both physically and culturally, which we consider to be a great privilege and responsibility. At the same time, we belong to many other educational, cultural and industry networks. We will use our leverage in these wider eco-systems for the benefit and progress of our community.

Working with our partners, we recognise the importance of collaboration, drawing on the strengths of our collective expertise, networks and understanding of research. Delivering mutually supportive programmes that directly recognise and respond to local need, we will develop programmes that foster new ways of working with communities over the longer-term.

3.2 Higher Education

We are a member of the Civic University Network at national level. We also commit to working in partnership with other local civic universities, Solent University, University of Portsmouth and University of Winchester, through the Hampshire Universities Together (HUT) Network.

3.2.1 Southern Universities Network

University of Southampton is the host institution for the award-winning Southern University Network (SUN) Uni Connect partnership. Through SUN, we work collaboratively with our colleagues at other universities in the region to ensure that students from target wards have access to a range of collaborative outreach opportunities and targeted activity, led directly by the SUN team. As a partnership, we are currently devising ways we can use our combined resources to support attainment raising.



Participant's Drawing of Southampton Guildhall Square, Connecting Culture Research Project, 2020



Asten Holmes-Elliott and Breakout Youth, YOU BELONG HERE, (2017–18). Neon sign, 4ft x 4ft. Commissioned by John Hansard Gallery and supported by Tate ARTIST ROOMS

3.3 Primary, Secondary and Further Education

3.3.1 Southampton Education Forum

The Southampton Education Forum unites civic leaders within a framework of shared values, positioning members to gain individual and collective advantage through integrity, openness, commitment and capacity to work for the collective good. The Forum seeks to establish and maintain meaningful and deep-rooted support and trust between institutions and across phases by honouring confidentiality; championing excellence; valuing diversity and inclusion; recognising differing needs; and encouraging honesty and openness.

3.3.2 Inspire Learning Academy

Inspire Learning Academy aims to pursue excellence across our family of schools, where ethical, inspired and empowered leaders place children at the heart of everything; using their expertise and innovation to enable all to succeed. The Inspire Learning Partnership is committed to 'Transforming Lives and Building Futures' of all.

Inspire Learning Partnership is an educational charity limited by guarantee. They were established in October 2014 to Transform Lives and Build Futures of all and to relentlessly pursue excellence across their family of schools; where ethical, inspired and empowered leaders place children at the heart of everything, using their expertise and innovation to enable all to succeed.

They are committed to being anchor organisations in their communities and they work in partnership with other education, community and civic institutions to benefit children and families. They are based in two hubs: on the Waterside and in Southampton. At present there are five member academies and a nursery: Blackfield Primary School, Fawley Infant School, Hightown Primary School, Kanes Hill Primary School, St Monica Primary School and Blackfield Nursery. More schools are joining the partnership in the coming year.

3.4 Our Local Council Partners

We work cross-party, in partnership with local councils in Southampton, Winchester Eastleigh, Test Valley, as well as Hampshire County Council.

3.4.1 Southampton City Council (SCC)

Southampton City Council's (SCC) vision is to create a city of opportunity where everyone thrives.

As a unitary authority, it is responsible for all local services within the city and provide the full range of local government services.

This includes:

- Council tax;
- Libraries;
- Highways;
- Social services;
- Processing planning applications;
- Waste collection and disposal;
- Housing; and
- As a local education authority, SCC is responsible for some schools.

SCC manages around 700 different services – from foster carers to archaeology, recycling and cycle routes, public health (working alongside the NHS) or rock concerts in the park, as well as all day-to-day operations for 250,000 residents, 16,300 tenants, 6,000 businesses and over 3,000 employees.

Its customers include everyone living, working, volunteering, investing, studying, running a business in, or visiting Southampton. SCC's main focus is to support customers, offering a range of helpful advice and resources from public health and social care to getting into work.

3.4.2 Winchester City Council

In 2020, Winchester City Council agreed a plan to take it through to 2025, with five priority areas:

- Tackling the climate emergency;
- Living well;
- Homes for all;
- Vibrant local economy;
- Your services, your voice.

Since then, it has delivered robust progress across all these areas. Its 2022 Residents' Survey shows that these remain the priorities most local people want it to focus on. Within these priorities, recent events require it to give special focus to a few areas:

- We are all facing economic uncertainty and rising prices at levels not seen since the early 1990s. This is badly affecting many local people, particularly those whose financial position are most stretched, along with local businesses and the council itself. Winchester City Council will be taking action on the cost of living.
- Climate change is hitting us harder, sooner than expected– with flash flooding, extreme temperatures and water shortages affecting our health, our homes and businesses, chalk streams and rivers and the unique countryside that make our district so special. Winchester City Council have to go greener, faster.
- The Winchester district is a special place, but Winchester City Council cannot be complacent. Expectations from local residents are rightly high. They face higher levels of anti-social behaviour and vandalism. Winchester City Council will invest in its public space and work hard with partners to deliver the pride in place that Winchester city and district deserve.

- Finally, Winchester City Council cannot do this on its own. The council performs best when it recognises and listens to the diverse interests, needs and wishes of different people in its community. They need to listen better and work alongside the people and businesses of the Winchester district in tackling the challenges they face.

Winchester City Council has been careful to put the council on a sound financial footing, but new economic pressures mean it will still face hard choices. Although the plan runs until 2025, Winchester City Council will continue to listen and adjust over the lifetime of the plan.

With a population of around 128,000 over 250 square miles, 56,000 homes including 5,000 council houses and over 8,000 businesses, its communities drive everything they do, and Winchester City Council is committed to delivering the best customer service possible. Its values drive the way it works and help it achieve this.

Innovation

Winchester City Council is innovative – challenging the status quo

Empowerment

it is empowering – enabling communities and its team to take action

Integrity

It acts with integrity – always honest, open and fair

Adaptability

It is adaptable – embracing change

Collaboration

It is collaborative – working with others

Winchester City Council see the main challenges to its district as:

- The climate emergency and the pressing need to reduce the Winchester district's carbon footprint;
- Economic uncertainty and the rise in the cost of living;
- Continuing to improve its services while balancing a reduced council budget;
- The high costs of buying and renting a home;
- Poor air quality in parts of the district;
- Inequality within the district and its effects on mental and physical wellbeing;
- Poor provision of public transport and safe walking and cycling routes across the district;
- Responding to the diverse experiences, needs and views of everyone in the community – making sure all voices are heard

But Winchester City Council's aspirations are high, building on the success of its £40 million leisure centre, its innovative Chesil Lodge for supported housing with integrated care it aims to bring forward an extensive city centre regeneration programme that brings homes and employment to its historic city. It welcomes business and look forward to the campus extension at the Winchester School of Art. It aims to build 1000 new council homes over 10 years of the highest, greenest standard and continue to support the most vulnerable in the community. All of this is to be achieved through the lens of climate change to ensure the district is carbon neutral by 2030.

3.4.3 Eastleigh Borough Council (EBC)

Supporting Communities, Improving Lives

Eastleigh Borough Council is proud of what it has achieved. As a medium-sized district council with a £65 million turnover and big ambitions, it has delivered a large number of major projects and initiatives, ensuring it continues to be progressive and innovative in its approach. The Council employs over 500 professional staff at various sites and serves around 136,000 residents, as well as a diverse range of businesses. Its vision is to develop healthy communities, a green borough, business prosperity, and high-quality homes for its residents. Its frontline services are delivered to a high standard and led to it being named Council of the Year 2022 in the UK-wide awards scheme run by the Association for Public Service Excellence.

Investing in communities

In recent years, the Council has delivered a wide assortment of capital projects focused on putting its communities and customers first – from the development of Places Leisure Eastleigh (one of the largest leisure centres on the South Coast) and the nationally recognised Stoneham Football Complex to a new M&S Foodhall in the town centre and an eco-friendly visitor centre at Lakeside Country Park. The Council has also moved its offices to the heart of Eastleigh to provide better access for its customers and ensure a high profile.

Promoting 'fossil-fuel free' living

The Council's largest project is One Horton Heath where the Council is leading by example on sustainable development at its flagship 310-acre development. One Horton Heath is different from other developments since, as both landowner and developer, the Council is ensuring that 2,500 quality new homes are delivered alongside the provision of the right infrastructure, which will include roads and cycle ways, a primary school, a vibrant local centre, and a host of connected open spaces and informal areas where wildlife can thrive. The focus is very much on people and not profit, and a range of pioneering initiatives and investments will make it one of the most sustainable developments in the country.

Through continued investment in the Borough of Eastleigh, the Council has created a successful property portfolio, including The Ageas Bowl international cricket venue, a four-star Hilton Hotel and spa, car dealerships and a long list of major brands among its commercial property tenants, together with its various housing initiatives that deliver much needed homes for the Borough. This successful and sizeable property portfolio helps support the Council's ambitions to deliver for its communities, as well as generating £9 million in income a year to help support frontline services.

Putting customers first

The Council is committed to providing excellent services for its residents and customers, and is viewed as a friendly and approachable organisation that works hard for its communities. It is respected by its key partners and its culture is based on staff supporting each other to achieve results, as well as being known in the region for its willingness to try out new things, be innovative and take risks.

3.4.4 Test Valley Borough Council (TVBC)

Situated in the west of Hampshire, Test Valley is rich in community, environmental and economic assets. The Borough stretches from the city of Southampton in the South to West Berkshire in the North. Test Valley contains a mixture of urban, semi-urban and beautiful villages and countryside, containing the world-renowned chalk stream, the River Test. A large proportion of the population lives in the Borough's two main towns, Andover and Romsey, whilst there are also significant concentrations of people living in Valley Park, North Baddesley, and Nursling and Rownhams.

Test Valley Borough Council has a national reputation for putting residents and communities at the heart of decision making. The Council has for many years adopted a place-based approach to its work to ensure that it can best serve its diverse communities and benefit all residents in a way that reflects their sense of community. This has included a devolved approach to decision making and allocation of resources, such as New Homes Bonus and Community Infrastructure Levy, to the most local of levels.

The Council has a long track record of entrepreneurial successes which has helped the authority invest in a range of excellent services and facilities for the residents of Test Valley. It has adopted ambitious community led masterplans for Andover town centre and the South of Romsey town centre. Through its strategic planning, it has continued to balance its commitments to housing delivery and economic growth, alongside preserving and enhancing the natural environment as a place to enjoy and spend time. The Council has also adopted a Climate Change Action Plan which will help it deliver a range of projects to reduce its carbon emissions.

3.4.5 Hampshire County Council

Hampshire County Council is the third largest shire county (by population) in England, delivering vital local services to 1.4 million residents within 545,000 households across the County Council area (which excludes the Unitary Local Authority areas of Southampton, Portsmouth and the Isle of Wight). The County Council employs approximately 36,000 staff and has responsibility for almost 500 Local Authority Maintained Schools.

From education, roads and social care for vulnerable children and adults, to access to the countryside and libraries, the County Council delivers the majority of Hampshire's public services – around 80% of all spend on council services in the area, totalling £2.6 billion each year. As well as delivering key statutory responsibilities such as health and social care, the County Council also works collaboratively with partner organisations to deliver a range of wider services such as Economic Development and regulatory functions such as Trading Standards and Registration Services.

Serving Hampshire

The County Council's principal objectives are to make Hampshire a great place to live, to visit, to work and to play, by supporting people to live safe, healthy, and independent lives; continuing to deliver the highest outcomes for residents; and maintaining Hampshire as a successful and prosperous county now and into the future. Shaping and growing a strong and thriving local economy is a key focus, together with enabling businesses to flourish now and into the future, and balancing economic success with care for the environment, while tackling climate change.

The Authority firmly believes that everyone in Hampshire should enjoy being part of strong, inclusive, and resilient communities, and is committed to championing inclusion and diversity throughout every element of its work to serve the county's residents.

Transforming and extending the organisation

The County Council is consistently cited as 'high performing' and an exemplar in key service areas – delivering quality and high standards in local service provision to the residents of Hampshire and beyond, as well as across its extended strategic and operational work to provide expertise, advice and support to regional and national partners. A focus on the efficient and effective targeting of resources over the past decade has also seen the successful transformation of service delivery models across the Authority, as well as collaboration with partners across central and local government, health, the educational sector, 'Blue Light' services and the voluntary sector, to improve outcomes for residents and communities.

A Vision to 2050

The County Council's longer-term ambition for Hampshire as a place is shaped by the work of the Hampshire 2050 Commission. The 2050 Vision established by the Commission will guide and contribute to the future prosperity, quality of life, and protection and enhancement of the character and environment of Hampshire.

The Hampshire 2050 Vision is underpinned by five key drivers for change, which will also act as key enablers for the future:

- Changing Climate
- Changing Environment
- Changing Economy
- Changing Population
- Changing Technology

Hampshire's Economic Strategy

A strong and prosperous economy will be critical to delivering the Hampshire 2050 Vision and associated outcomes. In recognising Hampshire's already significant economic strengths, an Economic Strategy has been developed, alongside an ambitious County Deal Devolution proposal, to build on existing economic success and drive sustainable regeneration, prosperity, and growth across the wider area. The County Council believes this can be achieved through increasing skills, supporting innovation and developing broad collaborative approaches with both existing partners whilst welcoming new partners, both national and international.

3.5 The Voluntary Community Sector

It is our ambition to work more closely with the voluntary community sector starting with those umbrella organisations who work in partnership with local council and community groups. Based on our current work and activity in Southampton, we will further develop and expand these relationships across the geographical mandate to include One Community and Action Hampshire.

3.5.1 Southampton Voluntary Services

Southampton Voluntary Services (SVS) is the umbrella body for local voluntary and community groups working in Southampton.

SVS provides a wide range of services, including specialist support, advice and training to our membership. They also provide and promote information to individuals and organisations on volunteering in the city. Southampton Voluntary Services (SVS) is housed in the voluntary action centre, which is a purpose-built resource for the voluntary sector in Southampton.

Volunteering and involvement in voluntary action can be a powerful tool for personal and social change. It can help the volunteer to grow as much as the recipient of their volunteering – it reconnects people to the world of work or training, helps them retrain expertise or attain new skills, build confidence, purpose or self-worth. Through giving up their time people make new friends and inter-community connections, and it can be a source of personal pride, self-achievement and social value.

3.6 Business and Enterprise

The university is proud to support work in business and enterprise complementing the work of the regions two Local Enterprise Partnerships; Solent and EM3. Business lead but working closely with the public sector, the LEPS provide support, guidance and a pivotal role in coordination of business enterprise.

3.6.1 Solent LEP

The Solent LEP is led by the business community and supported by three university partners, the further education sector, three unitary authorities, eight district councils, one county council and the voluntary and community sector – all working together to secure a more prosperous and sustainable future for the Solent area.

3.6.2 EM3

EM3 are a business led partnership, bringing together private, public and not-for-profit sector organisations to determine local economic priorities and undertake activities which drive economic growth and productivity through innovation, job creation, improved infrastructure and increased workforce skills within the area.

They invest in transport, innovation, skills and enterprise, and their Strategic Economic Plan and emerging Local Industrial Strategy set out their vision for the future economy and plans to boost the productivity, prosperity and quality of life for the people and businesses who live and work in the region.

EM3 LEP invests funding through the Local Growth Fund programme and can access European funding through its EUSIF programme.

EM3's growth ambition is to achieve an average growth rate of 4% per year to 2030.

3.6.3 Business South

Business South is an independent representative of businesses in Central South England, supporting the prosperity of the region by bringing together business leaders, educators, public bodies and entrepreneurs to create a dominant and powerful force for growth and innovation.

3.6.4 Hampshire Chamber of Commerce

Hampshire Chamber of Commerce, the County's largest independent not-for-profit business support and networking organisation, engages the voice, expertise and experience of thousands of businesses across the County, influencing decision-making and shaping practical solutions.

3.7 Further Civic Partnerships

3.7.1 University Hospital Southampton

University Hospital Southampton is one of the largest acute Trusts in England and a leading teaching hospital. (UHS) has been a key strategic partner of the University of Southampton since the foundation of the medical school in 1971. UHS provides services to 1.9 million people living in Southampton and South Hampshire, and specialised services such as cancer, neurosciences, cardiac services and children's services to more than 3.7 million people in central southern England and the Channel Islands. In partnership with the University of Southampton, UHS is a major research centre hosting significant National Institute of Health and Care Research (NIHR) research infrastructure including the NIHR Southampton Biomedical Research Centre and Clinical Research Facility, the NIHR CRUK Experimental Cancer Medicine Centre, the Wessex Applied Research Collaboration and Wessex Clinical Research Network.

UHS Vision

World class people delivering world class care

UHS Mission

Together we care, innovate and inspire

UHS Strategic Themes

- Outstanding patient outcomes, safety and experience
- Pioneering Research and innovation
- World Class People
- Integrated networks and collaboration
- Foundations of the Future

UHS Values

- Patients first
- Working together
- Always improving

3.7.2 Southampton Connect

Southampton Connect is an independent partnership which brings together senior city representatives looking to address the key challenges and opportunities for Southampton and working with the city's key partners to improve the outcomes of the people of Southampton. It is responsible for the delivery of the Southampton City Strategy with the vision that Southampton is a city of opportunity where everyone thrives.

3.7.3 Winchester City Centre Partnership

The Winchester City Centre partnership brings together a range of partners, business, voluntary sector, our BID and our Universities to work on a shared agenda for the development of our city. From working to enhance visitor, ensuring our city is clean and welcoming, that businesses thrive, to supporting regeneration plans, the partnership ensures all those who have influence in our city, share a common purpose.

3.7.4 Southampton City of Culture Trust

Southampton City of Culture Trust aims to put Southampton and the wider region on the map, both nationally, regionally and internationally. It is helping to attract inward investment. The trust aims to raise aspirations and upskill our workforces, leading to the establishment of new businesses and creating quality jobs that will attract and retain talent in the city.

3.7.5 Hampshire Cultural Trust

Hampshire Cultural Trust was established as an independent charity in 2014 to promote Hampshire as a county that offers outstanding cultural experiences to both its residents and visitors.

From museums to galleries to arts centres, we manage and support 23 attractions across the county that were previously operated by Hampshire County Council and Winchester City Council.

They run a huge variety of workshops, classes, events and projects for both young and old, in schools and in communities, with particular emphasis on reaching people who are vulnerable or disadvantaged and would not normally be able to access arts and culture. In addition, they care for 2.5 million objects that relate to Hampshire's rich and internationally important cultural heritage.

Vision

To create inspirational cultural experiences in Hampshire that enrich and transform lives.

Mission

The mission is to provide great arts, heritage, museums and creative programming, working closely with local and national partners, and placing communities, collections and their stories at the heart of everything we do.

Goals:

- To provide high-quality programmes and venues that engage diverse audiences and inspire local pride
- To improve wellbeing, health and happiness through cultural experiences
- To deliver a sustainable future for culture in Hampshire, contributing to the local economy and building stronger communities
- To create fulfilling employment and volunteering opportunities through culture

3.7.6 Cultural Education Partnerships

The Southampton Cultural Education Partnership (SCEP) is a growing consortium of diverse organisations working together, in partnership with Artswork, to nurture creative and cultural education for all. Their aims are:

- To work with those working with children and young people and their families, embedding creative learning from the early years;
- To promote and support delivery of the arts and culture as part of a broad and balanced curriculum;
- To work through the arts to reduce inequalities in educational attainment, health and wellbeing for children and young people deemed to be at risk;
- To provide transferable skills and open up pre-employment opportunities enhancing accessible progression routes into the creative and cultural industries and other areas of work.

Led by Hampshire Music Service, the Hampshire Cultural Education Partnership (HCEP) is a consortium of diverse cultural organisations working together, in partnership with Artswork, to nurture creative and cultural education.

3.7.7 The Purpose Coalition

The University has joined the Purpose Coalition, a partnership of universities, businesses and third sector organisations combining to progress social mobility. The Purpose Coalition assessed the University's impact against its Levelling Up Goals and found our commitment to be exceptional, with significant strengths in four key areas: successful school years; right advice and experiences; closing the digital divide; and achieving equality through diversity and inclusion. Levelling Up continues to be a part of government policy, and we will ensure we contribute to this agenda in the context of our own community.

3.7.8 Child Friendly Southampton

Our vision is for Southampton to be recognised as a Child Friendly City (CFC): we want all children and young people in Southampton to have a good start in life, live safely, be healthy and happy and go on to have successful opportunities in adulthood. We will work together to create a city where all children – whether they are living in care, using a children's centre, or simply visiting their local library – have a meaningful say in, and truly benefit from, the local decisions, services and spaces that shape their lives.



3.8 City of Sanctuary

As part of our commitment as a University of Sanctuary, we work closely with the City of Sanctuary Trust. In partnership with the HUT network, we will also work collaboratively with our other Universities of Sanctuary and Cities of Sanctuary in Winchester and Portsmouth.

3.8.1 Southampton City of Sanctuary Trust

City of Sanctuary Southampton is a group of professionals and volunteers who work together to make Southampton a warm and welcome place for refugees and asylum seekers.

3.8.2 Winchester City of Sanctuary Trust

Winchester City of Sanctuary is a voluntary run and led local community group. Their vision is that Winchester will be a welcoming place of sanctuary (safety and protection) for all, especially those fleeing violence and persecution. They began in 2020 and are now working with a large number of local partners committed to our values, see below.

Winchester City of Sanctuary and the wider City of Sanctuary UK network are committed to the following values:

Inclusive

WCS welcome and respect people from all backgrounds, place the highest value on diversity and are committed to equality.

Openness

WCS are committed to a culture of working collaboratively across the City of Sanctuary networks and in partnership with others.

Participation

They work with people seeking sanctuary and value and recognise the contribution of all. They aspire to ensure people seeking sanctuary are involved in all decision making at all levels and are supported to become leaders in the organisation, networks, and the wider movement.

Inspire

We work with enthusiasm and positivity and are determined to surpass what has already been achieved to welcome refugees and people seeking sanctuary. We act as a catalyst for change by being open to new and innovative ideas and through sharing knowledge gained with others and working in partnership.

Integrity

We aspire to high standards of honesty and behaviour, and always to act in the interests of people seeking sanctuary.

3.9 Our Unique Agreement: We can be Truly Civic in partnership

As a university, we recognise our unique role at local, regional as well as national and international levels. This Civic University Agreement sets out where we can make an effective contribution to the civic life in partnership with stakeholders.

Through our partnerships, we will work with regional partners to share knowledge, skills and expertise in mutually productive partnerships. We will be an active partner with our local areas, including the City of Southampton, to celebrate diversity, and connect people through culture, education, research, and enterprise to create new economic and social opportunities.

Further creating a sense of belonging and place by positioning Southampton and our other partner geographical areas Winchester, Eastleigh, Test Valley well as the wider region to benefit from regional political opportunities [levelling up].

As an anchor institution, we will work with our partners, staff, students, residents and communities to be part of a strong and united community. Collectively we will make a positive social impact, facilitate evidence-informed decision making, increasing social mobility, transforming lives and enhancing prosperity.

3.10 Civic Conversations and Communications

Developing partnerships, and deeply understanding the needs of our partners, is central to our Civic University Agreement. It is through this perspective that the University will identify new ways of reaching out and working with civic stakeholders. We will do this through a series of regular Civic Conversations amongst our senior leadership networks and Civic University-related groups. These will both identify emerging needs, but also keep in constant review our progress at addressing our partners' priorities to our mutual benefit.

4. OUR PRIORITIES

Over the last two years, in consultation with our partners we have identified seven priority areas that will help shape our ways of working over the next five years. These priorities have been identified and defined by internal and external consultation, based on a Theory of Change Framework. Further informed by intelligence gathering including policy mapping, externally commissioned economic impact assessment, Civic Conversations with local council/Civic Leaders, critical friend support and advice with our local voluntary and community sector, residents' associations, and Cultural Trusts.

Whilst understanding the need for agility and flexibility in our collective efforts and ways of working in partnership, consultation findings with civic stakeholders from across our local areas where the University has a presence, have informed our plan with seven prioritised areas of activity and our agreed statement of intent/s:

Education, Learning and Future Jobs	With our partners we will help to ensure that everyone has an opportunity to learn and access education that is wide ranging and across the life cycle.
Research, Innovation, Enterprise, Business and Economic Growth	We recognise the importance and collective strength of our continued local partnerships in supporting economic growth and prosperity through high-quality research, innovation, enterprise and business.
Staff, Students and Graduate Support and Retention	As one of the biggest employers locally committed to the real living wage, we will work to better understand how we can further develop programmes that support local need through volunteering, placements, work experience, paid internships and enhancing the necessary infrastructure that enables talent and graduate retention in our regions,
Health and Wellbeing	Recognising the importance of wellbeing and understanding health disparities in our communities, we will strengthen and further develop partnerships with service providers and other support agencies through research and initiatives for the betterment of all.
Improving the Quality and Cultural Life of our Places	Through our long-standing commitment, investment in arts and culture and our partnerships at national, regional and local level, we will collectively help to improve the quality and the cultural life of our places.
Environment, Sustainability, Decarbonisation and Biodiversity	Collectively we will help to make changes for the betterment of the environment, through our research and learning programmes that interconnect with local Green City Plans.
Social Justice and Equality	As an equitable University, we take seriously our collective values in promoting social justice and equality with our partners, which recognises and celebrates the diversity of our places and communities.

4.1 Our Agreed Actions and Key Performance Indicators

Based on these seven priority areas, together with our partners, we will action the following over the next five years.

4.1.1 Education, Learning and Future Jobs

Access to education, learning and skills development for future jobs and lifelong learning is paramount to the success of local places and communities. In partnership with education forums, learning providers, businesses and LEP's, we will help to ensure that everyone has an opportunity to learn and access education that is wide ranging and across the life cycle.

Action	KPI	SMART
Working with our partners across Southampton, Winchester, Eastleigh, and Test Valley to support social mobility, and Levelling-Up widening and extending access to educational and learning opportunities that widen participation for all ages and backgrounds.	We will continue our commitment to the Social Mobility Pledge further developing and expanding education and learning opportunities through the Southampton Connect Board, to complement and steer forward levelling-up goals in our work with The Purpose Coalition, which best reflects the individual needs of our geographical areas.	<p>Specifically, we want to: Commit to the Social Mobility Pledge by further developing and expanding education and learning opportunities through the Southampton Connect Board.</p> <p>We will measure this by: The number of quality engagements we undertake with the Southampton Connect Board</p> <p>It is achievable because: We are actively pursuing this partnership for example through the Youth Employment Hub outcomes supported by Winchester, Test Valley and Eastleigh.</p> <p>This is relevant because: Recent work has shown that there are pockets of hard-to-reach young people who are not workforce ready or, in some cases, ready to take on adult challenges. Some have withdrawn from life into a virtual world and others are offending through boredom and disaffection.</p> <p>This is an opportunity for us to use our expertise as an educator to support social mobility in our local community.</p> <p>We hope to do this within: By 2025</p>

A highly educated/developed work force will make the region more attractive to employers and businesses looking to grow.

Widening access and participation through our training, outreach, engagement activities and partnerships, we will ensure greater equity in access to education, training and learning for the betterment of all.

We will do this by:

Action	KPI	SMART
<p>UoS Festival</p> <p>Southampton Science and Engineering Festival (SOTSEF), incl. Science and Engineering Day (yearly, March)</p> <p>Southampton Arts and Humanities Festival (UoSArtsHumFest), incl. Hands-on Humanities Day (yearly, November)</p> <p>Showcase and further develop opportunities for lifelong learning across the life cycle with, by and for our communities including short courses; events; activities within UoS Festivals programme.</p>	<p>We will continue to develop the festivals' programme and delivery to improve participation of hard-to-reach audiences and accounting for audiences with different needs</p>	<p>Specifically, we want to: Encourage and support activities/content for UoS Festivals which is co-produced/produced with community partners, and encourage activities/content that would be beneficial for our local communities, including lifelong learning opportunities and/or event series. Encourage participation by charities and community groups that support local individuals, schools and groups to advertise opportunities available to our communities. Depending on the development of a successful sponsorship package, in future we would like to provide transportation and lunch for some families and youth groups to attend festivals, e.g., by working in collaboration with local food banks and homeless shelters.</p> <p>We will measure this by: We collect data from exhibitors to understand the origin of their involvement during the registration process and feedback after the event. We collect data from all visitors, including postcode, to understand their geographical distribution and reach of our marketing campaign, and to understand the relationship to the University and whether it is their first time to festivals. After the event, we provide an anonymous feedback form to all visitors through Eventbrite with the opportunity to tell us anything they wish.</p> <p>It is achievable because: After a few years, thanks to the data collected during event registration, with formal feedback and through informal and formal conversations with community partners and visitors, we developed an understanding of our audiences. This includes making effective changes to improve exhibitors and visitors' participation and experiences at festivals.</p> <p>This is relevant because: Public engagement through research-focussed festivals is well known to attract educated audiences that are comfortable and familiar with a higher education environment. However, these festivals are open and designed to engage all audiences, independently of their education and socio-economic backgrounds. By increasing community focussed activities/content we will provide a welcoming environment for locals and community groups to take part in the events and explore mutually beneficial relationships, in line with the University's EDI Strategy. Some of the actions proposed above come from the knowledge that some of our local communities, even if willing to take part, cannot afford the journey to campus and might struggle to get food on-site, impacting the experience on the day.</p> <p>We hope to do this within: We are reviewing our processes at every festival, accounting for all feedbacks and issues raised before and after the event, and during its delivery. We are gradually moving towards a more curatorial approach to the festivals, in addition to the support provided by their dedicated steering groups, which includes inclusion in their programme of time-relevant and contemporary focussed issues. We are currently launching a new Community Zone as part of Science and Engineering Day 2023, and we recruited a student intern to support community engagement for the event. We are at the preliminary phase to develop a comprehensive sponsorship package and we hope to have a fully completed draft in place by the autumn of 2023.</p>

Action	KPI	SMART
<p>UoS Roadshow (Yearly, May – August depending on programme)</p> <p>Further develop opportunities for lifelong learning across the life cycle with, by and for our communities including events and activities within UoS Roadshow programme.</p>	<p>We will continue participating in local community events, bringing research to new audiences and networking with local community groups.</p>	<p>Specifically, we want to: Encourage and support activities/content for UoS Festivals which is co-produced with community partners and have a mutually beneficial impact to the communities we engage with. We are gradually moving the UoS Roadshow towards more community-focussed events, where visitors' attendance is free.</p> <p>We will measure this by: We collect feedback, ideas and thoughts through the UoS Roadshow diary, which is free and easy to access on a side of the UoS Roadshow marquee. The Roadshow exhibitors then provide more insights about their activities and the people they interact with, indirectly providing further feedback from attendees.</p> <p>It is achievable because: The UoS Roadshow is already a well-established platform, with methods and protocols in place. Space for exhibitors on the Roadshow is limited, therefore a curatorial cut is in place upon multiple request of attendance by researchers.</p> <p>This is relevant because: Ticketed summer festivals are well known to attract audiences that can afford admission tickets. However, the UoS Roadshow is designed to engage all audiences, independently of their education and socio-economic backgrounds. By increasing participation to community-focussed free events, with community-focussed activities/content we will provide a welcoming environment for locals to take part in the UoS Roadshow and explore options for mutually beneficial relationships with local community groups and cultural venues. Some of the actions proposed above come from the knowledge that some of the local communities, even if willing to take part, cannot afford entry tickets and facilities on site, severely impacting their ability to get involved.</p> <p>We hope to do this within: We are reviewing our processes at every UoS Roadshow's stop, accounting for all feedbacks and issues raised before and after the event, and during its delivery. We have a curatorial approach to the UoS Roadshow programme, which accounts for the theme and location of the event it is taking part in.</p>

4.1.2 Research and Innovation, Enterprise, Business and Economic Growth

We recognise the importance of our local partnerships with Local Enterprise Partnerships (LEPs), Business Improvement Districts (BIDs) and Community Interest Companies (CICs) in supporting economic growth and prosperity through high-quality research, innovation, enterprise and business. We will Champion positive change to achieve international excellence by investment schemes that strategically enhance our diversity that attracts top talent into the region and local areas. By doing so, we will help to attract, support, and keep the next generation of research leaders from across the world, from diverse backgrounds and experiences.

We will secure funding to invest in one or more interdisciplinary research centres within our local areas, which will harness the breadth of our research, ranging from the creative and performing arts, the

humanities to the social, physical and life sciences to address global, national, regional and local challenges and achieve socio-economic benefit.

Using the University's renowned marine research excellence, working together in partnership with the city's heritage and position as one of the UK's major gateways to the world, to create a more environmentally sustainable maritime future.

We will develop a sustainability and resilience hub to improve our impact in this key area that aligns with the needs of local authorities, councils and communities This will ensure we remain a partner of choice in both established partnerships and in the development of new relationships with a breadth of organisations, from industry to the third sector.

We will do this by:

Action	KPI	SMART
<p>Embedding Civic activities in research grants and activities from across different scales in investment from UKRI to internal development funding. Developing and nurturing collaborative approaches to research and innovation that is based on need.</p>	<p>Further promote these opportunities increasing co-designed developmental funding applications with researchers and communities from 10% to 30% by 2026/7</p>	<p>Specifically, we want to: Increase the instances of researchers and local partners working together to explore and address local needs, e.g., via seed-funded engagement activities (Civic Strand in PERu annual Development Fund)</p> <p>We will measure this by: Tracking Development Fund applications/funded projects</p> <p>It is achievable because: Civic Strand has funded 10 projects in its first year (55% of total funded projects)</p> <p>This is relevant because: Civic Strand was designed to meet this Civic objective.</p> <p>We hope to do this within: by 2026/7</p>

Action	KPI	SMART
Being open to business, including start-ups, and collaborate to innovate. Creating and attracting new companies to the region and so jobs and supporting the local economy. We will help innovative companies grow and thrive and to bring solutions to support local needs. – Delivered by Science Park, Corporate & Business Engagement, Skills development and training, spinouts and start-ups nurtured by business acceleration and incubation FutureWorlds and SETSquared.	<p>Top 10 of UK Universities for spin-out value</p> <p>Achieve top 10% of UK Universities for funding obtained in collaboration</p> <p>IP Commercialisation</p> <p>Enterprise Units</p> <p>Facilities Access</p> <p>USSP expansion of services</p> <p>Student Enterprise</p> <p>Business Incubation & Acceleration</p>	<p>Specifically, we want to: We will review, refresh, modify and develop principles and policies for all our KEE activities with our community which we will ensure are readily accessible to guide our staff and students when necessary. We will engage with our community on improvement initiatives and action plans against each of our KEE activities.</p> <p>More detailed implementation planning will be undertaken through partnership working and co-design, with a drive to innovating and simplifying how we deliver our activities and a commitment to improving the customer journey. SEB will ensure sufficient resources are in place to deliver on the KEE Action Plan and the more detailed implementation planning. We will publish progress against delivery of the action plan and updates on projects</p> <p>We will measure this by: We will measure and monitor performance to ensure we can identify challenges that need to be addressed or to respond agilely to changes in the external environment and pivot or alter our approach appropriately.</p> <p>It is achievable because: We already monitor and review performance through SEB with much of the information needed already reported annually to Research England through the Higher Education Business & Community Interaction Survey (HEBCIS) which provides the key metrics used in Knowledge Exchange Framework (KEF) and its benchmarking.</p> <p>This is relevant because: Enable our staff and students engaged in KEE to gain skills and experience so we help them to succeed in their careers, realise their potential to innovate and deliver impact. Recognise and value staff involved in KEE activities to ensure we bring the best people and commercial skills necessary into the University</p> <p>Grow and deepen our partnerships, from policymakers to industry and third sector organisations to be the partner of choice, so we collaborate to innovate, show we are open to business and to bring in investors, business partners and supporters into our flourishing inventive and entrepreneurial ecosystem.</p> <p>We hope to do this within: By 2027</p>

Action	KPI	SMART
Work with partners to identify local research needs and make sure that these are understood by the relevant investigators in our university community so that they can be included in funding bids.	% of researchers connecting working in collaboration with communities and % of collaborative funding bids submitted	<p>Specifically, we want to: Collaborate with local partners to establish a Community Research Network – via UKRI CRN Call and Wessex Health Partners.</p> <p>We will measure this by: Success of Eol application and progress to phase 2 funding</p> <p>It is achievable because: Existing partnership work provides the basis for application.</p> <p>This is relevant because: UKRI have launched major call to fund this type of work.</p> <p>We hope to do this within: Aligned with timeframe of project phases 1 & 2</p>

4.1.3 Staff, Students and Graduate Support and Retention

Our staff, students and graduates and support mechanisms such as SUSU and their clubs and societies make a significant contribution to places and communities. As one of the biggest employers locally, we will work to better understand how we can further develop programmes that support local need through volunteering, placements, work experience, paid internships and enhancing the necessary infrastructure that enables talent and graduate retention in our regions and local places.

By developing inclusive student communities, we will create an outstanding experience that ensures students can follow their own paths, feel supported to thrive, and enjoy a sense of pride and belonging as members of the wider community. We will encourage them to thrive and enable them to contribute their full potential.

Developing students' futures, we will work in partnership to enable them to be the leaders of tomorrow, who will transform the lives of others. We will ensure our graduates will be recognised for their distinctive Southampton characteristics: curious; engaged; articulate; ethical; culturally aware; enterprising; and socially and environmentally responsible.

We will support our students' post-graduation to become part of our vibrant alumni community. Strengthening these links enhances graduates' career development and supports them to share their skills and connections with future students (the Ignite Programme being an example), including those that are locally based.

We will build a flourishing, diverse and inclusive community with a local, regional, national and international outlook, enabling staff, students, alumni and our civic partners to thrive.

We will do this by:

Action	KPI	SMART
Introducing the Vice-Chancellor's Progression Scheme, focused on Widening Participation students progressing on to postgraduate courses.	Number of WP students progressing from undergraduate to postgraduate level study Target by 2027: 100+ students progressing annually	<p>Specifically, we want to: Increase the number of students from underrepresented groups progressing to postgraduate study</p> <p>We will measure this by: The number of students supported through the scheme</p> <p>It is achievable because: We will appropriately resource the programme and develop information and support measures</p> <p>This is relevant because: The number of students reaching postgraduate level is far lower amongst those from underrepresented groups</p> <p>We hope to do this within: By 2027</p>

Action	KPI	SMART
Scope and (where needed) develop, a Civic University Internship programme that creates a sense of belonging and supports civic activity with by and for our partners and build on the Student Innovation Programme, Placements and KTPS with Strategic Corporate Partners, spinouts and scaling SMEs	Scoping potential for Civic University student internship by End of July 2022 with recommendations for a pilot, with the potential to support up to 5 internships on a rolling basis annually.	<p>Specifically, we want to: Embed student voice in the Civic effort and understand the potential and need for Civic related internships.</p> <p>We will measure this by: Number of internships being supported and embedded/working in partnership with community organisations.</p> <p>It is achievable because: We will work in collaboration with colleagues from WP/SM to Student Careers.</p> <p>This is relevant because: It supports our strategic aims in student experience and as an outcome of our consultation with civic partners.</p> <p>We hope to do this within: Outcome of scoping: by End August 2022 with potential for pilot on/ from: 2023.</p>
As a significant resource supporting and working collectively with local communities, including local councils, we will foster further opportunities for volunteering and internships with staff, students, graduates and alumni in partnership with voluntary action organisations such as Southampton Voluntary Services. We will also support our graduates through engaging with our local alumni community through platforms such as E-Mentoring.	<p>The Campaign for Southampton will have an ambitious 'volunteering hours' target (tbc), placing volunteering at the heart of the culture of the University as One Southampton, with the potential to engage the civic community, alongside alumni, staff and students.</p> <p>Development of a Volunteering Working Group, represented by internal and external stakeholders including voluntary services, to identify opportunities and local need and advise on volunteering target hours.</p>	<p>Specifically, we want to: Seek to recommend to Campaign Leadership Group a volunteer hour target for the Campaign for Southampton.</p> <p>We will measure this by: Having the target approved by Campaign Leadership Group.</p> <p>It is achievable because: We will do this as members of the Volunteering Working Group via the Working Group meetings.</p> <p>This is relevant because: Civic is a key stakeholder in setting and achieving our volunteering Campaign target, specifically around developing volunteering opportunities which support Civic University priorities.</p> <p>We hope to do this within: By end of FY 2022/23</p>

Action	KPI	SMART
Develop opportunities for Studentships and Fellowships for Archives and Special Collections which will include a focus on underrepresented voices from the Archives -Improve description for digital discovery across Library collections more broadly.	<p>Number of relevant research outputs from Fellows and Students openly accessible</p> <p>% of Library collection descriptions reviewed and updated as required</p>	<p>Specifically, we want to: Introduce Studentships and Fellowships for civic-focussed research using Archives and Special Collections</p> <p>Review Library collection descriptions for appropriate language</p> <p>We will measure this by: Number of Fellows and Students supported and outcomes. Number of updates to Library collection records.</p> <p>It is achievable because: Partnership approach to funding Fellowships with School of Arts and Humanities. New Library Services Platform and interface with global bibliographic environment enables activity..</p> <p>This is relevant because: Archives and Special Collections are a significant resource for civic research and storytelling. Library collection descriptors have been developed over time and need reviewing in context of EDI.</p> <p>We hope to do this within: 2025</p>
Sponsor and collaborate with SUSU on Real Student Stories project to identify and share underrepresented student stories;	Continue to develop programme of collaborative activity with SUSU, drawing on experience of this project to create a longer-term EDI focussed action plan with longitudinal measures	<p>Specifically, we want to: Co-create a multi-media public engagement event with current students from marginalised backgrounds that showcases diversity of educational journeys.</p> <p>We will measure this by: Successful exhibition and multi-media event open to the public. Engagement feedback from visitors to exhibition.</p> <p>It is achievable because: Students can be mentored in storytelling, drawing on our rich pool of local arts and culture practitioners</p> <p>This is relevant because: Through raising awareness of the diversity of student experience and support available, prospective students and their supporters can see Southampton is an inclusive community they could belong to.</p> <p>We hope to do this within: 2023-25</p>

4.1.4 Health and Wellbeing

Through our research, engagement activity and civic partnerships, we will contribute towards the development of Integrated Care Systems and future iterations of local Health and Wellbeing Strategies. Through our Sports and Wellbeing facilities, we will support opportunities for local people to engage with a variety of sports and physical activity.

Through our education offer, we will continue to respond to the needs of teachers and pupils by designing and delivering

curriculum enhancing programmes such as Life Lab. From our partnerships and services with Public Health, NHS, Trust Clinical Commissioning Groups, Community Engagement Hubs and work with community-based organisations such as SVS, SO: Linked and Health Watch to our Sports and Gym Facilities, and cultural venues, we can collectively support improvements to health and wellbeing locally.

We will do this by:

Action	KPI	SMART
Creating a new state-of-the-art Interdisciplinary Research Facility with our major strategic partner, University Hospital Southampton, to engineer better health. This will bring together world-class teams to drive innovation; speed the transfer of novel ideas into new interventions from bench-to bedside; transform the future of healthcare; and save lives faster.	Engineering Better Health achieves its funding target, and results in a step change (+£10M/yr.) in external research and enterprise funding in this area.	<p>Specifically, we want to: Complete review University Strategic Interdisciplinary Research Institutes.</p> <p>Implement interdisciplinary research process (sandpits to centres) and attract ambitious proposals.</p> <p>Prepare concept paper and business case for a new state-of-the-art interdisciplinary research Facility with UHST.</p> <p>We will measure this by: Revised governance arrangements implemented. Revised (5 yr) strategies and annual business plans for each institute (SMMI, WSI and IfLS) approved and funded.</p> <p>Proposals translated into options paper and business case.</p> <p>Business case approved and funded.</p> <p>It is achievable because: We have a strong track record of working in partnership and this is a good strategic fit with our ambitions and national strategies for health and care research and innovation.</p> <p>This is relevant because: These goals align with both the overall university strategy as well as with the Research strategy.</p> <p>We hope to do this within: By 2025</p>

Action	KPI	SMART
Further developing our Health and Wellbeing Community Engagement Hub which connects those with a shared interest.	Secure effective spread/reach of contribution to collaborative activities via a Civic HUB by 2025	<p>Specifically, we want to: Review and develop Hub membership to secure effective spread/reach of contribution to collaborative activities (post Lockdown re-energising).</p> <p>We will measure this by: Tracking Hub membership/contributions/activities</p> <p>It is achievable because: Established Hub with strong membership, pre-Lockdown.</p> <p>This is relevant because: Hubs are a key mechanism for Civic activity/ development.</p> <p>We hope to do this within: 2023–25</p>
Through our research we will contribute towards the development of Integrated Care Systems and future iterations of local Health and Wellbeing Strategies.	UoS has committed to being a founding partner alongside the ICB of Wessex Health Partners which will be operational in 23/24 with the aim of combining our collective capacity and capability in life sciences research to address the health and care needs of the local population.	<p>Specifically, we want to: be a founding member of Wessex Health Partners.</p> <p>We will measure this by: whether WHP is formed and operational or not</p> <p>It is achievable because: We have commitment from founding partners and the necessary infrastructure upon which to build.</p> <p>This is relevant because: WHP is the vehicle through which we can engage and work with partners to understand and address the needs of the local population through life sciences research, innovation, adoption and deployment.</p> <p>We hope to do this within: 3 years</p>

4.1.5 Improving the Quality and Cultural Life of our places

The quality and cultural life of our places in Southampton, Winchester, Eastleigh and Test Valley is essential to the overall wellbeing of communities, both in terms of social and economic prosperity and enrichment. We will be working in partnership with local councils and cultural partners.

We will do this by:

Action	KPI	SMART
To actively involving all members of the community to co-create and engage with a remarkable range of high-quality cultural experiences.	<p>Key partners in the Cultural Education Partnerships: Southampton, Hampshire</p> <p>Connecting Culture Programme (aligned to Child Friendly Southampton) reaching 600 children and young people aged 5–16 years in 16 wards across Southampton and 10 young people aged 16–25 as co-researchers and cultural leaders.</p> <p>Arts & Culture – Creative Campus programme</p> <p>John Hansard Gallery</p> <p>Turner Sims Concert Hall and Engaged Campus</p> <p>Libraries</p> <p>Southampton Institute for Arts and Humanities (SIAH)</p> <p>Winchester School of Art (WSA) and capital development.</p>	<p>Specifically, we want to: We will develop, grow and engage audiences and communities that reflect the diversity of our local communities by creating exciting and innovative programmes that are locally engaged and nationally recognised for their ambition and quality. Success will result in larger, more diverse and more engaged audiences</p> <p>We will measure this by: A range of activities, programmes, and partnerships (see NPO aims)</p> <p>It is achievable because: There are strong relationships already in place, dedicated teams and allocated resources</p> <p>This is relevant because: Our activities will engage, co-create, develop and support the wider communities</p> <p>We hope to do this within: 1–3 years</p>

Action	KPI	SMART
As part of the CoC25 Bid, UoS will transition to becoming a Founding partner of the future Southampton City of Culture Trust supporting two key priority areas: 1. Lead for the trust Research Framework	Publicly commits to supporting the new Southampton City of Culture Trust; Commits to in kind investment that could be offered building on our strengths (and has made some suggestions) Reconfirms its level of financial commitment as agreed by the University and Trust. Positively advocates for the Trust's ambitions and positively activates its own community in the process	<p>Specifically, we want to: We will provide research and evidence needed to support future funding bids</p> <p>We will measure this by: UoS named as lead partner researcher.</p> <p>It is achievable because: Once Trust is set up, bids will incorporate funding to cover research costs.</p> <p>This is relevant because: We have identified the need for a research framework through the City of Culture needs assessment.</p> <p>We hope to do this within: from the Autumn of 2022 for the next 3-4 years</p>
2. Collaborator for the Cultural Leadership programme		<p>Specifically, we want to: we will have set up a Cultural Leadership Programme to develop a new generation of Civic Leaders (potential to link to Southampton Business School / Transforming Leadership training)</p> <p>We will measure this by: Tracking the number of participants</p> <p>It is achievable because: We have a track record of supporting cultural leadership programmes</p> <p>This is relevant because: We have identified the need to increase cultural leadership across the city through the City of Cultural needs assessment</p> <p>We hope to do this within: by 2024/5</p>

Action	KPI	SMART
Collaborate to place unique and distinctive material in broader civic physical and digital spaces, building on the success of the "Tangled Hierarchy" exhibition at John Hansard Gallery which centred around the "Gandhi envelopes" from Archives and Special Collections	% of unique and distinctive material made publicly available through digital initiatives or publicly exhibited,	<p>Specifically, we want to: Identify, secure and deliver projects which bring together regional expertise and drive innovation in physical and digital curation of objects and exhibitions, expanding public engagement with unique and distinctive material</p> <p>We will measure this by: Number of projects, public engagement events/days and material included.</p> <p>It is achievable because: We have rich academic and practitioner expertise across Galleries, Libraries, Archives and Museums locally.</p> <p>This is relevant because: Making key collections more broadly available has a key part to play in enriching the cultural environment and citizen participation in scholarly endeavour.</p> <p>We hope to do this within: 2023-7</p>

4.1.6 Environment, Sustainability and Biodiversity

Collectively, we will help to make changes for the betterment of the environment through our research and learning programmes, that interconnect with local Green City Charters.

We will do this by:

Action	KPI	SMART
Working with civic and community partners such as those standing for the voluntary and community sector, through the Green City Plan and strategic plans alongside our Environment and Sustainability Strategy, Nature and Biodiversity and Future Cities Hub, we will reduce our carbon footprint. Through our research we will work to offer tools to local businesses, public bodies and individuals to reduce their carbon footprint and develop the technologies of the future.	<p>Development of outcomes from the pilot Green Social Prescribing programme with Southampton Voluntary Services supporting up to eight community groups.</p> <p>Reigniting the Future Cities Hub (increasing local membership to %)</p> <p>Reestablishment of scientific advisory support, expertise and research.</p>	<p>Specifically, we want to: As Green Social Prescribing is a crossover subject between Nature and Biodiversity Hub and Health and Wellbeing Hub, and the two Hubs are now working together to be able to support such initiatives when requested by the project team.</p> <p>Work with community leaders such as the newly formed Southampton Climate Action Network leads, to explore how UoS researchers can support civic initiatives via the Future Cities hub.</p> <p>We will measure this by: Evidencing connections made through the Hub that lead to partnerships, collaborative working, new projects and outputs</p> <p>It is achievable because: The Hubs are a proven route to achieving mutually beneficial outcomes by connecting UoS researchers with community practitioners</p> <p>This is relevant because: It aligns with research, teaching/learning, Sustainability Strategy and Engaged University Strategic Framework activity as well as Civic work strands</p> <p>We hope to do this within: Ongoing – to be introduced as business as usual</p>
Making sustainability a cornerstone of our research, engagement activity and societal impact.	<p>Celebrate University research and engagement around biodiversity, sustainability, environment; actively engaging/ involving our local publics/ community within this work, for local benefit (societal/individual)</p> <p>% Number of people from the community engaging with the research of UoS and as partners, collaborators and participants.</p>	<p>Specifically, we want to: Strengthen the potential for collaborative activity via our Community Engagement Hubs (Nature & Biodiversity; Future Cities)</p> <p>We will measure this by: Tracking Hubs membership/activities.</p> <p>It is achievable because: Hubs track record already set up, from which to build.</p> <p>This is relevant because: Hubs are a key mechanism for Civic activity/ development.</p> <p>We hope to do this within: 2023–25</p>

4.1.7 Social Justice and Equality

Promoting social justice and equality is fundamental to our collective efforts and values as a community partner and University. As a partner of the Southampton City Inclusion Pledge and partner of the Cities of Sanctuary becoming a University of Sanctuary, we recognise and celebrate the diversity of our places and local communities.

We will do this by:

Action	KPI	SMART
Become a University of Sanctuary	Apply to become a University of Sanctuary	<p>Specifically, we want to: Submit an application that highlights the great work taking place in the university already</p> <p>We will measure this by: Working across the university to pull together different workflows and project work that ties with this area of work</p> <p>It is achievable because: As part of the awarding process, we must submit an application form. We can then expect a visit 6–8 weeks after their decision on the application</p> <p>This is relevant because: Being awarded the title of University of Sanctuary ties the work together with the CUA</p> <p>We hope to do this within: Submitting in Autumn 2022</p>

Action	KPI	SMART
After being awarded University of Sanctuary status – Delivery of University of Sanctuary	We will work on integrating the work outlined in the application across the university to ensure the commitment to the work continues.	<p>Specifically, we want to: Collaborate with STAR</p> <p>Have a working group</p> <p>Imbed the workflow of sanctuary seekers into university charters, such as the Mental Health Charter, working closely with EDI</p> <p>Part of this will be recognising the university as a hub of community activity for those seeking sanctuary and those supporting them-through charity organisations</p> <p>Providing a warm and welcome campus across all the university campuses, for those seeking sanctuary, both for students and the local community ensuring services on campus are accessible</p> <p>We will measure this by: Working group meetings with university wide representatives</p> <p>Increased numbers in the SUSU STAR group</p> <p>Increased applications to the Sanctuary Scholarship</p> <p>It is achievable because: Working closely with the STAR group and national STAR group to ensure communication of the scholarships</p> <p>This is relevant because: It highlights a level of engagement, more students engaged in STAR and 2 filled scholarship places</p> <p>We hope to do this within: In accordance with the 3-year plan from submission</p>
Introduce two UoS Sanctuary Scholarships 2022–23	Remove some of the financial barriers to education, specifically higher education for sanctuary seekers	<p>Specifically, we want to: Implement two Sanctuary Scholarships</p> <p>We will measure this by: Having two students who complete their studies who otherwise would not have been able to access HE</p> <p>It is achievable because: Part of the application form is that they have no access to funding to support their HE journeys</p> <p>This is relevant because: It is a vital part of our application to become a University of Sanctuary that we have scholarships that become an embedded part of our work</p> <p>We hope to do this within: By start of September term 2022–2023.</p> <p>1 year for PGT and 3 years for the UG scholarship.</p> <p>There will be two new scholarships on offer every year. At any one time we might have around 8</p>

Action	KPI	SMART
Working with the City of Sanctuary team and HUT/ University of Sanctuary Action Group, we will develop and work towards on our collective efforts as Universities of Sanctuary.	By Spring 2023 we will have been awarded University of Sanctuary status with a range of areas of support, including scholarships for those seeking asylum and refuge and CARA.	<p>Specifically, we want to: We will have developed a joint programme marking Refugee Week with our HUT and City of Sanctuary colleagues.</p> <p>We will measure this by: Working collaboratively to plan events that complement each individual university</p> <p>It is achievable because: Common goals within each institution</p> <p>This is relevant because: It is embedded within our internal and external strategic commitments.</p> <p>We hope to do this within: June 2023</p>
Make our spaces more welcoming, relevant and accessible to our diverse local communities	Improved stakeholder engagement, including the use of User Experience (UX) methodologies to better understand user requirements and expectations and to identify key themes and issues	<p>Specifically, we want to: Develop and deliver an “inclusive by design” approach to all spaces, co-creating a sense of belonging for all. Begin working towards Library of Sanctuary status</p> <p>We will measure this by: Gathering and acting on user feedback</p> <p>It is achievable because: Significant investment in a range of space projects (such as the Refurbishment of the Hartley Library) gives us an unrivalled opportunity to create accessible and welcoming spaces for diverse communities.</p> <p>This is relevant because: High quality inclusive spaces are fundamental to education, research and knowledge-transfer, and play an important role in bringing diverse communities together, supporting collaborations and interdisciplinary activity.</p> <p>We hope to do this within: 2023–27</p>

5. TIMESCALE OF THE CIVIC UNIVERSITY AGREEMENT

Aligned with our University Strategy, the Civic University Agreement has a five-year timescale (2022–2027). Whilst the Action Plan sets out our goals, partners recognise that our agreement and plan should also be flexible, agile and responsive of local need and changes, acting in real time. As such, there will be scope within our governance structure that provides further opportunities for this to happen.

6. GOVERNANCE, MONITORING AND REVIEW

Under a new Directorate for Civic and Arts, the Civic University Agreement will be overseen by a Civic University Partnership Board (CUPB). The board will include representation from internal and external, signatory partners. The board will meet once a year to monitor, share and celebrate the progress of the CUA.

Working alongside the CUPB, an operational board will meet every 6–8 weeks. Responsible for the direct monitoring of progress and delivery of the action plan including other associated activity, they will report directly to the Partnership Board.

The CUA will be reviewed every two years. Recognising the complexities of our action plan, objectives will be reviewed and evaluated according to their identified KPI's and measurement of outcomes and success.



7. HOW WE WILL MEASURE THE IMPACT OF OUR CIVIC UNIVERSITY AGREEMENT

Structured around a shared framework we will measure the progress of our agreement against our internal and independent baseline polling, which includes understanding public perception of the University, barriers and challenges. This also aligns with Theory of Change benchmarking exercises will be conducted through the Civic Working Group every 2 years.

7.1 Impact Measurement

We will measure the impact of the Civic Agreement through economic and social value assessment alongside the joint cultural needs assessment. Using Social Network analysis and Arnstein's Ladder of Participation will enable us to monitor how the agreement has shaped, enhanced and extended our partnerships and reach over time.

This framework, underpinned by the four Civic pillars, (People, Place, Partnerships and Impact) will enable us to collectively understand how we measure-up as our partnerships and engagements develop and progress over time.

When	Evaluation and Impact	Purpose	Civic Pillars: People, Place, Partnerships and Impact
Baseline and intermittently	Theory of Change exercise (internal) Public Polling (external)	Understand how, over the 5-year agreement, the University is perceived both internally and externally.	People and Place
Baseline and intermittently	Economic Impact Assessment Joint Cultural Needs Assessment/ CoC25 Bid	Our economic contribution to our places now and over time. Place-based research for the Southampton 2025 City of Culture bid.	People, Place, Partnerships and Impact People and Place
Baseline and intermittently	Social Value Assessment	How we contribute to our places and make a difference as a social resource/ asset (for e.g., volunteering, placements, our work with schools etc.).	People, Place, Partnerships and Impact
Baseline and intermittently	Social Network Analysis; Activity Mapper Arnstein's Ladder of Participation	How these networks and partnerships, develop, grow and expand. Ways in which we work in partnership moving from participation and consultation to co-creation.	Partnerships Place and Partnerships

7.1.1 Theory of Change

We will measure the impact of the Civic Agreement through economic and social value assessment alongside the joint cultural needs assessment. Using Social Network analysis and Arnstein's Ladder of Participation will enable us to monitor how the agreement has shaped, enhanced and extended our partnerships and reach over time.

This framework, underpinned by the four Civic pillars, (People, Place, Partnerships and Impact) will enable us to collectively understand how we measure-up as our partnerships and engagements develop and progress over time.

Explains how a given intervention, or set of interventions, are expected to lead to a specific development change, drawing on a causal analysis based on available evidence which we will carry out internally. This will be further supported by;

7.1.2 Public Polling

An opinion poll, often referred to as a poll or a survey to gather public opinion from a particular sample.

7.1.3 Economic Impact Assessment

Examines the effects of a project or proposed policy change on the local economy. In this instance, the scope identifies how, as a university, we make an economic impacting on by and with our local communities, as well as regionally, nationally and internationally. Ultimately, Economic Impact Assessments provide a transparent measure of the economic importance of our work.

7.1.4 Joint Cultural Needs Assessment

The purpose of a Joint Cultural Needs Assessment Guidelines is to support arts and cultural organisations in the planning and delivery of cultural outcomes that address a wide range of locally determined needs in their communities, including cultural needs.

7.1.5 Social Value Assessment

Social value is the quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices. It is important to consider and measure this social value from the perspective of those affected by an organisation's work.

7.1.6 Social Network Analysis

Is the process of investigating social connections and networks. It characterizes networked structures in terms of nodes or rather, individual actors, people, or things within the network and the ties, edges, or links (relationships or interactions) that connect them.

7.1.7 Activity Mapper

Using our Activity Mapper tool, we will be able to determine why, where and how these networks develop.

For further information about Activity Mapper, visit:
<https://www.efolio.soton.ac.uk/blog/activitymapper/>

7.1.8 Arnstein's¹ Ladder of Participation

The ladder is a guide to seeing who has power when important decisions are being made moving from the bottom rungs to co-creation and/or citizen control.

¹ Reference: Sherry R. Arnstein's "A Ladder of Citizen Participation", Journal of the American Planning Association, Vol. 35, No. 4, July 1969, pp. 216-224.

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