

Wrexham University Civic Mission Partnership Strategy 2023 – 2028

Introduction

Over the last five years our Civic Mission has grown and evolved to meet the needs of partners and communities to tackle the key societal challenge of ending social inequality in North Wales.

This means that we are now in a position as a university and partnership to challenge ourselves to prioritise and focus, allowing us to achieve even more and better serve communities across the region.

Our civic mission work over the last five years has laid the foundations for our work and approach – we have our community in place and continue to develop the learning needed to deliver the change set out in our mission. Our priorities continue to evolve to meet the needs of the partners and communities we serve so that we can target our resources to the areas where we can be most useful.

Our five year strategy is underpinned by a theory of change (outlined in appendix A), and KPIs for the next 12 months (outlined in Appendix B) to enable us define our mission and priorities, outcomes, programme of work and our measures of success.

However, this will be constantly evolving through ongoing engagement with the Civic Mission Steering Group as part of our commitment to being flexible and agile to respond to emerging challenges driven by partners, communities, data and insight.

The Civic Mission Steering Group and numerous partnerships that we are part of will continue to be a crucial way in which we will challenge and scrutinise our work.

Our theory of change puts a significant focus on measuring our impact, collecting feedback to assess our impact so that we can use this insight to adjust what we do accordingly.

This document will also be mapped into, and aligned with, the new 2030 strategy for the university.

Our Mission

Our civic mission commitment at Wrexham University (WU) is about being useful to our partners and communities.

The root cause of many of our region's challenges and priorities for action relate to social inequality. Our co-created civic mission informed through extensive engagement with partners, communities and understanding of evidence, data and insight is to:

End social inequality across North Wales by 2030

All of our work is focused on enabling partners to bring the Well-being of Future Generations Act (Wales) 2015 to life and drive change and action around the 7 well-being goals and embody the 5 ways of working to support the communities we serve.

Our Priorities

We are focused on enabling innovation, co-creation and testing and delivering new approaches around three priorities:

1. Leadership, governance and whole system working
2. Building community resilience
3. Keeping well

Work being taken forward through the civic mission continues to develop organically and flexibly in response to the significant societal challenges facing communities such as the cost-of-living crisis and the climate emergency. Our mission is large in scope and highly ambitious, but we are clear our contribution to these missions will focus on our unique position as a Higher Education Institution in supporting the Theory of Change set out by the Future Focus 2020-2030 for the Future Generations commissioner.

We will maximise our work and develop the expertise across the region to drive whole systems and transformational change, underpinning everything with research and impact so we can inform, shape and develop policy.

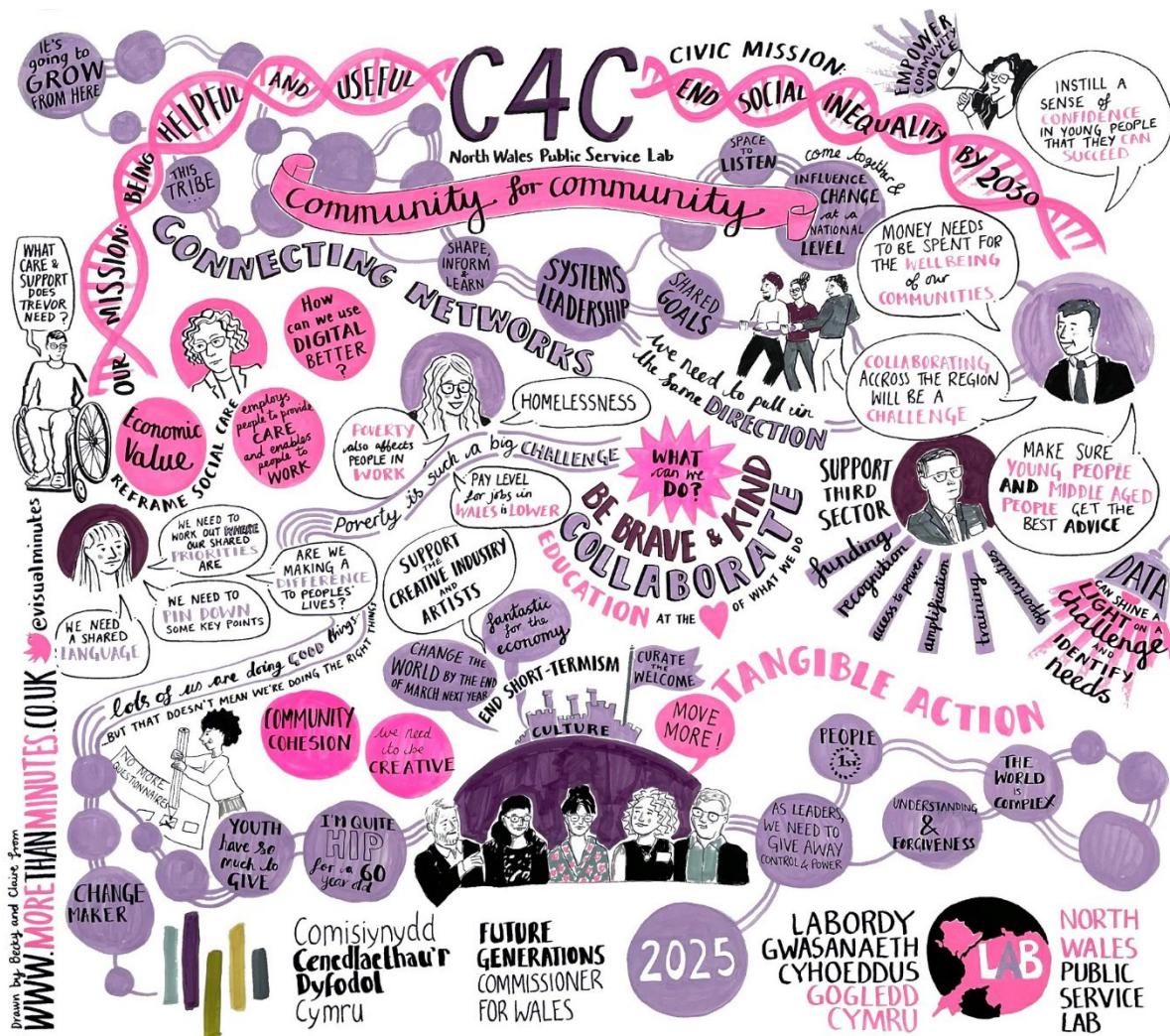
Delivering together: Ending social inequality by 2030

Mission: To grow our role as a convener, facilitator, enabler and deliverer of change to those we serve, partners and communities across the region. To enable our work with innovation, expertise, research and focus working with and alongside partners and communities that are driving real change in practice.

Across all our engagement, partnership and project work, we understand the key challenges set out in the first Community for Community event that we convened with partners in May 2023 with system leaders and change makers.

Informed by the Public Service Boards regionally and being the convener of the North Wales Insight Partnership and the North Wales Public Service Lab, our mission connects across the North Wales well being plans 2023-2028 and many other strategies across the region and nationally (Ambition North Wales, Nature and Us 2050, Actif North Wales, Regional Partnership Board) all focused on working to address shared challenges.

We are part of, and can navigate, the complex partnership landscape to **integrate** all of this focused work and drive, test and explore new ways of working that connect resources, research and learning to embody and enable the 5 ways of working and drive whole systems change.



Leadership, governance and whole systems working

*Mission: To enable and provide an innovation hub, creating space for expertise and energy to enable collective understanding and action, with different partners and communities. Innovating, co creating and testing new approaches and ways of working to **collectively** tackle social inequality.*

There is increasing pressure on all public services and other sectors to work more collaboratively to address inequalities, with diminishing resources. The evidence is clear in the well being plans across the region that we need to work differently. We will provide a neutral, supportive space where all partners can learn together about whole systems working and enable a significant network to work across organisational boundaries, with a community for community network of systems leaders and change makers. We know that a space to explore the challenges and then develop new ways of working is supportive to partners, and so we will work with partners on key challenges and develop and evolve the North Wales Systems Thinking Model, develop and support the innovative projects from the North Wales Insight Partnership around research, engagement and systems change and seek to

share resources, capture learning and strive for change to support the communities we serve.

Building Community Resilience

*Mission: To support our communities and partners, actively listening and doing what matters the most to partners and citizens. **Looking long term,** we will roll out and grow the North Wales Children's University and enable this as a vehicle for **collaboration and change** to support well being for families, a love of learning for all, connect all communities assets and develop future leaders.*

We will test and explore new and innovative ways to listen to our communities and citizens with storytelling and other innovative methods.

Through the work with the Public Service Boards and vast range of partners across the region, we are connected and have partnership working at the heart of all we do. We will ensure we continue to grow this unique approach of bringing partners together to tackle key issues and developing innovative vehicles for change – a cornerstone of this is the Children's University and its rollout across the region because of its potential to engage children (Y4-9) in additional learning, young people (Y7-13) in health and wellbeing through leadership coaching, and families in healthy food education.

We will ensure culture and connecting to all of our communities across the region are mapped.

Keeping well

Mission: To support and enable citizens, communities and organisations to be and keep well, enabling kindness and compassion at the heart of all our work with partners supporting our region to become a trauma informed region. Leading with partners, our innovative approach to a social movement for change will focus on prevention and the wider determinants of health.

Our engagement work with communities and the regional PSBs, RPB and 2025 Movement identifies health and wellbeing as a key priority. Our work in this area to date with the social prescribing community of practice and the Trauma and ACE (Adverse Childhood Experience) work in partnership with the ACE Hub is unique and pioneering. We will continue to grow this work, bringing partners together in communities to deliver and drive change and focus on shift resources to **prevention, through building movements for change and networks, connecting and convening and setting the collective priorities to focus the resources on the well being and health of our communities and citizens**, underpinned by research, evidence, data and insight.

Our ways of working

How we work and who we work with:

We will build on work to date, continue to be innovative, responsive and agile to respond to the needs of partners and communities connecting and engaging on all levels with communities across the region. Making sense of the complex partnership landscape and using research to deepen our understanding and dissemination of what work will be key to this. We will work hard to drive tangible action and influence systems change. Education and equality is at the heart of all we do – we will grow and learn from the work we do in partnership, working alongside the vast range of national, regional and local partners ranging from Future Generations Office to local schools in North Wales. We will measure our impact in partnership with the measures of success/KPIs below.

We will strive to drive change and learning with a clear programme of work that covers:

- **Convening and collaborating** –making sense of the partnership landscape and helping to navigate the complexity, continuing to connect across all partners and rallying partners together to focus resources on collective challenges.
- **Enabling, engaging and facilitating** - bringing together diverse voices and testing new ways of engaging partners and communities with storytelling and other methods to ensure we shift the power balance and that equality is at the heart of everything we do.
- **Developing and delivering** – driving the delivery of key projects such as North Wales Children’s University and using this as a vehicle for change, along with our TrACE informed University approach. We will use these key flagship projects as an opportunity to connect partners and deliver tangible action for the communities we serve.
- **Supporting, share and test new ways of working** – Grow North Wales Public Service Lab approach working with partners on key project challenges that develops the North Wales systems thinking model. Working on transforming the way we work across sectors, particularly focused on key challenges such as poverty and engagement and involvement of citizens. Share this learning with all partners at all levels.
- **Research, learning and networks**– Develop a research strategy to capture and disseminate learning and strive to secure more resources to continue and grow the understanding for our mission. Continue to grow the learning programme for systems leadership and grow the network of systems leaders and change makers.

Our strategy reflects the challenges and insight from data/intelligence and engagement through a wide range of networks that we host and enable including:

- **Civic Mission Steering Group** – a partnership of influential national and regional leaders to steer the strategic direction of our civic mission.
- **C4C (community for community) network of systems leaders and changemakers** – A community of systems leaders from across North Wales public service organisations
- **Public Service Boards (PSBs) and the North Wales Insight Partnership** - The Insight Partnership aims to drive a whole systems approach to working with communities across the region, using data and insight in new ways to capture and share learning and expertise to enable the PSBs to develop and deliver the five year wellbeing plans
- **The 2025 Movement** – over 600 people and organisations working together to end avoidable health inequalities in North Wales.

Appendix A

Delivering on our mission together: Ending social inequality by 2030 & Leadership, governance and whole systems change

<p>Mission(s)</p>	<p>Delivering on our mission together: Ending social inequality by 2030 <i>To grow our role as a convener, facilitator, enabler and deliverer of change to those we serve, partners and communities across the region. To enable our work with innovation, expertise, research and focus working with and alongside partners and communities to that are driving real change in practice</i></p> <p>Leadership, governance and whole systems change <i>To enable and provide an innovation hub, creating space for expertise and energy to enable collective understanding and action, with different partners and communities. Innovating, co creating and testing new approaches and ways of working to <u>collectively</u> tackle social inequality.</i></p>
<p>Short term Outcomes (progress seen in the next 1-2 years)</p>	<p>More partners are engaged with the North Wales Public Service Lab, there is more education and awareness of systems leadership which improves collaboration and connecting. We all work together and navigate the partnership landscape to integrate priorities and deliver collectively, enable and sharing good practice and learning.</p> <p>More partners have an understanding of the Lab and approach us with challenges they are facing so we can work together to evolve the North Wales systems thinking model. More projects are taking through this model, improving services and support for citizens.</p> <p>All partners in the North Wales Insight Partnership are engaged in the innovative projects and the learning from this work changes the way we engage and involves citizens in our work. This includes leading the Future Leaders Programme with children and young people in schools, community narratives and regional engagement work, as well as supporting the PSBs directly with events and masterclasses.</p> <p>Stronger, and more, partnerships develop across the region and nationally to bring focus and resource to key challenges including Audit Wales, Future Generations Office, WCPP etc.</p> <p>There is more research focused on supporting the work of the PSBs and all partners to help build capacity and bring more resources to the research that is needed to deepen the understanding of the missions.</p>
<p>Intermediate Outcomes</p>	<p>We engage with and inform Welsh Government policy.</p>

<p>(progress seen in the next 7 years)</p>	<p>The North Wales Public Service Lab and North Wales Insight Partnership, with 2025, work closely together to monitor progress, and deliver tangible change across the region.</p> <p>PBs and PSBs are engaging with a more effective monitoring system that allows progress towards objectives to be easily reviewed. There are more links made between PBs and PSBs with the same objectives.</p>
<p>Programme of work</p>	<p><i>Convening and collaborating:</i> We will convene the Civic Mission Steering Group to shape and challenge the direction of this work comprising partners locally, regionally and nationally and from across the UK. Host and grow the C4C network of systems leaders and change makers and work to ensure we rally partners around collective challenges and drive systems change and new ways of working focused on enabling the 5 ways of working. We will continue to evolve the Civic Mission Partnership Strategy to meet the needs of partners and communities focusing on resources where they are needed being responsive and agile. We will continue to collaborate in all the partners we are part of from 2025, Actif North Wales, PSB's, RPB, Regional Skills Partnership, etc</p> <p><i>Enabling, engaging and facilitating, developing and delivering:</i> We will work with partners on key 'challenge' projects through the Lab, developing the North Wales Systems Thinking model and building small teams with the right expertise to understand the challenges and develop and test approach to new ways of working delivering tangible changes across the region. We will ensure we share the learning with the C4C wider network and all the partnership landscape in North Wales and Wales. We will continue to deliver the learning programme for developing systems leadership education (open and for all online and in person) and evolve this to meet the needs of partners by focusing on examples of systems leadership in practice across the region and bringing other examples in internationally.</p> <p><i>Supporting, sharing and testing new ways of working:</i> We will convene and support the North Wales Insight Partnership and the innovative projects developed through this partnership around community and regional engagement, deliberative democracy, storytelling and Welsh language, and ensure we are always focused on driving innovation collaboratively, sharing learning and delivering/testing new approaches that will change the future of how we work. We will continue to share this learning nationally with partners in Welsh Government, Future Generations Office, Audit Wales and others, with joint events to share learning and models of working.</p> <p><i>Research, learning and networks:</i> We will collaborate with HE partners across Wales and in particular in the region to ensure we develop research that develops a deeper understanding of the challenges and mission. We will develop evidence of the impact of what we do to inform and shape the future way of working. We will develop a Civic</p>

	Mission Research Strategy to ensure we have a road map to help support partners and communities with research that matters with evidence, insight and data, critical analysis that informs our approach to tackling social inequality.
Areas of Exploration	Potential areas of exploration: <ul style="list-style-type: none">• UKRI research income and collaboration with other universities• Deliberative democracy• Engaging with citizens

Building community resilience

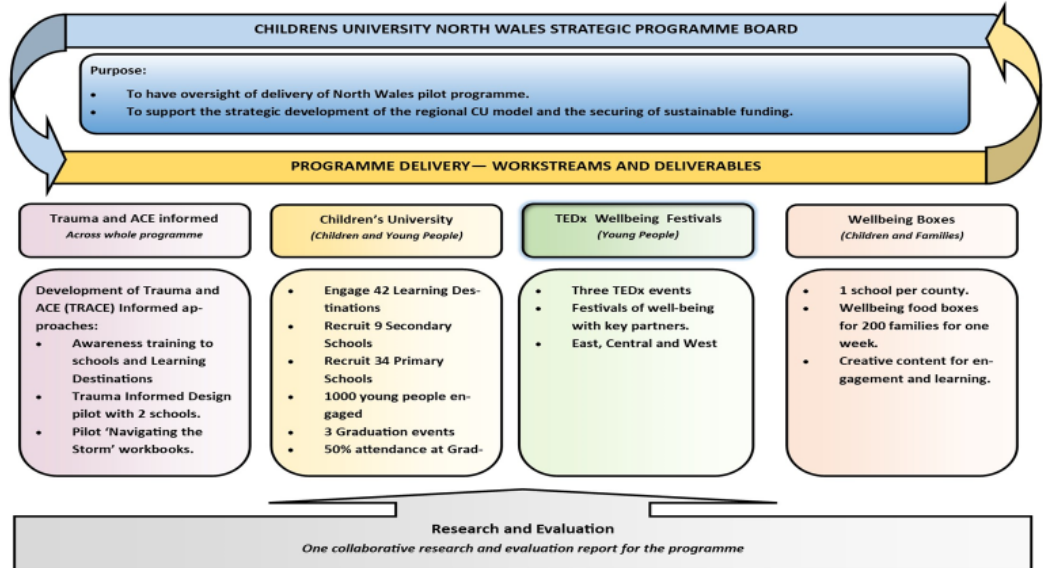
<p>Mission</p>	<p><i>To support our communities and partners, actively listening and doing what matters the most to partners and citizens. Looking long term will roll out and grow the North Wales Children's University and enable this as a vehicle for collaboration and change to support well being for families, a love of learning for all, connect all community assets and develop future leaders.</i></p> <p><i>We will test and explore new and innovative ways to listen to our communities and citizens with storytelling and other innovative methods</i></p>
<p>Short term Outcomes (progress seen in the next 1-2 years)</p>	<p>More schools, partners and learning destinations are connected and part of the North Wales Children's University building on the success of the pilot. More programmes are rolled out that are focused on supporting and improving learning opportunities and connecting to cultural, social, environmental, activity and good food across our region supporting more people to keep learning and engage and connect to local communities.</p> <p>Children and Young People have an opportunity to learn outside of the classroom with things that matter most to them, more children and young people engaged in the youth forums to shape content they want and need to learn.</p> <p>We engage with Children and Young People to share what matters to them to support well being and they develop leadership skills to drive change and public services of the future.</p> <p>More people and organisations from across the region support the North Wales Children's University to grow, all sectors are involved in a genuine collaboration around the region, and we support schools a learning organisations increasing and improving the support for schools as the hub in communities and families.</p> <p>More citizens are engaged in the work of the whole partnership landscape, citizens voices and stories shape the future of our work, we activity listen and act to change the system for the better and improve well being. We deliver and share research that understands the impact of this way of working and outcome for students so we can help shape and inform approaches across Wales and policy.</p>
<p>Intermediate Outcomes (progress seen in the next 7 years)</p>	<p>North Wales has a connected whole systems approach to supporting learning and well being for Children and Young people and families across the region.</p> <p>Research understanding the impact of this work drives a great understanding on tackling inequalities.</p> <p>Collaboration across the region is a global leading example of how to work to tackle key societal challenges.</p>

Storytelling methods and innovative ways of engaging all citizens are used widely across public and third sector services, citizens and 'services' work alongside each other to build and support community resilience.

All partners are connected across the region to support learning outside of schools that is connected to community assets and works to engage all citizens in well being activities that support long term health from an individual and community level.

Programme of work

Developing and Delivering: Deliver and develop the North Wales Children's University engaging 55 schools and grow this approach with a long term vision and engagement with all partners across the region and wider to support learning and well being. Test new and innovative ways such as the TED talks across each sub region, engaging older children and young people with leadership skills and given them a platform to share what matters most around well being with all public services so we can listen and actively change, deliver three well being festivals as part of this work. Develop and deliver the well being boxes with arts, crafts, local food, recipes cards and ideas from all partners to support well being to ensure we can test the Children's university as a vehicle for change supporting schools as a collective across a region and identifying gaps, growing with Children and Young People and families the impact of this work. *We use a trauma informed approach across all of this work.*



Enabling, engaging and facilitating, supporting and testing new ways of working: Working with partners in BCUHB and Flintshire early years, amongst many others. We will engage with patients in the health system in CAMHS and also Children and young people in early years, looked after children and those with additional learning needs to explore how we use different methods in particular storytelling to change the system and design future services that directly meet the needs of citizens. As part of a Bevan

	<p>commission exemplar project we will share the learning from these innovative projects across all networks.</p> <p><i>Research, learning and networks: Deliver the research output from the North Wales Childrens university and the LLS, 100 stories projects and explore the opportunity to develop more collaborative pieces of research that deepen our understanding and application of new ways of working as well as share this learning across Wales as a blueprint for change.</i></p>
<p>Areas of Exploration</p>	<p>Potential areas of exploration:</p> <ul style="list-style-type: none"> • Children and Young People driving change in public services with future leaders programme

Keeping well

<p>Mission</p>	<p><i>To support and enable citizens, communities and organisations to be and keep well, enabling kindness and compassion at the heart of all our work with partners supporting our region to become a Trauma informed region. Leading with partners our innovative approach to a social movement for change to focus on prevention and to support a focus on the wider determinants of health.</i></p>
<p>Short term Outcomes (progress seen in the next 1-2 years)</p>	<p>More collaboration is taking place at local, regional and national level between communities, voluntary sector, public bodies and business to identify what a sustainable health system looks like including a clear focus on social care.</p> <p>A more diverse range of people are involved in co-producing services and well-being objectives, including Children and Young People.</p> <p>PSBs and public services work closely to understand the inverse care law and how we work together to ensure citizens get the care they need when they need it.</p> <p>More partners start using a Trauma informed approach in their organisations and across organisations in key partnerships ensuring we have compassion at the heart of public services.</p> <p>More partners and a growing TrACE Community of Practice across the region that shares learning and good practice regionally and nationally improving the implementation of a Trauma informed approach in all we do across public services and society.</p> <p>Partners and communities within and outside the University feel and see the difference in policy, people, process and environment/ physical environment as we shift to becoming the first HEI to be TrACE informed.</p>
<p>Intermediate Outcomes (progress seen in the next 7 years)</p>	<p>Communities and individuals have access to Social Prescribing and community resources to support well being and access to community assets around them to help support wellness.</p> <p>Resources shift to prevention and we meet the needs of citizens across the region when they need health care.</p> <p>There is a clear shift across the whole region to become a TrACE informed region. There is a shift in resources and importance on being TrACE informed across society and public services.</p> <p>There is an understanding and model of social prescribing that is connect in communities and the third sector is funded sustainably to enable this to grow supporting citizens to engage in their own well being needs.</p>

<p>Programme of work</p>	<p><i>Convening and collaborating, enabling, engaging and facilitating:</i> We will continue to grow, host and enable the CoP for TrACE and Social Prescribing sharing learning and connecting across the region and wider. Testing and exploring new ways of working and ensuring we develop what the CoP needs and focus including sharing Social prescribing and TrACE approaches in practice. Including impact measurement, education programmes, culture change and understanding of TrACE, sustainable funding and shirting funding to prevention.</p> <p><i>Developing and delivering:</i> Be a leading organisation to become a TrACE informed University/ organisation in the UK with kindness champions engaging students and our organisation wide approach, we will continue to develop our whole organisation in a TrACE informed way with partners in ACE Hub Wales. We will share learning and develops an education programme to support others. We will support and enable the universal understanding of TrACE, through all of our projects and also with our research.</p> <p><i>Supporting, sharing and test new ways of working:</i> Working with new and globally leading partners we will explore new ways of working and designing including working with Trauma Informed Design from the US to shape and pilot our physical environment to be TrACE informed. We will work with partners to host a social prescribing community of practice event with more partners and also host an event for partners and community organisations that are engaged with Children and Young People.</p> <p><i>Research, learning and networks:</i> We will engage in an evaluation report of the work to date and continue to grow the research in this area to influence and shape other organisations and partners. Contributing to the body of knowledge of TrACE. We will explore opportunities to engage in collaborative research to develop and grow our work in this area with many partners.</p>
<p>Areas of Exploration</p>	<p>The following area was identified for exploration:</p> <ul style="list-style-type: none"> • Developing a joint strategy for North Wales with PSBs to integrate a trauma informed approach and develop social prescribing

Civic Mission & Engagement Objectives	How can we measure this?	Performance Indicator (s)
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Appendix B – KPIs

<p>Co created Civic Mission- to end social inequality by 2030.</p> <p>Become recognized by those we serve as a useful university that supports research, impact and evaluation</p>	<p>Working in new and innovative ways on collective societal challenges</p> <ol style="list-style-type: none"> 1. Develop the Civic Mission Steering Group develop partnership 2. Pilot new research to measure impact of partnership working and civic mission work 3. Develop civic mission research strategy to build capacity and increase research income and create a healthy, dynamic and inclusive research environment 	<p>2x Civic Mission Steering group meetings 1x Civic Mission Research strategy 1x Civic mission Partnership Strategy published 2023-2028 2x Research bids 3 x Research outputs from each Civic mission project/ priority area 3 x Impact Case studies for REF 1 x Civic Mission Partnership Strategy Annual report (baseline Sept 2023) Collate feedback from partners</p>	<p>Wellbeing of Wales: national indicators GOV.WALES</p> <p>46- The social return on investment of Welsh partnerships within Wales and outside of the UK that are working towards the UN SDG's.</p>
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<p>Leadership Governance and whole systems working enable and providing a an innovation hub to create space for expertise/energy to enable collective understanding & action with different 'communities' and projects. Innovating, co creating, testing and delivering new approaches across the 3 priority areas to address and tackle the collective challenge of social inequality</p>	<p>North Wales Public Service Lab- Community for community network of systems leaders and changemakers and 2025 partnership to tackle health and social inequalities, Public Service Board support</p> <p>North Wales Insight Partnership – supporting and enable innovation and delivery of the well being plans across North Wales</p>	<p>4 x C4C Collaborative events with Audit Wales and Future Generations with over 300 partners, PSB Chair and vice chair sessions 10 x System leadership masterclasses, workshops, events and cafes in English and Welsh 2x regional collaborative projects with research 4x bespoke events with partners</p> <p>5x NW Insight Partnership events 3x innovation collaborative projects- research, citizens engagement and system change</p>	<p>18- Percentage of people living in households in income poverty relative to the UK median: measured for children, working age and those of pension age</p> <p>24- Percentage of people satisfied with their ability to get to access/ the facilities and services they need</p> <p>27- Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat other with respect</p> <p>30- Percentage of people who are lonely</p> <p>34- Number of households successfully prevented from becoming homeless per 10,000 households.</p>
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<p>Building community resilience</p> <p>Work alongside our partners and communities to actively listen and to do what matters most; recognising the diversity and definition of community</p>	<p>North Wales Children's University- Roll out Children's university with 50+ schools and over 1000 students focused on working in partnership to tackle key challenges, mental health, obesity, inactivity and enable a focus on well being, new curriculum implementation, community focused schools, lifelong learning and child poverty, working with student ambassadors from across HE/FE</p> <p>Leadership Learning and storytelling, 100 stories & Citizen engagement in narratives</p>	<p>1x business plan for North Wales engaging all partners for sustainable model to grow Children's University 1x research output</p> <p>10x partners engaged in LLS project 50 x Children and young people engaged from ALN, Looked after children and Early years 1x research impact case study for 100 stories with Bevan Commission 1x showcase event and research paper impact and systems change</p>	<p>05- Percentage of children who have fewer than two healthy lifestyle behaviours</p> <p>06- Measurement of development for young children</p> <p>08- Percentage of adults with qualifications at the different levels of the National Qualifications Framework</p> <p>22- Percentage of people in education, employment or training, measured for different age groups</p> <p>35- Percentage of people attending or participating in arts, culture or heritage activities at least 3 times per year</p> <p>38- Percentage of people participating in sporting activities three or more times a week</p> <p>23- Percentage who feel able to influence decisions affecting their local area</p>
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<p>Keeping well supporting people, communities and organisations to be and keep well, enabling kindness and compassion at the heart of public services</p>	<p>TrACE University and community Deliver our innovative project in partnership with National TrACE Hub to become TrACE informed University and work in partnership across the region to shape TrACE informed society</p> <p>Social Prescribing Community of Practice Support and enable Social Prescribing model implementation across the region- developing the community of practitioners in partnership with 2025</p>	<p>1x Research report 100 students engaged as Kindness champions</p> <p>3x CoP events with 100+ partners</p>	<p>03- Percentage of adults who have fewer than 2 of the 5 healthy lifestyle behaviours</p> <p>29-Mean mental well being score for people</p> <p>28- Percentage of people who volunteer</p>
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