

A photograph of two young women walking through a stone archway. The woman on the left is wearing a black coat and a light blue scarf, while the woman on the right is wearing a white jacket and a colorful scarf. They are both smiling and looking towards each other. In the background, other people are walking through the archway. The image is framed by a large orange and yellow graphic overlay.

Making **More** Happen

Strategy 2022 - 25



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Students' Union UCL has been at the centre of student life at UCL since 1893. **Making More Happen** is our plan for the next chapter of the Union's journey, a journey that has involved generations of UCL students leading the way in improving university life and developing one of the most diverse and inclusive student communities in the world.

In Making More Happen we are setting out our ambitions for the future of the Union, how we intend to continue to develop and improve as an organisation and how we aim to work with UCL to make the student experience the best it can be.

From the Chair of the Board of Trustees and Chief Executive

At Students' Union UCL, we share a vision to achieve an outstanding experience for our members during their time at university and to be one of the best student organisations in the world.

The priorities set out in the document have been formulated jointly by our elected Sabbatical officers and our professional staff team. The strategy has been developed following extensive consultation with our students, together with major commitments made in our officers' election campaigns, and key areas we need to develop in order to ensure that we are an effective, growing and well-run charity that is sustainable for the future.

This strategy sets bold ambitions to ensure that the Union has effective influence; provides an amazing experience for our members; builds a vibrant and inclusive student community; and that we operate as an excellent organisation.

We want to use our influence to ensure that UCL delivers an excellent educational experience. We want students to be full partners in the development of the university, with a real say in how the institution is run and develops for the future. We also want our students to be able to have genuine influence across London and nationally.

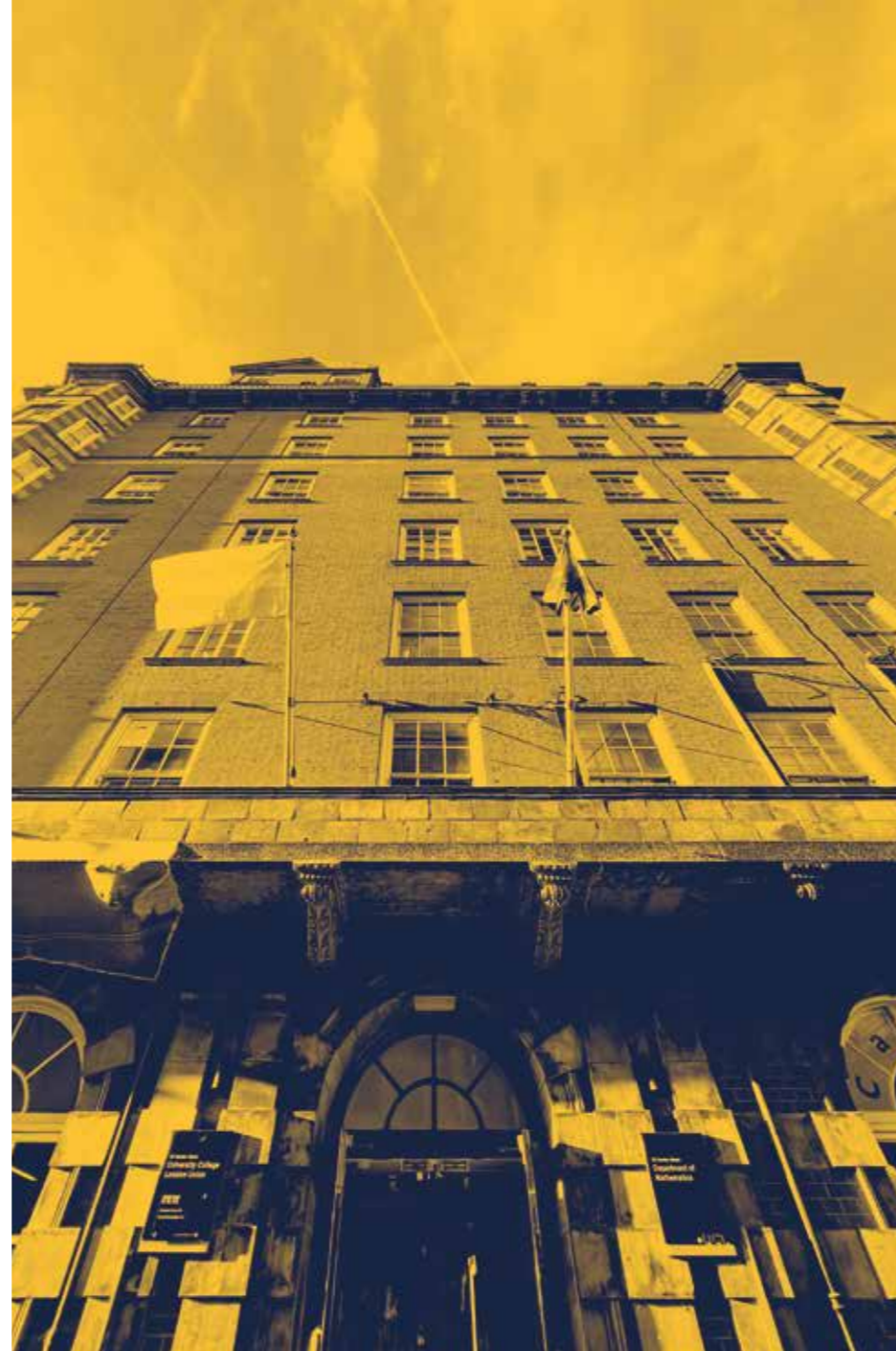
We want to continue to develop and improve our services so that students have even more opportunities for pursuing their interests and passions; developing friendships across our diverse community; building the skills and confidence they need to be future leaders and decision makers; and above all enabling them to have fun and enjoy their time at university. UCL is ranked in the top ten universities in the world for the quality of its research. We want it to be rated as highly for the quality of its student experience both within the formal curriculum and in all elements of wider student life.

To achieve this, we will need to grow and expand our social spaces and facilities for students; our support to clubs and societies; our volunteering service; our advice and advocacy support; and our programme of student events and social activities. Our biggest priority remains securing a new building for the Students' Union and decent sports facilities to provide world class spaces for our members and a genuine home for our student community at the heart of UCL.

The most successful students' unions, with the highest levels of student satisfaction, are currently twice the size of our Union, with far more staff and large purpose-built buildings. To reach their levels of student engagement and satisfaction, will require us to attract more funding and grow our income significantly so that we can better meet our members needs and expectations. The strategy sets out where we would like to ask for more funding and support from UCL. But we also know that to succeed, we need to also get better at generating our own resources, developing our commercial services and expanding our ability to fundraise and attract other forms of funding across all areas of our work.

This will also require a strong and effective partnership with UCL to ensure the voices and priorities of our members are influential in decision making at all levels in the University. We will need to work hard to build the relationships we need, develop research and evidence to highlight the priorities of our members, and we must engage effectively and intelligently within UCL and beyond to advance the interests of our members.

We will also need to reflect on the way we run ourselves. As the leaders of this precious institution, built up by our students over almost 130 years, we need to ensure that we continue to ensure the long term health and sustainability of the Students' Union, so that we pass it on to the next generation in better shape than we found it. So, whilst we



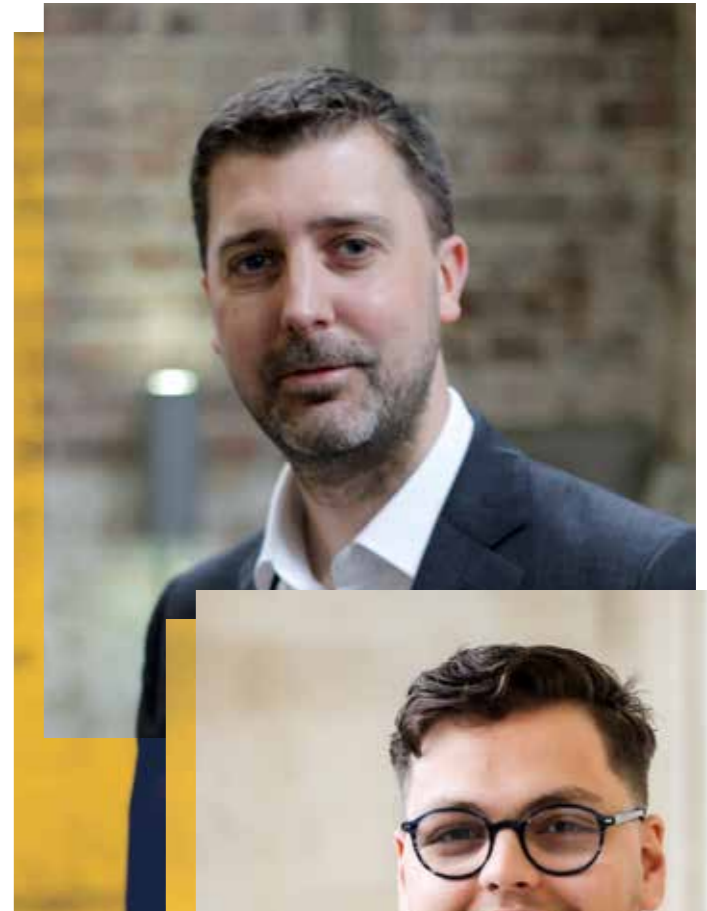
develop, we must ensure that we invest wisely and always seek to grow the Union's assets for the future. We will also need to continue to develop our internal systems and processes to ensure that we operate as a top performing, professional and well-run charity, and of course we will continue to support our staff and maintain our ambition to be an ethical and caring employer.

This new strategy also sets a bold new direction for the Union on environmental sustainability. After listening to student feedback, we have for the first time we have adopted sustainability as a core value for the whole Union. We have an ambition to be a net-zero carbon organisation by 2030 and to be the most sustainable students' union in the UK. Our members expect us to be an exemplary organisation for sustainability, in line with their concerns and values. We therefore need to deliver on a triple bottom line of engaged and happy students; financial sustainability and growth, and outstanding environmental sustainability.

This organisation has come a long way over the past few years. We have been one of the most improved students' unions in the country. This has created a strong foundation on which to build. Over the next few years, we will be looking to stretch our ambitions further to ensure excellence in every area of our work, and aim to once again make our Union one of the very best. The improvements we are aiming to achieve will be transformational for the experience of students at UCL, making a huge difference to their lives and also supporting the success of the whole university.

We're proud to introduce this new strategy on behalf of Students' Union UCL.

John Dubber Chief Executive
Ayman Benmati Education Officer 2020-22



Putting Students First Since 1893

We've changed the game, got there first and set the standard for others to follow since 1893.

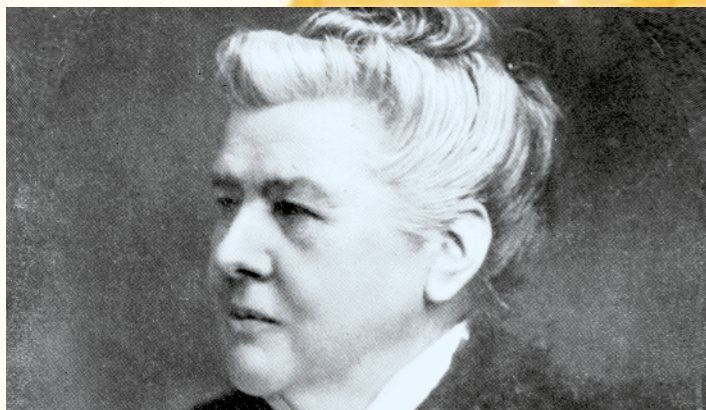
This is the journey that has taken us from our founding to today, and our ambition to make Students' Union UCL one of the best student organisations in the world.

1893

The Men's Union Society was established under the leadership of Professor Edward Shafer. Its goal was "the promotion of social intercourse and of the means of recreation, physical and mental, of the students of University College, and the financial successes of students' clubs". It was one of the first Unions of its kind. A year's membership cost £1 and 1 shilling.

1897

The Union is given its first spaces on campus with three rooms in the North Cloisters including what's now known as the Haldane Room.



1897

The Women's Union is formed, with Rosa Morison, the Superintendent of Women Students at its head.

The Men's Union acquires a sportsground at Acton, securing a ground had been a key founding aim of the Men's Union.



1900

The wooden Phineas statue is stolen from a local tobacconists as students celebrate the lifting of siege of Ladysmith in the Boar War, later to be adopted as the UCL student mascot.

1903

The Union elects its first student president; John Farcombe.

1905

The Union persuades UCL Council to suspend lectures on Wednesday afternoons to enable students to participate in sport and other activities.

1906

The Union's first drama production takes place – The Importance of Being Earnest by Oscar Wilde, raising £25 for the New Union Athletic Ground Fund.

1907

The Union buys new sportsgrounds for both men and women in Perivale.



1938

The Union moves its sportsground to a much larger site at Shenley.

1940

Destruction of UCL's Great Hall and associated rooms in the Blitz means the Union loses its main space for student performances, activities and social events.

1945

The Union starts the Student Healthcare Association, which, until the birth of the NHS, ensured all students received free health care. The first university initiative of its kind.

1946

The Union Society and the Women's Union combine. The Union, as it is today, is formed.

The first edition of Pi, at the time, a student newspaper rather than the magazine it is today, was published. It was named Pi in reference to Dr David Pye, UCL's Provost 1943-51 who supported its development. Famous editors include Bel Mooney and Jonathan Dimbleby.

1947

The first Union bar is opened.

1948

The Union's Film Society is founded.

1951

UCL student opera is formed, the start of the most successful student opera group in the country.

1958

Shenley Pavilion is opened with The Foundation Games. They're played in a blizzard, but UCL beat Kings 15-9.



1959

The Union moves into 25 Gordon Street on a temporary basis whilst plans for a new Students' Union were to be developed.



1965

The Union elects Nelson Mandela as its Honorary President and founded the South African Scholarship Appeal, whereby UCL would waive tuition fees for one Black South African student per year. The Union, in turn, raised funds to cover the student's living costs.

Clement Attlee, Prime Minister 1945-51 speaks at the Union's Foundation Week debate.

1968

Union President John Shipley secures places for two student representatives on UCL Council.

Putting Students First Since 1893

1969

In protest of the Conservative Association inviting Enoch Powell as guest of honour to their annual dinner, the Union and the College devote the day's events and lectures to the study of racism.

The 'Central Collegiate Building' home of the Bloomsbury Theatre opens with space for Union activities in the floors above the theatre. Students are disappointed when the plans that had originally been for a Students' Union building were amended to build a theatre and rowing tank. Two further buildings on Gordon Street were planned with new Union sports and social facilities, but these were not completed due to lack of funds.



1971

UCL students are among the 20,000 protesters to bring West End traffic to a standstill demonstrating against the Government's proposals on students' unions. Thatcher's proposal would have significantly restricted students' union's autonomy and finances. After huge student support for the campaign, the proposal was dropped.



1972

Formation of The Lesbian and Gay Society, our first form of representation for LGBT students. They successfully lobbied the National Union of Students to run a Gay Rights Campaign.

1974

Students persuade UCL to give them representation on the Academic Board of the university.

The position of Union President is abolished to make way for a new elected officer structure.

1979

The Union leads the way on calling for UCL to take more responsibility for students' safety. After a spate of assaults on campus, the Union demands that male and female security guards be put on key parts of campus; a first for UK universities.

1989

Plans are drawn up for a new Students' Union building between 25 Gordon Street and the Bloomsbury Theatre. But the project is not prioritised for UCL capital funding due to the proximity of the University of London Union and the idea is shelved again.

1990

The Union secures additional space in 25 Gordon Street, opening Gordon's Café on the ground floor of the building.

1991

The Union secures an entertainments venue and bar in UCL's Windeyer Building, this was demolished in 2011 with the Union losing its only large events space.

1998

The Union funds a large proportion of the costs of building a new sports hall shared between UCL students, pupils at South Camden Community School (now Regent High School) and the local community.

2003

Students and staff campaign strongly in opposition to the proposed merger between UCL and Imperial College. The merger was later abandoned.



2007

Students campaign for UCL to divest in the arms trade placing fake tombstones in the main quad with the words '1,000 people every day are killed by arms'. UCL would later form an ethical investment committee and divest from arms.

2011

The Union moves into the lower floors of the Lewis's Building with the opening of the George Farha Café, Richard Mully's Basement Bar and Huntley Pub as new student facilities.

2012

UCL reveals plans to knock down social housing in East London to make way for a new campus. Students work with the Union to mount a campaign against the proposal and successfully save the Carpenter's Estate.

2013

The Union elects its first BME Students' Officer.

2019

Phineas Bar and the Union offices in 25 Gordon St. are refurbished.

The Union plays a key role in UCL's decision to divest from fossil fuels and in UCL's Eugenics Inquiry leading to the de-naming of UCL buildings linked to Eugenicians.

2020

The Union successfully moves to digital service provision during the Coronavirus pandemic, with thousands of students still able to access services online.

The Union persuades UCL to provide space for it to open a new student convenience store near the centre of the campus.



2021

The Union runs its largest ever Welcome programme and the UK's largest student election, and reaches 19,000 members of its clubs and societies.

The UCL Volunteering Service is officially integrated into the Students' Union.

2022

UCL's consultation for its new strategy include the option for major investment in a Students' Union building and sports facilities....

The Union in Numbers



- 362** Clubs and Societies
- 20,000+** club and society members
- 6,211** students engaged in our Arts Programme
- 10,141** students engaged with TeamUCL
- 450** students competing in TeamUCL Intramural Leagues
- 10,219** students voting in our Leadership Race

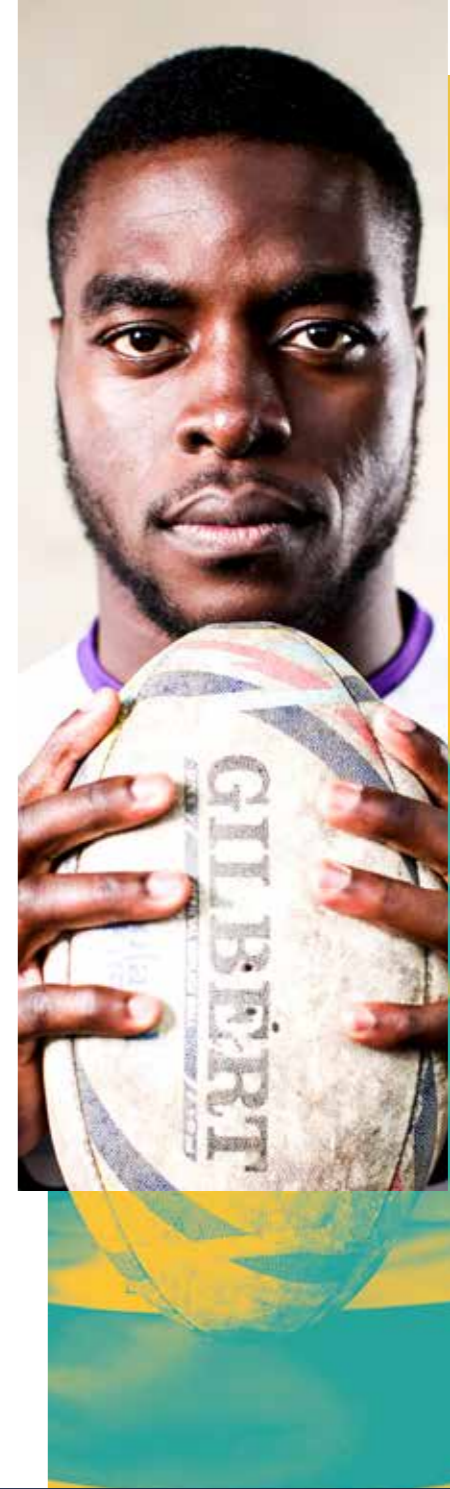
Data accurate in spring 2022 for the academic year 2021-22



- 6** Sabbatical Officers
- 15** Student Officers
- 1,933** Academic Representatives
- 48,000** members
- 5,400** more than 5,400 events hosted each year
- 5** cafés
- 4** bars
- 1** shop



- 1** fitness centre
- 200+** students employed in our services
- 9.1m** website pageviews
- 30,000** students trained as Active Bystanders
- 2,000+** students actively volunteering in the local community
- 500+** opportunities each year for students to volunteer in the local community
- 64,000+** hours of volunteering time given by our members

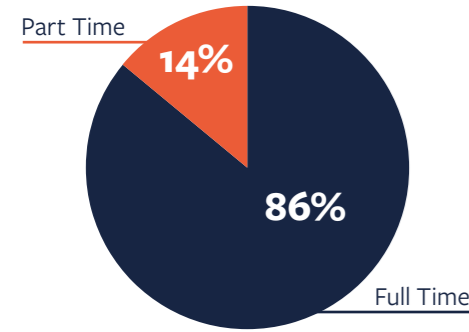


- 25** Elite Athletes supported each year
- 1,771** students participating in our Project Active programme
- 700+** students involved with 26 major performances at the Bloomsbury Theatre as part of our Arts programme
- 8,000+** tickets sold to student-led arts productions
- 770+** students supported through our Advice Service annually

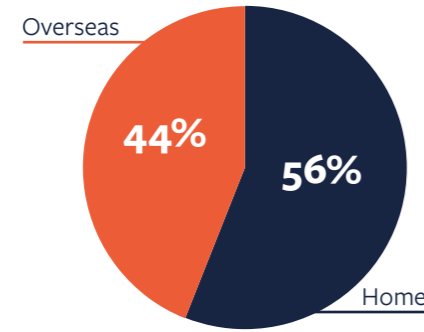
About our Student Community

We are proud of our diverse student community. However, we are also very aware of our responsibility to understand the broad range of student needs that come with a membership comprised of over 150 nationalities and ages ranging from 16 - 60 studying at different levels.

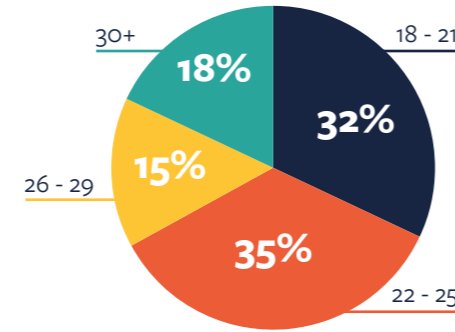
Mode of Study



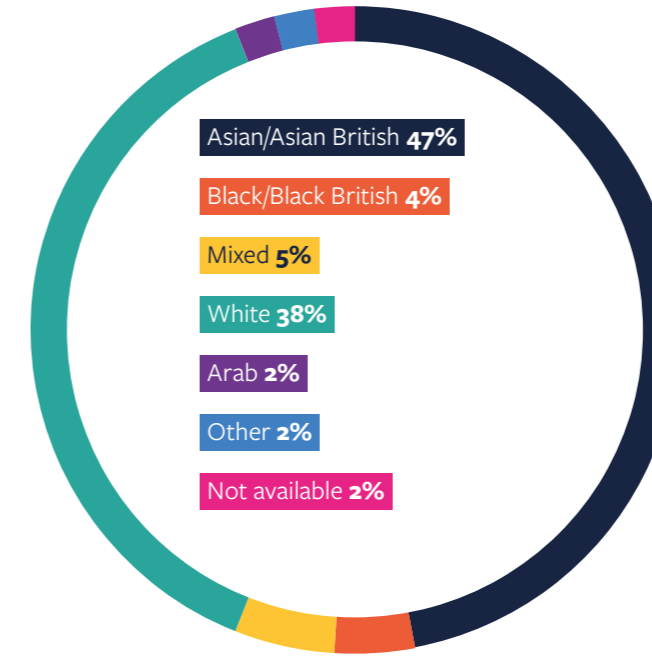
Student Type



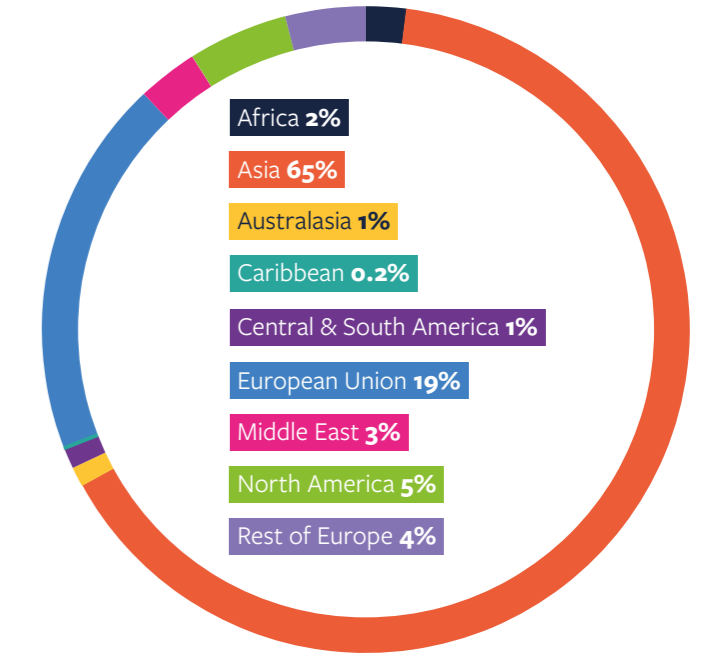
Age



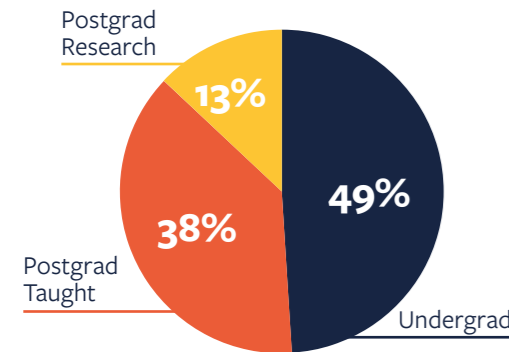
Ethnicity



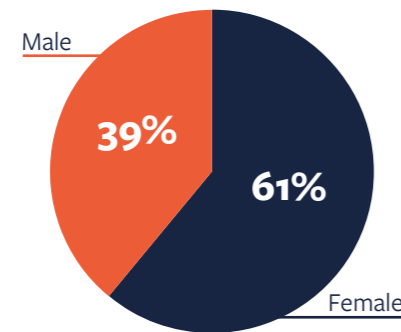
Domicile of Overseas Students



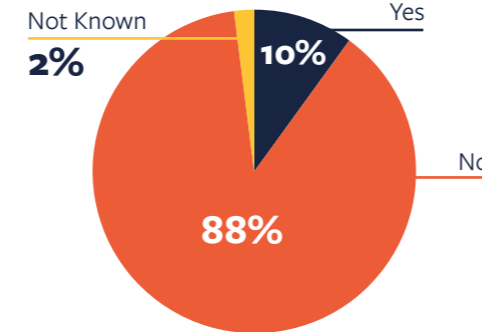
Study Level



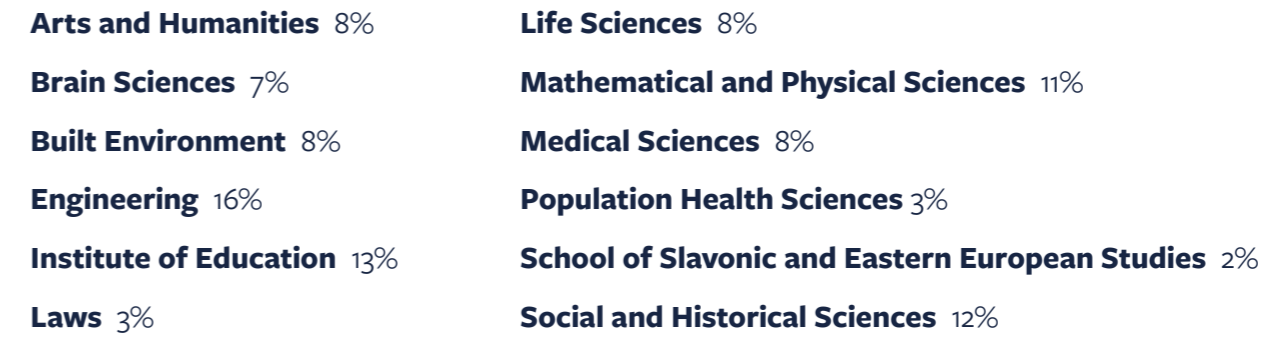
Gender



Reporting a Disability to UCL



Split of Students Between Faculties



Vision, Mission & Values

Our Purpose

The objects of the Union are the advancement of education of Students at UCL for the public benefit by:

- ▶ promoting the interests and welfare of Students at UCL during their course of study and representing, supporting and advising Students;
- ▶ being the recognised representative channel between Students and UCL and any other external bodies; and
- ▶ providing social, cultural, sporting and recreational activities and forums for discussions and debate for the personal development of its Students.

Vision

An outstanding experience for all UCL students and to be one of the best students' unions in the UK and the world.

Mission

We build a vibrant and empowered student community with real influence in UCL and beyond, that enables students to enjoy their time at university; pursue their interests and passions; see the world in new ways; and develop the skills and experience to change the world for the better.



Values

Community Building

- ▶ We aim to build a strong sense of community for all our students
- ▶ We want students to feel they belong and feel pride in being UCL students
- ▶ We support and encourage our diverse student communities to grow and succeed

Empowering

- ▶ We support and empower our students to develop their skills and confidence to change to the world for the better
- ▶ We help students to pursue their passions, discover new interests, and do more than they thought possible
- ▶ We provide support when students need it, helping them to access information, advice and support that enables them to overcome barriers and achieve their potential.

Inclusive

- ▶ We are a diverse and vibrant community with many different opinions, viewpoints, needs and experiences
- ▶ We value every member of our community and always try to ensure that our services enable everyone to participate in our activities and play a full role in student life
- ▶ We believe that everyone has a right to express their views and to be listened to and respected as a member of our community

Democratic

- ▶ We believe in representative democracy and work to empower and support our elected officers to help them to be effective leaders of the Students' Union and ambassadors for our members
- ▶ We cherish our democratic structures and want as many students participating in them as possible
- ▶ We recognise that not everyone will always agree, so we encourage our officers to listen to a broad range of student viewpoints and seek to ensure that they consider the breadth of student opinion before taking important decisions.

Bold

- ▶ We are innovative and ambitious
- ▶ We want to be one of the best student organisations anywhere in the world
- ▶ Bold thinking is part of our DNA. We are part of a diverse, exciting city and a radical university which has welcomed imaginative thinkers and entrepreneurs for centuries

Sustainable

- ▶ We want to be the most sustainable students' union in the UK
- ▶ We want to minimise our environmental footprint in every way possible
- ▶ We want to hand the Union on to the next generation of student leaders and staff in better shape than we found it, protecting its assets and services for the future

Fun

- ▶ We want to make university life fun, distinctive and memorable
- ▶ We want all our students to enjoy their time at UCL and are committed to doing all we can to achieve that
- ▶ We embrace a positive, fun and inspiring working culture for our staff and officers



Strategic Themes & Objectives

Our Vision and Mission will be achieved through delivering four strategic themes:

Effective Influence

Amazing Experience

Vibrant & Inclusive Community

Excellent Union



1. Effective Influence

The Union is the representative body for all UCL students, we have one of the largest collective student voices in the UK. We want to support our Officers and Academic Representatives to help shape the future of UCL and achieve positive change for our students across London and at national level. We also want to continue to develop our elections, communication, and engagement with our members, to ensure a healthy and vibrant democracy, with all our students having influence on our decision making.

Our current strengths

- ▶ We have amazing student leaders at all levels of the Union.
- ▶ We have effective democratic structures with a high level of participation in our elections.
- ▶ We have an effective partnership between our elected student leaders and our senior management team, with a strong culture of our Sabbatical officers providing clear and effective leadership over the Union's strategy and priorities.
- ▶ We have developed an influential and constructive relationship with UCL that has significantly increased student's role in decision making, providing a strong basis on which to influence the future of UCL.
- ▶ We have a large and effective Academic Representation Network across all Faculties and Departments of UCL.
- ▶ We have significant policy and research expertise and experience within the Union to support our Officers.



Objectives

1.1 Influencing the future of UCL

Ensure that students are full partners in the future of UCL, with our Sabbatical Officers making an effective and visible contribution to securing policy priorities for our students including:

- ▶ Aiming for a consistently outstanding student experience for all, with teaching quality, and student satisfaction and support levelled up to the same standard as UCL's world leading research.
- ▶ Ensuring that a UCL Education is rich in global content and perspectives.
- ▶ Prioritising the importance of co-curricular and extra-curricular development for students as well as the formal academic curriculum.
- ▶ Ensuring clear action is taken to address key awarding gaps and that all students have a fair and equal chance to succeed at UCL.
- ▶ Provision of excellent services to support student mental health.

1.2 Elections

Ensure that our elections continue to be high-profile and engaging, attract a diverse pool of candidates, are well-contested and achieve a high turnout of students, with a long term aim to increase turnout to 30%+ in our annual Leadership Race.

1.3 Officer communication and consultation

Develop improved sabbatical officer communication and consultation with our members, with all students receiving regular updates about the work of the Union's officers and how this is affecting their lives as students, ensuring the ways that students can influence the Union are clear, transparent, and effective.

1.4 Officer development

Develop a more extensive development programme for our elected Officers to support them in their roles, enabling them to effectively represent our members, and be skilful ambassadors and influencers.

1.5 Academic Reps

Develop the Union's network of Academic Representatives to be stronger and more influential, by providing more high-quality training, support, and guidance; and consulting them more on key issues affecting student life.

1.6 Insight and Research

Develop and implement a proactive insight and research plan to provide more evidence and research to support the priorities of our officers and establish the Union as the 'go to place' for understanding the student experience at UCL, including developing an Annual Members Survey to track student opinion on key issues affecting student life.

1.7 EDI Strategy

Undertake a major research project to better understand the needs, challenges, successes and goals of marginalised groups across our diverse student community and use this to develop a clear and comprehensive strategy to work with UCL to address these issues.

1.8 National influence

Develop a coordinated national influence plan and commit to playing a leading role in the Russell Group Students' Union network and other national and regional groups, to help achieve effective influence for our members on national policies that impact our members.

1. Effective Influence

Measures

- ▶ Percentage of students who agree that the Union effectively represents their academic interests.
- ▶ Percentage turnout in the Leadership Race.
- ▶ Percentage of uncontested Officer positions.
- ▶ Percentage of students who feel that they are kept regularly updated on Sabbatical Officer achievements and work.
- ▶ Percentage of Academic Reps who feel that the Union provides them with effective support.
- ▶ Number of Union research reports that successfully influence UCL's decision making.
- ▶ Percentage of students from diverse communities that feel that the Union has had a positive impact on their experience at UCL.
- ▶ Number of national policy changes achieved via our national influence plan



UCL Asks

To help us achieve these aims, we ask for further support from UCL to:

1. Set a clear strategic aim in UCL's new strategy for a consistently outstanding student experience, including the policy priorities set out in this strategy.
2. Commit to working in partnership with the Students' Union and support the Union's Sabbatical Officers to play a role in all major decision making, including extending Sabbatical Officer representation on UCL Committees – especially University Management Committee, and full membership of UCL's Finance and Investment Committees.
3. Provide clear institutional support for our elections, making our Leadership Race elections 'UCL Vote Week', including timetabling time for students to vote and providing more support for campaigning.
4. Work with us to extend support for, and the influence of, our network of Academic Representatives. This could be part-funded by ending use of the non-elected UCL Student Panel and moving resources currently spent on it to instead provide increased support for the elected Rep Network.
5. Commit real energy and resources to closing the awarding gaps affecting our students, especially those affecting BAME and Disabled students, working closely with the Students' Union and our student networks.
6. Work closely with the Students' Union in the development of UCL's new Public Affairs Strategy to support our Sabbatical Officers in influencing Higher Education policy nationally.

2. Amazing Experience

We want all our students to have an amazing experience at UCL outside of the classroom, with the best extra-curricular offer in the UK. We want our students to have fantastic opportunities to pursue their interests and passions, with opportunities to learn new skills, try new things, grow their experience and confidence, and develop new friendships. We want all our students to have the opportunity to get active with excellent sports provision; have the chance to develop their creativity through involvement in the arts, music and culture; and connect with the local community through fantastic volunteering opportunities. We recognise the vital importance of activities like sports, music, volunteering and our wider co-curricular programme in building community, helping to create a strong sense of belonging for all our members and supporting student wellbeing.

Our current strengths

- ▶ We run one of the largest and most successful extracurricular programmes in the UK, with high levels of participation.
- ▶ We provide a huge choice of opportunities with over 350 student clubs and societies and hundreds of volunteering placements.
- ▶ We run UCL's volunteering, sport and arts programmes, meaning these are student-led and responsive to the needs of our members. We have the opportunity to make a huge difference for our members by further developing and expanding this activity.
- ▶ We run an outstanding disability sport programme.



Objectives

2.1 Continuing to grow participation in student clubs and societies

Continue to encourage more students to get involved in student societies and clubs, with an even wider choice of activities, providing opportunities for all. In the long term we aim to achieve 25,000 students at UCL to be an active member of at least one club or society.

2.2 Supporting and developing our student leaders

Ensure student leaders in our clubs, societies, networks, democratic structures and volunteering groups receive an amazing experience and support in their roles through improved understanding of their leadership journey, enhanced training, and the Union achieving Investors in Volunteers accreditation.

2.3 Departmental societies

Continue to support and affiliate more Departmental Societies ensuring they are providing vital community building activity across UCL.

2.4 Active lifestyles for all

Increase the number of students engaging with regular physical activity with a particular focus on ensuring that our gym is a fantastic place for students to be active, maintaining and growing our approach to disability sport, increasing the reach of Project Active and making our TeamUCL leagues the most vibrant and largest intermural programme in the UK.

2.5 Improving sports facilities

Continue to work in partnership with UCL to secure a significant improvement in sports facilities for students, including a new sports ground and make a strong case for a new multi-sport facility close to UCL East.

2.6 Best university sports programme in London

Update and deliver our TeamUCL Strategy to continue to grow the numbers of students participating in sport, including seeking funding to increase support to our sports clubs and creating a new TeamUCL Sports Hubs that combines improved facilities, coaching provision for our students and embed sport in the local community.

2.7 Volunteering

Deliver our new Community Volunteering Strategy to enable more students to learn new skills, increase their confidence and make a contribution to the local community. This will include growing the numbers of students engaged in community volunteering and embedding community volunteering activity across more of our clubs and societies, with a long term aim to reach 4,000 students participating in volunteering activities.

2.8 Community Research Initiative

Seek funding to expand the Community Research Initiative for Students (CRIS), enabling this to support more students to undertake their dissertations in partnership with local community organisations, including expanding it to support undergraduate and postgraduate research students.

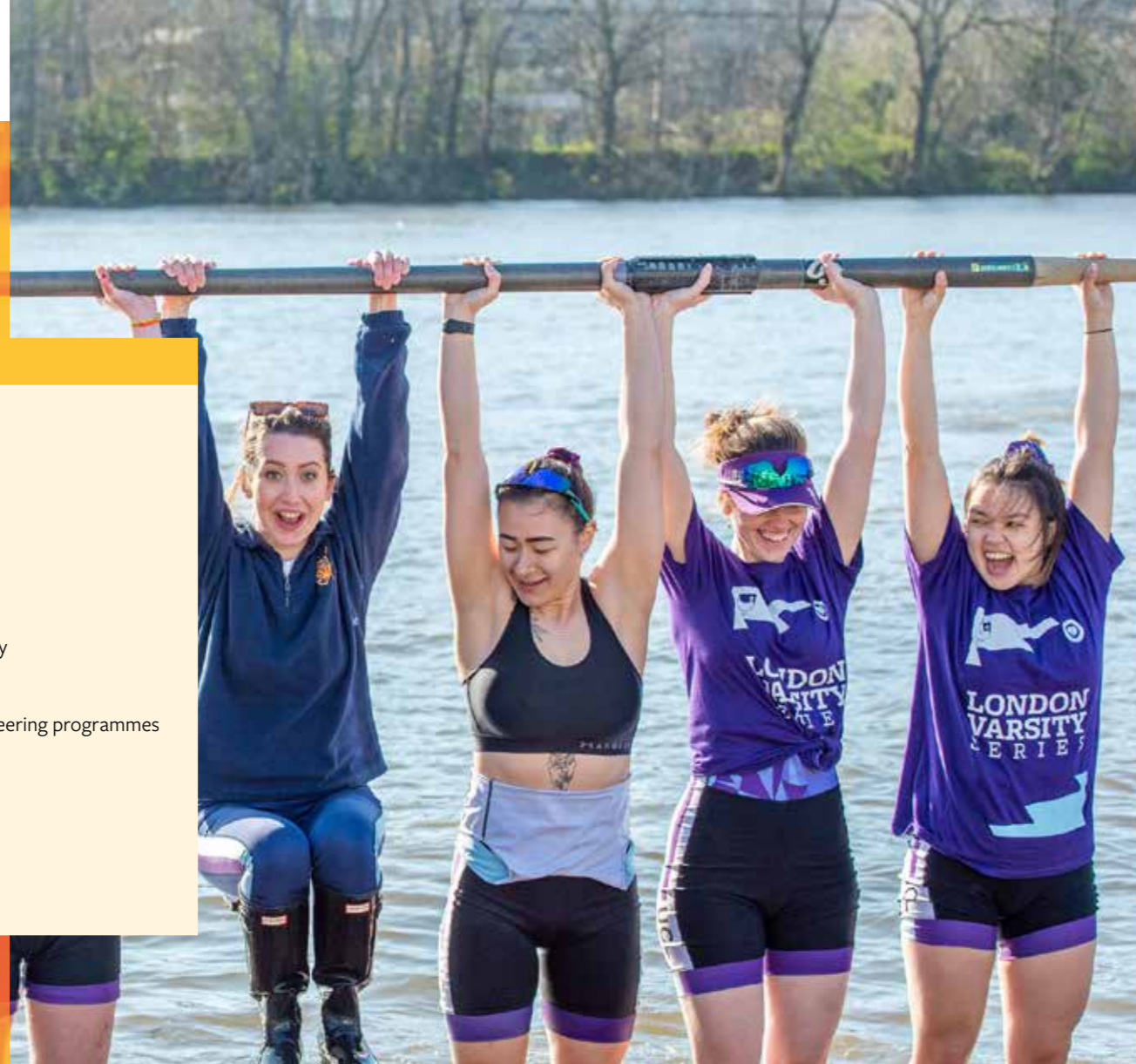
2.9 ArtsUCL

Develop a strategy to expand and better support the Union's arts societies, enabling them to improve their productions and increase the number of students taking part in the arts. This will include assessing the feasibility of, and seeking funding for, the development of a new arts participation programme to enable more students to engage in creative activity, and the development a significantly expanded music programme and the development of a Students' Union-led UCL Music Centre.

2. Amazing Experience

Measures

- ▶ Number of students joining one or more club or society.
- ▶ Total number of students participating in sport and physical activity through the Students' Union.
- ▶ Total number of students engaged with community volunteering.
- ▶ Total number of students participating in our arts programme.
- ▶ Percentage of UCL Departments with an active Departmental Society affiliated with the Students' Union.
- ▶ Percentage of students engaging in our student activities and volunteering programmes who feel that this has:
 - a. Been a fun and enjoyable experience
 - b. Supported their academic success
 - c. Contributed to the development of skills that will be useful for their employability
 - d. Improved their confidence
 - e. Improved their wellbeing



UCL Asks

To help us achieve these aims, we ask for further support from UCL to:

1. Prioritise the importance of co-curricular and extra-curricular activity in the new UCL Strategy, recognising its importance as part of a rich student experience that equips students with the skills and confidence to be future leaders and decision-makers.
2. Invest in new fit for purpose sports facilities for the Union, including a new sports ground, expanded gym, and a new multi-sport facility at UCL East.
3. Provide additional financial support to the Union to further expand our co-curricular and extracurricular activities programme, with an aim to further increase the numbers of students engaged in sport and active lifestyles, music and the arts, clubs, societies and community volunteering, including the CRIS initiative.
4. Continue to support the expansion of support for Departmental Societies via encouraging all departmental societies to affiliate to the Students' Union, working with us to create an equitable system of funding for these groups across the university channelled via the Students' Union and establish new societies in departments where none currently exist.
5. Continue to protect Wednesday afternoons from undergraduate and postgraduate teaching and learning to enable students to continue with extra-curricular activities.
6. Support us in expanding our music programme and support the development of a Music Centre as part of a new Union building.
7. Recognise the challenges facing dual career athletes and their time requirements in academic policies and the requirement for flexibility, including working with the Union to gain TASS accreditation for UCL.



3. Vibrant & Inclusive Community

UCL is a diverse community of students from all corners of the world, in an amazing city, doing amazing things. We believe that we are uniquely placed to build, support and energise this community, making it stronger and foster a greater sense of belonging for every student. We want our spaces to be the centre of the student community at UCL, places where our members feel genuinely at home, spend time with their friends, and importantly, somewhere where they can access support and advice when they are in need. As London's Global University, we want to be a global students' union, where all our students have opportunities to see and experience the world in new ways by engaging across our diverse student community. We want to support our students to get the most out of living and studying in London, with opportunities to visit and engage in the best of the city and nation's cultural opportunities.

Our current strengths

- ▶ We have well run commercial services that provide great spaces for students to relax and meet friends
- ▶ We have a truly global student community with the largest international student body in the UK
- ▶ We are a majority Postgraduate university, with the largest postgraduate student community in the UK
- ▶ We are in London with all the opportunities and possibilities that offers
- ▶ We provide excellent programmes and initiatives to support all members of our community, such as our vibrant Women's, LGBTQ+, Trans, BAME, Disabled Students, Parents and Carers, and Mature Students' networks
- ▶ We run a fantastic Welcome and a wide range of student events that bring our students together and help them feel part of a community at UCL
- ▶ We have developed a sector leading Global Engagement Strategy and started a fantastic programme of international and intercultural events and projects



Objectives

3.1 Community spaces for students:

Work with UCL to expand our social spaces for students, aiming to grow the number and size of Students' Union run cafés, bars and social spaces, whilst also developing a stronger sense of community in our spaces, providing students with a place where they can feel at home, study, relax and meet friends.

3.2 Cafés, bars and shops that are popular with students, financially strong and ethically run

Deliver our Commercial Strategy that sets out how we will run our cafés, bars and shops in a more community focused and sustainable way, and be more financially successful, delivering our four promises to our members: **1.** We put every penny of profit back into your community; **2.** We choose planet over profit; **3.** Always better value than the high street; **4.** The centre of your campus community.

3.3 Student events

Develop and deliver a wider range of social events that build the sense of community at UCL, including exploring the feasibility of major new all student events at Welcome and Graduation, establishing a number of showpiece events during key moments of the year that make the campus feel like a student space, owned by students, and enabling more students to be involved in supporting our sports teams and arts performances.

3.4 Peer Support

Continue to develop a range of peer support programmes that allow students help each other and improve wellbeing on campus.

3.5 Advice and support

Seek ways to increase the support available in our Advice Service allowing us to help more students and deliver a programme of proactive advice and information to support student wellbeing.

3.6 Global Engagement

Deliver the Union's Global Engagement Strategy to enable all of our students to access opportunities to have a genuinely intercultural and international experience outside the classroom at UCL, and continue to improve the support we provide to our international members.

3.7 UCL East

Ensure the Union builds a strong sense of community and belonging at UCL East, via delivering a full range of services and opportunities to students at the new campus, as well as considering new and innovative ways of supporting the student experience in partnership with the local community in East London and partner organisations on the Queen Elizabeth Olympic Park.

3.8 Welcome

Continue to deliver and grow our Welcome programme for new students across our campuses, ensuring students are properly introduced to the Union, UCL and London.

3.9 Hardship support

Develop a fundraising plan to ensure the Sarah Douglas Hardship Fund and our Participation Fund for access to student activities, are expanded to enable them to support more students.

3.10 Belonging and Pride

Aim to develop a stronger sense of belonging and identity for the UCL student community by extending the range of UCL merchandise in our shops, developing the 'Generation UCL' project in partnership with the IoE, to connect our students with the rich history of student achievement across 200 years of student life at UCL, and being more proactive in celebrating the success of our members in all their achievements.

3.11 Postgraduate students' involvement in the Union

Continue to develop and grow our postgraduate events programme and increase postgraduate participation on our activities.

3. Vibrant & Inclusive Community

Measures

- ▶ Percentage of students who feel part of a strong community of students at UCL
- ▶ Total surplus generated by our commercial services
- ▶ Students supported by the Advice Service
- ▶ Total value of the Sarah Douglas Hardship Fund and Participation Fund
- ▶ Total value of grants given each year by both funds
- ▶ Satisfaction of students with Welcome as measured in the New to UCL survey
- ▶ Student engagement with UCL East based students
- ▶ Number of community building events run in our spaces
- ▶ Total number of tickets sold and student satisfaction with our events programme



UCL Asks

To help us achieve these aims, we ask for further support from UCL to:

1. Provide more opportunities for the Union to develop café and social facilities for students at both the Bloomsbury and UCL East campuses, recognising our unique community building role.
2. Continue to work closely with us to ensure an excellent Welcome period, with continuing support for our recently enhanced events programme.
3. Support us to scope and develop major events on and off campus that form key parts of the UCL student journey, including working with us to further develop and expand our Welcome Programme and International Cultural Events, and assess the feasibility of developing other Union-led major student events linked to Welcome and Graduation.
4. Provide resources to enable the expansion of our Advice Service and promote access to the service in all student disciplinary cases.
5. Including our Sabbatical Officers in work to make UCL more inclusive and to improve the university-wide approach to mental health and wellbeing.
6. Transition the one-off grants that we have received over the past few years to develop and pilot our programme of international and intercultural activity into ongoing funding as part of our core block grant.
7. Provide us with fundraising advice and support to enable us to raise more money for our Hardship Fund and access to Activities Fund.

4. Excellent Union

We want to be a fantastic, efficient, well-governed and effective charity, that is one of the best student organisations anywhere in the world, so that we can effectively represent and provide fantastic services for all our members. We want to work with UCL to gain their help in significantly improving and expanding the Union's building and facilities, including our sports facilities; we know that we can provide better services and experiences for our members with better spaces. We want to be the best possible employer of staff ensuring we invest in the staff experience recognising that's how we will be able to provide amazing services to our members. If we do all this, then we will have built the foundations of a Union that can go on to achieve our ambition of being one of the best students' unions in the world.

Our current strengths

- ▶ We have a great team of staff who are highly engaged and feel the organisation is a great place to work
- ▶ We are one of oldest students' unions in the country, with a rich history of achievement for our members
- ▶ We have an excellent digital presence, with great in-house web development and systems capabilities
- ▶ We have balanced the Union's budget after a decade of losses
- ▶ We now have effective governance, data protection, facilities and health and safety management in place
- ▶ Our members are increasingly informed about our work, with positive feedback on our communications approach



Objectives

4.1 Secure a new Students' Union building

Work to influence UCL to invest in a modern, spacious, fit-for-purpose Students' Union building that enables our students to have social and extra-curricular facilities that are amongst the best in the UK and the world.

4.2 Improve our current buildings & facilities

Whilst we wait for a new building, develop our existing buildings and facilities as much as we can, so that they are modern, vibrant spaces for our students and staff.

4.3 Financial management

Ensure excellent stewardship of our assets and financial resources, to ensure the Union's long-term future and sustainability, with balanced budgets and a stable financial surplus to enable us to safeguard the Union for future generations of students and start to build up funds to support the growth of our facilities and services.

4.4 Digital service delivery

Continue to develop our services to our members, our staff and our community so they are digital first, mobile first and easy to use, based around our effective and secure website and membership management system, and emphasising personalised digital services that make it easier to discover, engage with and manage every aspect of Union life.

4.5 Flexible ways of working

Ensure our staff and Sabbatical Officers have excellent and fit-for-purpose IT hardware and software to enable agile and efficient Union operations and working practices across all UCL campuses and work locations.

4.6 Excellent employer

Continue to ensure an effective People Plan that moves us towards our ambition of being an Investors in People Gold employer, with a positive, engaged, flexible and working environment, with excellent training and development opportunities for all our staff.

4.7 Sustainability

Become the most sustainable students' union in the UK, by updating and delivering our ambitious Sustainability Strategy, including aiming to become a net zero-carbon organisation by 2030.

4.8 Health and Safety

Continue to ensure the highest standards of health and safety management across our operations and services to keep our members and staff safe.

4.9 Communications

Continue to develop and strengthen our brand to ensure all students are aware of when they are engaging in Students' Union activity, and improve communications with our members, staff, partners, alumni and prospective students, so that they are informed about our work and services and can participate in and support our work, including investigating more personalised communications with our members.

4.10 Governance

Ensure excellent governance with full compliance with all relevant legislation and the best practice with the Charity Governance Code.

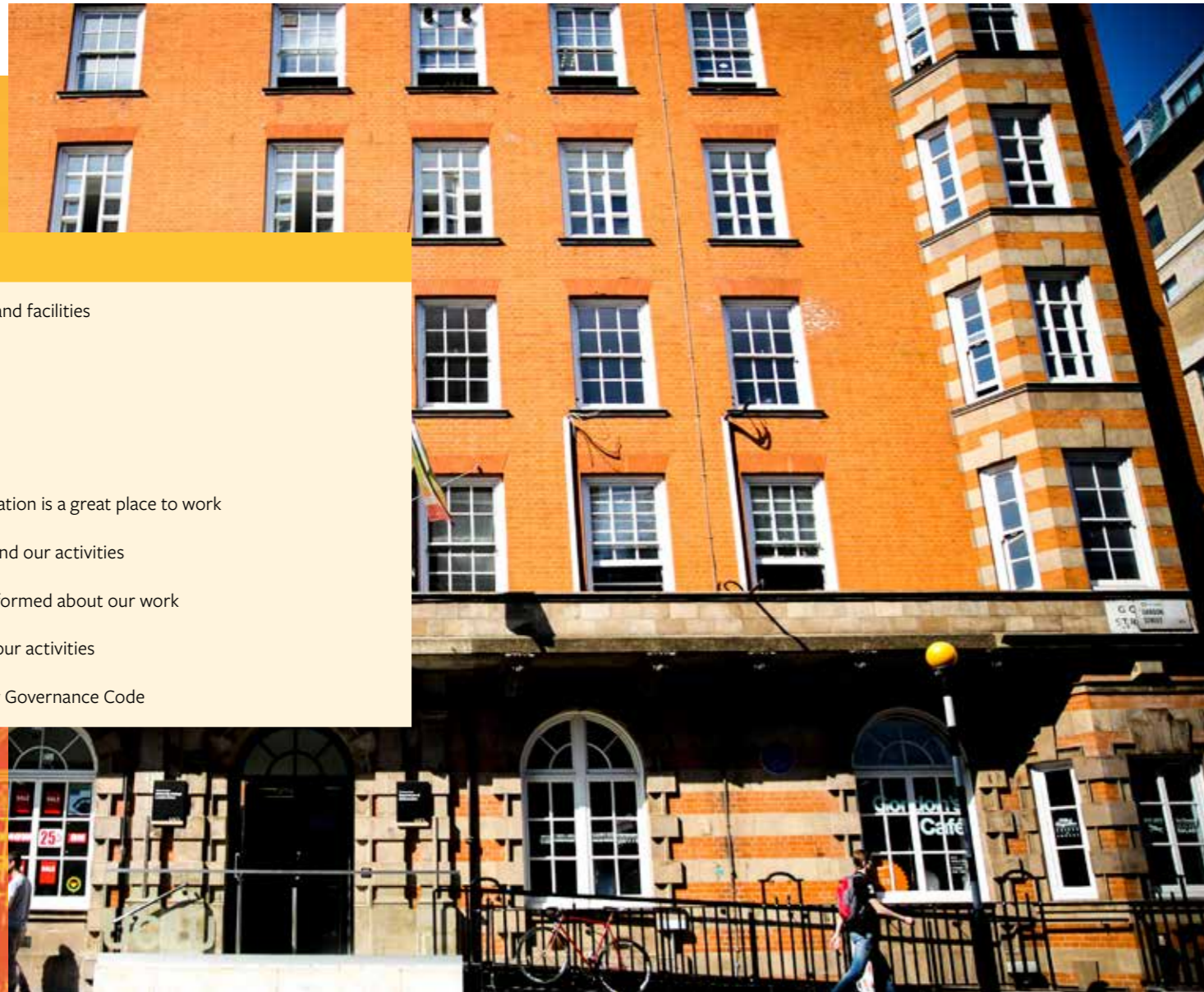
4.11 Alumni and fundraising

Establish a Students' Union alumni network and alumni fundraising plan to support the Union's facilities and services.

4. Excellent Union

Measures

- ▶ Student satisfaction with our buildings and facilities
- ▶ Financial surplus achieved
- ▶ Total website impressions
- ▶ Student satisfaction with our website
- ▶ Percentage of staff who say the organisation is a great place to work
- ▶ Number of accidents within the Union and our activities
- ▶ Percentage of students who feel well informed about our work
- ▶ Total net carbon emission arising from our activities
- ▶ Percentage compliance with the Charity Governance Code



UCL Asks

To help us achieve these aims, we ask for further support from UCL to:

1. Invest in a new Union building with high quality facilities for our existing activities as well as new expanded facilities for music and performing arts; larger café, bar and social spaces; social study and collaboration space for students; prayer space; and child friendly study space.
2. Provide advice and support from Sustainable UCL to support the implementation of our Sustainability Strategy, helping us become an exemplar organisation for sustainability.
3. Provide high-quality support from UCL's ISD, Estates and HR Services
4. Continue to develop a close relationship between the Union and UCL Communications and Marketing, including more support for the Union to enable us to better support UCL's communication with prospective students for example reviving the alternative prospectus, a high-profile role for the Union in Open Days and more Students' Union content in pre-arrival communication.
5. Provide increased support from the Office of the Vice-President Advancement, to help us develop a Students' Union alumni network and develop an alumni fundraising plan to support the development of the Union's facilities and services.

Implementing this Strategy

This strategy will be updated and refreshed on an annual basis to reflect the latest developments within UCL and the Students' Union, the outcomes of our research programme, and the priorities of our newly elected officer team. A full review will be undertaken after three years.

Once published, the strategy will be used as a basis for the Union's annual departmental planning process. Each department will prepare a detailed work plan for the year to set out the actions that they will take to deliver the commitments made by the strategy. These plans will be reviewed by the Union's Senior Management Team and then presented for information to the Union's Board of Trustees in the form of the Union's Annual Operating Plan. The detailed objectives, actions and performance measures set out in departmental plans will form the focus of objectives for each member of staff, set via the annual appraisal cycle.

Progress reports on delivering the Union Operating Plan will be provided to the Board on a six-monthly basis and an Annual Impact Report will be prepared each summer to summarise the Union's overall achievements. This will also be presented to UCL Council. Progress against the key performance indicators set out in the strategy will be monitored by the Senior Management Team on a monthly basis, with six-monthly reporting to the Board as part of the reports on delivering the Operating Plan.

The Strategy also includes 25 requests for additional support from UCL. These have already been presented to the Provost, and we look forward to further discussions with members of UCL's University Management Committee on areas where they will be willing to support the Union's strategy and future success.

MONTH	STRATEGY	DEPARTMENTAL PLANNING	STAFF APPRAISALS	FINANCIAL PLANNING	REPORTS TO THE BOARD
JUL	Annual strategy review	Departmental planning process	Manager appraisals		
AUG			Staff appraisals		
SEP				Annual audit	Board receives Annual Impact Report Board approves any updates to the Strategy
OCT		Union Operating Plan prepared			
NOV				Forecast 1	
DEC					Board receives report on Union Operating Plan Board approves Forecast 1
JAN					
FEB				Forecast 2	
MAR					Board approves Forecast 2 Board approves Annual Accounts
APR				Budget planning	
MAY	Annual members survey		CE appraisal		
JUN			SMT appraisals		Board receives report on Union Operating Plan Board approves annual Budget





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