Making **More** Happen

**Strategy 2022 - 25**
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.
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 inputs from our elected officers’ campaigns and key staff whom 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 UCL has effective and intelligent 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.

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We will need to 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.

From the Chair of the Board of Trustees and Chief Executive

John Dodick
Chair, Education Officer 2020-22

Education Officer 2020-22

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

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This new strategy sets a bold new direction for the Union on environmental sustainability. After listening to student feedback, we have for the first time identified 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 exemplars for sustainability, to strive with our concerns and values. We therefore need to deliver in 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 five 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 five years, we will be looking to stretch our ambitions further to ensure excellence in every area of our work and to once again make our Union one of the best. The improvements we are aiming to achieve will dramatically materialise for the experience of students and the community at the heart of UCL.

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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 success 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.

1897
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, athletics 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.

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
Shirley Maclaine 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 new Union UCL were in development.

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 Shipton secures places for two student representatives on UCL Council.

1976
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 in reference to Dr David Pye, UCL’s Provost 1943-51 who supported its development. Famous editors include Bel Mooney and Jonathan Dimbleby.

1979
The wooden Phineas statue is replaced with a bronze replica.

1981
The Union Society forms a partnership with the UCL Union to allow students to book entertainment for their events.

1984
The Union acquires a new headquarters at 10 Upper Woburn Place and moves its Film Society to the newly formed Shoreditch Cinema Club.

1988
The Union wins the Bursary of the Year award from the National Union of Students.

1991
The Union acquires a new home in 25 Gordon Street.

2019
Students’ Union UCL wins Student Union of the Year at the NUS National Student Awards.

2020
Students’ Union UCL wins Student Union of the Year at the NUS National Student Awards.

2022
Students’ Union UCL wins Student Union of the Year at the NUS National Student Awards.

Making more happen  •  2022  - 25

Making more happen  •  2022  - 25

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Students’ Union UCL

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Students’ Union UCL
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.

1971
UCL students are among the 20,000 protesters to bring West End traffic to a standstill demonstrating against the Government’s proposals on student’s unions. Their proposal would have significantly restritted student’s unions autonomy and finances. After huge student support for the campaign, the proposal was dropped.

1972
Formation of the London and Bloomsbury Theatre.

1974
Students persuade UCL to give them representation on the Academic Board of the university.

1979
The Union leads the way in 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 in key parts of campus, first for UCL 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 entertainment venue and bar in UCL’s New Ady building. The bar was demolished in 2022.

1998
The Union funds a large proportion of the costs of refurbishing 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 Westfield College. The merger was later abandoned.

1999
The Union secures additional space in 25 Gordon Street, opening Gordon’s Café on the ground floor of the building.

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 Kent London to make way for a new campus. Students work with the Union to sustain a campaign against the proposal and successfully save the Carpenter’s Site.

2020
The Union successfully moves to digital service provision during the Coronavirus pandemic, with thousands of students still able to access services online.

2021
The Union runs the biggest ever Welcome programme and the UK’s largest student election, and reaches 19,000 members of its clubs and societies.

2022
UCL simulation for its new strategy include the option for major investment in a Students’ Union building and sports facilities...
## The Union in Numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Figures</th>
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<tbody>
<tr>
<td>Clubs and Societies</td>
<td>362</td>
</tr>
<tr>
<td>20,000+ club and society members</td>
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<tr>
<td>6,211 students engaged in our Arts Programme</td>
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<tr>
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<td>30,000 students trained as Active Bystanders</td>
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<td>25 Elite Athletes supported each year</td>
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<td>1,771 students participating in our Project Active programme</td>
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Data accurate in spring 2022 for the academic year 2021-22
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
- Part Time: 14%
- Full Time: 86%

Student Type
- Overseas: 44%
- Home: 56%

Age
- 0-15: 32%
- 16-21: 35%
- 22-25: 15%

Split of Students Between Faculties
- Arts and Humanities: 8%
- Brain Sciences: 7%
- Built Environment: 8%
- Engineering: 16%
- Institute of Education: 13%
- Laws: 3%
- Life Sciences: 8%
- Mathematical and Physical Sciences: 11%
- Medical Sciences: 8%
- Population Health Sciences: 3%
- School of Slavonic and Eastern European Studies: 2%
- Social and Historical Sciences: 12%

Ethnicity
- Asian/Asian British: 47%
- Black/Black British: 4%
- Indian: 5%
- White: 31%
- Arab: 2%
- Other: 2%
- Not available: 2%

Domicile of Overseas Students
- Africa: 2%
- Asia: 65%
- Australasia: 1%
- Central & South America: 1%
- European Union: 19%
- Middle East: 3%
- North America: 5%
- Rest of Europe: 4%

Mode of Study
- Part Time: 44%
- Full Time: 56%

Student Type
- Overseas: 38%
- Home: 61%

Gender
- Male: 39%
- Female: 61%

Reporting a Disability to UCL
- Yes: 10%
- No: 88%
- Not Known: 2%
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.

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

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

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 and radicalising 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 fund the Union so in the next generation of student leaders and staff in a better shape than we found it, protecting its assets and services for the future

Empowering
- We support and empower our students to develop their skills and confidence to change 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 identities, backgrounds and experiences
- We value every member of our community and want 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

Vision, Mission & Values
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

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- We want to be one of the best student organisations anywhere in the world
- Goldsmithing 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

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Fun
- We embrace a positive, fun and inspiring working culture for our staff and officers

Making more happen • 2022 – 25
Strategic Themes & Objectives

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

- Effective Influence
- Amazing Experience
- Vibrant & Inclusive Community
- Excellent Union
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.

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.

Our current strengths

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 worrying 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 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 skilled ambassadors and influencers.

1.4 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.

1.5 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.

1.6 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.

1.7 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 Committee.
3. Provide clear institutional support for our elections, making our Leadership Races ‘UCL Vote Week’, including timetabling time for students to vote and providing more support for campaigning.
4. Work with UCL 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 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.
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.

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 to our members by further developing and expanding the activity.

2. Amazing Experience

Our current strengths

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- 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 want to achieve 25,000 students at UCL to be active members 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 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.

2.4 Best university sports programme in London

Update and deliver a new and exciting strategy focusing on community volunteering and improving our approach to disability sport, ensuring our TeamUCL leagues are the most vibrant and largest inter-mural programme in the UK.

2.5 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 all our clubs and societies, with a long-term aim to reach 4,000 students participating in volunteering activities.

2.6 Departmental societies

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

2.7 Community Research Initiative

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.

2.8 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 of 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 co-curricular and extra-curricular activities programme, with 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 increase 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 the global community, making it stronger and fostering 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 defer when they need it. As London’s Global University, we want to be a genuinely at home, spend time with their friends, and importantly, somewhere where they can access support and feel when they need it. As London’s Global University, we want to be a place where every student has the opportunity 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 travel and explore and a genuinely intercultural and international experience outside the classroom at UCL, and continue to improve the support we provide to our international members.

Our current strengths

- We have a truly global student community with the largest international student body in the UK
- We are in London with all the opportunities and possibilities that offers
- We have developed a sector leading Global Engagement Strategy and started a fantastic 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 our successes.
- We have a truly global student community with the largest international student body in the UK
- We have well run commercial services that provide great spaces for students to relax and meet friends
- We have a unique strengths 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 defer when they need it. As London’s Global University, we want to be a place where every student has the opportunity 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 travel and explore and a genuinely intercultural and international experience outside the classroom at UCL, and continue to improve the support we provide to our international members.

3.1 Vibrant & Inclusive Community

3.1.1 Community spaces for students: Work with UCL to expand our social spaces for students, aiming to grow the number and size of student Union run cafes, 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.

3.1.2 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 cafes, bars and shops in a more community focused and sustainable way, and be more financially successful.

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

3.2 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 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.

3.3 Student wellbeing

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

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 UCL East

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

3.7 Welcome

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

3.8 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.

3.9 Belonging and Pride

Aim to develop a stronger sense of belonging and identity for the UCL student community by extending the range of UCL marketplace in our shops, developing the ‘Generation UCL’ brand in partnership with the UCL, 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 achievements.

3.10 Postgraduate students’ involvement in the Union

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

UCL Asks

- 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 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

Measures

Vibrant & Inclusive Community

- Making more happen 2022-25

Strategic Themes & Objectives

- Students' Union UCL
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 partner in building a fantastic Students’ Union, to ensure our buildings and facilities are amongst the best in the UK, and the world.

We believe that our buildings and facilities should:

1. Secure a new Students’ Union building

2. Improve our current buildings & facilities

3. Financial management

4. Digital service delivery

5. Flexible ways of working

6. Excellent employer

7. Sustainability

8. Health and Safety

9. Communications

10. Governance

11. Alumni and fundraising

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 the 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 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.

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

While 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 we are an effective ‘People-First’ organisation that moves us towards our ambition of being an ‘Investor 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 ensure an effective and efficient communication plan that moves us towards our ambition of being a ‘Charity of the Year’. Establish a robust plan to ensure all students are aware of when they are engaging in Students’ Union activity, and improve communications with our members, partners, stakeholders 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

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

4.11 Alumni and fundraising

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

UCL Asks

- 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

Strategic Themes & Objectives

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
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 serve 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 activities that they will undertake 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 report will be presented each summer to summarise the Union’s annual achievements. This will also be presented to UCL Council. Progress against 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.