



# The London Framework

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## The London Framework: Creating Purpose, Connecting People, Celebrating Place

It has been just over two years since the first London Framework was published in November 2020. In this time we have developed the London Office to become a significant resource for UCL internally, as well a front door to our external partners. However, we recognise that there is still more to do.

Since the first iteration of the London Framework, the London Office has moved centrally within the Office of the UCL President & Provost. This allows our activity to be focused on our strategic aims – to enhance engagement, coordinate relationships and enrich society whilst amplifying UCL’s impact in London. Our London Advisory Group have continued to be crucial to helping us achieving our goals and I am delighted to have the support of such a strong network.

The London Framework continues to be a core document which sets out the key principles which define the purpose of the London Office. These principles outline how and why we engage with our audiences in London, as well as a way of working for UCL in London. In this refresh of the London Framework we explore what we have achieved, our delivery priorities for the year ahead, our key partners in London, and importantly how we will measure our success.

I recognise that many of UCL’s departments and faculties are already working in and for London and we have cited some examples of these key collaborations within this document. The London Office and the London Framework will continue to support UCL colleagues to engage and interact with London, bridge connections and build collaborations with our partners. I specifically thank our London partners with whom we have built close relationships with over the past two years, and whom we are very much looking forward to working with in the future.

Finally, I want to acknowledge how we have strengthened our close working with UCL East over the past two years, and I look forward to aligning further as its doors set to open this year. I also thank the support of our colleagues across UCL in particular those in Public Affairs, External Engagement, Research Innovation and Global Engagement, Advancement, Faculties, Vice-Provosts Offices, Professional Services and importantly our students. I look forward to sharing the updated London Framework with you.

***Professor Alan Thompson***  
Pro-Provost (London) and Dean of  
Brain Science

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## Purpose

The London Framework has been developed with clear aspiration: to create purpose, connect people and celebrate place. Outlined below is how we intend to fulfil our ambition.

### **Our Goal:**

- To enhance engagement, coordinate relationships and enrich society whilst amplifying UCL's impact in London.

### **Our Objectives:**

1. To understand and recognise current partnerships and relationships in order to enhance and develop our engagement with London;
2. To provide a platform through which collaboration can be more closely aligned across senior leaders, academics, professional staff and students;
3. To raise the profile whilst connecting departmental and faculty-level initiatives to enable greater institutional impact and greater overall benefit;
4. To enable external partnerships with stakeholders and regional organisations to have meaningful, reciprocal benefits and goals through collaboration and aligned priorities;
5. To recognise the economic, social, environmental, public health, entrepreneurial and cultural potential UCL brings to the local and wider community through its place in London;
6. To develop our role as a good neighbour, using our location as a driver to engage with local communities, young people and local decision makers to strengthen our place in London.

### *Place:*

London is an exceptional capital city; a population of nearly 9 million people with 270,000 of these people living in the London Borough of Camden alone, the home of UCL's Bloomsbury campus. Furthermore, over 350,000 people reside in Newham, the home of UCL's new campus UCL East opening in 2022. London is a city of brilliance, enterprise and diversity, not just in terms of its communities, workforce and visitors but as seen in its patients, health service, culture, heritage and economy.

It is therefore no surprise that students and staff want to live, study and work in such an inspiring place and UCL contributes some 16,400 staff, 41,800 students and 150,000 London-based alumni to its foundations. These component parts are what enrich UCL's Mission to be London's Global University.

Noting UCL's breadth, both physically in location and through its expertise and impact, UCL has the ability to make far-reaching economic, health, environmental, cultural and social contributions to its home city. From Bloomsbury to Newham, UCL is well positioned to bring together its purpose, people and place in order to create impact and real change in London. We strive to be a good neighbour to all those around us and value our place in the capital city.



Image: UCL in central London



Image: UCL East CREDIT: Morley von Sternberg

### *Relationships:*

Recognising the significance of UCL's place in London is just one part of UCL London's success story. Partnership and relationships are also a key factor. The London Framework provides opportunities for UCL to come together and create collaborations between senior leaders, academics, professional staff and students to understand their relationships and to provide a platform on which to grow their engagement with London. In addition it will enhance engagement and collaborations with UCL's alumni community. Whilst we recognise that this type of relationship-building takes time to develop, closer internal alignment will ensure improved outcomes and greater impact in our London activity.

A key aim of the London Framework's successful implementation is to create genuinely reciprocal, long-term relationships with our local communities, people and supporters. To do this requires greater engagement practices, both internally and externally, as well as an understanding of what our locality contributes to the wider University remit. It is also to amplify that whilst UCL is a generous partner and welcomes opportunities to create and partake in collaborations, it is both a leader and supporter in these partnerships, taking an equal role and shared appreciation.

In order to be able to develop strong relationships with our partners, we will focus on a small number of regional organisations in London with whom we feel can work closely, develop joint areas of activity which stimulate change, and where our shared priorities align. Our work with the boroughs, specifically Camden, Newham and Islington will strengthen as we progress.

We also want to develop our engagement with young Londoners and we endeavour to work closer with UCL's widening participation and outreach teams to ensure our partnerships reach the whole student lifecycle, from prospective students to alumni. Relationships such as those with the UCL Academy will be nurtured through the London Office and we will advocate for school engagement in east London through our close work with UCL East.

### *Public benefit:*

There are also significant opportunities to build upon and utilise already existing relationships which many of the UCL community have spent years creating. It is these powerful partnerships which help to make the case for UCL in London, and that will continue to drive our impact in London and with Londoners.

Areas such as philanthropy, health, innovation and culture are concrete examples of where UCL has developed formal pan-London partnerships and in which the London Office can become a key advocate. It is these partnerships where UCL is enriching society and which the London Office provides a platform for its London impact.

We also recognise that we are well-placed in London to be at the forefront of conversations with local policy makers and through the London Office, we aim to provide a 'front door' to those London relationships whilst working closely with the Public Affairs, External Engagement and UCL Public Policy to have shared impact in London. Working together with local policy makers will help to identify and solve issues in order to create a positive long-term impact in our society.

## 20/21 Achievements

The London Office was established in February 2020 and the London Framework was published in November 2020. Between November 2020 and today we have achieved a considerable amount, but we do recognise there is more to do. The 20/21 academic year was the first full year in which we were able to measure our delivery priorities.

**The following areas of activity have been prioritised to date:**

- 1. Developed and implemented a new communications plan to amplify UCL's contributions to London and London's contribution to UCL.** Our dedicated [www.ucl.ac.uk/london](http://www.ucl.ac.uk/london) website outlines what we do, as well as dedicated [social media](#) and monthly communications;
- 2. Carried-out extensive stakeholder engagement mapping in order to understand key London-focussed relationships and to develop new partnerships.** We have developed our relationships with key partners across London and enhanced the relationships to enable the London Office to act as a front door to and from UCL with these partners;
- 3. Raised the profile of the Pro-Provost (London) and the London Office as a portal, convenor and advocate for UCL in London.** We are continuously working on raising the profile of the London Office and have been successfully engaging with colleagues internally and externally to work towards our aim of becoming a 'go to resource'.
- 4. Created interest and developed impact in key areas such as volunteering.** We have launched an internal project looking at staff volunteering, with the aim to measure the impact UCL staff are giving back to London.
- 5. Enhanced our relationships with key local authority partners and stakeholders.** In December 2020 we launched the UCL-Camden Council Memorandum of Understanding (MoU), a strategic relationship managed through the London Office. Now that the MoU is one year old, we are refreshing the MoU against both Camden and our priorities. We also enhanced relationships with London Higher, London First and the CBI.
- 6. Heightened ongoing internal engagement and closer working with numerous UCL colleagues.** We bridged connections on multiple internal bids and collaborations. We partnered with colleagues in RIGE, Public Policy and Innovation & Enterprise on various areas of activity.
- 7. Commissioned external research to understand perceptions of UCL in London.** We worked with external research agency Deltapoll to survey our key stakeholders and people across London to understand our position in the capital.

Another key achievement of 20/21 was the expanded remit of the London Office, moving centrally from OVPA and RIGE, into the UCL President & Provost's Office.

## Forward Priorities

Developing connections and building relationships are just one aspect of how we will achieve our objectives moving forward. In order to drive the UCL London agenda and start to meet our objectives, we will work with our partners across the University on a number of priority areas.

### Delivery areas:

- 1. Develop and implement a clear London partnerships plan which sets out the London Office's relationships on a small and concise number of partners across London with whom we have shared priorities;**
- 2. Strengthen engagement with local authority partners across all of London and deliver objectives against strategic agreements held in Camden and Newham;**
- 3. Support UCL activity with specific societal impact in London and provide a platform for London focussed activity, to share widely with our partners, supporters and local communities;**
- 4. Continue to raise the profile of the Pro-Provost (London) and the London Office as a portal, convenor and advocate for UCL in London;**
- 5. Demonstrate UCL's impact and relationship with London through publications, online resources and our Key Performance Indicators;**
- 6. Work closely with colleagues across UCL including UCL President & Provost, UCL East, Public Affairs, External Engagement and Research Innovation and Global Engagement, to ensure 'London' is at the forefront of internal conversations and decision making.**

In addition to these priorities, we will continue to work with our partners to shape and contribute to pan-London priorities that are aligned with UCL's Mission. We understand that creating external partnerships at all levels will drive sustained impact for UCL and its locality.

To do this we will continue to implement effective engagement and knowledge exchange, whilst working with the wider UCL community to implement our goals. We recognise that UCL and its location is much more than a University; it is a place to live, work, study and visit and we will work with our partners to help identify economic, business and social opportunities which will help us meet our London-focused objectives, at the same time aligning to the UCL Mission and ongoing UCL strategy consultation and future development.

## Platform

The London Framework and London Office provide a platform and recognises existing areas of UCL activity that have focus on, interest in, or directly impact, London.

The following examples outline current areas of activity with demonstrable London-specific impact which we will advocate for through our activities. Further case studies demonstrating UCL's London impact can be found on our website.

### **The Women We See: Women and Girls' Experiences of Gender and Diversity in Advertising in London**

[Professor Jessica Ringrose](#) (IOE, UCL's Faculty of Education and Society) was commissioned by the Greater London Authority to undertake research to explore and understand diverse women and girls' experiences of advertising in London. The study used participatory and survey methods culminating in a public report: [The Women We See, Women and Girls Experiences of Gender and Diversity in Advertising](#).

Findings showed how advertising, particularly on public transport, misrepresented women and did not reflect the diversity of Londoners, with 39% of Londoners feeling badly represented in London advertising, and less than one in three (27%) believing adverts were relevant to them. Older women felt the most invisible, and girls the most sexualized.

The research also found that 51% of all minority ethnic Londoners felt their ethnicity was not well represented in London's advertising; Londoners wanted adverts with reduced sexualization and photoshopping and better representation of the capital's diverse groups.

Recommendations called for a higher standard of advertising, setting a positive example of equality and fairness. The report led to a UK wide competition hosted by City Hall for brands to produce gender equitable campaigns, generating significant industry interest.

The winning campaign, '*Me.No.Pause*', from Holland and Barrett, focused on diverse women's experiences of menopause, receiving £500,000 of advertising space. The campaigns were visible for 12 weeks on the TfL estate, used by millions of passengers daily. A second competition followed, aiming to increase racial diversity, equity and inclusion in advertisement.

In reaction to the findings, the National Advertising Standards Authority (ASA) updated their guidelines on gender stereotypes. Recognition of the sustained impact of her research led to Ringrose winning the 2020 Distinguished Contributions to Gender Equity in Education Research Award from the American Educational Research Association.

## **Supporting early language and communication: A Partnership between East London Teaching and Research School and IOE, UCL's Faculty of Education and Society**

Research led by Professor Lynn Ang and Dr Sinead Harmey (IOE, UCL's Faculty of Education and Society) informed a professional development intervention for local early years teachers and practitioners in Newham, to improve the outcomes of disadvantaged young children. Newham is the ninth largest local authority in the country, home to a rich and diverse community, but also one of the most deprived areas in London. The research was instrumental in addressing a significant need in improving professional practice to enhance the educational outcomes for children in the local community.

Funded by the Education Endowment Foundation (EEF), the Manor Park Talks project was undertaken in collaboration with East London Research School led by Dr. Julian Grenier. The research focused on an early language intervention programme to refine the ways practitioners supported the developing communication of disadvantaged two-year olds accessing free early education entitlement in Manor Park, Newham. It involved 120 children in 10 settings and 6 schools.

The programme was based on the 'Every Child a Talker' (ECAT) training for early years staff, designed to achieve pedagogical change in settings through strategies that teachers were empowered to deliver without significantly increasing their workload. However, there was wide variation in how ECAT had been implemented previously. The Manor Talks project addressed this issue, providing a more structured approach to implementation for settings in Newham.

IOE researchers co-produced the research design, methodology and application of the findings in close collaboration with a leading partner of the East London Teaching and Research School. Together, they created bespoke and context-specific professional development materials.

These resources built on evidence-based practices to support children with their speaking and listening skills in early-years settings. Free professional development was offered to participants, including monthly coaching sessions targeting implementation. Feedback indicated that the revised version co-produced by the IOE was easier to apply than the original. The revised intervention was recommended to be rolled out across all settings in Newham.

## **ActEarly: a City Collaboratory approach to early promotion of good health and wellbeing**

ActEarly aims to promote a healthier, fairer future for children living in deprived areas through improving environments that influence health and life chances. It unites broad interdisciplinary research expertise, with the public, policy leaders and practitioners from across Bradford and Tower Hamlets to develop shared understanding and priorities.

ActEarly's approach is to create City Collaboratory 'hubs', first in Bradford and then in Tower Hamlets to support the identification, implementation and evaluation of upstream interventions in areas with high levels of child poverty. ActEarly has three inter-linked themes that were identified collectively during the development phase of the programme: Healthy Places, Healthy Learning and Healthy Livelihoods. Each theme includes elicitation of user insights and experiences around prioritised topics using a tool kit of Citizen Science approaches. Evaluations include single interventions (using quasi-experimental methods where possible), and at the whole system level.

The initial focus is in Bradford which provides a research-ready population laboratory for prevention research due to: its level of need, research track record, strong data linkage, pipeline of interventions and deep engagement with the community and local policymakers.

Tower Hamlets, the London ActEarly site, offers an opportunity to explore the replicability of the 'Collaboratory' model and generalisability of interventions. This borough has high rates of child poverty but also a strong foundation of community-developed research, in particular through the Communities Driving Change programme and transformative community health models developed by the Bromley-by-Bow Centre. The local authority has demonstrated enthusiasm and commitment for ActEarly and offers a platform of linked routine data through the Whole Systems Data Integration programme. There are some projects linked or building on work in Bradford and some that are standalone, responding to the distinct needs of the borough.

Contact: Dr Jessica Sheringham, [j.sheringham@ucl.ac.uk](mailto:j.sheringham@ucl.ac.uk)

Website: <https://www.arc-nt.nihr.ac.uk/research/projects/actearly-a-city-collaboratory-approach-to-early-promotion-of-good-health-and-wellbeing/>

## **Nurture Early for Optimal Nutrition (NEON) programme**

Children of South Asian origin in East London have a much higher risk of poor nutrition and obesity than the average UK child, leading to long-term health problems. The Nurture Early for Optimal Nutrition (NEON) programme improves feeding, care and dental hygiene practices for children aged under two years - shifting the power to communities to better support mothers and carers.

The NEON programme co-adapted a culturally relevant, WHO-recommended women's group approach (proven successful with South Asian communities in lower-income countries) with the British-Bangladeshi community in Tower Hamlets, East London. Five female-led community groups were formed, facilitated by trained, local women, both in English and local languages.

Working with these groups, the study identified: specific cultural beliefs (e.g. 'chubby equals healthy'); environmental factors such as fast-food outlets and advertising; and cultural behaviours such as hand feeding by parents, that could be targeted to improve children's health. This research has influenced Tower Hamlets and Newham Local Authority early years programmes.

The [NEON film](#) has been included in the touring [Birthing a Better Future Art & Science Exhibition](#), and the UCL NEON team led an [online global art and science exhibition](#) to raise awareness of the crucial first 1000 days of life.

The NEON approach has been scaled up to include other South Asian communities in East London, leading to the co-development of the NEON intervention toolkit. This toolkit includes: a cultural recipe book, promoting healthy feeding practices; participatory community asset maps (e.g. identifying low-cost fruit and vegetable shops, and play areas); a list of infant support services; and picture cards detailing recommended practices, as well as facilitators, barriers and solutions to improve uptake.

NEON was awarded the [2021 Royal Society for Public Health \(RSPH\) Health and Wellbeing Award](#) in the 'Health at every age' category.

Contact: Professor Monica Lakhanpaul [m.lakhanpaul@ucl.ac.uk](mailto:m.lakhanpaul@ucl.ac.uk)

Website: [The NEON programme](#)

## Supporting London SMEs to innovate, survive and grow

Since January 2020, UCL has been actively helping over 270 London SMEs to innovate, survive and grow, as part of UKRI's Innovate UK Edge initiative, helping secure over £30m of funding for these companies'. Support includes teaching them how to repurpose technologies to tackle emerging societal or industry needs. SMEs are supported to commercialise R&D and take new technologies to market, as well as find international partners to achieve these goals.

Examples of SMEs being supported by UCL's Global Innovation team to pivot, include: Karely is a free-to-use technology platform that turns goodwill into engagement and action. It connects people in need to friends, neighbours and colleagues, directing support where it's most helpful. Jonathan Grinbaud, UCL's Global Innovation Business Advisor, worked with Karely's founder Karim Chrobog to help Karely rethink their technology. The UCL team also helped them apply for grants including the UK Research & Innovation (UKRI) Rapid Response COVID19 call.

OsIr is a UCL-based digital startup that's repurposing its digital health platform due to the COVID-19 pandemic. The platform was developed by Dr Adam Pennycuick, OsIr's CEO and Clinical Training Fellow at UCL, to train hospital doctors. The technology has now been adapted for use by staff in care homes and social care workers in the community. OsIr received advice from the Global Innovation team on pivoting their business to support social care during the pandemic. <https://www.ucl.ac.uk/enterprise/case-studies/2020/jul/ucl-startup-plans-transform-hospital-teaching>

GiveVision uses augmented reality (AR) and virtual reality (VR) to improve the vision of people with severe sight loss. The medtech company aims to revolutionise the lives of millions of blind and visually impaired people. Experts from the Global Innovation team, part of UCL Innovation & Enterprise, have supported GiveVision since 2018.

<https://www.ucl.ac.uk/enterprise/case-studies/2021/mar/ucl-helps-givevision-transform-lives-visually-impaired-people>

## Good Life Euston (GLE)

In 2020, the [Institute for Global Prosperity](#) (IGP) in partnership with [Camden Council](#), [Lendlease](#) and [Camden Giving](#) launched an 18-month collaborative research project called 'Good Life Euston' to develop a prosperity and well-being index for the Euston area which reflects the needs, priorities and lived experiences of local residents.

The project which is based on IGP's pioneering [citizen-led Prosperity Index](#), initially launched with the [Euston Young Voices](#) project in Camden (London) in the summer of 2020, which was led by 11 young people aged 16 to 25 who were trained to work as citizen social scientists in their neighbourhoods. They carried out research to explore what prosperity means and how their opportunities and aspirations were impacted by urban regeneration. In November 2020, 11 adult citizen social scientists joined the project who undertook research to explore what a 'good life' means and what constitutes a 'good life' from their perspective.

The project explored what supports prosperity for local communities as well as, incorporating the voices of local residents in regeneration planning. A 'Good Life' model has been developed by citizen social scientists based on extensive qualitative research which identified the factors that enabled people to lead good and fulfilling lives as well as, the barriers that prevented people from doing so. This year, the IGP will carry out a household survey which will be used to scale-up the 'Good Life Model' to develop a wider prosperity and well-being index for the borough of Camden known as the 'Good Life Index'.

The 'Good Life Euston' project is part of a shared commitment between the IGP, Camden Council, Lendlease and Camden Giving to create a strong and genuinely inclusive borough where local communities and local residents can actively shape the transformation of Euston and benefit from urban regeneration.

## The Evaluation Exchange

The [Evaluation Exchange](#) is a structured programme of academic engagement and capacity building in the voluntary and community sector. We bring together organisations wanting to improve their capacity to evaluate their work, with postgraduate students and researchers who want to put their research and evaluation skills into practice in a real-life setting.

Through the 6-month programme, interdisciplinary teams of students and researchers work with the organisations to tackle an evaluation challenge the organisation is facing. The Evaluation Exchange builds evaluation capacity of organisations that work with individuals and communities facing multiple and complex challenges. In the context of the organisation's competing demands students, researchers and the organisations develop locally appropriate and easy to use evaluation approaches. The programme challenges existing dynamics in research and allows people across disciplines and sectors to connect in new and different ways.

The Evaluation Exchange is co-designed and co-delivered between UCL and the community infrastructure organisations, Compost London and Voluntary Action Camden, in the London Boroughs of Newham and Camden. Together we design the programme, co-deliver training workshops for everyone involved and provide on-going one-to-one support.

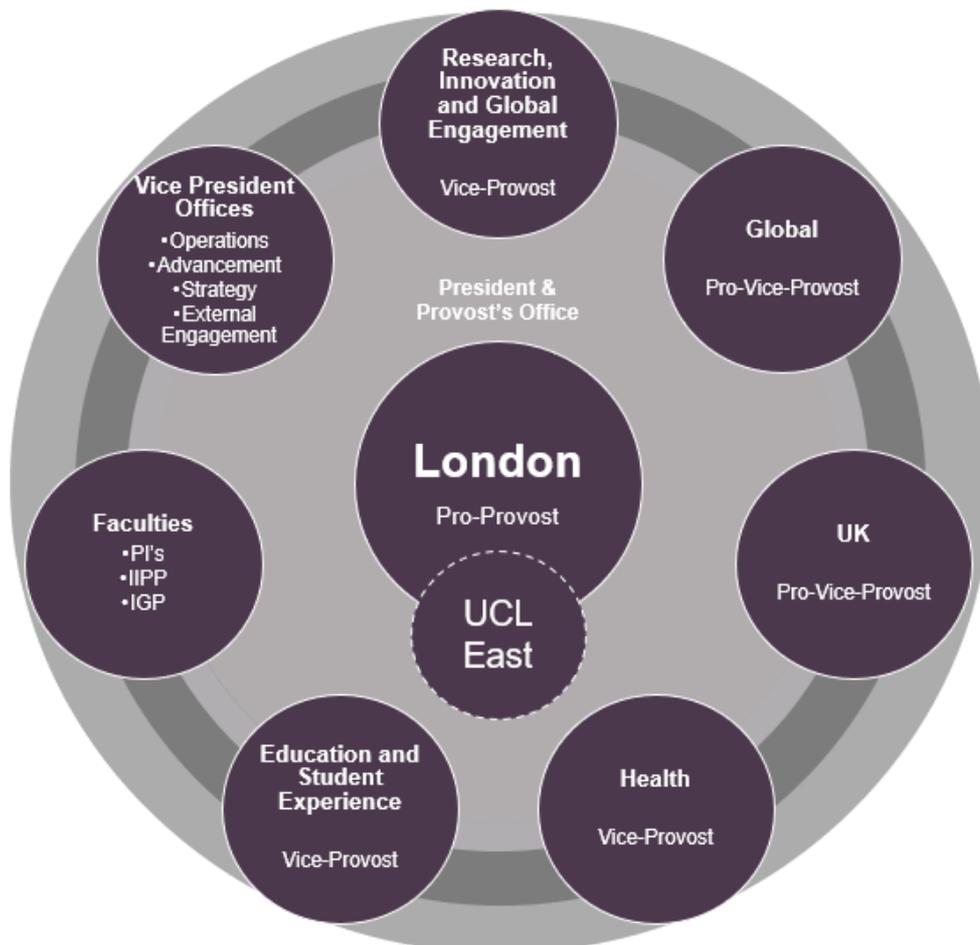
To date, the Evaluation Exchange has worked with 19 organisations in Camden and Newham and 74 students and researchers from across UCL. The initiative is currently funded by Office for Students. The communities we work with have identified future opportunities for collaboration and in response we are looking for funding to continue the programme beyond June 2022.

## Governance

The London Office provides a core service and has a clear vision: **it acts as a convenor, an advocate, an enabler and supporter for UCL in London and importantly, a platform for driving innovation and creating impact in our region.**

Professor Alan Thompson, Dean of Brain Sciences, is UCL's Pro-Provost (London). As Pro-Provost (London), Professor Thompson leads UCL's London work to advance its position as London's Global University and is UCL's London Champion and figurehead for UCL's London activity. He oversees, guides and connects the University's London-focused engagement through relationships with local communities, policymakers, local government and other supporters of UCL in London.

UCL is committed to becoming a global leader in the integration of research, education and innovation whilst being an accessible, publicly engaged organisation that fosters a lifelong community. Our relationship with London is central to this commitment. In addition, London is a global hub and there are many opportunities to be taken from being part of a global arena. As a significant employer in London and preparer for workforce, UCL can drive its impact not only in our locality but both nationally and internationally.



Over the past two years the London Office has positioned itself to be at the centre of London related activity across UCL. The London Framework has provided a way of working which has enabled multiple parts of UCL to use the London Office as a vehicle and a platform for their London related activities.

We already work extremely closely with UCL East and as the opening of Pool Street West edges closer this year, we have been helping to support east London relationships and engagement.

We also work closely with our colleagues across UCL in faculties and departments, Vice Provost and Vice President Offices. And finally, of course, UCL and London have both national and global outreach and we are working closely with both Pro-Vice-Provosts UK and International on common areas of activity. Given our central position within the President & Provost's Office, we are well placed to bring London activity together and amplify its impact.

As of February 2020, the delivery of UCL London has continued to be governed by a [London Advisory Group](#) which provides advice and guidance on the strategic direction of the London Framework. Amy Lightstone heads the London Office, developing and implementing the London Framework whilst leading internal and external engagement and driving the programme. In September 2021 Sarah Beech joined the team to assist with partnership engagement in Camden and communications activity.

Together, the London Advisory Group provide opportunities for collaboration and joint activity with other key areas of UCL including Public Affairs, Advancement, Research Innovation and Global Engagement, the Students' Union, Health and the Institute of Education.

In addition, the London Office works closely with UCL East in order to endorse UCL as one university spanning London and will support UCL East in developing its identity whilst aligning with the UCL brand.

As and when is appropriate, the London Advisory Group invites colleagues, internal and external, outside of the group to attend and participate in meetings and discussions. This collaborative and open approach helps to shape the outcomes of the London Framework.

## Success

Measuring UCL London's activity and impact is a key part of determining its success. There are existing metrics which can be utilised to measure UCL's activity in London such as student volunteering numbers and SME metrics, however it is the demonstrable impact of those activities which will define and measure London Office activities.

Many of UCL's departments and faculties are working in and for London already. UCL London advocates for all of these initiatives and as such, many of the metrics which will determine its success are already being carried out across the institution and will contribute towards measuring our success. However, there are also opportunities to develop new metrics which will demonstrate regional value and impact in London and with Londoners themselves. The table below outlines the Key Performance Indicators (KPIs) which UCL London will use to measure success.

KPI THEME	KPI OUTLINE	OUTPUT
<b>Location 'Place'</b>	<ul style="list-style-type: none"> <li>-Student volunteers</li> <li>-Staff volunteers</li> <li>-Fundraising benefitting communities</li> <li>-Public Affairs / Local connections</li> <li>-Role as a good neighbour</li> </ul>	<ul style="list-style-type: none"> <li>-Case studies</li> <li>-Data</li> <li>-Citations</li> <li>-HR policy</li> </ul>
<b>Activity</b>	<ul style="list-style-type: none"> <li>-Programme of London Office activities</li> <li>-Publications and resources</li> <li>-Involvement in other areas of UCL activity</li> <li>-Staff commitments to London</li> <li>-UCL Academy relationship</li> </ul>	<ul style="list-style-type: none"> <li>-Production of resources</li> <li>-Contributions to projects</li> <li>-Commitments to advisory roles or boards</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>-Key London stakeholders</li> <li>-Local people and community groups</li> <li>-London website and analytics</li> <li>-Platform for all published UCL research on London</li> <li>-Media citations</li> </ul>	<ul style="list-style-type: none"> <li>-Web and social media analytics</li> <li>-Citations</li> <li>-New platforms</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>-London stakeholders perceptions</li> <li>-Local people and community group perceptions</li> <li>-Benchmarking data</li> <li>-Reputational impact</li> <li>-Strategic partnerships</li> </ul>	<ul style="list-style-type: none"> <li>-Quantitative and qualitative research and data</li> <li>-Case studies</li> <li>- MoUs</li> </ul>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>-Internal value of the London Framework</li> <li>-External value of the London Framework</li> <li>-Alignment to institutional strategies (P&amp;CE Strategy and SDG initiative)</li> <li>-UCL London as an accessible 'front door'</li> </ul>	<ul style="list-style-type: none"> <li>-Quantitative and qualitative research</li> <li>-Benchmarking data</li> <li>-Case studies</li> <li>-New relationships</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>-New relationships and partnerships</li> <li>-Brokerage of new research collaborations or opportunities</li> <li>-New opportunities developed through MoUs and partnerships</li> <li>-Internal platform and profile raising</li> </ul>	<ul style="list-style-type: none"> <li>-Case studies</li> <li>-Data</li> <li>-Policy influence</li> <li>-New or enhanced partnerships</li> </ul>

COVER PHOTO: Matt Clayton

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