

# TRANSFORMING OUR PROFESSIONAL SERVICES



## TRANSFORMING OUR CULTURE SERVICE TO STRENGTHEN LINKS WITH FACULTIES AND ACADEMICS, AND MAXIMISE POSITIVE IMPACT

As London's Global University, UCL is uniquely placed to lead the way in cultural and public engagement. Its recent successes in attracting students and winning research grants and awards has created significant opportunities for driving major societal change, through the sharing of ideas and promotion of innovative ways to learn.

UCL Culture is in the process of transformation from a service department largely focussed on the management and use of assets to a team that leverages its own and others knowledge and creativity to enable the delivery of outcomes that are aligned with and drive UCL's core mission. The UCL Culture Manifesto is an enabling framework that is underpinned by the belief that the institutional assets in the form of museums, theatre, studio, collections and engagement knowledge and knowhow should be combined to create a coherent and compelling offer that inspires, mobilises and amplifies UCL research content aligning cultural and engagement activities to improve REF outcomes, the student experience and meet 2034 objectives. UCL Culture adds value through the curation and animation of the UCL campus and its research content, the production and promotion of engagement activity and improving the teaching and learning experience.

We recognise that the importance of integrating education, research, innovation and enterprise across departments and disciplines is key and, with the right operating model, UCL Culture can play an even greater role in supporting this. We have made the significant steps in creating a more coherent and compelling offer through rebranding to UCL Culture and repositioning our offer. TOPS gives us the opportunity to redefine our offer so that it is more clearly aligned with UCL's core research and teaching mission through reorganising our resources.

### 1. We have heard from a large number of colleagues regarding the issues they are facing. These include:

- There are a number of staff involved in culture and public engagement activities across UCL. These resources do not currently have a way to share best practice, and have limited visible career development opportunities across UCL
- Visibility of what research has received funding is not always clear. The inability to see the end to end process inhibits UCL Culture from offering services that can contribute and add value to the REF
- The academic community has not always known what services UCL Culture offers and what expectations it should fulfil. Therefore, UCL Culture needs to articulate "who we are and what we do", so that UCL can fully exploit its capabilities, for the benefit of students, researchers and teachers alike
- There is a significant amount of resource spent on dealing with small value activities, as a result of inefficient institutional processes.

### 2. Overview of the principles and emerging ideas

The key principles and emerging ideas are:

- Services could be more clearly aligned to UCL research and teaching mission
- Having clearer links to, and support for, institutional priorities e.g. REF, TEF
- Increased self-service options, enabling more effective provision of consultancy services
- Staff resource could operate across department boundaries improving efficiency.

### 3. What could potentially change?

In practice, the emerging ideas could mean:

- We could create clear and distinct service lines across UCL Culture. This would enable stakeholders to access the capabilities of UCL Culture, and would facilitate the development of people and skills within the service. It would also build alignment with the core delivery outcomes for the service
- **Great careers:** We could redefine the model for cultural and public engagement through establishing a Community of Practice to bring together those staff members involved in cultural and public engagement activities across UCL. This would create a central hub to share best practice and knowledge, and act as key vehicle for working with staff to create and embed knowledge and understanding of career pathways
- Review the links UCL Culture has to research and teaching/learning to understand how we could assist in delivering value against the REF and TEF. For example, we could create better links for developing impact case studies or better student satisfaction scores as a result of object based learning programmes
- We could create clear pathways for the public, researchers, teachers and students, to engage with each other on key issues, new cutting edge research, and the collections. This would also align with the research support pathways and support UCL in achieving higher quality submissions in the REF and outcomes in the TEF. It would also provide an opportunity to further support the Connected Curriculum intuitive, and UCL Arena
- **Help me to help myself through self-service:** we could develop and utilise self-service technology, to increase the efficiency of the service, so staff time is focused on offering person-to-person support, advice and guidance to the wider UCL community
- **Money for systems:** we could invest in the collection management system and seek to extend its use to all cultural assets across UCL, and invest in a venue and event management system, event space and stakeholders.

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### 4. What would not change?

There are a number of areas which are not covered by the emerging ideas and would not change. Although not exhaustive, these include:

- There will still be services being delivered both centrally and locally ensuring a consistency of approach, but retaining the value of local knowledge and delivery
- There will still be the current portfolio of services, although some reporting lines may change
- There would continue to be a strong emphasis on person to person service delivery with staff, students and the general public.

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### 5. The benefits and investment we are making

The following table details the benefits we are aiming to achieve within the UCL Culture service, as well as the investments we need to make in order to realise these benefits.

Benefits	Costs
<ul style="list-style-type: none"><li>• Ref contributions</li><li>• Increase minimum of x3 impact case studies in 'hard science' from 3* to 4* (value to UCL, £1.4m over 7 years)</li><li>• Focus on core activities</li><li>• Increased satisfaction with the service</li><li>• Improved satisfaction in staff roles</li></ul>	<ul style="list-style-type: none"><li>• IT investment (collection management system, venue and event management system)</li><li>• Ref focused Staffing</li><li>• Self Service provision</li></ul>

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### 6. What are the outstanding questions we would welcome feedback on?

1. How would the service level relationships work, especially in relations to managing UCL's cultural assets? How can we best manage these assets in future?

2. How would the detailed connections and structures look for ensuring engagement with the REF, TEF and Grand Challenges?
  3. How would teaching delivery and support that UCL Culture is involved in be delivered and managed? Should additional funding be provided to UCL Culture to fund teaching delivery and support?
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**Disclaimer:**

These documents contain emerging ideas for how UCL professional services could be delivered in a more effective way in the future. At present, no formal change proposals are being put forward by UCL and so engagement remains at an informal stage. Where a preferred option is mentioned, this pertains to PA Consulting recommendations and does not constitute a formal proposal for change by UCL.