



STRATEGIC PLAN

2007-08

Governance and Representation

We must ensure that UCL students have an active and effective voice in the running of their Union, University and all external issues which affect the UCL student community.

Three Year Period

1. All Union positions will be contested.
2. All elected representatives will have a relevant and coherent training package, not only at the start of their term of office, but also ongoing throughout their term. This should include pre-committee briefings.
3. Rebuild governance structure in keeping with the findings of the Governance Consultation and the demands of external legislation.

One Year Period

1. Establish a working party to assess the Union's options for Governance structures.
2. Governance working party should report to Council on their preferred option for Governance Structure.
3. Council discussion and approval of governance structure.
4. New governance structure put to referendum.
5. Allocate resources effectively to ensure the best publicity of elections.
6. Develop training and handover package to ensure that all officers (including Faculty Representatives) gain adequate ongoing training.
7. To actively engage first year students with their Union before they arrive at UCL.

Rights and Advice Centre

Student advice and support is a core Union provision.
In order to develop and ameliorate this provision we will:

Three Year Period

1. In order to use staff time efficiently, to ensure that the largest amount of students possible can benefit from the service FAQ, and a direct messaging facility to advisors must be available on the Union website.
2. Expand the current programme of student talks that the Rights and Advice Centre offer (ie. Housing) to cover other areas of general concern to students where appropriate, in order to reach a wider audience efficiently.
3. The Rights and Advice Centre should be promoted and recognised as a headline Union service both within the Union and amongst our members.
4. Have a tailored provision for groups with specific needs such as International Students, Mature Students and Postgraduate Students.
5. Function within a governance structure that enables input and advice on policy making.
6. Ensure that remote access to the Rights and Advice centre is a priority in all developments of the service.

One Year Period

1. The MCO must ensure that the new website provides the necessary infrastructure for the Rights and Advice Centre to function at its peak.
2. Consider and develop the current programme of departmental and hall talks run by Rights and Advice to cover other areas of concern that they are most often approached on.
3. Ensure that the Rights and Advice centre is promoted adequately, not just within Union premises but to every department in College in order to inform students of its existence.

Marketing and Communications

UCL Union's Marketing and Promotions department is charged with promoting the Union's activities to both its members with a view to increased awareness and involvement, and external organisations with a view to providing an additional revenue stream for the Union. In order to maximise the effectiveness of this department we will:

Three Year Period

1. Provide effective marketing to the Union's members.
2. Meet income targets as approved by Finance Committee from external sponsors and users.
3. Manage a website that is able to grow and develop to meet changing demands.
4. Ensure that value for money is provided by the department
5. Ensure that marketing tools and campaigns are as energy- and resource-efficient as possible.

One Year Period

1. Produce and work to a timetable of annual Union events to aid planning.
2. Establish and communicate relationship between commercial services and provision of promotions and marketing department.
3. Explore and implement non-traditional advertising methods.
4. Implement new website.
5. Produce and implement a system for ensuring publicity of both Union commercial services and Union activity appears in every College department.

Commercial Services

Values

UCL Union's commercial service provision should:

1. Generate profit which should be spent on core Union activity and provide insurance against dependency on the College grant.
2. In doing so UCL Union should seek to provide value for money for students. They should consistently undercut the high street equivalent.
3. UCL Union recognises that some commercial services, i.e. Bars, cafes and the Bloomsbury Fitness Centre, also contribute towards core service provision of recreational space, 'promoting social intercourse' and offering personal development opportunities.

In order to uphold these values the commercial services will:

Three Year Period

1. Return at least a 25% operating profit as individual outlets. This will be invested partially in the upkeep of facilities, partially into key Union projects.
2. Be part of governance and staffing structure that allows commercial managers to monitor and respond quickly to changes in consumer demand.
3. Provide a pleasant social environment for UCL students. This will include improvement in current infrastructure and facilities.
4. Encourage staff initiative and responsibility in their outlets.
5. In recognition of the space constraints on Union facilities, Services Committee (or equivalent) will, where possible, consider multi purpose use of space.
6. Protect and develop recreational space for students within our commercial area.
7. Identify and work to a best practice guide for recycling, energy consumption and the sourcing of sustainable products.

One Year Period

1. All individual outlets must at least cover their direct operating costs.
2. All outlet managers must provide budgets and management account reports for their outlet.
3. Pressure must continue to be placed on College to gain better commercial space, especially a venue of suitable size housed in the same location as a large bar and catering area.
4. Establish a formal procedure enabling price comparison, both outlet to outlet and between UCL Union and external competitors.
5. If an individual outlet does not cover its operating costs Finance and Services Committees should consider if the service could continue to be provided to students by an external operator.

6. Engage external expertise in conducting a full review of our commercial services that provides robust advice and risk analysis for every outlet.

The following objectives are also laid out for the Shops as it is recognised that additional objectives to those laid out above may be beneficial in this area:

Shops

UCL Union runs shops in order to provide convenience for students on campus.

In order to maintain this service the shops shall meet the following objectives:

Three Year Period

1. Must meet all three year objectives laid out for all commercial services.
2. Should not duplicate service offered elsewhere on campus unless there is clear demand.
3. Maximise passing trade.

One Year Period

1. Consider use of current floor space with a view to developing passing trade and increased accessibility at peak times.
2. Assess product lines of both shops in order to ensure that we are stocking efficiently and in line with consumer demand.
3. Develop criteria for the introduction of new product lines.

UCL Sports Grounds

UCL Union runs the UCL Sports Grounds in order to provide a high quality sports facility for UCL students. This is not only for competitive purposes but also to encourage healthy lifestyles and extra-curricula development.

In order to ensure the development of this facility we will within the following time frames:

Three Year Period

- 1] continue to ensure that the Grounds are maintained at an exceptional standard for existing users while developing the provision at the grounds to include use by new parties including UCL Union Clubs and Societies and UCL departments and halls, where possible.
- 2] encourage more UCL students to visit the grounds, not only as participants but also as spectators, fostering a greater sense of community.
- 3] assure the future of the ground by maintaining a good rental relationship with key strategic partners.
- 4] ensure that any decisions regarding development of the grounds consider two criteria:
 - i. the benefit to UCL students.
 - ii. the potential the development provides for attracting outside revenue.
- 5] recognising that provision and management of the grounds are a costly exercise, we will ensure that the Union receives good value for money from the facility.
- 6] Identify and work to a best practice guide for recycling and energy consumption.

One Year Period

- 1] carry out a costing exercise to enable UCL Union to appreciate the cost of use per head and per pitch in order to ensure that we are using the facilities in the most efficient manner.
- 2] investigate and record opportunities for departmental and halls use of the facilities.
- 3] gain confirmation of a continuing contract with our current outside users.
- 4] maintain current high standards of maintenance and develop a funding plan appropriate to this.

UCL Sports Grounds Pavilion

UCL Union provides a pavilion at the UCL Sports Grounds in order to enhance the high quality of the UCL Sports Grounds' facilities for all users.

In order to enhance the quality of the facilities we will within the following time frames:

Three Year Period

- 1] ensure that we are getting value for money from the pavilion catering provision.
- 2] invest in the facility in order to ensure that it is both an adequate recreational space for UCL students and also attractive to external users in order to ensure a continued income stream for the grounds. In doing this we must achieve the most efficient use of space.
- 3] Identify and work to a best practice guide for recycling, energy consumption and the sourcing of sustainable products.

One Year Period

- 1] carry out a comparison between current cost per student tea within the Pavilion and the service and costs associated with teas of other providers.
- 2] produce plans for the development of the facility, commencing with a consultation with all existing and a number of potential user groups.

Union Estates

One of the biggest challenges facing the Union is its Estates. For all the objectives in this plan to be implemented the Union must be able to provide the facilities to undertake them.

Three Year Period

1. Achieve adequate space provision for a Union of a University such as UCL as detailed in the 2005-06 Space submission to the Union Space Working Group.
2. Maintain and develop current space in keeping with changing student use and demands.
3. Identify and work to a best practice guide for recycling and energy consumption.
4. Work with college to encourage good practice in recycling, energy and sustainability, particularly in any new builds.

One Year Period

1. Specific attention must be given to sports facilities, their development and feasibility. A value for money exercise must be carried out for all sports facilities currently receiving grant funding.
2. Due to the discussions in 2005-06 that have produced few adequate options for the development of Union space will carry out a vocal and visual campaign on this issue.
3. A rolling funding plan for the refurbishment of the current Union Estates must be developed.