

Business Case for a change involving re-structuring of posts

UCL Culture

1. Introduction

This document is being provided as part of the formal consultation on the proposal to implement organisational change that involves restructuring posts in UCL Culture. This business case sets out proposals only, and the proposal may be changed in the light of responses or not implemented. The document aims to outline the reasons behind the proposed changes and the impact and practical considerations arising from them.

The consultation process will enable staff and representatives to contribute comments, questions, ideas and suggestions. Any aspect of the business case is subject to consultation, including both this document and any appendices and Job Descriptions, and responses ranging in scale from comments to counter-proposals are welcome and will be considered.

The process will also enable those staff affected and their representatives to obtain the necessary information to understand the impact of the changes.

2. Objectives of the proposed change

The objectives of the proposed changes are:

Improve integration: Replace Museum & Collections, Bloomsbury Theatre, and Public Engagement Unit as functional areas with **Operations**, **Cultural Programming** and **Engagement** as new functional areas reporting to an Executive Director of UCL Culture.

The current structure of UCL Culture is not conducive to working across the museums, theatre and public engagement areas and, thus, fails to capitalise on the synergies and added value each area brings to the other. At this point, each area could operate on its own – there are few dependencies.

The proposed structure facilitates cross-departmental working by grouping staff by the nature of the work they do – operations, programming and engagement. The Director of Operations will lead areas of activity that are highly transactional – from the technical set up of a theatre show to the processing of invoices to the granting of physical access to all UCL Culture venues and collections. The Director of Engagement will lead areas of activity that involve interfacing with students, academic and professional service staff to develop their capacity and skills to engage with audiences of all types, including community groups and schools. The Director of Cultural Programmes will lead areas of activity that produce creative outputs - exhibitions, theatre performances, university teaching, public art or community events - that engage UCL's audiences with its knowledge, research and collections.

The proposed structure will require collaboration between functions – for example, the Cultural Programmes team will rely on the Operations team for venue management and the Engagement team for identifying academic collaborators. Furthermore, no venue will operate without the cooperation of the different functional areas. The new Bloomsbury Theatre operating model will require the Operations and Cultural Programmes teams to work together to develop a performance schedule that includes a mix of commercial hire, student productions

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and research-driven performance work. Similarly, our schools engagement work will need the cooperation of both the curatorial services team and the collections management team.

This move towards greater integration will also allow UCL Culture to standardise processes and procedures in order to achieve greater efficiencies and provide consistent delivery standards. For example, bringing all front of house services (theatre, ticketing and museums) into one team, under the remit of the Director of Operations, will ensure a high standard of customer service across all UCL's public, cultural venues and interactions.

Increase flexibility: Create new functional Heads (Visitor Services, Events, Curatorial Services and Public Engagement).

The current site-based structure of the museums function, which attaches a core staff of 3-4 persons to a specific venue, is no longer viable as UCL's campus grows, the interdisciplinary research context becomes increasingly important, and new spaces for engaging with collections develop. The current structure makes it difficult, for example, to respond to opportunities offered by UCL East because museum staff are assigned to particular locations.

In addition, there is often disruption to operations when a museum-based staff member is unexpectedly off-sick, on annual leave, or finds new employment. The proposed UCL Culture organisation replaces the site-based structure with a function-based structure that will allow staff to work across locations (existing and new) and respond to staffing needs quickly. For example, if a visitor services assistant is off-sick, there will be a team of visitor services assistants who can be called upon to cover that person's front of house duties in a particular location.

Similarly, the growing mix of small and large-scale events undertaken by UCL Culture means that event staff (Learning and Access Officers and Audience Development Officer) need to be flexible in order to self-organise into groups of two or more to deliver high quality public programmes. The proposed structure allows for this flexibility and a reduced burden of having to balance a full schedule of site-based events with a growing demand to produce large-scale cross-departmental events. Furthermore, grouping these staff together allows for cross-training, knowledge-sharing and removes single-point-of-failure scenarios.

Furthermore, grouping subject specialists, such as Curators, into one team encourages knowledge exchange and interdisciplinary working. Over the past year, UCL Culture has introduced a revamped Octagon Gallery programme that produces interdisciplinary research-based exhibitions. The proposed organisational structure will allow Curators to work together more efficiently and effectively to develop high-quality exhibitions in collaboration with academics from across UCL.

Increase capacity: Create new posts of Creative Producer (theatre) and Curriculum and Public Engagement Consultant; increase FTE of Evaluation post, Collections Assistants and Front of House staff.

UCL Culture will need to create and increase capacity in certain areas in order to meet its strategic goals. The new operating model for the Bloomsbury Theatre includes 10 weeks of research-based performance work – this new element of the theatre offer requires a new post (Creative Producer – Theatre) that will work with academic staff to develop performance-related projects.

The proposed structure will also increase front-line capacity, responding to increased demand for museum and collections access for teaching, research and public engagement. For example, visitor services capacity will grow from 1.74 FTE to 3 FTE. The proposed structure also creates two new posts in the events and exhibitions areas, which respond to increased demand driven by the development of UCL East and an Estates capital programme aimed at improving the public realm of the main campus.

The growing breadth and importance of UCL's institutional engagement work in the light of UCL2034 principle themes (see appendix 3), the UCL London Strategy, Connected Curriculum and development of the UCL campus require both increased capacity and new expertise in the Engagement function. The proposed structure will enable the new post of Director of Engagement to focus more fully on the strategic overview and less on day to day delivery of core programmes. The new post of Curriculum and Public Engagement Consultant (part-funded by UCL Arena) will enable UCL Culture to support the growing area of public engagement with teaching.

The proposed structure will also increase capacity for evaluation (additional 0.5 FTE post) which will enable UCL Culture to fulfil its ambition of being a driver of experimentation and innovation, leading to evidence-based practice and strategy both within UCL Culture, the wider institution and more broadly within the HE, cultural and public engagement sectors.

Overall I believe the proposed structure provides greater potential for career development, nurturing talent and retention.

The underpinning corporate and local strategic objectives for this change can be found in Appendix 3.

3. Rationale for the proposed change

UCL Culture was launched in November 2016 evolving from its previous incarnation as Public and Cultural Engagement (PACE). The department has grown organically over a number of years and is made up of a portfolio of activities including museums, public engagement, public art, theatre and studio, collections care and management, schools outreach and teaching and research. The Director identified the challenge of creating a coherent offer from an operational group that has evolved in an organic manner and serves a wide range of audiences/customers. The Director has highlighted the need for review in the Strategic Operating Plans submitted in the previous three years.

A number of structural and operational changes have been made since the appointment of the current Director in 2015 in an attempt to address the sometimes disparate nature of the department including the rebranding of the department to UCL Culture accompanied by the publication of a fresh vision in the form of the *UCL Culture Manifesto*. A number of internal structural changes have been made, including deletion of a number of posts and the creation of new ones such as the Public Art Manager. The most recent change was the transfer of the collection management team to the Operations function. The Director has also been successful in establishing the Culture, Museums and Heritage Committee, chaired by the Vice-Provost Research, to provide improved governance of UCL cultural and heritage assets, and formalise engagement with the academic community. However, it is the view of the UCL Culture Senior Management Team that these changes are not sufficient to enable the department to anticipate and respond to the future needs of UCL and that it is therefore necessary to embark on a review and reorganisation of staffing resource.

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The operating context of the department has and will continue to change and there is a need to create a structure that is resilient, sustainable and flexible to respond to the changing environment. The department has been subject to annual reductions in operating budget over the last three years as part of the overall Professional Services budget strategy and unexpectedly lost a significant annual income stream due to the recalibration of UCL's engagement in Qatar. The development of UCL East creates new challenges for the department in terms of how it organises and delivers its services and there are now dates for the two elements of the new campus to go live in 2020 and 2022. The refurbishment of the Bloomsbury Theatre (due to reopen in late 2018) and the introduction of its new operating model also require an operational rethink; the previous structure based around supporting a more commercial operating model would not be fit for purpose. Additionally the model for developing activities and events, across the department, is largely on a venue-based approach resulting in duplication of effort and inefficient use of resources. There is also a level of operational duplication in regard to visitor services, venue hire and health and safety management.

As previously stated the current management structure inhibits cross-team working and there is duplication of resource across the museums at management level. We operate three relatively small museums, each with its own manager, programming and curatorial resource. The inflexibility of the existing structures are becoming more evident as we take on new work in relation to the development of UCL East, the impending opening of the Bloomsbury Theatre, support for public engagement impact as part of the Research Excellence Framework, and Public Engagement within the Curriculum.

It is clear that the responsibility of UCL Culture has and will continue to expand. The department has taken on responsibility for the development of Public Art at UCL which creates an opportunity to broaden our understanding of, and approach to, campus wide programming. The department has been actively engaged with the development of UCL East since the project's inception. The development of the new campus offers the opportunity, and creates the need, to develop a more flexible model that enables the movement of department resources to respond to the needs of different parts of UCL at different times. The department is also supporting the development and will act as the operator of a new Object Based Learning Laboratory Space on the Bloomsbury Campus and this will require a review and refinement of our current delivery model in this area.

The aim of the proposal is not to reduce the overall budget envelope but rather to redistribute resource to improve delivery. The FTE increases overall from 48.5 to 51.0 FTE with a reduction at G8 but an increase at G7, G6 and G5 FTE reducing middle management roles whilst creating new delivery-focused posts.

All Job Descriptions and Person Specifications have been reviewed and revised to reduce the number of job roles and create consistency based on a 'job family' approach. All job roles have been evaluated by HR.

4. Details of the proposed change

Please find attached organisation charts showing the current structure (Appendix 1) and the proposed structure (Appendix 2).

4.1 Museums and Collections

The changes I am proposing here see the current site-based team structure dissolved with roles moving, dependent on function, to either Cultural Programming (curatorial, programming), Operations (visitor services and curatorial/collections assistants) or Engagement (learning and access(WP)). This will enable staff to concentrate on their primary area of expertise rather than straddling multiple functions as is sometimes the case within the current venue-specific structure.

Museum Managers – I propose removing these posts in order to move from site-based management to function-based roles.

Curators – I propose that the curators will come together in one team under a new Head of Curatorial Services. Grouping the Curators, into one team will encourage knowledge exchange and interdisciplinary working. The new organisational structure will allow curators to work together more efficiently and effectively to develop high quality exhibitions in collaboration with academics from across UCL and to serve a wide variety of academics in their teaching and research.

Curatorial and Collections Assistants – I propose bringing all these posts (with a small FTE increase) into one team under the Head of Collections Management. This will enable us to improve our collections management service by having a single system of policies and procedures and central oversight over all our stores and collections. Having a single collections team will provide greater flexibility to meet the needs of our diverse collection and its many users.

Learning and Access / Audience Development officer (museums) – I propose altering these roles to become Creative Producers and bringing them into one team (alongside the new Creative Producer (Theatre)) under a new Head of Events. This will build on the recent successes of the Programming Group and allow us to move forward with a cohesive event programming offer to support the broader work of UCL and the department. It will allow us to flex to deliver both large-scale and small-scale events that will reflect the value of individual collections/areas and the department as a whole.

Visitor Services Assistants – I am proposing to significantly increase the FTE in this area and enable the role-holders to concentrate on the core activity of providing quality services to the public and museum visitors. Given the other visitor services functions elsewhere (box office, theatre) and the potential for a combined customer service policy and standards across all areas, I propose bringing all these posts into one management line within the operations area.

Head of Learning and Access – I propose moving this role to the Engagement area to facilitate better strategic alignment between our public engagement with research and teaching, community engagement and schools.

4.2 Teaching and research

The changes I am proposing will dissolve this area, with responsibility for driving and co-ordinating teaching moving, dependent on function, to either the Engagement function (with the creation of the new post of Curriculum and Public Engagement Consultant) or Cultural Programming function (Curatorial Services).

Head of Teaching and Research – This role is currently only 0.16 FTE in the department with the remaining FTE based in the Division of Biosciences as a Professor. The role will be retained with a dotted line to the Executive Director and will lead on the delivery of the Object Based Learning laboratory.

Teaching Fellow – we are expecting to transfer this post to another area within UCL.

4.3 Cultural Programming

The changes I am proposing will bring together events, curatorial services, marketing and public art into a single new team under a Director of Cultural Programming. This will enable us to deliver on our objective of integrated programming across all our sites and potential future sites as well as creating a curatorial team who can work in an interdisciplinary manner with our collections. More detail is given in the new job descriptions.

4.4 Operations/Administration and Finance

The changes I am proposing will enlarge the operations area by bringing in all visitor services functions, creating a new venue hire and bookings function and incorporating the Administration and Finance area (along with the pre-existing collections management and theatre operational functions) under a Director of Operations.

Within the collections management function, collections/curatorial assistants are brought together into a unified team allowing greater efficiency in this area. Our in-house conservation function is reduced. More detail is given in the new job descriptions.

Head of Administration and Finance – I propose moving the management of this role (and direct reports) to the Director of Operations and embedding the Administration and Finance function as part of the Operations area. This will drive the standardisation of policies and procedures.

Senior Administrator - I propose removing this post. A new role of Operations Coordinator is proposed which will work under the new role of Venue Hire and Bookings Manager to support the hiring lifecycle of both theatre spaces and the commercial use of museum spaces.

IT and Box Office Manager – I propose removing this post. A new role of Ticketing Manager is proposed which will manage our ticketing function supporting events throughout the department. We envisage the IT function being absorbed into the pre-existing ISD services.

Senior Conservator - I propose removing this post. The conservation treatment requirements of the collections are primarily driven by loans, special projects and exhibitions where it is usually possible to account for, and buy-in, the necessary conservation skills. The existing conservator post will be retained to coordinate and deliver conservation projects as part of the broader Collections Management team.

4.5 Engagement

The changes I am proposing will allow us to increase capacity and institutional strategic alignment of public engagement with research and teaching, community and schools engagement under the Director of Engagement. An expanded evaluation role will enable evaluation expertise to inform cross-departmental UCL Culture strategy and increase our commitment to developing evidence-based practice. More detail is given in the new job descriptions.

4.6 Posts which will have some changes to job description, job title or FTE

- Head of Museums and Collections (G9) to Director of Cultural Programming (G9)
- Head of Operations (G9) to Director of Operations (G9)
- Head of Public Engagement (G9) to Director of Engagement (G9)
- Learning & Access Officer (Art Museum) (G7) to Creative Producer (G7)
- Learning & Access Officer (Grant Museum of Zoology) (G7) to Creative Producer (G7)
- Audience Development Officer (Petrie Museum) (G7) to Creative Producer (G7)
- Collections Assistant (Petrie Museum) (G5) 0.5 FTE to Collections Assistant (G5) 0.6 FTE
- Visitor Services Assistant (G5) 0.74 FTE to Museum Visitor Services Assistant (G5) 1.0 FTE
- Head of Learning and Access (G8) to Head of Schools Engagement (G8)
- Engagement Manager East (G8) to Head of Community Engagement (East) (G8)
- Public Art Manager (G8) to Head of Public Art (G8)
- Public Engagement Coordinator (BEAMS)(G7) to Public Engagement Consultant (G7)
- Public Engagement Coordinator (SLMS)(G7) to Public Engagement Consultant (G7)
- Public Engagement Coordinator (SLASH/IOE)(G7) to Public Engagement Consultant (G7)
- Public Engagement Coordinator (East) (G7) to Community Engagement Consultant (East) (G7)
- Impact Community Coordinator (G7) to Project Manager; Impact Community Consultant (G7)
- Engagement and Impact Coordinator (G7) to Engagement and Impact Consultant (G7)
- Learning and Access Officer (Museums) (x2) (G7) to Schools Consultant (x2) (G7)
- Evaluation Officer (G7) 0.5 FTE to Evaluation Manager (G7) 1.0 FTE
- Curatorial Assistant (Grant Museum of Zoology) (G5) 0.5 FTE to Collections Assistant (G5) 0.6 FTE
- Collections Assistant (Petrie Museum) (G5) 0.5 FTE to Collections Assistant (G5) 0.6 FTE
- Box Office Assistant (x2) (G3) 0.5 FTE to Ticketing Assistant (x2) (G3) 0.5 FTE

4.7 Posts which will remain the same

- Head of Teaching & Research (G10)
- Head of Administration and Finance (G8)
- Head of Collections Management (G8)
- Teaching Fellow (G8) (to transfer)
- Communications & Marketing Manager (G7)

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- Exhibitions Manager (G7)
- Curator Art Museum (G7)
- Curator Grant Museum of Zoology (G7)
- Curator Petrie Museum (G7)
- Curator Collections (G7)
- Theatre House Manager (G7)
- Theatre Technical Manager (G7)
- Conservator (G7)
- Project Manager: UCL Centre for Co-Production in Health Research (G7)
- Administrator (G6)
- Personal Assistant (G6)
- Theatre Technician (x2) (G6)
- Collections Assistant (Art Museum) (G5)
- Marketing and Communications Officer (G5)

4.8 Posts that will be removed from the existing structure

- Museum Manager Art Museum (G8)
- Museum Manager Grant Museum of Zoology (G8)
- Museum Manager Petrie Museum (G8)
- IT & Box Officer Manager (G8)
- Senior Conservator (G8)
- Senior Administrator (G7)
- Visitor Services Officer PM (G6)

All of the above (4.8) post holders can submit Expressions of Interest for all vacant posts (4.9). All candidates will be considered on their merit and against the person specification. However preference will be given to those on the grade most closely associated to the grade of the new role

4.9 Posts that will be added to the structure

- Head of Events (G8)
- Head of Curatorial Services (G8)
- Head of Visitor Services (G8)
- Head of Public Engagement (G8)
- Creative Producer (Theatre) (G7)
- Ticketing Manager (G7)
- Venue Hire and Bookings Manager (G7)
- Curriculum and Public Engagement Consultant (G7)
- Evaluation Manager (G7) 0.5 FTE
- Event Coordinator (G6)
- Operations Coordinator (G6) 0.6 FTE
- Theatre Technicians (G6) x 2
- Exhibitions and Public Art Assistant (G5)
- Assistant Theatre House Manager (G5)
- Museum Visitor Services Assistant (G5) 1 x 1.0 FTE and 2 x 0.5 FTE
- Ticketing Assistants (G3) 2 x 0.5 FTE

It is not anticipated that any function of the department will be discontinued as a result of this proposal. In fact, additional staff resource is being made available in some areas as a result of the move from venue-focused to function-specific roles.

All current and proposed job descriptions will be made available to all affected staff as part of the consultation. All job descriptions (even those for posts with limited change) have been reviewed in detail prior to being graded. Throughout this process consideration has been made regarding manageability of workloads.

5. Savings to be delivered by the proposals

Cost saving is not an objective of this proposal rather it is to improve value through the redistribution of resources.

6. Evaluation of any risks involved in the proposed change and the equality impact assessment (Equalities Impact Assessment – Appendix 4)

This proposal outlines the changes required to establish the proposed new structure for UCL Culture

The improved career progression will provide opportunities for staff to progress to higher grades.

The proposed changes do not impact on the diversity of UCL Culture or disproportionately on any particularly group. The enhancement of the UCL Culture staffing function will allow for a greater emphasis on equality and diversity action plans. It will also support more co-ordinated induction, development and appraisal activities across the department which will be beneficial to all staff, allowing greater opportunity for progression through to higher grade posts.

The proposal may generate some risks, including the engagement and morale of staff and their ability to embrace the new ways of working, as well as the transition of work across teams and the knowledge transfer required. These risks will be mitigated by a series of staff support measures for staff who would like to access them. There is a range of Occupational Health services such as the Employee Assistance Programme.

7. Consultation and implementation Timetable

- Tuesday 13 February – Launch of proposal and consultation at Staff Forum
- Thursday 15 February – 1:2:1 meetings with at-risk staff
- Tuesday 13 March – consultation closes
- w/c 19 March – post-consultation structure and assimilated posts confirmed
- w/c 26 March – process to fill vacant posts from at-risk staff
- All posts that have not been taken up by at-risk staff will be advertised on the UCL website with interviews in June/July
- Agreed structure goes live by 1 July 2018

8. Communication

It must be stressed that this document sets out **proposals** only.

By means of extensive consultation, alternative ways of achieving the stated objectives may emerge, including ways in which to minimise hardship if a compulsory redundancy proves necessary.

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If any affected individual would like to discuss their ideas with the Director or any one of the Senior Management Team, outside of the consultation meetings scheduled, they are invited to contact the Head of Administration and Finance, Sophie Elgood (s.elgood@ucl.ac.uk) to arrange an appointment or contact the relevant individuals directly.

Alternatively, or in addition, staff may put their comments in writing as part of this consultation process and submit them to culture.re-design@ucl.ac.uk.

9. Guiding Principles

All employees will be treated fairly and consistently in accordance with all relevant UCL employment and equality policies and consistent with all legal requirements. This document includes an equality risk/impact assessment of this proposal (appendix 4). It is the intention of UCL to avoid redundancy wherever possible. Where redeployment is possible specified support will be offered to staff through any transition period.

There will be meaningful consultation with affected employees and recognised Trade Union representatives. UCU (The University and College Union), Unison and Unite will be provided with a copy of this proposal and invited to meet with the Director of UCL Culture if they wish to discuss the proposal. Feedback on the proposals will inform the final plan.

10. Appendices

- Appendix 1 – Existing structure chart
- Appendix 2 – Proposed structure chart
- Appendix 3 – Corporate and local strategic objectives
- Appendix 4 – Equalities Impact Assessment

All current and proposed job descriptions can be found on

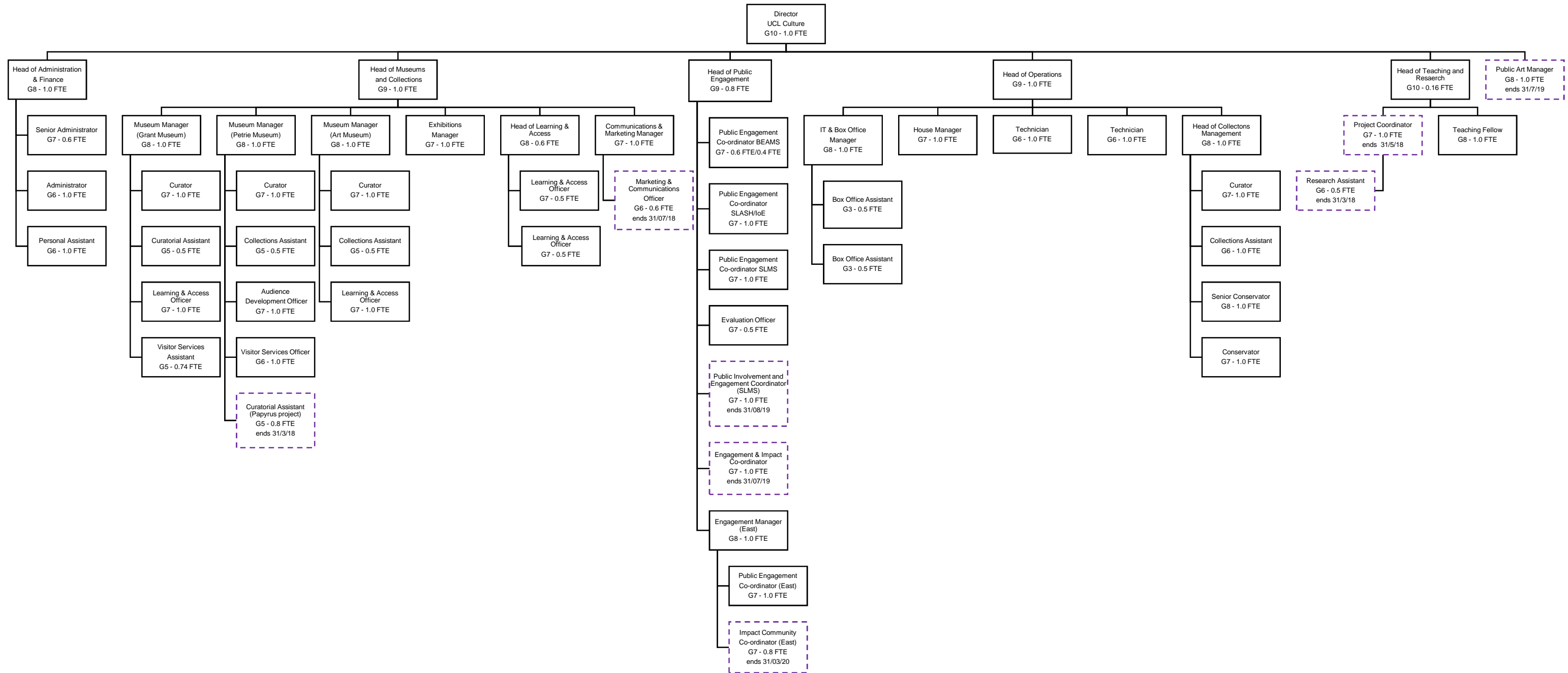
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Simon Cane, February 2018

Director UCL Culture

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Current - UCL Culture Staff organisational chart



Appendix 3 – Corporate and local strategic objectives

UCL 2034 Principle Themes:

Integration of research and education: *A global leader in the integration of research and education, underpinning an inspirational student experience.*

- We use our assets in the form of venues (museums, theatre, studio, exhibition spaces in Bloomsbury and UCL East), collections and knowledge to enable and support the research and teaching mission of UCL. We actively engage with students both formally and informally to add value to and enhance their experience of UCL.

The current structure restricts our ability and aspirations in this area. This proposal will increase our capacity and expertise around Public Engagement and the curriculum, join up our schools work with broader engagement activity, facilitate the new theatre operating model and the development of UCL East.

Accessible and publicly engaged: *An accessible, publicly engaged organisation that fosters a lifelong community.*

- We promote and enable public engagement through supporting and developing impactful research and teaching. We bring publics and communities into the venues we manage and create opportunities for interaction, knowledge sharing and knowledge generation.

Investment in front-line services and programming will increase the accessibility of our collections and cultural assets.

London's Global University: *London's Global University: in London, of London and for London.*

- UCL Culture leads on the Culture strand of the London Engagement Strategy and supports students and staff in all aspects of public and community engagement ensuring that UCL is at the forefront of engaged practice.

Investment in cultural programming will enable us to produce activity with and for community partners and researchers.

UCL 2034 Key Enablers:

Giving our students the best support: *Giving our students the best support, facilities and opportunities.*

- This proposal aim to enhance and improve our service to students in terms of improved service quality.

Valuing our staff: *Valuing our staff and delivering on equality and diversity.*

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- This proposal aims to create a stimulating working environment for our staff and enable them to develop as professionals in their respective areas. This proposal also supports UCL's commitment to equality and diversity.
- This proposal also responds directly to the TOPS programme and the emerging need for more flexible and clearer career paths to be developed for UCL Professional Services staff.

Financing our ambitions: *A strong financial performance is critical to the success of UCL.*

- This proposal aims to deliver the best value and create a sustainable and resilient service. This proposal will provide the opportunity to generate further commercial income and enable the UCL Culture Leadership Team to explore and exploit development opportunities from non-UCL funding sources.

Excellent systems: *Delivering excellent systems and processes in support of UCL's vision.*

- This proposal aims to deliver efficient systems of operation while maintaining and improving quality. They also aim to deliver a structure that gives those that utilise our services a clear understanding of what they can expect set against sector standards. This proposal creates a platform for standardised systems and policies across the department (i.e. Customer Service, Collections Management and Storage, Venue Hire, Events Management etc.)
- Increased evaluation capacity will also improve our ability to devise evidence-based UCL Culture strategy, building on the existing strengths of the UCL Public Engagement Unit's expertise in evaluation, sharing and dissemination of learning.

Communicating and Engaging: *Communicating and engaging effectively with the world.*

- This proposal aims to develop a service that actively supports UCL staff and students in communicating and engaging with the world. Our reinvigorated events programme and new theatre operating model will provide new opportunities for UCL researchers and students to engage with external audiences, underpinned by training, advice and support.

UCL Culture Strategic Operating Plan 2018 – 2021

Transforming Our Professional Services: *A service redesign of UCL Culture as stated in previous Strategic Operating Plans and the TOPS Service Design, will create the opportunity to align services more effectively with mission and deliver better value.*