CULTURE, HERITAGE AND MUSEUMS COMMITTEE

Meeting to be held on

Monday 4 March, at 2.00pm

OVPR Meeting Room (GO1), 2 Taviton Street

AGENDA

Chair: ████████████

Attendees: ██████████████████████████████████████
███████████████████████████████

UCL Culture: ████████████████████████████████

Note Taker: ███████████████

Apologies: ████████████████████████████████████
█████████████████

Agenda:		Time
1. Chair's Welcome	██	14.00 – 14.10
2. Minutes/review of the previous meeting	██	
2.1 Minutes 2-01		

Items for decision

3. Committee Governance Review	██	14.10 – 14.40

Items for information and discussion:

4. ██████████████████	██	14.40 – 14.55

   4.1 Communities and engaging with public groups

   4.2 Public engagement across UCL

   4.3 Effective UCL public engagement activity

   4.4 London-wide impact

5. ███████████████   ██   14.55 – 15.10

    5.1 Petrie Museum Developments

    5.2 Ad Lib Upgrade

    5.3 Object Based Learning Facility

    5.4 Bloomsbury Theatre

    5.5 Collections Management Framework

6. Museums and Cultural Programmes   ██   15.10 – 15.25

    6.1 Museums and Exhibitions

    6.2 Performance and Public Programmes

    6.3 Public Art

    6.4 Marketing and Communications

    6.5 Staffing

7. AOB   ██   15.25 – 15.30

8. Dates of 2018/19 meetings:

    Term 3: Monday 1st July 2019, 2pm in G.01 meeting room, 2 Taviton Street.

CULTURE, HERITAGE AND MUSEUMS COMMITTEE

Monday 3rd December 2018

DRAFT MINUTES

PRESENT:

In attendance:

Apologies for absence were received from

Key to abbreviations

ACE	Arts Council England
CAM	Communications and Marketing
CESB	Central Estates Strategy Board
CHMC	Culture, Museums and Heritage Committee
F&BA	Finance and Business Affairs
IAS	Institute of Advanced Studies (UCL)
LLDC	London Legacy Development Corporation
MoU	Memorandum of Understanding
OBL	Object Based Learning
OVPA	Office of the Vice Provost (Advancement)
PE	Public Engagement
PEU	Public Engagement Unit

1.   **MINUTES**

Approved

The Minutes of the meeting of the CHMC held on 23 July 2018, circulated previously, were confirmed by the Committee and signed by the Chair.

2.   **MATTERS ARISING**

2.1   Action List

Minute	Action required	Person(s) responsible	Due date
3.2.1	██ to invite ███████ to join CHMC.		3 December
3.2.2	██ to contact ████████ and the █████ ███ to ask for nominations of Postgraduate students to sit on CHMC.	████	
4.2.7	██ to write a follow up communication to key non responders to collate a full set of data for future decisions.	██	
4.2.7	UCL Culture staff to contact respondents, as appropriate, to discuss storage, nature and care of their collections.		
4.2.7	UCL Collections Management Framework to be drafted for future CHMC discussions and an interim draft report to be presented at the next CHMC.	████	
5.1.3	███ to circulate the UCL East Reserved Matters Public Art document	███	
6.1	███ to send a Doodle Poll with suggested dates to the CHMC members.	████	
7.1.3	██ to contact ██████████ https://www.ucl.ac.uk/bartlett/environmental-design/████████████to discuss potential student collaboration on the lighting of the OBL Laboratory.	███	
8.2.4	██ to arrange a technical seminar for students and other potential users to display the capabilities of the refurbished theatre.	██	
8.2.5	██ to arrange a tour of Bloomsbury Theatre for the CHMC.	██	

8.3.4	■ to circulate the Bloomsbury Theatre Business Case.	■	
9.1.2	■ and ■ to meet with ████████████h, Earth Sciences, to discuss the Geology Collections.	■	
9.2.1	■ to contact ███████████████to explore potential links with her work on migration	■	
10.	■ to contact ██████████, ████████ ██████████████████████████████ █████, to discuss adding the Bloomsbury Theatre into grant applications.	■	

3. UCL COLLECTIONS DISPOSALS

3.1.1 Disposal 050/18 the disposal, in accordance with the human tissue disposal policy, of fluid preserved pathological specimens was approved.

3.1.2 Disposal 051/18 the disposal, in accordance with the human tissue disposal policy, of fluid preserved pathological specimens was approved.

3.1.3 Disposal 052/18 the disposal, in accordance with the human tissue disposal policy, of fluid preserved pathological specimens was approved.

3.1.4 Disposal 053/18 the disposal, in accordance with the human tissue disposal policy, of fluid preserved pathological specimens was approved.

4. CHMC DEVELOPMENT DAY

4.1.1 Members of CHMC, or nominated representatives, attended a half-day session to focus on UCL Culture strategy. The session was facilitated by Undivided.

The general view was that it was a productive and positive session. Tensions between UCL Culture and academics were discussed and revealed shared aims and values.

The potential for UCL Culture's work to help UCL meet key objectives was highlighted and the need for more investment was expressed.

Potential for UCL Culture to facilitate UCL through inviting London cultural partners to the theatre to enhance student experience was suggested.

4.1.2 It was proposed that a set subcommittees are set up that represent the areas of UCL Culture operations that act in advisory role, creating space for debate and discussion. The sub committees will have academic representation from relevant areas, will be convened by UCL Culture and report to the main committee.

The subcommittees meeting schedule is to be agreed but they should be timed to enable them to report into the main committee. It was agreed that future CHMC

meetings should be held towards the end of each term to facilitate this reporting process.

The creation of the sub committees will be publicised to UCL so that Deans and Heads of Departments can support the recruitment of committee members.

It was noted that such a committee structure would require requisite administrative support. ██ suggested that ██ approach Academic Support Services for guidance and support in

ACTION: ██ to develop a set of recommendations for a structure of CHMC subcommittee including terms of reference and servicing, timings with main committee etc. Recommendations will come to the March committee.

5.   UCL CULTURE ENGAGEMENT

5.1   ██████████████'s Report

A report by ████████. ██████████████, UCL Culture

Reported:

5.1.1   ██ presented her report [CHMC 1-05 (18/19)] to update the committee on the four engagement UCL 2034 Aims.

5.1.2   Some members of the UCL Culture Public Engagement team recently attended the 2018 national Engage Conference held in Edinburgh.

5.1.3   An area of focus was the NNCPE's 10th anniversary and to reflect on the last ten years. ██ reported that other institutes leading in public engagement are five to ten years behind UCL's public engagement work.

5.1.4   UCL's public engagement was praised for being innovative citing the Co-Production project currently being trialled; leading in evaluation and in providing training.

5.1.5   The nominations for the Provost's Public Engagement Awards are now open.

ACTION: ██ to send a draft email to ██ for Deans to encourage nominations for the Awards.

5.2   ██ ██
████████████████████████████████

5.3   ██ highlighted the successful Evaluation Exchange pilot, funded through KEIF, which was delivered in East London and the resulting high-level institutional support for this to continue and extend into Camden. This has been included in the UCL Culture SOP in order to secure funding for the continued work.

5.4   The public engagement team are considering how to better include local communities in Grand Challenges projects and the potential to work with academics and professional services.

5.5   It was suggested that a Public Engagement sub-committee is set up to capture the full potential of PE at UCL.

5.5.1   ██ informed the committee that she is working UCL Top Ten Targets for public engagement for UCL and will share the plan with these committee in January 2019.

ACTION: ■ **to meet with** ■ **and** ■ **to discuss evaluation and the UCL Culture Engagement SOP.**

ACTION: ■ **to circulate to the committee the TOP Ten Targets plan in January 2019.**

5.6   ■ is currently participating in a co-production project funded by the Centre for Co-Production in Health Research, delivered by UCL Culture and commented how powerful it is in building relationships with communities.

5.7   The Chair congratulated ■ and her team on their excellent work.

5.8   Evaluation and Impact

5.8.1   ■ introduced ▬▬▬▬▬▬ ▬▬▬▬▬▬▬▬▬▬▬.

5.8.2   This role was created on a fixed term basis to support the evaluation of public engagement projects.

5.8.3   ■ has so far supported the development of 40 Impact Case Studies (ICS).

5.8.4   Grant applications are also increasingly requiring impact evaluation.

5.8.5   The financial reward of ▬▬work so far is estimated at £1.9m per annum.

5.8.6   Evaluation is one the biggest gaps in developing excellent ICS. There is a lack of understanding in some areas of research of the importance of evaluation and that it it sis most effective and impactful when it is built in from the start and not 'tacked on' at the end of a project.

5.8.7   There is a high demand at UCL for evaluation and the PEU are the only team that offers a central resource for advice and support.

5.8.8   ■ has been running training in evaluation to make researchers self-sufficient and build resilience.

5.8.9   The Committee strongly endorses the support of the evaluation and impact in the SOP. It may be possible to secure funding for growing and sustaining this function and to ask for an extension of Provost funding within the SOP.

5.8.10   ■ noted the comments sent in by email from ▬▬▬▬▬ and will respond to her.

ACTION: ■ **to meet with Innovation and Enterprise to discuss HEIF.**

        ■ **to respond to** ▬▬**comments sent by email.**

6.   UCL CULTURE OPERATIONS

6.1   ▬▬▬▬▬▬▬▬' Report

A report by ▬▬▬▬▬, ▬▬▬▬▬▬▬▬, UCL Culture.

Reported:

6.1.1   ■ presented his report [CHMC 1-06 (18/19)] to update the committee on the operations areas of UCL Culture.

6.1.2   **Petrie Museum Air-Handling System**

6.1.3 Estates have invested in and installed a high spec air-handling system. The temperature and humidity in the space will be able to maintain the environment within the appropriate parameters.

6.1.4 The handover and completion of the installation is projected for the end of term one.

6.1.5 The Petrie Museum has been given a grant through the CESB to upgrade the office to make it an agile working space. Planning for this upgrade is in process and it is expected that work will take place by the end of the academic year.

ACTION: Publicise the investment made by UCL into the Petrie Museum collection.

6.2 **Bloomsbury Theatre**

6.2.1 ▮ praised Bloomsbury Theatre colleagues for their hard work in getting the theatre open in a safe way and in time for the student productions despite the overrun of the main contract and the significant impact in reducing the time available for commissioning the theatre.

6.2.2 The new business and operating model is in now place and the student union/UCL usage has increased from twelve weeks to eighteen weeks with a further ten weeks dedicated to UCL research related activity.

6.3 **Adlib**

6.3.1 With funding from UCL Culture and ISD Administration, Research and Education domains the collections management system 'Adlib' has been upgraded and is fully supported by ISD.

6.3.2 The next step is to upgrade the Adlib online catalogue to make it accessible to all staff and students and in the public domain.

6.3.3 Further funding was secured from the Administration and Education domains to carry out this work and is projected to be operational by the end of 2018/19 academic year.

6.4 Object Based Learning

6.4.1 ▮ updated the committee on the progress in developing a new OBL laboratory space for UCL.

6.4.2 It has been agreed that the OBL Laboratory will be located in the Old Refectory in the Wilkins Building.

ACTION: Consider having an OBL sub-committee in the CHMC structure.

6.4.3 The Chair and Committee thanked and praised ▮ for his work.

7. MUSEUMS AND CULTURAL PROGRAMMES

7.1 ███████████████████Report

A <u>report</u> by ████████ ███████████████████, UCL Culture.

Reported:

7.1.1 The Petrie Museum applied for a DCMS/Wolfson Foundation grant to refurbish the entrance lobby and reception areas. The outcome is due this week and █ will report back to the CHMC when she gets the result.

7.1.2 The late Slade professor Ed Allington's work will from the theme for an exhibition in the UCL Art Museum.

7.1.3 The Grant Museum is working with the Slade, a collaboration that has been in place for nine years, on synergies and sculpture.

7.1.5 The next Octagon exhibition will be *Moving Objects: Voice of Displacement.*

7.1.6 The Helen Bamber Foundation are co-curating the exhibition with three UCL departments: IOA; Migration Unit and Biosciences.

7.1.7 The exhibition is funded by Grand Challenges.

7.2 The New Student Centre will be displaying some items from the Orwell collection. This collection is managed by the Library Services Special Collections team. UCL Culture has not been a part of the discussions.

7.1.9 The Chair stated that he is keen to see a more join up between UCL Culture and Special Collections.

7.1.10 A public event, Knowledge Night, will be held in term two in the Cloisters.

ACTION: TN to check OVPA know about this event.

7.1.11 The Donor Wall installation, by Slade alumnus Dr Sarah Fortais, has been extremely successful and high profile donors have had their hands cast.

7.1.12 The Audience Agency have been engaged to assist with UCL Culture audience development work.

7.1.14 █ will report back to future CHMC on the Audience Agency's findings.

ACTION: █ to report back the results of the Audience Agency's research.

7.1.15 It was requested by the committee that UCL Culture publicise their work to the Deans and HoDs. A newsletter/email was suggested.

7.1.16 The IoE's Culture Comms Media to be put on the UCL Culture news update circulation list.

ACTION: UCL Culture to think about how to better publicise activities, achievements and developments to the Deans and HoDs.

8.   AOB

8.1 UCL East Public Art group could be part of the sub-committees structure and look at how UCL Culture can engage with the student community and artists in Newham.

8.2 The Chair thanked the committee for their input into the meeting.

3. Committee Governance Review

> **Summary:** Review of Committee Structure and Membership
>
> **Action Proposed to the Committee:** For discussion and decision
>
> **Author/Proponent:** ▮▮▮▮▮▮▮, ▮▮▮▮▮▮▮▮▮▮, UCL Culture

1. **Introduction**

At the Culture, Heritage and Museums Committee held on the 3rd December 2018 the ▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ of UCL Culture to undertake a review of the current governance arrangements of the committee. The proposal from the membership of the committee was for the creation of a group of sub committees that would act as forums for a wider range of academic stakeholders to advise on strategic and operational issues and develop good working relationships with key UCL Culture staff.

The Committee is asked to review this draft proposal and provide feedback at the next CHMC meeting on 4th March or before to the ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮.

2. **Proposal**

The creation of a four new sub-committees (in addition to the one existing) and a working group to support the work of the CHMC in guiding the work of UCL Culture. The membership of these groups is to be agreed but they would in principle represent the interests of the primary academic stakeholders in each area of operation e.g. Museums, Public Engagement and the most relevant Professional Services departments. Given that the creation of these subcommittees will necessarily increase levels of representation from new institutes and departments, we propose that the membership of the CHMC should also be reviewed to ensure that there is a more balanced representation of faculties than is currently the case.

The proposal is for the creation of the following sub-committees and a time bound working group that align with the UCL Culture areas of operation which interface most closely with academic stakeholders. It is proposed to keep member numbers at a manageable level so as to enable the sub-committees to function effectively while ensure appropriate cross-Faculty representation.

- Museums and Collections Sub-Committee
- Public Engagement Sub-Committee
- Theatre Sub-Committee
- Public Art Sub-Committee
- Public Art (East) Sub –Committee (extant and time limited)
- Object Based Learning Laboratory Working Group

2.1 Membership

The following list of representatives is draft and the final representation will be agreed through consultation and agreement of the committee.

2.1.1 Museums Sub Committee: Membership formed by representatives from:

- UCL Culture (████████████████████████████ + Three Heads of Collections + HOCM + Chair of MOG)
- IOA
- UCLISH
- Slade School
- Anthropology
- History
- History of Art
- Political Science
- SELCS
- Life Sciences / Biosciences
- UCL IOE
- The Bartlett
- Medical School
- Laws
- Student Representative

2.1.2 Public Engagement Sub Committee

- UCL Culture (██████████████████████████████)
- Medical Sciences
- Population Health Sciences
- Built Environment
- Engineering Sciences
- SHS
- UCL IOE
- Student Volunteering Services
- Widening Participation
- Student Representative

2.1.3 Theatre Sub Committee

- UCL Culture (████████████████████████████████
  ████████████████)
- Student Representatives
- English
- SELCS
- Anthropology
- History
- Medical Science
- Brain Sciences
- Population Health Sciences
- Slade School

2.1.4 Public Art Sub Committee Membership formed by representatives from:

- List current membership

-

2.1.6   Public Art (East) Sub Committee Membership formed by representatives from

- ████████████████████   UCL Culture
- ████████████████████   UCL East
- ████████████████████   Slade School of Fine Art
- ████████████████████   Anthropology
- ████████████████████   GDI Hub
- ████████████████████   UCL Estates
- ████████████████████   UCL Libraries
- ████████████████████   Bartlett School
- ████████████████████   Institute of Making

2.1.6 Object Based Learning Laboratory Working Group Membership formed by representatives from:

- As per current working group?

2.2   Meeting Frequency and Schedules

It is proposed that the sub-committees and the working group should meet termly and the timing scheduled to fit with the CHMC meetings so that reports and information that is to be fed through to the CHMC can be discussed, agreed and prepared.

2.3   Terms of Reference

It is proposed that the sub-committees should share a common core terms of reference with each sub-committee developing additional points as needed. Terms of Reference for each committee would be submitted to CHMC for approval. A draft of Core Terms of Reference is attached at Appendix 1

3.   Membership of Culture Heritage and Museums Committee

The current membership is not predicated on an even representation of faculties or departments and this means that only six of the eleven faculties are currently represented. The Libraries Committee offer a balanced model of representation where all faculties have a representative who is selected by the faculty library committee. The creation of the sub committees addresses the issue of a wider departmental representation. The current committee membership comprises eighteen members and looks like this:

Ex Officio

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██
██
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████████████████████

Academic Representatives
Arts and Humanities

████████████████████████
████████████████████████
████████████████████████

Built Environment

UCL Institute of Education
UCL East / Engineering Sciences
Life Sciences
Medical Sciences

Social and Historical Sciences

██████████████████
██████████████████
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██████████████████

Members from VP Offices Professional Services Staff
Education and Student Affairs
Innovation and Enterprise
       3.1 Proposal

UCL Culture services, supports and works with all faculties and its services are accessed and utilised by a wide range of departments and academic disciplines across UCL. Students utilise the available resources as part of their academic and personal development. For example the Bloomsbury Theatre plays an important role in the social and cultural life of many students and our museums support object based learning for students from a wide range of disciplines as well as providing opportunities for volunteering and social interaction through our public programmes.

The current membership on the committee is not representative of UCL so the proposal is to form the membership of the committee with representation from UCL's eleven faculties, a student representative and suitable number of associated professional services that could include Innovation and Enterprise, Student Registry, Advancement and Global Engagement. The revised membership would look like this and would require some faculties to agree a representative as there are currently multiple members from some faculties.

Ex Officio

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Academic Representatives

Representative (currently three)	Arts and Humanities
Representative	Brain Sciences
Representative	Built Environment
████████	UCL Institute of Education
████████	Engineering Sciences
Representative	Laws
████████████	Life Sciences
Representative	Mathematical and Physical Sciences
Representative (currently two)	Medical Sciences
Representative	Population Health Sciences
Representative (currently two)	Social and Historical Sciences
Representative	Students' Union UCL

Members from VP Offices Professional Services Staff

████████	Innovation and Enterprise
Representative	SRS
Representative	Office of the VP Advancement
Representative	Office of the VP Global Engagement
Representative	Office of Education and Student Affairs

4. Administrative Issues

While this proposal improves representation it will put pressure on already busy diaries in terms and increase the administrative load for staff within UCL Culture. There is no free administrative capacity within UCL Culture so the sub-committees and the working group would have to be serviced by the relevant UCL Culture leads team and this will inevitably take capacity away from service delivery.

Appendix 1

Draft Sub-Committee Core Terms of Reference

1. To advise on the strategic direction of the service
2. To act as a sounding board on issues presented by UCL Culture Directors and Heads of Teams and assist in the process of wider consultation on appropriate issues
3. To advise on the development of activities relating to teaching, and research, and the student experience
4. To report to the Culture, Heritage and Museums Committee, by submission to the Executive Director of UCL Culture of the Minutes of each meeting of the Sub-Committee.
5. To report to the Culture, Heritage and Museums Committee, by submission to the Executive Director of UCL Culture on specific issues at the request of the Chair of the Culture, Heritage and Museums Committee.

4. Report by the ███████████████**, UCl Culture**

Summary: This report updates the Committee on activity within the Public Engagement Unit Dec 2018 – February 2019

Action proposed to the Committee: To note the report

Author/Proponent: ██████████, ██████████████████

1. Update on Aim 1: Enable UCL to become a global leader in listening to communities and engaging with public groups

1.1 We have hosted delegations from South Korea universities (convened by British Council, South Korea) and University of British Columbia and attended the second meeting of the Talloires Network in the UK.

1.2 The UCL Centre for Co-Production in Health Research continues to develop; a second set of pilot funding is planned for summer 2019. We have also engaged the SLMS Senior Executive Group to establish their support for scaling and embedding the innovative project across SLMS current and future programmes, portfolios and research proposals.

2 Update on Aim 2: Champion a culture of public engagement across UCL

2.1 At the Provost's Public Engagement Awards held in June 2018, the Provost launched a UCL-wide conversation asking the UCL community to contribute to the establishment of Top Ten Targets for Public Engagement at UCL by 2028. The Engagement team has been continuing this conversation through a series of focus groups and individual conversations with key UCL academics and Professional Services staff. The ██████████████████ circulated to all members of CHMC copies of the draft Top Ten Targets document by the end of January 2018 inviting them to add to the conversation. Please see attached papers (Executive Summary, Annexes 1-3 and full paper) for most up to date documentation which ██ will discuss with the Provost on 1 March and present to UCL SMT in the summer term.

2.2 Nominations for the Provost's Public Engagement Awards 2019 closed on 28 January. The Awards event is scheduled for 15 May 2019. We received a very good response in terms of numbers and reach across the institution:

All Nominations	Community	Other Uni	BEAMs	SLASH	IoE	SLMS	Total
01 Student Public Engager of the Year	0	0	3	2	0	3	**8**
02 Professional Services Staff Public Engager of the Year	0	2	0	0	0	4	**6**
03 Early Career Public Engager of the Year	0	1	3	2	1	2	**9**
04 Established Career Public Engager of the Year	0	0	3	3	0	4	**10**
05 Community Award	3	0	0	0	0	0	**3**
06 Public Engagement Team of the Year	0	1	4	3	5	8	**21**
	3	**4**	**13**	**10**	**6**	**21**	**57**

██████████ kindly chaired the Awards Panel, which also included representatives from each School alongside student and external community representatives. The Award winners will be announced in May and we will publicise and celebrate the work of all nominees at the same time.

2.3   Contribution to the consultation on KEF: We are working closely with ████████, ████████ ██████████████████████ within Innovation and Enterprise, to inform the institutional response to the KEF consultation which proposes metrics and narrative against both Local Regeneration and Public and Community Engagement achievements.

2.4 The Evaluation team are in the early stages of forming an evaluation group which aims to build a culture of quality evaluation across all UCL's engagement activities. Currently, we are working with colleagues from Grand Challenges and the Global Engagement Office to explore creating a shared outcomes framework for UCL's grant schemes which fund engagement activities, which will generate evidence of how these schemes contribute to UCL's collective local and global impact. We will look to involve other colleagues in this (e.g. from I&E and Public Policy) and the group may become part of a wider Impact Community of Practice in future.

3   Update on Aim 3: Enable the UCL community to be effective in public engagement activity

3.1 We ran Round 2 of 2018/19 Beacon Bursary funding in the Autumn term. 6 projects were funded, including four with a focus on working with East London communities. (See attached Annex 4 for full details of funded projects).

3.2 Recruitment for our Train and Engage training programme is underway and will take place in Mar/April 2019 and will include access to both project funding and UCL Culture engagement opportunities.

4   Update on Aim 4: Put UCL at the centre of London conversations, creating London-wide impact and being a good neighbour

4.1   We are awaiting the outcome of the UCL Culture Strategic Operating Plan in the UCL planning to establish whether or not we have received ongoing funding for the 'The Evaluation Exchange' pilot funded through KEIF that we delivered in East London in 2017/18

4.2 The Community Engagement team is exploring the method and role of delivering funding opportunities to embed Public and Community Engagement across UCL East which aligns with its academic vision. From December 2018-January 19 the team made available small grants to the entities of the Future Living Institute (a new multi-disciplinary home of discovery, bringing together researchers from at least five faculties that will make up the academic content of Pool Street West). We received 4 grant applications which represent all 6 entities of the Future Living Institute and we anticipate the activity from these starting from late March. The funding was made available for activities and projects which enable the start, development or deepening of relationships with east London communities – with a focus on Voluntary Community Sector Organisations. The entities included in the application include Robotic and Autonomous Systems, Urban Room, Culture Lab, Nature-Smart Cities Lab, Global disability Innovation Hub and Connected Environments.

4.3 Trellis: Growing Community University Partnerships
The Community Engagement East team is leading on a two year programme of knowledge exchange activities between UCL researchers aligned to EPSRC-research and communities in East London funded by the EPSRC Impact Acceleration Account. The programme has three strands of activity:
   1)   Supporting networks to build relationships between researchers and communities. These
         will take place in Summer term and we are lining up the themes which include: cyber

security and the built environment, issues affecting community building management, heritage science innovation and green infrastructure on a macro level.

2) Artist/research knowledge exchange. 9 partnerships between east London artists are being supported to develop ideas for an exhibition and public event series in October 2019. 4 final pieces from these 9 will be commission in April 2019.

3) Digital Training in community engagement and knowledge exchange. The first module is being developed and will be tested in summer term.

Annex 1: Latest round of Beacon Bursaries awarded

UCL Culture is delighted to announce the awardees in the latest round of Beacon Bursary Public Engagement funding.

Beacon Bursaries support staff and postgraduate research students at UCL to embed public engagement with external communities as a core activity within their research and teaching. The scheme funds public engagement activities that enhance staff and postgraduate research students' activity, skills and understanding of public engagement.

We have funded six projects in this round, four of which will see UCL researchers engage with communities and local organisations in east London.

The funded projects are:

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Building the future for UCL Public and Community Engagement at UCL
Top Ten Targets for 2028

Executive Summary: This paper seeks to share with the Provost the outcomes of the consultation (launched by the Provost in June 2018) on how to use public and community engagement to accelerate progress on UCL 2034 Principal Themes 4 and 5

Action proposed to the Provost: The paper seeks support from the Provost for institutional level commitment to working towards the Top Ten Targets identified. A fuller action plan, developed in conversation with UCL senior leaders and colleagues, will be presented to UCL SMT on 15 May (also the date of the Provost's Public Engagement Awards).

Author: ███████, ████████████ (on behalf of the UCL Community)

Proponent: ███████████████████, UCL Culture

In June 2018, the Provost launched a UCL-wide conversation to explore how to ensure that UCL 2034's rhetoric and ambition in terms of public and community engagement is matched by demonstrable action and impact over the course of the next decade and beyond. The Engagement team, UCL Culture, curated this conversation and now seeks to share with UCL's senior leadership its outcomes. The Top Ten Targets herein represent the changes that UCL community members themselves (Annex 1 outlines contributors) believe are vital to achieving UCL 2034's vision. While some of the actions we are proposing are new, the majority are focused on accelerating impact through greater strategic alignment of existing activity taking place primarily within the Research, Education and Innovation and Enterprise Strategies (Annex 2 highlights alignment of

Targets to core strategies). There are also key areas highlighted with potential for greater alignment with the Global Engagement Strategy, UCL Campaign and capital build elements of the Major Projects Portfolio. While UCL East features throughout, we have consistently sought to use our thinking about it as an example of how public and community engagement innovation can be mainstreamed across the whole institution. Fundamentally, this piece of work is designed to ensure that UCL maintains and amplifies its national and international public engagement reputation in pursuit of Principal Theme 4's ambition to "further strengthen our public engagement activities such that UCL establishes a global reputation for this activity". Importantly, we believe that the UCL community is clearly signalling that they want UCL to pursue this ambition but to do so with eyes

wide open in the context of issues brought into sharp relief by both Brexit and the changing public perception of universities. Society is clearly changing and UCL must change with it.

While we have set out a number of objectives and actions for each target identified as part of the consultation (set out in Annex 3), all of which would require cross-institutional commitment and leadership, we fully expect that these may shift and develop. We are currently consulting with members of UCL SMT to formulate an action plan setting out priorities, cross-institutional delivery partners and a timeline. We aim to share this with UCL SMT on 15 May (the date of the Provost's Public Engagement Awards) having taken on board their feedback on the approach and rationale and drawn on their thinking about how each of the targets might best be realised. Fundamentally, we are seeking to raise awareness of the impetus for a step change in our approach to public and community engagement and of the benefits to UCL research, impact and student experience, and to wider society, in the long term if we choose to embrace it.

1: LEADERSHIP Embed strong and enduring public engagement leadership across the institution

The consultation convinced us that to achieve UCL's ambitions public engagement needs to be more fully embedded and activated within our core UCL institutional strategies. To achieve this, we need to find ways to ensure responsibility and accountability is 'hard wired' across the university's leadership and governance structures – and that all involved have a shared understanding of UCL's distinctive take on public engagement.

Key issue: how best to embed distributed leadership for public engagement across the institution.

2: GLOBAL Use public and community engagement as a mechanism to underpin UCL's identity as London's Global University and to demonstrate and accelerate the institutional impact we create

Public and community engagement, done well, should allow UCL to express its values and translate aspiration into impact. The consultation told us that our staff, students and community partners back our goal and vision to be a Global university whose identity and impact is also intrinsically linked to London – but that this rhetoric needs to be underpinned by mechanisms, and tangible programmes, which create meaningful dialogue between our global and local communities rather than treating them as separate endeavours.

Key issue: how to identify and optimise the benefits of linking the global to the local in a strategic and sustained fashion and what this might look like in practice.

3: IMPACT Increase institutional capacity to undertake high quality evaluations of our public and community engagement activity and demonstrate impact

UCL, like all universities, will continue to come under increasing scrutiny and public accountability. Without evaluation and a robust approach to planning for outcomes and impact our UCL 2034 aspiration runs the risk of remaining too vague and undefined. We need to significantly up our game in this area, increasing our capacity to present a coherent narrative about our collective impact in society as London's Global University - achieved through partnership and dialogue at both global and local levels. In the process, we can also stay one step ahead in the REF, KEF and TEF.

Key issue: how to improve our ability to better evidence our own public and community engagement impact and to share the learning which emerges.

4: ACCESSIBLE Create a university that is easy to access and navigate – for both the UCL community and our local communities

Principal Theme 4 states that UCL "will be permeable to, and interactive with, the public and all those that support us". Our consultation told us loud and clear that we have a long way to go to make this a reality. Both UCL community members and communities outside still struggle to find the routes to information, programmes and support for public and community engagement across such a large and complex institution.

Key issue: how, together, we can establish the "doors and windows" - both virtual and physical - which will better promote and sustain the partnership working we all want to see.

5: LONDON Articulate clearly and consistently the role UCL aspires to play within its neighbourhood and its strategies for doing so - to both the UCL community and our local communities

Principal Theme 4 recognises "our responsibility to contribute effectively to society and our local community and encourage a dialogue that will inform our activities". Nobody would argue with this vision; however, the consultation responses highlight a key challenge. Whether a new student or staff member or as a Camden or Newham resident, individuals struggle to understand UCL's focus for delivering on this commitment - or how they might contribute.

Key issue: how to establish a concrete set of long term UCL neighbourhood objectives, alongside tailored delivery programmes and forums for dialogue designed to accelerate them.

6: STUDENTS AND STAFF AS AGENTS OF CHANGE
Embed a strategic approach to public engagement skills and capacity building across UCL in order to empower students as agents of change and enhance student experience

Principal Theme 4 states that UCL commits to empowering "all our staff and students to be agents for change in our community". We have ten years' experience of public engagement training and skills development to draw on, an outstanding Volunteering Service and a hugely committed academic and student body which all stand us in good stead. However, the consultation told us that there are still inconsistencies, gaps and silos in our skills development approach at institutional level (not least the twin track approaches to Patient and Public Involvement and broader Public Engagement) as well as huge potential to embed public and community engagement more fully within co-curricular activities and the curriculum.

Key issue: how to embed a more holistic approach to public engagement skills development across portfolios.

7: OPEN Fully embed the importance and impact of UCL's public engagement work within both UCL's internal and external communication strategy

The UUK Britain Thinks report recommendation that UK universities' story should be "told by a wide range of voices... with a human, down-to-earth tone of voice" provides interesting food for thought for us as an institution which many consider (wrongly or rightly) to be elitist and out of touch with the lives of many communities. Our consultation told us that staff and students want UCL to give greater thought to the way in which public and community engagement, and the values of dialogue and partnership working with diverse communities, are embedded within our internal and external communications.

Key issue: how to rethink aspects of how we communicate and to whom – in particular our focus on our local communities – in order to better address perceptions of UCL in society.

8: ETHICAL Identify solutions to barriers to creating equitable partnerships which currently characterise some of UCL's institutional systems and infrastructure

Principal Theme 5 states that UCL will be "open, honest, transparent, ethical, professional and generous in our approach to partnership working, such that we develop a reputation for being an outstanding and reliable partner". The consultation made it clear both that we are in danger of falling short here and that we have an opportunity to step up and lead in seeking solutions to problems endemic to the sector.

Multiple contributors told us that far from using UCL infrastructure as a source of support for their public and community engagement work, they have had to expend considerable effort to circumnavigate it.

Key issue: how, together, we can create a UCL infrastructure which is innovative in the sector and an enabler of, rather than an impediment to, staff and students' public and community engagement aspirations.

9: SUSTAINABLE Achieve sustainable funding for public engagement consultancy and advice appropriate to the scale of the institution and maximise the contribution of public engagement activity to UCL fundraising strategy

Target 9 addresses the question of how we might finance a step change in public engagement by looking afresh at the relationship between the central Engagement team's work and Faculties' Research impact commitments - alongside increased strategic use of institutional impact funds. The financial and reputational benefits of investment in this area, we believe, speak for themselves, as do the benefits of further embedding public engagement in the work of OVPA.

Key issue: how to better align existing impact-focused funding streams across the institution and existing public engagement expertise to accelerate research impact and capacity building over the long term.

10: ACADEMICALLY-LED Create a UCL entity, reflective of UCL's public engagement strategy and distinctive take on public engagement, designed to provide a national and international focus for thought leadership around public engagement as a discipline

The primacy of recognising and maintaining UCL's academic leadership underpins this work. Principal Theme 5's ambition "is that by 2034, London will be the global leader in building the interrelationship between higher education, research, innovation and economic prosperity and societal wellbeing". UCL thinking, in active dialogue with London, national and international partners, around the role of the university in society could significantly enhance our contribution.
The consultation highlighted the opportunity, and the desire, for UCL to build on its existing strengths to establish an intellectual footprint in relation to public engagement as a discipline.

Key issue: how to establish a more concrete UCL intellectual footprint in relation to public engagement as a discipline.

Objectives	Actions
Target 1: Embed strong and enduring public engagement leadership across the institution	
Increase accountability for and strategic alignment of public engagement across the institution	Embed accountability for public and community engagement across all UCL Council, Vice Provost, Dean and senior Professional Services Leadership Team (PSLT) roles, alongside other crosscutting areas such as Equalities, Diversity and Inclusion Identify opportunities to establish a) where existing strategic contributions to UCL public and community engagement are currently situated across Vice Provost and Chief Operating Officer portfolios and b) opportunities to accelerate their impact through greater alignment across portfolios and/or introduction of new activities.
Maximise opportunities for the UCL community to contribute to the development and implementation of UCL public and community engagement strategy	Build on the strength of the Culture Heritage and Museums Committee (CHMC) chaired by the Vice Provost Research to create opportunities for members of the UCL community to bring their expertise and experience to bear on UCL public and community engagement strategy.
Establish opportunities for members of local communities closest to our campuses to contribute to the development and implementation of UCL public and community engagement strategy	Make a commitment to increase external community representation on appropriate UCL fora and decision-making bodies – and establish best practice protocols for doing so in a way that addresses explicit and implicit power imbalances Draw on the learning from establishment of a UCL East Community Forum (forthcoming in 2019-2020) to identify and establish an appropriate governance body for Camden-focused public and community engagement which involves representatives of the Camden community
Target 2: Use public and community engagement as a mechanism to underpin UCL's identity as London's Global University and to demonstrate and accelerate the institutional impact we create	
Start with the local	Work with the UCL community, local communities and their Local Authorities in East London and Camden to agree a set of UCL Public and Community Engagement Local thematic priorities around which to focus our activities over a 5-10 year period. REFERENCE CONCORDAT OPP + CO-PRODUCTION BEST PRACTICE
Align the local with the global	Explore and identify with the UCL community and our global stakeholders opportunities to align the UCL Public and Community Engagement Local thematic priorities with global research, education and student activity - and establish how a dialogue between the global and the local can be maintained. Focus this activity on aligning principally with the Global Engagement Strategy, OVPR's Grand Challenges and Global Challenges-funded research while remaining open to other strands of UCL global activity
Embed global/local priorities across existing and new UCL programmes	Establish a) how global and local priorities can be embedded in existing and future activities across each of the Vice Provost and Chief Operating Officer portfolios and Faculty structures; and b) how their collective impact can be incorporated in institutional reporting and communications.

Target 3: Increase institutional capacity to undertake high quality evaluations of our public and community engagement activity and demonstrate impact	
Strengthen centralised systems for reporting	Strengthen centralised mechanisms and schedule for annual reporting to Council, UCL SMT and Academic Board on public engagement
	Further develop public engagement-specific indicators to inform UCL 2034 reporting
	Establish an annual mechanism for reporting public engagement activities to UCL community and to external partners (in a manner accessible and relevant to them).
	Investigate and implement tools, including a digital infrastructure, needed to coordinate public engagement at individual and departmental level.
Improve commitment to evaluation and strengthen the quality of evaluations undertaken	Establish and promote the best practice principle of building evaluation into all research grants with associated resources to support it where possible (2-5% of overall project budget is suggested as a benchmark, however the actual or realistic spend on monitoring and evaluation needs to be linked to the purpose of the evaluation)
	Apply this principle to UCL's own institutional level public and community engagement programmes and strategies
	Increase the number of evaluations that are planned and delivered in collaboration with partners and stakeholders.
	Develop institutional principles or values for public engagement, linked to protocols for evaluation and agree quality standards or a framework for evaluations undertaken.
Increase staff and students' and external partners skills in managing and undertaking evaluations	Development of training and resources for staff and students in evaluation. Integration of modules on evaluation into training programmes related to engagement and impact
	Development of self-service guidance and tool-kits (extended by consultancy advice as appropriate)
	Establish learning and development programmes focused on evaluation i.e. the Evaluation Exchange in Camden and East London boroughs.
Share our learning on the national and international stage	Explore the potential with the Global Engagement Office to engage our international partners in conversation around the outputs of our public engagement work and learn from their own practice and experience.
	Work with UKRI, Research England and the National Centre for Coordinating Public Engagement (NCCPE) to share our learning and learn from others
Target 4: Create a university that is easy to access and navigate – for both the UCL community and our local communities	
Innovate in the modes, formats and platforms via which we publish and share UCL research	Investigate the creation of an open access portal to make UCL research and data of most relevance accessible to the communities around our campuses – in a format which they want
	Consider populating this resource, and building on student engagement with research, by building into undergraduate and Masters modules the opportunity to "translate", or even better, co-produce with a community partner who wants to use it, a piece of research into an accessible output.
Establish a centralised public and community engagement virtual "doorway" into UCL	Curate on the virtual community "door front" information about a core set of cross-institutional and faculty-specific programmes and activities.
	At present, we could already include the Creating Connections networking programme, UCL Centre for Access to Justice, the Community Research Initiative for Students (CRIS) and the Engineering Exchange to name but a few, giving us a strong foundation on which to build.

Mobilise our cultural assets and resources to forge conversations and open up the university's research and education	Explore and identify ways in which we can use our museums and collections, the Octagon gallery and Bloomsbury Theatre and Studio, and other exhibition spaces, to create linkages between UCL research and education, local priorities and the global context in which they sit. Further strengthen the alignment of UCL Culture Public programming, exhibitions, performance and public art to UCL research and its co-production with communities
Improve physical access to the university while recognising that we also have a responsibility to take our activities into the community	Create high quality accessible engagement space on both the Bloomsbury and UCL East campuses Devote equal strategic attention and resource to public engagement activity which takes place where communities already are rather than expecting them to come to us Build on the work of Estates and the Sustainability Team to ensure inclusive design principles are incorporated in the design of new spaces
Target 5: Articulate clearly and consistently to both the UCL community and our local communities the role UCL aspires to play within its neighbourhood and its strategies for doing so	
Articulate 15-20 year thematic priorities for UCL public and community engagement within its local communities and establish clear programmes and mechanisms which both promote and facilitate them	Establish the principle and practice of a UCL "Community Chest" - a monetary fund to support community-led public engagement projects carried out in collaboration with UCL community members aligned to the UCL Public Engagement Strategy and prioritised for communities in Newham, Tower Hamlets, Waltham Forest, Hackney, and Camden (with the potential to align with the proposed Camden Concordat initiative). Devise at an early stage public and community engagement strategies (and set aside associated budgets) consistent with UCL institutional public engagement strategy for the UCL Translational Neuroscience centre, Moorfields and the Institute of Ophthalmology and the Institute of Mental Health Explore and establish opportunities for meaningful representation of external community voices on appropriate UCL decision-making fora. The UCL East Executive Board has already signalled a commitment to the establishment of a UCL East Community Forum (planning for which will commence in earnest in 2019) and the Major Projects Portfolio should seek to engage and empower relevant communities in a similar way.
Commit to the principle of establishing a physical space for the co-production of knowledge with Camden communities (to mirror the potential of UCL East spaces and activity)	Develop and fundraise for, in partnership with the Calthorpe Community Association, a Community Dementia space co-located within the Eastman development. This will establish an internationally-leading new model of co-production of knowledge that integrates research, education, public engagement, community development, policy and enterprise into a coherent force for transformation. In tandem, develop a sustainable business case for the UCL Centre for Co-Production in Health Research and seek opportunities to embed its operations into existing Major Portfolio Plans within Camden (both in terms of services and financial strategy).

Target 6: Embed a strategic approach to public engagement skills and capacity building across UCL in order to accelerate learning and align academic and professional services frameworks	
Embed a consistent approach to public engagement skills development across academic and professional services leadership and development frameworks	Conduct a light touch audit of the existing approach to public engagement skills development across the Doctoral Skills Training Programme, Centres for Doctoral Training and Doctoral Training Partnerships and Organisational Development's approach to both academic and professional services leadership and development frameworks Make recommendations on how to improve consistency of approach across the UCL community. Eg. Incorporate a new Public Engagement category within the UCL Education Awards.
Increase access to high quality public engagement skills training, resources and opportunities for the UCL community	Develop self-service digital public engagement and evaluation resources – accessible to UCL researchers who work in both global and local contexts alongside provision of existing central capacity for tailored consultancy and advice Explore the potential to expand the Community Research Initiative for Students (CRIS) across UCL curricula, connecting not-for-profit organisations that work with Students' Union UCL Volunteering Service to students who are keen to research and respond to a community need in the capital. Develop a framework and toolkit to enable UCL course leads to self-assess where their current teaching practice sits in relation to the UCL public engagement journey and help them plan future development Build, in partnership with UCL Arena Centre for Research-based Education teaching fellows, public engagement signposts into their support offering. Work with Academic Services to incorporate opportunities into the Annual Student Experience Review (ASER) and Internal Quality Review processes, and incorporate it into the Programmes and Module Approvals (PMAP) Committee checkpoints.
Nurture the existing UCL community already committed to and leading public engagement-related activity on behalf of the institution	Build on the existing UCL Public Engagement Network and UCL East Engagement networks to expand public engagement communities of practice which strengthen peer-to-peer support for public engagement across UCL Develop a process for light touch auditing of UCL promotions with a lens on how the engagement as a criteria for success has being acted on across the institution (including if possible additional lenses around diversity).
Target 7: Fully embed the importance and impact of UCL's public engagement work within both UCL's internal and external communication strategy	
Re-scope existing partnerships within UCL to take better advantage of public engagement stories in internal and external communications.	Work with CAM in developing stories and bringing in external voices to tell these stories that target strategic audiences, through appropriate communication outlets Explore and identify with OVPA the potential to incentivise UCL Alumni engagement activity by use of public engagement local narrative and case studies. Develop an external communications strategy which is both relevant and responsive to our local communities; UCL East will again provide us with the opportunity to pilot in East London mechanisms and learning which can be applied to Camden.
Identify how we can amplify messages around our offering to the UCL community	Make better use of existing communications structures within schools, faculties and departments.

Target 8: Identify solutions to barriers to creating equitable partnerships which currently characterise some of UCL's institutional systems and infrastructures - working in partnership with the UCL community, the National Coordinating Centre for Public Engagement, advocacy groups and other HEIs	
Increase flexibility of university finance systems to support the day-to-day practicalities of collaborative projects, without the need for collaborators to complete lengthy and often inaccessible forms.	Processes that need investigating include: The need to pay both small community organisations and individuals in a timely manner Forms of payment such as advance sums of petty cash to address issues such as payment for travel or subsistence.
Establish, raise awareness of and promote best practice in equitable partnerships	Processes that need attention include: Legal and HR processes: document templates can be developed which aim to reduce the burden of contracts, legal and HR processes for community partners seeking to build a collaboration and which include appropriate recognition of and respect for the community partners' expertise, skills and situation Ethical forms and processes: a focus on establishing mechanisms which will consciously seek to address societal power imbalances or prejudices.
Develop and agree institution-wide mechanisms for external partners to access facilities, resources and equipment	The development of the UCL East campus offers the opportunity to pilot new practices around community partner access to both physical space and intellectual assets (eg. Libraries).
Target 9: Achieve sustainable funding for public engagement consultancy and advice appropriate to the scale of the institution and maximise the contribution of public engagement activity to UCL fundraising strategy	
Explore the use of Faculty-based funds as a means to fund a centralized Public Engagement team equipped to accelerate major research project's Pathway to Impact delivery and increase evaluation capacity	Pilot within the School of Life and Medical Sciences (SLMS) the use of Faculty funds to subsidize the creation of a service designed to respond at speed to major research project's Pathway to Impact commitments with a particular focus on a) co-production expertise b) innovative use of digital engagement for both dialogue and dissemination and c) evaluation of impact Incorporate within the pilot opportunities for SLMS-based staff secondments into the central Engagement team, enabling Faculty-based staff to increase their skills and engagement expertise and then return to embed sustainable approaches and increase capacity within their own departments Evaluate the pilot and use the findings to explore future potential of this business partnering model (or alternative findings) with UCL SMT.
Explore the potential for UCL institutional impact funds to provide increased funding for public engagement - and vice versa	Explore with institutional impact lead colleagues the potential for impact funds to be used more strategically to support long term institutional public engagement and relationship-building with external communities in the Olympic Boroughs and in Camden Explore and identify the ways in which UCL's strategy for public and community engagement could optimise our ability to secure institutional bids for impact funds (particularly ESRC and BBSRC) Explore the potential for public engagement outcomes and impact to better support the Office of the Vice Provost

	Advancement (OVPA) fundraising and philanthropic strategy Explore over the longer term how this approach might help to deliver funding for cross-institutional student-led public and community engagement programmes.
Take up a leadership role within the sector to advocate for the creation of Partnership and Relationship-building funding streams	Work with the NCCPE and Russell Group and other Higher Education sector partners, to advocate to UKRI and specific Research Councils for Partnership and Relationship-building funding streams
Target 10: Create a UCL entity, reflective of UCL's public engagement strategy and distinctive take on public engagement, designed to provide a national and international focus for thought leadership around public engagement as a discipline	
Establish an overarching group with representatives of all Faculties to lead on this target	Explore and identify: intellectual vision for UCL's role within Public Engagement as a discipline extent to which this vision might reflect UCL's role in London ways in which the intellectual vision could and should be co-created with practitioners and community partners and stakeholders

Annex 4

First name	Surname	UCL Department or External Organisation
		International League of Dermatological Societies
		The Bartlett School of Architecture
		The Bartlett Development Planning Unit
		Grant Museum of Zoology
		Institute for Global Health
		The Bartlett UCL Energgy Institute
		The Bartlett School of Planning
		Studen Union Volunteerig Service
		Department of Civil, Environmental and Geomatic Engineering
		Student Union Volunteering Service
		Student Union Volunteering Service
		Department of Geography
		Pro Vice Provost London
		The Bartlett School of Architecture
		UCL Culture
		Principal Teaching Fellow, Programme Director, Leading Change in Education
		Royal Free Charity
		The Bartlett Development Planning Unit
		Office of the Vice-Provost (Research)
		University of Cyprus
		Institute of Education
		The Bartlett School of Architecture
		The Bartlett Development Planning Unit
		Science and Technology Studies
		National Institute for Health Research (NIHR)
		The Bartlett
		NCCPE
		Institute of Education
		The Bartlett School of Planning
		The Bartlett School of Planning
		Department of Geography
		Department of Information Studies
		Research Department of epidemiology & Public Health
		Innovation and Enterprise
		Institute of Education
		Future Frontiers
		Department of Georgraphy
		PPL PWR
		Organisational Development
		History Department
		Institute of Education
		Innovation and Enterprise
		Women @the well
		Medical Physics & Biomedical Engineering
		One Support/One Housing
		Institute of Archaeology
		The Eve Appeal
		Westminster City Council
		Anthropology
		Department of Science & Technology Studies
		Zu-UK
		Office of the Vice-Provost (Research)
		Blue Cross
		NCCPE
		UCL Urban Laboratory
		Westminster City Council
		Great Ormond Street Institute of Child Health
		Institute of Archaeology
		Eastman Dental Institute
		UCL African Studies Research Centre
		Institute of Education
		Slade School of Fine Art
		Department of Geography
		Department of Geography
		Office of the Vice-Provost (Research)
		Deafness Cognition and Language Research Centre
		Student Union Volunteering Service
		Centrepoint
		UCL Culture
		Deaprtment of Civil, environmental and Geomatic Engineering
		Innovation and Enterprise
		The Bartlett Development Planning Unit

	Department Georgraphy
	History Department
	Office of the Vice-Provost (Research)
	UCL Culture
	The Bartlett School of Planning
	Department of Civil, Environmental and Geomatic Engineering
	Department of Geography
	Institute of Opthalmology
	Department of Science & Technology Studies
	Royal Free Charity
	Institute of Clinical Trials and Methodology
	Library Services
	SLASH
	UCL Alumna
	Institute of Cognitive Neuroscience
	Institute of Archaeology
	Department of Science, Techonology, Engineering and Public Poilicy
	History Department
	Department of Biochemical Engineering
	Office of the Vice-Provost (Research)
	Engineering Science
	Institute of Education
	Repowering London
	UCLH/UCL Joint Research Office
	Faculty of Engineering Science

	UCL 2034	Research Strategy	Education Strategy	Enterprise	Global Engagement	UCL Campaign	Eqality	WP	UCL East	Estates
Target 1: Embed strong and enduring public engagement leadership across the institution	X								x	
Target 2: Use public engagement as a mechanism to underpin UCL's identity as London's Global University and to demonstrate and accelerate the institutional impact we create	x	x		x	x				x	
Target 3: Increase institutional capacity to undertake high quality evaluations of our public and community engagement activity and demonstrate impact	x	x	x	x	x				x	
Target 4: Create a university that is easy to access and navigate – for both the UCL community and our local communities	x		x		x		x			x
Target 5: Articulate clearly and consistently the role UCL aspires to play within its neighbourhood and its strategies for doing so - to both the UCL community and our local communities	x			x	x				x	
Target 6: Embed a strategic approach to public engagement skills and capacity building across UCL in order to accelerate learning and align academic and professional services frameworks	x	x	x		x		x		x	
Target 7: Fully embed the importance and impact of UCL's public engagement work within both UCL's internal and external communication strategy	x					x				
Target 8: Identify solutions to barriers to creating equitable partnerships which currently characterise some of UCL's institutional systems and infrastructures	x	x					x			
Target 9: Achieve sustainable funding for public engagement consultancy and advice appropriate to the scale of the institution and maximise the contribution of public engagement activity to UCL fundraising strategy	x	x		x		x				
Target 10: Create a UCL entity, reflective of UCL's public engagement strategy and distinctive take on public engagement, designed to provide a national and international focus for thought leadership around public engagement as a discipline	x	x								
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Building the future for UCL Public and Community engagement:

Top Ten Targets for 2028

Led by ████████, ██████████████, UCL Culture, drawing on the contributions of members of the UCL community and our external partners (2018)

Contents

Introduction

UCL has consistently been at the vanguard of a decade of sector-wide thought leadership and culture change work around the relationship and interactions between higher education and society. In order to maintain UCL's national and international reputation for public engagement leadership and best practice we must however continue to innovate and adapt. In June 2018, to mark the 10th anniversary of the establishment of the UCL Public Engagement Unit, the President and Provost, Professor Michael Arthur, launched a conversation to explore how to ensure that UCL 2034's rhetoric and ambition is matched by demonstrable action and impact over the course of the next decade and beyond. This document seeks to share with UCL's senior leadership the outcomes of our consultation with the UCL community about the changes they want to see and to seek support for the proposed institutional actions we need to take to achieve them.

The Top Ten Targets for Public Engagement at UCL by 2028 documented here represent the culmination of a six month long conversation between the Engagement team, UCL Culture, and members of both the UCL community and our external community partners. We are indebted to all those who have shared their views and expertise and thank them warmly for their time and commitment. Annex 1 provides details of all those who have contributed to the conversation. We have also drawn extensively on the learning we have gleaned from participation in the UKRI-funded *Ingrained*[1] project on which the ███████████████ ████████████, was Principle Investigator and which sought to address the challenge of embedding Public Engagement culture and practice into UCL's high level institutional strategy and decision-making.

The ideas and call for action contained in this document therefore represent an expression of both challenge and encouragement to UCL coupled with a desire by many to be part of the efforts to bring these ideas to fruition. The ideas are intended to be expansive in spirit and intent and to enable all members of the UCL community (research, education, Professional Services and students) to contribute and to benefit. This understanding is pivotal; public engagement at UCL cannot and should not be delivered by one central team or department alone, rather it is a collective state of mind which needs to be built into our institutional foundations. We have therefore chosen the metaphor of the construction of a house, element by element, to convey our ambitions for UCL public engagement in what we hope is an accessible and engaging way – a principle at the heart of all good public engagement.

We hope you enjoy what you read and will choose to join us in our public engagement house building activities over the next decade and beyond.

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[1] The *Ingrained* project, funded by a UKRI Strategic Support to Expedite Embedding Public Engagement with Research grant activity involved members of the Engagement team working alongside colleagues in the Office of the Vice Provost Research (OVPR) and researchers from the Department of Science and Technology Studies. We specifically examined how we can build greater evidence of local communities informing Grand Challenges' research and engagement agendas, how community involvement should be built into infrastructure and governance and how to make the outputs of Grand Challenges research relevant and accessible to the local community.

1. The foundations: Leadership and governance for public engagement

"If HEIs and systems have to play a transformative role for society in changing times, they must be able to transform themselves first. Adapting in creating appropriate structures, procedures, recognition systems and governance at all levels is key for addressing new challenges"(Global University Network for Innovation report, 2018, p.45).

The strength of any building lies in its foundations – and the strength of any long term public engagement endeavour lies in its leadership. Individuals who champion public engagement at senior level will come and go, and their contribution will undoubtedly be valued, but to withstand generations public engagement needs to be embedded in multiple roles as well as securely within institutional governance and reporting structures at the highest level.

The vision and Principle Themes set out in *UCL 2034* undoubtedly stand us in good stead to respond to the societal challenges thrown into sharp relief by both Brexit and changing attitudes towards universities and the expertise they represent. In particular, Principle Themes 4 and 5 signal the commitment of both UCL's senior leadership and broader community to work together to create an institution which is both open, accessible and publicly engaged and integrated into and responsive to the life of Londoners. UCL's decision to embark on the construction of UCL East, also represents the dual opportunity of embedding public and community engagement from the outset into our East London activities for generations to come and looking afresh at how we work with communities around the Bloomsbury campus.

The existing UCL Public Engagement Strategy is a key element of the foundations already in place and sets out that UCL's distinctive public engagement will be characterised by three things:

- a focus on collaborative models of engagement;
- involvement of diverse public groups, particularly those whose voices are heard less often;
- a spirit of experimentation from which learning can emerge.

However, to ready the institution to undertake the next stage of its own transformation, we believe Public Engagement at UCL should be embedded across all Vice Provost, Dean and senior Professional Services Leadership Team (PSLT) roles, in parallel with recognition for other crosscutting areas such as Equalities, Diversity and Inclusion. We believe this approach can truly equip UCL to accelerate delivery of UCL 2034, in marked contrast to many other HEIs who have opted to designate a single senior champion to lead the area on behalf of the institution. It also reflects the fact that while some of the actions we are proposing are new, the majority are focused on achieving greater impact through greater strategic alignment of existing activity.

Target 1: LEADERSHIP Embed strong and enduring public engagement leadership across the institution

Objectives	Actions
Increase accountability for and strategic alignment of public engagement across the institution	Embed accountability for public and community engagement across all UCL Council, Vice Provost, Dean and senior Professional Services Leadership Team (PSLT) roles, alongside other crosscutting areas such as Equalities, Diversity and Inclusion
	Identify opportunities to establish a) where existing strategic contributions to UCL public and community engagement are currently situated across Vice Provost and Chief Operating Officer portfolios and b) opportunities to accelerate their impact through greater alignment across portfolios and/or introduction of new activities.
Maximise opportunities for the UCL community to contribute to the development and implementation of UCL public and community engagement strategy	Build on the strength of the Culture Heritage and Museums Committee (CHMC) chaired by the Vice Provost Research to create opportunities for members of the UCL community to bring their expertise and experience to bear on UCL public and community engagement strategy.
Establish opportunities for members of local communities closest to our campuses to contribute to the development and implementation of UCL public and community engagement strategy	Make a commitment to increase external community representation on appropriate UCL fora and decision-making bodies – and establish best practice protocols for doing so in a way that addresses explicit and implicit power imbalances
	Draw on the learning from establishment of a UCL East Community Forum (forthcoming in 2019-2020) to identify and establish an appropriate governance body for Camden-focused public and community engagement which involves representatives of the Camden community

2. Walls and ceilings: clarity and consistency of public engagement vision for London's Global University

> *"Much discussion of community action and control focuses on the hyperlocal. This is where change needs to start. But it can't end there. We have stressed that the roots of many local issues lie beyond the neighbourhood or village. It is necessary to link what is happening at the local level to the 'bigger picture'."* (The Future for Communities: Perspectives on power July 2018, p.52)

What does it really mean to be London's Global University and how do we communicate it? As far as we are aware, no other Higher Education Institution has thus far really looked at how to use public engagement as a key instrument by which to explicitly link the global with the local - rather than seeing them as separate endeavours. In the spirit of UCL 2034, we now need to develop and deliver an overarching thematic framework and narrative for our public engagement which truly reflects UCL's identity as London's Global University. This approach will enhance our ability to have a collective impact and to use the outcomes to tell a coherent institutional story to government, funders, our global and local stakeholders and communities and our own UCL community.

Whatever framework we establish will have to be relevant to all Faculties and disciplines as well as those who work in a cross-disciplinary context. Fortunately, many of the foundations to do this, both global and local, are already in place.

The Global Engagement Strategy seeks to generate practical impact through partnerships of equivalence and the co-creation of mutually beneficial solutions; the Office of the Vice Provost Research's Grand Challenges frame UCL's cross-disciplinary globally-focused enquiry around a core set of research themes; Global Citizenship increasingly informs the UCL undergraduate experience; and many UCL researchers are funded by the Global Challenges Research Fund which seeks in part to strengthen capacity for research, innovation and knowledge exchange in both the UK and in developing countries through partnership. In terms of the local, the Student Union Volunteering Service holds a plethora of relationships with Camden's voluntary sector and the communities they represent; Innovation and Enterprise are forging ever stronger links with Camden and East London Local Authorities and stakeholders and embedding a culture of knowledge exchange across UCL; similarly, the Engagement team has been working to build community relationships in Newham and Olympic Boroughs since 2012. Most importantly, UCL academics, many of whom have contributed to this document, are actively working in partnership in a myriad of ways with global and local stakeholders.

Why is the time right to commit to co-production with our local and global stakeholders of our framework for public engagement? Most importantly, the new UCL Research Strategy (forthcoming in 2019) is focused on crossing boundaries to increase engagement and delivery of impact for public good. It also foregrounds co-production and co-creation with communities as key to success and underlines the need to "make our social engagement greater than the sum of its parts". The UCL Innovation and Enterprise Strategy is working to use UCL's position in London to benefit London, the UK and the wider world including the recent proposal to establish a Camden Concordat and a framework for closer alignment to the Mayoral Strategy. We also know that there is both precedent

and appetite amongst the UCL community and Camden Local Authority to work together to respond to specific local priorities such as air pollution or youth safety; the UCL Centre for Coproduction in Health Research is developing apace; the Education Strategy and Connected Curriculum enshrines the principles of research-based education and connection to real world and outward facing assessment; and UCL East gives us the opportunity to build the global/local approach in at conception and to pilot and evaluate innovative approaches with a core team of committed academics and local stakeholders.

Target 2: GLOBAL Use public and community engagement as a mechanism to underpin UCL's identity as London's Global University and to demonstrate and accelerate the institutional impact we create

Objectives	Actions
Start with the local	Work with the UCL community, local communities and their Local Authorities in East London and Camden to agree a set of UCL Public and Community Engagement Local thematic priorities around which to focus our activities over a 15-20 year period in alignment with the work of Innovation and Enterprise on the Camden Concordat.
Align the local with the global	Explore and identify with the UCL community and our global stakeholders opportunities to align the UCL Public and Community Engagement Local thematic priorities with global research, education and student activity - and establish how a dialogue between the global and the local can be maintained. Focus this activity on aligning principally with the Global Engagement Strategy, OVPR's Grand Challenges and Global Challenges-funded research while remaining open to other strands of UCL global activity
Embed global/local priorities across existing and new UCL programmes	Establish a) how global and local priorities can be embedded in existing and future activities across each of the Vice Provost and Chief Operating Officer portfolios and Faculty structures; and b) how their collective impact can be incorporated in institutional reporting and communications.

3. The roof: Monitor, evaluate, reflect and learn

Once strong foundations and the walls and ceilings are in place, we need to construct a roof – a robust monitoring and evaluation framework - able to withstand both the elements and the passage of time. This will enable UCL to critically reflect on practice, demonstrate the impacts and value of our work and publicly account for our actions.

To date the Engagement team has taken a strong lead in championing and sustaining an evaluation and learning culture but there is much more we can do collectively. At UCL we need an overarching evaluation strategy and robust institutional level evaluation framework (both quantitative and qualitative in nature) for our public and community engagement activity. Importantly, our proposed actions to strengthen evaluation processes will need to be devised to align with and support existing and developing centralised systems and individual departments. This approach will both aid the effectiveness of evidence collection for internal (i.e. Iris) and our performance in external assessments and reporting requirements (i.e. REF, TEF and KEF - the latter likely to be measured in part against both Local Regeneration and Public and Community Engagement achievements and narrative) and minimise additional administrative demands.

Alongside establishment of an institutional level evaluation framework, we also need to respond better to the demand for evaluations and impact-related advice and capacity building across UCL to accelerate and maximise their impact. To do this, we need to equip individual research teams and academics with the skills to factor evaluation into the planning and design of their engagement activities alongside their partners and stakeholders. We have identified an urgent need to address this gap with particular reference as to how it might support the implementation of the UCL Research Strategy and, ultimately, our performance against UCL 2034 KPIs. Finally, and importantly, our evaluation will provide space for honest reflection, challenge and dialogue around our approach and will create new opportunities for UCL to take up a leadership role within the sector.

Target 3: IMPACT Increase institutional capacity to undertake high quality evaluations of our public and community engagement activity and demonstrate impact

Objectives	Actions
Strengthen centralised systems for reporting	Strengthen centralised mechanisms and schedule for annual reporting to Council, UCL SMT and Academic Board on public engagement
	Further develop public engagement-specific indicators to inform UCL 2034 reporting
	Establish an annual mechanism for reporting public engagement activities to UCL community and to external partners (in a manner accessible and relevant to them).
	Investigate and implement tools, including a digital infrastructure, needed to coordinate public engagement at individual and departmental level.
Improve commitment to evaluation and strengthen the quality of evaluations undertaken	Establish and promote the best practice principle of building evaluation into all research grants with associated resources to support it where possible (2-5% of overall project budget is suggested as a benchmark, however the actual or realistic spend on monitoring and evaluation needs to be linked to the purpose of the evaluation)
	Apply this principle to UCL's own institutionally level public and community engagement programmes and strategies
	Increase the number of evaluations that are planned and delivered in collaboration with partners and stakeholders.
	Develop institutional principles or values for public engagement, linked to protocols for evaluation and agree quality standards or a framework for evaluations undertaken.
Increase staff and students' and external partners skills in managing and undertaking evaluations	Development of training and resources for staff and students in evaluation. Integration of modules on evaluation into training programmes related to engagement and impact
	Development of self-service guidance and tool-kits (extended by consultancy advice as appropriate)
	Establish learning and development programmes focused on evaluation i.e. the Evaluation Exchange in Camden and East London boroughs.
Share our learning on the national and international stage	Explore the potential with the Global Engagement Office to engage our international partners in conversation around the outputs of our public engagement work and learn from their own practice and experience.
	Work with UKRI, Research England and the National Centre for Coordinating Public Engagement (NCCPE) to share our learning and learn from others

4. Doors & Windows: Physical and virtual access

"Together we will create and invest in better ways to connect and collaborate that are fit for the 21st century, combining welcoming and energising physical spaces, with online forums that encourage us to share and to discover…" (Civil Society Futures – The story of our future, Nov 2018, p.75)

By doors and windows, we mean both the ability of the UCL community to connect with their neighbourhood and a welcoming path into UCL for its neighbours. In very simple terms, we need to radically reconsider how open and accessible our university actually is and to create easily navigable pathways into and through it which connect the UCL community and the external world, by means of our research and education, our spaces and resources and our cultural assets.

UCL is already sector-leading in relation to debates around the mode, formats and platforms via which we publish and share. We are already a leader in championing the Open Access and Open Science agendas and have an established reputation for research-led public art, public programming, exhibitions and now the potential to extend this to research in performance with the reopening of the Bloomsbury Theatre. UCL also has a core role in Research for All, an open-access, peer-reviewed journal sponsored by the UCL Institute of Education and the National Co-ordinating Centre for Public Engagement (NCCPE). Nevertheless, the onus is on us to continue to innovate and lead. We now need to engage communities themselves in a conversation about where and in what format they would like to access the research most relevant to them.

What innovative platforms might we create and for use by whom? Within our teaching practice, we should explore with UCL students and educators the potential to involve our students in the creation of accessible UCL research outputs. Research-based education could be advanced by encouraging and supporting students and (and even assessing them on their ability) to translate UCL research into a form which is seen to be relevant to, and can be digested, understood and ultimately used by members of our local communities.

We also need to make it much clearer to both our UCL community and external community members what institutional public engagement programmes and activities are available and how they can get involved. This will involve activities both on and off campus. We should prioritise too actions which will help to open our campus physically, building on the precedent of the new Student Centre, by providing high quality spaces to invite the neighbours in and generate friendship, a sense of community and conversation.

Target 4: ACCESSIBLE Create a university that is easy to access and navigate – for both the UCL community and our local communities

Actions	Objectives
Innovate in the modes, formats and platforms via which we publish and share UCL research	• Investigate the creation of an open access portal to make UCL research and data of most relevance accessible to the communities around our campuses – in a format which they want • Consider populating this resource, and building on student engagement with research, by building into undergraduate and Masters modules the opportunity to "translate", or even better, co-produce with a community partner who wants to use it, a piece of research into an accessible output.
Establish a centralised public and community engagement virtual "doorway" into UCL	• Curate on the virtual community "door front" information about a core set of cross-institutional and faculty-specific programmes and activities. • At present, we could already include the Creating Connections networking programme, UCL Centre for Access to Justice, the Community Research Initiative for Students (CRIS) and the Engineering Exchange to name but a few, giving us a strong foundation on which to build.
Mobilise our cultural assets and resources to forge conversations and open up the university's research and education	• Explore and identify ways in which we can use our museums and collections, the Octagon gallery and Bloomsbury Theatre and Studio, and other exhibition spaces, to create linkages between UCL research and education, local priorities and the global context in which they sit. • Further strengthen the alignment of UCL Culture Public programming, exhibitions, performance and public art to UCL research and its co-production with communities
Improve physical access to the university while recognising that we also have a responsibility to take our activities into the community	• Create high quality accessible engagement space on both the Bloomsbury and UCL East campuses • Devote equal strategic attention and resource to public engagement activity which takes place where communities already are rather than expecting them to come to us • Build on the work of Estates and the Sustainability Team to ensure inclusive design principles are incorporated in the design of new spaces

5. Neighbourhood: Understanding and addressing global challenges in local contexts

Articulating UCL's definition and understanding of its role within its neighbourhood is a complex but necessary task. The Universities UK Britain Thinks report into public perceptions of UK universities underlines this need sector wide, stating that "UK universities' global status, and universities' impact on local areas… would all play well" (p.44) with UK public audiences. We believe UCL should go one step further however; while the UCL "neighbourhood" must be couched in terms of both global and local it should also be based around a desire and a commitment to link the two.

Our London location, and the diversity of communities the capital represents, sets us at a huge advantage in building this narrative. Similarly, our expansion into East London, where Newham represents the most diverse borough in terms of ethnicity and faith demographics in the UK offers UCL further unique opportunities to build bridges between our global research and the priority needs articulated by our local communities.

The capital build elements of UCL's Major Projects Portfolio arguably offer the most important, tangible and long lasting opportunities to show through our actions that we mean what we say and to prove that UCL as a neighbour is recognisable, approachable and responsive in times of need.

The UCL East campus has the potential to allow us to build our public engagement principles into the foundations and pilot new approaches across all aspects of our engagement activity. We can then act to build the learning into our physical footprint in Camden in the context of the construction of the UCL Translational Neuroscience centre on the Eastman Dental Hospital site and the eventual co-location of Moorfields and the Institute of Ophthalmology and the Institute of Mental Health on the St. Pancras hospital site. Importantly, this way of working will also necessitate a step change in terms of governance and transparency around the decisions we make which affect the communities of which we are part.

Actions	Objectives
Articulate 15-20 year thematic priorities for UCL public and community engagement within its local communities and establish clear programmes and mechanisms which both promote and facilitate them	Establish the principle and practice of a UCL "Community Chest" - a monetary fund to support community-led public engagement projects carried out in collaboration with UCL community members aligned to the UCL Public Engagement Strategy and prioritised for communities in Newham, Tower Hamlets, Waltham Forest, Hackney, and Camden (with the potential to align with the proposed Camden Concordat initiative).
	Devise at an early stage public and community engagement strategies (and set aside associated budgets) consistent with UCL institutional public engagement strategy for the UCL Translational Neuroscience centre, Moorfields and the Institute of Ophthalmology and the Institute of Mental Health
	Explore and establish opportunities for meaningful representation of external community voices on appropriate UCL decision-making fora. The UCL East Executive Board has already signalled a commitment to the establishment of a UCL East Community Forum (planning for which will commence in earnest in 2019) and the Major Projects Portfolio should seek to engage and empower relevant communities in a similar way.
Commit to the principle of establishing a physical space for the co-production of knowledge with Camden communities (to mirror the potential of UCL East spaces and activity)	Develop and fundraise for, in partnership with the Calthorpe Community Association, a Community Dementia space co-located within the Eastman development. This will establish an internationally-leading new model of co-production of knowledge that integrates research, education, public engagement, community development, policy and enterprise into a coherent force for transformation.
	In tandem, develop a sustainable business case for the UCL Centre for Co-Production in Health Research and seek opportunities to embed its operations into existing Major Portfolio Plans within Camden (both in terms of services and financial strategy).

6. Garden: Skills and Development for Public Engagement leading to institutional culture change

The UCL garden is the space where we think and act strategically to focus on ongoing culture change within our institution and to cultivate future generations of students, academics and professional services staff who understand and are committed to the principle that public engagement is at the heart of their research, teaching, learning and professional activities.

Each of our garden beds will need a different focus but the whole needs to be thought about in terms of future landscaping which cuts across all stages of the academic career as well as our approach to developing professional services staff. Within the undergraduate curriculum we have the potential to develop our students through exposure to and involvement in public engagement in collaboration with UCL Arena colleagues, Faculty Tutors, Course Leads and the Volunteering Service's work on co-curricular activities and our community partners. Innovative thinking also needs to be applied to Masters courses if they too are to have public engagement embedded within them. This approach has the potential to improve the student experience and strengthen over time our TEF submissions.

UCL rightly takes equality and diversity very seriously. We should therefore begin to scrutinise with an equality and diversity lens who is encouraged to take part and how public engagement is recognised and rewarded across our community. Similarly, we should continue to explore in partnership with Faculties what actions we can take to ease the pressure, principally of time, which can impede researchers from taking part in engagement work.

Target 6: STUDENTS AND STAFF AS AGENTS OF CHANGE Embed a strategic approach to public engagement skills and capacity building across UCL in order to empower students and staff as agents of change and enhance student experience

Actions	Objectives
Embed a consistent approach to public engagement skills development across academic and professional services leadership and development frameworks	Conduct a light touch audit of the existing approach to public engagement skills development across the Doctoral Skills Training Programme, Centres for Doctoral Training and Doctoral Training Partnerships and Organisational Development's approach to both academic and professional services leadership and development frameworks
	Make recommendations on how to improve consistency of approach across the UCL community. Eg. Incorporate a new Public Engagement category within the UCL Education Awards; expand upon the existing Volunteering Service Student-Led Project initiative to catalyse undergraduate community engagement activities.
Increase access to high quality public engagement skills training, resources and opportunities for the UCL community	Develop self-service digital public engagement and evaluation resources – accessible to UCL researchers who work in both global and local contexts alongside provision of existing central capacity for tailored consultancy and advice
	Explore the potential to expand the Community Research Initiative for Students (CRIS) across UCL curricula, connecting not-for-profit organisations that work with Students' Union UCL Volunteering Service to students who are keen to research and respond to a community need in the capital.
	Develop a framework and toolkit to enable UCL course leads to self-assess where their current teaching practice sits in relation to the UCL public engagement journey and help them plan future development
	Build, in partnership with UCL Arena Centre for Research-based Education teaching fellows, public engagement signposts into their support offering. Work with Academic Services to incorporate opportunities into the Annual Student Experience Review (ASER) and Internal Quality Review processes, and incorporate it into the Programmes and Module Approvals (PMAP) Committee checkpoints.
Nurture the existing UCL community already committed to and leading public engagement-related activity on behalf of the institution	Build on the existing UCL Public Engagement Network and UCL East Engagement networks to expand public engagement communities of practice which strengthen peer-to-peer support for public engagement across UCL
	Develop a process for light touch auditing of UCL promotions with a lens on how the engagement as a criteria for success has being acted on across the institution (including if possible additional lenses around diversity).

7. Broadband connectivity: Internal & External Communications

If we want public engagement to permeate the university's research, teaching and student experience, we need futureproofed broadband - our internal and external communications - to help us achieve this and to bind us to the communities around us.

We need to ensure our internal and external communications raise awareness of the impact of our public engagement to our own community and the world outside and champion the contributions from both UCL and our non-academic community partners to engaged research and teaching. For example, many UCL alumni have strong and enduring affiliations to the locality in which they studied while at UCL and stories of local impact, told by local voices, might be a pathway to increasing their level of alumni engagement.

We would like UCL to consider, and then implement at strategic level, how the message that UCL achieves impact in partnership with communities in its neighbourhoods, both global and local, could and should inform its communications – as well as innovating in whose voices are used to tell the stories, the platforms we use to share them and thereby the communities we reach with our messaging. We would also advocate a discussion of the long term benefits that this approach might reap in terms of public perception of UCL, recruitment and retention of staff and students, alumni relations and media profile.

UCL Minds undoubtedly successfully showcases the outstanding intellect, creativity and contribution of UCL academics to global knowledge and impact generation, but it does not perhaps do full justice to UCL's distinctive take on public engagement nor does it respond as fully as it might to the UUK Britain Thinks report recommendation that UK universities' story should be "told by a wide range of voices… with a human, down-to-earth tone of voice" (2018, p.45,).

Target 7: OPEN Fully embed the importance and impact of UCL's public engagement work within both UCL's internal and external communication strategy

Actions	Objectives
Re-scope existing partnerships within UCL to take better advantage of public engagement stories in internal and external communications.	Work with CAM in developing stories and bringing in external voices to tell these stories that target strategic audiences, through appropriate communication outlets
	Explore and identify with OVPA the potential to incentivise UCL Alumni engagement activity by use of public engagement local narrative and case studies.
	Develop an external communications strategy which is both relevant and responsive to our local communities; UCL East will again provide us with the opportunity to pilot in East London mechanisms and learning which can be applied to Camden.
Identify how we can amplify messages around our offering to the UCL community	Make better use of existing communications structures within schools, faculties and departments.

8. Utilities: Innovation in systems and infrastructure

Our house will not be habitable without the installation and maintenance of utilities fit for the 21st century and designed to support the delivery of UCL 2034's ambition. In terms of public engagement these utilities take the form of the underlying systems and processes which will allow UCL to reach its potential in equal partnership with communities.

Calls for innovation in the institutional infrastructure have been loud and plentiful from both UCL community members (who struggle to make the existing infrastructure adapt to their needs) and our external partners as part of our conversations this year. Addressing these calls will be fundamental to achieving our goals and sustaining the relationships which are at their heart. The UCL community calls for change are echoed in a number of key publications such as the Creating Living Knowledge Summary report (an output of the AHRC Connected Communities Programme) and the Common Cause Research into Building Research Collaborations between Universities and Black and Minority Ethnic communities. Recommendations from these reports have been included below and their contents should continue to inform our approach to this challenge. As far as we are aware, no other UK HEI has committed to solving these problems endemic across the sector nor to sharing that learning. UCL is in a position to lead by example and to take the rest of the sector with it.

Target 8: ETHICAL Identify solutions to barriers to creating equitable partnerships which currently characterise some of UCL's institutional systems and infrastructure

Actions	Objectives
Increase flexibility of university finance systems to support the day-to-day practicalities of collaborative projects, without the need for collaborators to complete lengthy and often inaccessible forms.	Processes that need investigating include:
	The need to pay both small community organisations and individuals in a timely manner
	Forms of payment such as advance sums of petty cash to address issues such as payment for travel or subsistence.
Establish, raise awareness of and promote best practice in equitable partnerships	Processes that need attention include:
	Legal and HR processes: document templates can be developed which aim to reduce the burden of contracts, legal and HR processes for community partners seeking to build a collaboration and which include appropriate recognition of and respect for the community partners' expertise, skills and situation
	Ethical forms and processes: a focus on establishing mechanisms which will consciously seek to address societal power imbalances or prejudices.
Develop and agree institution-wide mechanisms for external partners to access facilities, resources and equipment	The development of the UCL East campus offers the opportunity to pilot new practices around community partner access to both physical space and intellectual assets (eg. Libraries).

9. Household Budget: Financial security and efficiency for public engagement

Our public engagement household budget needs urgent attention. Securing the resources to fund our ambition for world class global and local public engagement is going to require innovative thinking.

Our current public engagement budget is cut from the central cake in a very small slice relative to both the scale of the institution and the proportion of research funding earmarked for public engagement purposes across the institution. We advocate that it is time to act on the recommendations of the Global University Network for Innovation report which states that "innovative and creative ways of mobilizing resources for renewal have to be found" (2017, p.50). We are highlighting here three innovative ways to mobilize public engagement resources but we anticipate that by opening up an institutional level discussion about our household budget and raising awareness of what we could achieve as an institution by increasing it, we are likely to find that other alternatives begin to emerge.

Principle among these is the recommendation that we should consider taking out a public engagement 'mortgage', effectively 'borrowing' from relevant Faculty-held Pathways to Impact-specific funds to finance a central public engagement resource which would 'pay back in kind' by helping to deliver the outputs and outcomes which funders want to see yet Principle Investigators sometimes struggle to deliver within the time constraints and despite the best intentions. We recognise that Faculty and department specific capacity and support for this activity is already in place and of high quality in many cases but we know too that many academics would benefit from increased access to professionals able to both accelerate the speed of delivery of digital and stakeholder engagement strategies on major research projects and advise on how to incorporate best practice dialogue and collaboration into their delivery. Crucial too is increased access to evaluation advice if Principle Investigators are to develop the ability to demonstrate their success to funders and stakeholders.

We also want to highlight the potential for public and community engagement to add greater value to UCL's institutional fundraising activities and funding strategy – in terms of contributing to Office of the Vice Provost Advancement (OVPA) strategy and the UCL Campaign, our performance in the Research Excellence Framework and the Knowledge Excellence Framework (Local Regeneration and Public and Community Engagement are two of five proposed indicators) and as a key element within institutional-level Research Council Impact funds bids.

Finally, while we obviously need to be strategic and innovative with our own models for internal funding for cross-institutional public engagement, we should also use UCL's powerful voice within the sector to advocate for change at UKRI, national and international funder levels in order to better resource public engagement within research and to explore the potential of working with key external partners in this endeavour.

Target 9: SUSTAINABLE Achieve sustainable funding for public engagement consultancy and advice appropriate to the scale of the institution and maximise the contribution of public engagement activity to UCL fundraising strategy

Actions	Objectives
Explore the use of Faculty-based funds as a means to fund a centralized Public Engagement team equipped to accelerate major research project's Pathway to Impact delivery and increase evaluation capacity	Pilot within the School of Life and Medical Sciences (SLMS) the use of Faculty funds to subsidize the creation of a service designed to respond at speed to major research project's Pathway to Impact commitments with a particular focus on a) co-production expertise b) innovative use of digital engagement for both dialogue and dissemination and c) evaluation of impact
	Incorporate within the pilot opportunities for SLMS-based staff secondments into the central Engagement team, enabling Faculty-based staff to increase their skills and engagement expertise and then return to embed sustainable approaches and increase capacity within their own departments
	Evaluate the pilot and use the findings to explore future potential of this business partnering model (or alternative findings) with UCL SMT.
Explore the potential for UCL institutional impact funds to provide increased funding for public engagement - and vice versa	Explore with institutional impact lead colleagues the potential for impact funds to be used more strategically to support long term institutional public engagement and relationship-building with external communities in the Olympic Boroughs and in Camden
	Explore and identify the ways in which UCL's strategy for public and community engagement could optimise our ability to secure institutional bids for impact funds (particularly ESRC and BBSRC)
	Explore the potential for public engagement outcomes and impact to better support the Office of the Vice Provost Advancement (OVPA) fundraising and philanthropic strategy
	Explore over the longer term how this approach might help to deliver funding for cross-institutional student-led public and community engagement programmes.
Take up a leadership role within the sector to advocate for the creation of Partnership and Relationship-building funding streams	Work with the NCCPE and Russell Group and other Higher Education sector partners, to advocate to UKRI and specific Research Councils for Partnership and Relationship-building funding streams

10.   Co-creating the public engagement blueprint of the future

In order to sustain and strengthen UCL's reputation for cutting edge public engagement longer term, we need to consider our institutional strategy and practice alongside our intellectual and academic leadership ambitions in the field of public engagement. In doing this, we will need to ensure that we approach the development of UCL's role in the development of public engagement as a discipline in line with the ethos of the UCL Public Engagement Strategy. How will we develop UCL's thought leadership of public engagement in a way that embeds equal dialogue and collaboration with academics, practitioners and community voices in order to generate co-production of new research and publications in the field?

How we go about this and what it ultimately looks like needs to be a collective and collaborative exercise and one which recognises and reflects the breadth of relevant academic work already being undertaken at UCL. The only way to create an academic entity fit for its public engagement purpose will be to engage UCL's academic community and our diverse external partners (public, artistic, community, activist and voluntary sector) in its development – alongside an awareness of the growing body of academic literature around the role of the university within both the city and society.

We need to discuss and agree together the steps towards creating this intellectual space for thinking in public engagement and the form it finally takes, whether it be a new domain, network, institute or Centre or something entirely new. Innovation and Enterprise has already done considerable work on this area on which to build; some strands of work in this area will inevitably emerge from existing or developing UCL initiatives but others will be identified by the unique cross-pollination of ideas. By working together we can accelerate the influence of what we are already doing and position UCL as a leader in establishing the blueprint for the future role of the university in the sustainable city.

Target 10: ACADEMICALLY-LED Create a UCL entity, reflective of UCL's public engagement strategy and distinctive take on public engagement, designed to provide a national and international focus for thought leadership around public engagement as a discipline

Actions	Objectives
Establish an overarching group with representatives of all Faculties to lead on this target	Explore and identify: • intellectual vision for UCL's role within Public Engagement as a discipline • extent to which this vision might reflect UCL's role in London • ways in which the intellectual vision could and should be co-created with practitioners and community partners and stakeholders

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UCL Culture: environment statement

UCL Culture (formerly Public and Cultural Engagement) was established in 2008 and now has 55 FTE staff and an annual expenditure of approximately £2.6million. It manages museums, collections, and a theatre, as well as facilitating engagement within and outside UCL. It brings together opportunities, connections and expertise to open minds and spark ideas, fostering a diverse, open and creative intellectual community. UCL Culture's strategy and resources support the vitality of UCL's broader research environment and its mission as London's Global University.

Bloomsbury Theatre and Studio
The Bloomsbury Theatre reopened in November 2018 after a 3 year £17.5million refurbishment, which retained the intimate auditorium layout with 541 seats, orchestra pit and fully modernised technical support. The Bloomsbury Studio is a flexible performance space with capacity of 70 seated. The main house is dedicated to use by academic staff 10 weeks per year for research-based performance.

Museums and collections
UCL Culture manages four distinctive museums and collections: the Petrie Museum of Egyptian Archaeology, which is houses a world-leading collection of 80,000 objects from Egyptian and Sudanese archaeology; the Grant Museum of Zoology, one of the oldest natural history collections in the UK; UCL Art Museum, whose collection dates from 1490; and UCL's Pathology Collections, based at the Royal Free Hospital. There are 14 FTE collections management, curatorial and conservation staff and 8 FTE visitor services staff.

Public Programming
There are 7 FTE staff responsible for developing innovative public programmes in partnership with researchers and external community or artistic collaborators. These activities are delivered across UCL Culture's theatre, museums and collections, as well as UCL's wider public spaces such as the Octagon gallery and Cloisters. The team includes an ███████████████████████████ ██████████████████████████████, all of whom bring experience and expertise from the cultural sector.

Engagement
There are 15 FTE staff working in public engagement, community engagement associated with UCL East, schools engagement (working closely with the UCL Museums and Collections) and evaluation. UCL's centralised public engagement resource was one of the first such teams in the UK, established in 2008 through the HEFCE/RCUK/Wellcome Trust Beacons for Public Engagement scheme, and is still considered a sector leader in the UK and beyond. The team works to embed a culture of engagement across the university, supporting staff, students, departments and initiatives across UCL, including advising on funding applications and evaluation, facilitating cross-departmental networks, and brokering relationships with UCL's local communities in Camden and East London, as well as supporting international projects. During the REF 2021 period, the Engagement team has so far delivered training to 3,015 people (projected c.4000 by end 2020), funded 180 projects through grant schemes (projected c.240 by end 2020), and supported 1,417 projects and activities (projected c. 1860 by end 2020)

Further information
Please visit the UCL Culture website: www.ucl.ac.uk/culture or contact ████████████████████ ███████████████████████████

December 2018

5. Report from the ████████████████**, UCL Culture**

Summary: This report updates the committee on a number of key projects within the Operations area of UCL Culture.

Action proposed to the Committee: To note the report

Author/Proponent: ████████████████████████████████

1   Petrie Museum developments

1.1 The air handling system has now be fully commissioned. Early indications are that the system is able to maintain a stable environment within the desired parameters.

1.2 The office refurbishment project is moving on with the aim of delivering the works over the Easter break.

1.3 With the success of the DCMS/Wolfson funding application there is now a further package of Estates work to upgrade the entrance gallery – the aim is carry out this over the Christmas period.

2   Adlib upgrade

2.1 The project to upgrade the online catalogue aspect of our collections management system is now underway. We are aiming to deliver this by the end of the academic year.

3   Object Based Learning facility

3.1 UCL Culture staff are now involved in detailed design discussions around the development of the OBL space. This space is scheduled to be ready for use from September.

4   Bloomsbury Theatre

4.1 The theatre started hosting events in mid-November.   At time of writing just under 26,000 visitors have attended around 70 events hosted in the theatre or studio since that point.

4.2 The snagging process is ongoing with good support from both UCL Estates and the main contractor.

5 Collections Management framework

5.1 This work is ongoing. Further information and proposals will be made to a future meeting.

████████ **February 2019**

6. Museums and Cultural Programmes

Summary: This report provides an overview of the UCL Culture cultural programme (museums and exhibitions, performance and public programmes and public art) and a marketing and communications update.

Action proposed to the Committee: To note the report.

Author/Proponent: ████████████████████████ UCL Culture

1.   Museums and Exhibitions

1.1 DCMS Wolfson Grant / Petrie Museum of Egyptian and Sudanese Archaeology

We have been successful in a bid to Department for Digital, Culture, Media and Sport (DCMS) and the Wolfson Foundation for an award of £110,250 to transform the entrance to the museum. Together with support from the Petrie Museum Endowment Fund the grant will be used to create a more welcoming and accessible space for visitors when they arrive at the museum.

The new entrance area will provide an introduction to the Petrie collection of Egyptian and Sudanese archaeology and introduce visitors to the museum's founders, ████████████████████████████████

Planning is underway and the work will be completed by summer 2020.

1.2   Ed Allington Exhibition at the UCL Art Museum

The UCL Art Museum in partnership with the Slade School hosted a sell-out opening event for the current Ed Allington exhibition. The event opened with a lecture from Robert Kessler, a fellow artist and friend of Ed Allington, as part of the Slade School Contemporary Art lecture series. Robert

delivered a fascinating and personal overview of Allington's work reflecting not only on his practice but also the character and personality of this influential and important artist. The lecture theatre was standing room only. The formal opening of the exhibition was in the UCL Art Museum and it is probably the best attended of any exhibition launch held in the museum. The exhibition itself is outstanding and manages to cover many aspects of Allington's work and provides some insight through the display of items from his personal collection of motorcycle engine parts and toy dinosaurs alongside examples of his work. This exhibition is highly recommended and is attracting good visitor numbers. Congratulations to ████████████ and ██████████████████ who curated the exhibition and worked with █████ and ████████████████, ████████ and ████████████ in realising the exhibition.
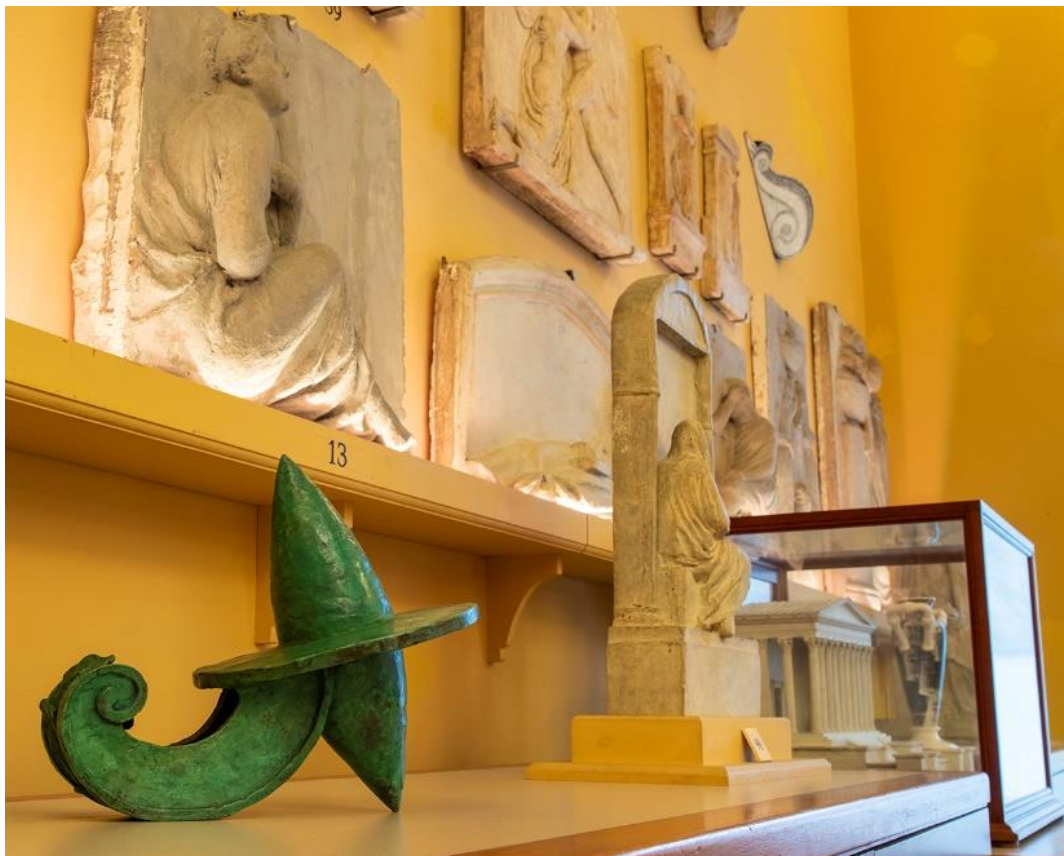
1.3 Octagon Exhibition – Moving Objects

Today, around 68.5 million refugees, asylum seekers and internally displaced people are trapped in a state of temporary permanence across the world.

The latest exhibition in the Octagon exhibition space opened in early February and draws together poems, photographs and archival materials selected by people with experience of being displaced from their homes. Working closely with UCL researchers, people in London, Lebanon and Jordan chose objects that challenge public perceptions of what it means to be a refugee.

The exhibition will be formally launched with a symposium that will bring together creatives, academics and researchers to discuss the relationship between heritage, the arts, displacement and wellbeing, as well as the process of co-curating the Moving Objects: Stories of Displacement exhibition.

The photograph below features in the exhibition and was created by participants of the Helen Bamber Foundation Photography Group.

1.4 Hedley Research Fellowship Award

I am pleased to report that ███████████, ████████████████████████████, has been awarded a Hedley Research Fellowship that buys out her time to facilitate a research project. ████████ will use her six month research time to develop her work on decolonising UCL collections. This is an issue that needs more attention in museum collections and ████████ will engage with UCL academic colleagues in the development of this research.

2. Performance and Public Programmes

2.1 Bloomsbury Theatre Opening

We hosted a very successful and well attended opening event for the Bloomsbury Theatre on 12th February. We had brief speeches from the Provost and the Vice Provost for Education and Student Affairs before hearing an inspirational oration by Nica Burns, a UCL Alumna, theatre producer and co-owner of Nimax Theatres (Palace, Lyric, Apollo, Garrick, Vaudeville and Duchess). Nica performed in and produced plays as a student in the Bloomsbury Theatre and cites it as an important step for developing a successful career in theatre.

After the Provost and Nica cut the ribbon to declare the theatre officially open the event switched to focus on our plans to develop the use of theatre as mode of research, bringing together academics and creatives to develop performance as a means of communicating research and as a mode of investigation. Tours took visitors behind the scenes where they found a range of short performances, vignettes including opera, performance art, theatre and technology. The main stage was used for an installation that connected the viewers' heartbeats to the words of Jeremy Bentham through a large scale audio visual piece by Marcus Lyall (lighting and sound engineer for the Chemical Brothers) developed in collaboration with UCL Neuroscientist James Kilner and composer Richard Norris.

The team have put together a very interesting programme for the first period of research weeks in the theatre and I will provide an update on these in the next report.

The Provost and Nica Burns cut the ribbon

Responsive kinetic sculpture and dancer developed by Amanda Simo Rodriguez and Anthos Venizelos from the Bartlett School.

2.2 Sounds of Roman Egypt at the Petrie Museum

We hosted a lively sell out evening event to celebrate the opening of the *Roman Music in Egypt* exhibition at the Petrie Museum. The exhibition developed in partnership with academics from the University of Kent looks at examples of musical instruments in the Petrie collection and explores the role of music in the Roman Egypt. A number of musical original musical instruments have been recreated through the development of hand made and 3D modelled replicas. A soundtrack has been recorded using these replicas but the highlight of the evening for most people was the chance to

engage in a bit of music making using the replica instruments. The resulting music was certainly not going to win any awards but it did bring the theme alive in an engaging and interactive way. The exhibition runs at the Petrie until the 22nd April.

Replica Instruments created for the Sounds of Roman Egypt exhibition

3. Public Art

3.1 Student Centre

We were delighted with the installation of two new art works in the Student Centre that opened on the 18th February. The two pieces one by Rachel Whiteread and Thomson and Craighead have been installed into the Student Centre and represent our first major commissions delivered through our UCL Public Art Policy and both are outstanding examples of the work of each artist.

Rachel Whiteread: Untitled (Slade Pinboard), 2018. Resin and Cement Compound (three panels)
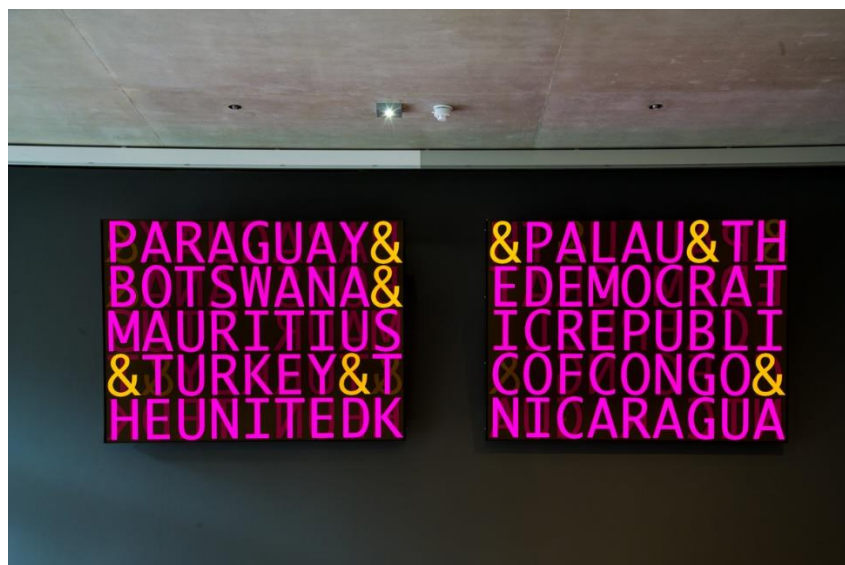
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**4.   Marketing and Communications**

4.1 UCL Culture Newsletter

We are currently working on the first UCL Culture internal news update that will be circulated on a termly basis. The internal news update will reflect the full range of activity in UCL Culture and celebrate the work of colleagues and generally update on what has happened and what is coming. The internal news update will be issued in March.

4.2 UCL Culture, What's On

We will continue to issue the UCL Culture What's On guide and the content is developing to include a broader range of activity encompassing the Bloomsbury Theatre and Public Engagement activities along with exhibitions, museums, public art and public programmes.

The cover of our last What's On guide
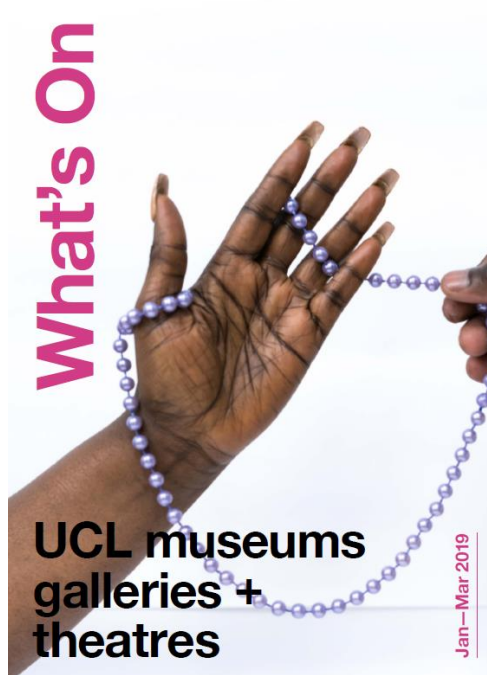
5.   Staffing

Recruitment Update:

5.1 Head of Petrie Egyptian and Sudanese Archaeology Collections

I have appointed an external recruiter to help with this role and the job has gone live. I have been working with colleagues in the Institute of Archaeology on the recruitment of this role and ███████ ████████ will be on the selection panel along with ██████████, ████████████████████ ███ ██████████████ We will interview at the end of April with a view to getting the successful candidate in post from August.

5.2 Director of Museums and Cultural Programmes

I have appointed an external recruiter to assist with appointing to this important role and we are developing the recruitment pack and beginning to assemble to the interview panel. We are planning to interview in May with a view to getting the successful candidate in post from September / October.