



**Job Pack**

**Business Analyst  
(Student Service  
Delivery)**

# Chief Executive's Introduction

## Dear applicant,

I am delighted that you are interested in applying for a role at Students' Union UCL. We are an inspiring organisation that is committed to providing a fantastic experience to the 57,000+ students at UCL.

We aim to give students a transformative experience whilst studying at the University, supporting them to navigate the challenges of university life, making friends and having fun, building their skills and confidence, and empowering them to be exceptional leaders in their future lives and careers.

We're at an important moment in our history, undergoing an exciting period of significant growth and renewal. We have the widest portfolio of services of any students' organisation in the country, providing all of the extra-curricular sports, arts, music, drama and community volunteering at UCL, as well as a wide range of thriving cafes, bars and shops, an independent student advice service, and we empower thousands of students to develop as leaders and represent their peers across the University. We have a vision to become one of the best student organisations in the world.

## In recent years, we have:

- Significantly increased student participation in sport and physical activity for students, with 18,000 now engaged in our sports programmes, improving mental and physical health.
- Developed a sector leading student arts programme engaging almost 10,000 students, based in our iconic Bloomsbury Theatre and Studio—London's only student-led theatre.
- Established the strongest student-led social impact programme in the UK, with over 3,000 students engaged in positive social action with our local community.
- Expanded the work of our student Advice Service—supporting more vulnerable students than ever before and launching the UK's largest student-led hardship funds
- Holding the largest student election in the UK with over 17,000 voters
- Been awarded Silver for Investors in People, with the Union described as a dynamic and fun place to work.
- Expanded our cafés, bars, shops and gym to provide a fantastic range of spaces and services for our members and generate more funds to support our activity
- Secured a multi-million-pound investment to enhance co- and extra-curricular activities as part of UCL's new Student Life Strategy.
- Developed our national campaigning and influence, working closely with other Students' Unions to establish Russell Group Student Unions and Sustainable SUs – the national sustainability charter for students' unions.

You can read about our work over the past year here: [Impact Report 2025](#).

We hope you will be interested in joining us and supporting the next phase of our exciting growth and development.

Best wishes,

**John Dubber**  
Chief Executive



# About the Students' Union

Students' Union UCL is an organisation that exists to make more happen. We are the representative body for University College London's (UCL) students, one of the most diverse student communities in the world. UCL students have the potential to do anything, and the Union plays an essential role in helping them to achieve things they may have never thought possible. As a charity we employ over 130 career staff and over 250 part-time student staff, and deliver a wide range of services and representative functions for students. We work in partnership with UCL towards a fantastic experience for all of our 50,000+ students and to ensure that university life enables them to develop the skills, experience and confidence to become the leaders of the future.

Our vision is of an outstanding experience for all UCL students and to be one of the best students' unions in the UK and the world.

## Our Services

Students' Union UCL is one of the largest student organisations in the UK. It is a charity with over 50,000 student members. It employs around 500 staff and has an annual turnover of more than £17m.

It provides a wide range of services including:

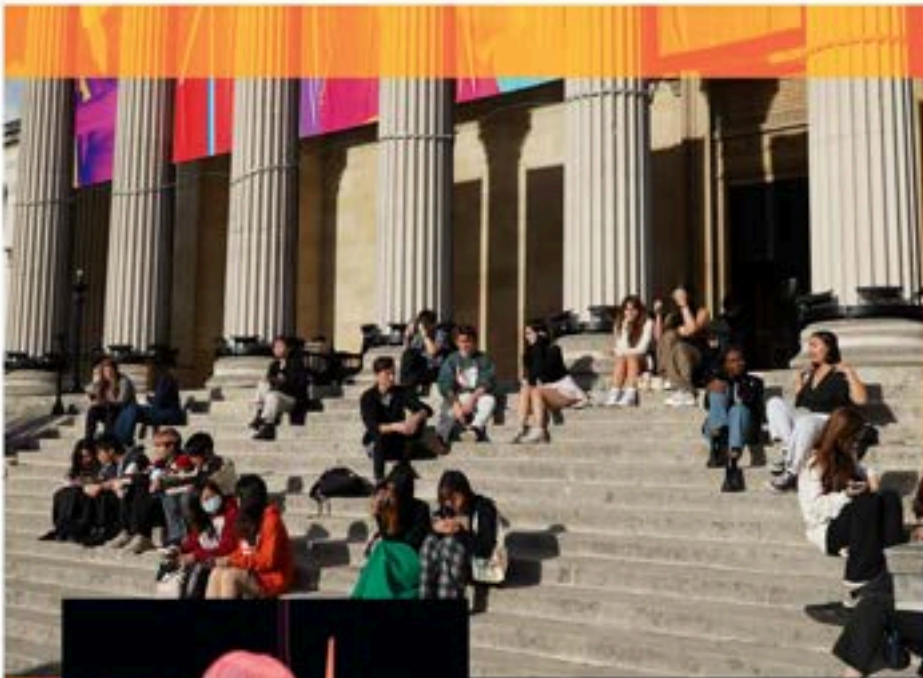
- Providing an extensive extracurricular activities programme, including all sport, music, performing arts and volunteering at UCL.
- Over 400 student clubs and societies with over 20,000 members.
- Major events to build student communities and celebrate the culture of student groups across the university.
- One of the largest student volunteering services in the UK, with 2,000 students contributing over 60,000 volunteering hours each year to projects across London.
- Five cafés, four bars, a merchandise shop, a gym, and a convenience store.
- Support to over 2,000 elected student representatives across all university departments.
- An Advice Service supporting students to deal with housing, financial, academic, and employment issues.
- Fitness centre and 100-acre sportsground.
- Student media and radio station.
- Support to student representation, networks and campaigning groups.
- Student Job Shop.

# About the Bloomsbury Theatre

The Bloomsbury Theatre (545 seats) & Studio (up to 70 seats) operates across three core areas of activity: a professional commercial programme regularly featuring national and international artists; student-led creativity through artsUCL, the Students' Union UCL's sector-leading extracurricular arts offer; and UCL academic engagement, providing a platform for departments and staff to showcase research and public engagement through performance.

Operated by Students' Union UCL, the theatre is a cultural hub where students, staff, alumni, and the wider community come together to create, perform, and connect.





# Job Description

Job title: **Business Analyst (Student Service Delivery) (1 year fixed term)**  
Department: **IT & Digital**  
Reports to: **Head of IT & Digital**  
Grade: **7**

## Purpose of the Job

The Business Analyst role has been created in response to the Union's unprecedented growth, which now encompasses over 450 student groups and 3,000 student leaders. This recent rapid expansion has led to complex, organically grown administrative and customer service processes across different departments and activity types. To improve our member and student leader experience, we are shifting to more of a 'service design' approach, and have undertaken a service design review of some key processes, gathering student leader and staff feedback on processes. This role will be critical in implementing the recommendations that come out of that process.

The primary purpose of this role is to lead and manage the delivery phase of the Union's student service transformation roadmap, working through the analysis of current processes to the implementation of redesigned, student-centric services across our student groups and activities. The Business Analyst is accountable for shifting the Union's focus away from isolated, complex processes and toward holistic "products" or "services" - such as delivering student-run events or student group finances - that prioritize the student experience in balancing process design, operational needs and efficiency.

By applying service design principles, change management techniques and other business analysis methodologies, the Business Analyst will ensure that people, tools, and processes are organised around the needs of student leaders and the staff who provide enabling and supporting services. This role is also responsible for supporting cultural change in this area, embedding a new framework for process management and service design across the Union, ensuring that all transformations are data-driven, compliant with risk and legal requirements, and capable of being sustained long-term by the organisation.

## Duties and responsibilities

### Delivery

- Own and execute the transformation roadmap, informed by existing consultancy recommendations and further investigation, to deliver comprehensive service redesign across the Union. This will target initially how the Union supports and enables student leaders and student activity, e.g. event registration processes, financial workflows, the online training experience, and student leaders' management tools.
- Balance "quick wins" to processes and tools with longer-term transformation, based on what can be implemented when in the academic year.
- Lead the solutions design and transition planning phase to move services from their current state to co-designed future models.

### **Student-led and data-driven**

- Organise Union resources, tools, and staff around user points of view to ensure the student experience remains fundamental to service delivery.
- Facilitate co-design activities with students and staff to ensure that new service models and engagement tools are built collaboratively with the people who use them.
- Utilise data and user feedback to design and justify service changes and new functionality, ensuring all improvements are evidence-based rather than driven by instinct, inertia or the loudest shouter.
- Prioritise service improvements and targets based on the measured benefit and value they provide to both student users and Union staff, determined by both experience and efficiency.

### **Collaboration and communication**

- Collaborate and align with subject matter experts across the Union, including in the societies, sports, arts, and advice teams, to ensure redesigned services meet specific departmental and student needs.
- Coordinate with IT and Digital teams to ensure that technical tools and web developments are aligned with the new service designs and processes.
- Provide reports, both formal and informal, to staff at different levels of the organisations to build buy-in, engagement and collaboration.

### **Building the framework and changing the culture**

- Develop a standardised service design and process management framework to provide the Union with a consistent methodology for future service reviews and continuous improvement.
- Create detailed process maps, service blueprints and documentation to establish a central, consistent organisational understanding of how knowledge and workflows are managed.
- Build organisational capabilities in change management, service design and student engagement, ensuring staff are equipped and empowered to maintain and improve services independently.
- Embed critical risk and legal compliance requirements into all redesigned processes to ensure the Union remains protected during organisational change.

# Person Specification

<b>Qualifications</b>	<b>Essential or desirable</b>	<b>If tested and when</b>
Relevant professional qualification or equivalent experience in service delivery, operations, business analysis, customer service management or a related field	Essential	Tested at interview and application

<b>Experience</b>	<b>Essential or desirable</b>	<b>If tested and when</b>
Experience of designing, reviewing or improving administrative or operational processes and tools	Essential	Tested at interview and application
Experience working collaboratively with a wide range of stakeholders, including senior colleagues and enabling services	Essential	Tested at interview and application
Experience of leading change, service improvement and transformation activity	Essential	Tested at interview and application
Experience working in higher education, students' unions, charities or similarly complex organisations	Desirable	Tested at application

<b>Knowledge</b>	<b>Essential or desirable</b>	<b>If tested and when</b>
Strong understanding of customer service principles and student- or user-centred service delivery	Essential	Tested at interview and application
Working knowledge of service design, process improvement and/or business analysis approaches	Essential	Tested at interview and application
Understanding of governance, risk management and compliance within service delivery	Essential	Tested at interview and application
Knowledge of digital tools supporting service delivery (e.g. CRM systems, workflow tools, automation or AI)	Desirable	Tested at interview and application
Knowledge of the higher education or students' union context	Desirable	Tested at application

<b>Skills</b>	<b>Essential or desirable</b>	<b>If tested and when</b>
Excellent communication skills, with the ability to explain complex processes clearly to diverse audiences	Essential	Tested at interview and application
Strong analytical and problem-solving skills, with the ability to use data and insight to inform decisions	Essential	Tested at interview and application
Ability to influence, negotiate and balance competing priorities while maintaining strong positive relationships across all levels of the organisation	Essential	Tested at interview and application
Ability to plan, prioritise and manage multiple workstreams effectively	Essential	Tested at interview and application

<b>Values, attitudes and personal style</b>	<b>Essential or desirable</b>	<b>If tested and when</b>
An empowering and supportive approach to elected student officers and a keenness to work alongside them	Essential	Tested at both
Demonstrable ability to recognise the needs of others to ensure that both team and personal objectives are met and strong working relationships maintained	Essential	Tested at both
Demonstrable ability to offer analytical, creative and pragmatic innovative solutions to problems maintaining a can-do attitude at all times	Essential	Tested at both
Understanding of and commitment to the principles of equity, equality, diversity and inclusion	Essential	Tested at both
Demonstrable commitment and passion to working in a democratic and student-led environment	Essential	Tested at both
Evidence of commitment to continuing personal and professional development	Essential	Tested at both

# Our Vision

**An outstanding experience for all UCL students and to be one of the best students' unions in the UK and the world.**

## Our mission

We build a vibrant and empowered student community with real influence in UCL and beyond, that enables students to enjoy their time at university; pursue their interests and passions; see the world in new ways; and develop the skills and experience to change the world for the better.

## Our team

Our biggest resource as a Union is our dedicated staff team, who deliver a range of services, such as providing advice, securing volunteering opportunities, supporting our clubs and societies and running our cafes, bars, shops and gym. We also have a number of staff delivering professional functions such as HR, finance, communications, and systems support.

# Our Strategic Themes

**Our Vision and Mission will be achieved through delivering four strategic themes:**

**Effective Influence**

**Amazing Experience**

**Vibrant & Inclusive Community**

**Excellent Union**

Read our current strategic plan at [studentsunionucl.org/about-us](https://studentsunionucl.org/about-us).

# Our Values

## Community Building

- We aim to build a strong sense of community for all our students.
- We want students to feel they belong and feel pride in being UCL students
- We support and encourage our diverse student communities to grow and succeed.

## Empowering

- We support and empower our students to develop their skills and confidence to change the world for the better.
- We help students to pursue their passions, discover new interests, and do more than they thought possible.
- We provide support when students need it, helping them to access information, advice and support that enables them to overcome barriers and achieve their potential.

## Inclusive

- We are a diverse and vibrant community with many different opinions, viewpoints, needs and experiences.
- We value every member of our community and always try to ensure that our services enable everyone to participate in our activities and play a full role in student life.
- We believe that everyone has a right to express their views and to be listened to and respected as a member of our community.

## Fun

- We want to make university life fun, distinctive and memorable.
- We want all our students to enjoy their time at UCL and are committed to doing all we can to achieve that.
- We embrace a positive, fun and inspiring working culture for our staff and officers

## Democratic

- We believe in representative democracy and work to empower and support our elected officers to help them to be effective leaders of the Students' Union and ambassadors for our members.
- We cherish our democratic structures and want as many students participating in them as possible.
- We recognise that not everyone will always agree, so we encourage our officers to listen to a broad range of student viewpoints and seek to ensure that they consider the breadth of student opinion before taking important decisions.

## Bold

- We are innovative and ambitious.
- We want to be one of the best student organisations anywhere in the world.
- Bold thinking is part of our DNA. We are part of a diverse, exciting city and a radical university which has welcomed imaginative thinkers and entrepreneurs.

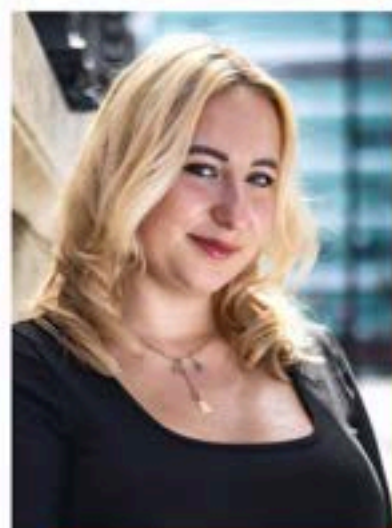
## Sustainable

- We want to be the most sustainable students' union in the UK.
- We want to minimise our environmental footprint in every way possible.
- We want to hand the Union on to the next generation of student leaders and staff in better shape than we found it, protecting its assets and services for the future.

# Our Officers

Each year we ask UCL students to choose full-time Sabbatical Officers, who are elected by cross campus ballot, and serve as leaders of Students' Union UCL during their term of office. They are elected with a democratic mandate and have the goal of making positive change at the Union, UCL and beyond. In this role they serve as members of our Board of Trustees and work in partnerships with our Senior Management Team to represent students to the university and provide leadership to the Union's work.

We believe that becoming a full-time officer is one of the most impactful ways of making change happen. Officers work full-time on a special area that's important to them and represent students as members of our Board of Trustees and as members of senior university committees. They have support of full-time staff at the Union to ensure that they provide democratic leadership to our organisation. We also hold elections for a wide range of part-time voluntary roles.



# Salary and Benefits

The salary range is £43,981-£52,586 including London Allowance per annum.

The full time equivalent annual leave entitlement is 27 days plus 8 Bank Holidays plus 6 closure days (pro rata for part-time staff).

Amongst the many benefits, there is enhanced pay for maternity, adoption and paternity. We also facilitate flexible working to ensure greater work life balance. These roles qualify for a generous defined benefits pension scheme with an employer contribution. [Read more on UCL's website.](#)

Further details about the benefits are available via the link:  
[ucl.ac.uk/human-resources/working-ucl](https://ucl.ac.uk/human-resources/working-ucl).

If you have any queries or would like to have a discussion about the role please contact:  
Max Keeble, Head of IT & Digital, at [m.keeble@ucl.ac.uk](mailto:m.keeble@ucl.ac.uk).





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