

P-2020-03-Annex B

# LAMDA (London Academy of Music and Dramatic Arts)

## HEIF accountability statement

**Narrative return template for HEIF funding period  
2021-22 to 2024-25**

**Return date: 21 May 2021**

Return as Microsoft Word file to: [KEPolicy@re.ukri.org](mailto:KEPolicy@re.ukri.org)

Queries to: [KEPolicy@re.ukri.org](mailto:KEPolicy@re.ukri.org)

Web: <http://re.ukri.org>

Twitter: [@ResEngland](https://twitter.com/ResEngland)

Email: [Subscribe to email alerts](#)

## Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

*In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.*

Through its Knowledge Exchange Strategy, LAMDA aims to deliver the following:

### **Aim 1: To make drama and the performing arts inclusive and accessible for all**

LAMDA strives to ensure equal access to the performing arts through a proactive access and widening participation programme which forms part of every employee's objective. Its community and public engagement programme not only reaches the local community, but those communities less engaged with the arts, as well as with D/deaf and disabled groups, to create an inclusive drama school which provides equal opportunities for all and underpins the culture capital of the UK, including support of Science, Technical, Engineering, Arts & Maths (STEAM) objectives in the schools' sector. The areas of our work which deliver this activity are through our AWP and Pathways Programmes, as well as our Exams division, which delivers communications and drama skills to thousands of learners across the globe. Although these programmes have been impacted by the COVID pandemic, LAMDA has developed innovative ways to continue to deliver these, through online live lectures to colleges and HEPs, online workshops and courses, and online Exams assessments.

### **Aim 2: To lead the creation of knowledge in drama and the performing arts**

LAMDA engages a wide network of industry experts, businesses, think tanks, alumni and communities to support it in shaping innovation across the performing arts. LAMDA's leadership and staff play an active role in many networks, contributing to the advancement of the creative industry and shaping future agenda. Our research activity focusses on the power and impact of the creative arts on society and industry, and we are swiftly establishing

ourselves as a West London Knowledge Base for communication, creative practice, and performing arts with expertise to share amongst our HE, business, and community networks.

For example, LAMDA has a unique partnership with Audible UK who work with students to create and produce audio plays. During the pandemic LAMDA worked with Audible UK to find new ways to create and produce work remotely, which will lead to long term change, enabling even greater creative opportunities.

### **Aim 3: To inspire creative entrepreneurs of the future**

LAMDA provides its students with the skills and tools to be creative entrepreneurs, building sustainable portfolio careers that leverage their knowledge and expertise to contribute and feed the creative economy for the benefit of society. In 2019, LAMDA commissioned research co-funded by the Commercial Education Trust, exploring how LAMDA might more fully embed entrepreneurship across its courses; the findings from this research are underpinning LAMDA's developing entrepreneurship programme and is informing KE. For example, LAMDA has engaged in KE activity with Imperial College around the theme of creative collaboration with science and tech and are developing opportunities to bring students from both institutions together to explore enterprise initiatives. Results of this activity, as well as the research findings, will be shared across the sector and utilised to plug into the Hammersmith & Fulham Industrial Strategy of which entrepreneurship and innovation are a key feature.

LAMDA's mentoring programme for all final year students sees them paired with alumni mentors for a 12-month period, which supports their foray into the professional arena by providing advice in securing and thriving in employment. The programme also includes termly professional development workshops in focussed areas such as fundraising and creating one's own work – often led by LAMDA alumni. LAMDA continues to evolve its courses to include greater focus on self-made work including new writing, directing and producing projects, as well as cross-sector collaborative projects. LAMDA also fosters creative entrepreneurship and innovation by providing public platforms for graduates, such as the MishMash Festival, to present work in development and invite industry professionals to lead workshop sessions.

It's range of short courses support both those new to the industry, as well as those more established professionals offering them opportunity to reskill and undertake CPD ensure they are equipped for the changing industry needs.

### **Aim 4: To embed a culture of Knowledge Exchange**

LAMDA naturally embraces KE through its work ethos, sharing and networks, supporting progression of the arts as well as equality across the sector. LAMDA's proactive, open and collaborative culture has led to LAMDA openly sharing and engaging with a vast array of networks including, think tanks, industry groups and charities contributing to the progression, innovation and growth of the creative industry; engagement we will continue to undertake.

LAMDA has a large international presence through its HE full time courses, short courses and Exams division and currently operates across 38 counties, sharing KE and supporting the cultural development and skills agendas. LAMDA operates an extensive lecture series, collaborating with colleges across North America and has presented expertise, insight and research at a wide range of conferences, events and forums domestically and internationally (e.g. Network Performing Arts Production Workshop, Copenhagen), and continues to expand on these.

LAMDA plans to harness the investment in its enhanced digitisation, to support in the sharing of student work, its work with external leading experts, research, masterclasses and courses.

**Aim 5: To make our world-leading facilities available to people and business**

LAMDA continues to use its facilities to support communities, schools and the creative industries in developing cultural capital and business growth opportunities. As a result of the pandemic, LAMDA is further exploring ways in which it can use its facilities to support all, from live streaming of public performance to using its space to support other learning organisations in the rollout of their student testing programmes. LAMDA will continue to actively seek ways to harness the investment it makes in its facilities to support local communities, the evolution and growth of the creative industry, and its network of partners.

With KE at the core of LAMDA's principles, our facilities and programmes will directly contribute to the levelling up agenda:

- **LAMDA Learn** will provide life-long learning programmes, enhancing the skills development opportunities for all.
- **LAMDA Local** will engage and support the local community building a rich cultural experience, and learning opportunities, for diverse audiences through community partnerships.
- **LAMDA North** will extend the reach of LAMDA delivering learning programmes, community partnerships, and business partnerships in targeted northern regions.
- **LAMDA Live** will generate innovative ideas and entrepreneurship opportunities for our students, graduates and learners, showcasing their work, and working with the business community, third and public sectors to further the impact and growth of the creative industries.

LAMDA continues to use its HEIF funding to deliver and enhance these overriding objectives, through initiatives and programmes which align to and support the industrial strategy in the development of skills, creative industry growth, partnership with business and the community, and supporting the overall wellbeing of the UK, regardless of demographic or socio-economic background.

*(max 2 pages of A4)*

## Question 2 – Use of HEIF

### How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

*In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.*

**Question 2: Use of HEIF**

(Max 6 pages of A4 or A3)

<b>Knowledge Exchange Activities</b>				
<b>Planned areas of HEIF supported KE activity</b> Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	<b>HEIF support</b> How HEIF will be used to support the project?	<b>HEIF priorities</b> How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	<b>Strategic objectives</b> Which institutional strategic KE objective does this relate to?	<b>Indication of timescales</b>
<b>Community &amp; Public Engagement</b>				
<b>Outreach programme:</b> Touring Shakespeare performance/workshop for schools predominantly from economically challenged areas, reaching and engaging with over 200 students. Pathways outreach programme showcases work and provides creative learning experiences to students and young people at schools, colleges and local Youth Arts Groups.	Part funding the Access & Widening Participation activities.  Funding the logistical costs of the tour.	<b>Levelling up and Lifetime skills:</b> LAMDA will support the UK Build Back Better strategy in supporting the development of prosperous communities throughout the UK and working towards the levelling up agenda. LAMDA's intention is to support and connect those from lower socio-economic backgrounds, global majority, D/deaf and disabled, and localised communities, delivering a world leading performance, learning opportunities, cultural experience and, lifetime skills acquisition and enhance access to creative and innovative skills and thinking.	Aim 1: To make drama and the performing arts inclusive and accessible to all.	2019 - 2020 onwards
<b>Public Productions:</b> LAMDA hold 27 Public Productions annually with approximately 130 shows, which are open to the public. LAMDA provide local resident discounted tickets and free tickets to groups and schools as part of their outreach programme. LAMDA now aims to live stream one performance of each production to make these more accessible.	Funding over 200 free tickets to LAMDA Public Shows for schools, community and youth theatre groups and those from low socio-economic backgrounds.			Ongoing
<b>America Lecture Tours:</b> Special Projects Associate delivers a series of free Lectures to students at universities across North America. 2019/20 and 2020/21 virtually utilising digital platforms, engaging over 17 colleges and universities and reaching over 530 students.	Part funding the Special Projects Associate to deliver tours.  Funding travel and accommodation costs associated with delivering lecture tours.			2019-2020 onwards

<p><b>Open House and Behind the Scenes Technical Tours and Q&amp;A:</b> As part of the London Festival of Open Buildings, LAMDA opens its door for the public to view its award-winning campus.</p> <p>LAMDA hosts behind the scenes tours and Q&amp;As to enable the public and interested students to view the technical set up of a production and have a Q&amp;A session.</p>	<p>Part funding the Venue Manager, Head of Technical Training and the Facilities Team to manage open days.</p>			<p>Ongoing</p>
<p><b>Collaborative Research</b></p>				
<p><b>LAMDA Research Programme:</b> Expanding on LAMDA's body of research and launching a Research Programme at LAMDA through the building of industry partnerships. The research programme will support the pedagogy of the creative arts the evolution of the industry ensuring that the UK continues to have a world leading creative economy.</p>	<p>Funding the seeding of partnerships for collaborative projects with business and industry (i.e. part-funding the Head of Social &amp; Charitable Innovation).</p> <p>Funding the KE aspects of research where findings are shared externally in the creative industries – for example, sharing our Entrepreneurship Research findings at a spring KE event (2022) with industry such as Mischief Theatre, the Lyric Theatre, Riverside Studios, the Bush Theatre, producing companies and graduate start-up companies.</p>	<p><b>Business Environment and Innovations:</b> LAMDA's Research Programme will make use of the business opportunities that exist both locally, nationally and internationally for research collaborations and use this work fostering KE activity and opportunities to expand and develop research.</p>	<p>Aim 2: To lead the creation of knowledge in drama and the performing arts.</p>	<p>Ongoing</p>
<p><b>Partnership with Public &amp; Third Sector</b></p>				
<p><b>Working with specific third-sector and community groups in the theatre and creative sector:</b> Working in partnership with organisations such as Graeae Eye Theatre which leads in training for D/deaf and disabled students.</p>	<p>Part funding Head of Technical Training, as well as training for acting tutors.</p> <p>Associated costs of delivery of the partnerships including transport, venue provision etc.</p>	<p><b>Levelling up:</b> LAMDA will support the Industrial Strategy enabling learning and educational opportunities for all through increased accessibility and inclusivity.</p>	<p>Aim 1: To make drama and the performing arts accessible to all.</p> <p>Aim2: To lead the creation of</p>	<p>2019-2020 onwards</p>

<p><b>Contribution to think tanks, public, and third sector groups:</b> Participation on boards, networks, steering groups and think tanks. e.g Film School, the Federation of Drama Schools, Diversity School, Creative Industries Forum etc to further the creative arts agenda and drive the growth of the sector.</p>	<p>Part funding LAMDA's Director, Executive Director and the Partnerships and External Relationships Director on a basis of time dedicated to these projects.</p>	<p><b>Innovations:</b> LAMDA will support the growth and development of the creative sector, one of the fastest growing UK economies through collaboration with business and industry and cross-sector collaborations including with science, tech, and businesses.</p>	<p>knowledge in drama and the performing arts.</p> <p>Aim 3: To embed a culture of Knowledge Exchange.</p>	<p>2020-2021 onwards</p>
<p><b>Local Growth &amp; Regeneration</b></p>				
<p><b>Participation on Hammersmith &amp; Fulham Industrial Strategy Board:</b> LAMDA sits on the Hammersmith &amp; Fulham Industrial Strategy Project Board to support the development of Hammersmith &amp; Fulham as a diverse and innovative cultural centre and furthering the local industrial strategy.</p> <p><b>LAMDA North:</b> Develop a hub in Manchester to deliver a flexible foundation diploma and short courses, auditions, teacher CPD and public events.</p> <p><b>Local University and Education Partnerships:</b> LAMDA will continue to develop long term, partnership to support the local growth, community and regeneration. Partnerships being formed include Imperial College, Creative Enterprise Zone (forging collaborations between industry and HE particularly within the film and screen sector), MetFilm School and Brunel University.</p>	<p>Part funding the Partnerships and External Relationships Director, Head of Social and Charitable Innovation, and other associated staff active on the board in correlation of time spent.</p> <p>Part funding the project to expand LAMDA to LAMDA North (a long-term strategic objective for LAMDA).</p> <p>Part funding the Director of Partnerships and External Relationships and Head of Social and Charitable Innovation.</p>	<p><b>Local growth &amp; regeneration:</b> LAMDA will support the UK's Build Back Better strategy in delivering prosperous communities throughout the UK. LAMDA will work with the local community to support the development of long-term strategies and plans for future growth, industry development in particular the creative sector and employability skills development aiding people to acquire new skills and re-skill to enhance employability.</p>	<p>Aim 3: To embed a culture of Knowledge Exchange.</p>	<p>2019-2020 ongoing</p>
<p><b>Partnership with business</b></p>				



<b>Venue Hires:</b> Hiring out LAMDA studios, theatres and campus to businesses with a particular emphasis on supporting the creative arts sector.	Part funding the Venue Manager and Facilities team correlating to managing and servicing venue hires.	<b>Creative industry growth and skills to succeed:</b> LAMDA will partner with businesses to support the creative industry and create opportunities to boost productivity, employment, innovation and skills to succeed which support UK economic growth and wellbeing.	Aim 5: To make our world-leading facilities available to people and business.	Ongoing
<b>Student Placements:</b> Industry work experience placements for second and third year Production & Technical Arts Students.	Part funding the Head of Technical Training and expenses related to management of student's placements.		Aim 3: To inspire creative entrepreneurs of the future.	Ongoing
<b>Audible UK Partnership:</b> Partnership where students develop and record new, original audio plays and provide access to age appropriate content enabling Audible to attract younger audiences.	Part funding the Development Director and Head of Screen and Audio who lead on the partnership.		2018-2019 onwards	
<b>Collaboration with world leading experts:</b> Contracting leading directors, producers, set designers and writers to deliver bespoke workshops, and embed within training to support the student and learning experience.	Part funding the external experts' fees and expenses related to the delivering of the workshops.		Ongoing	
<b>Skills Enterprise &amp; Entrepreneurship</b>				
<b>Festival of Work: MishMash, UK &amp; US Showcases:</b> Hosting a festival of work, for alumni and students to create and showcase their own work to agents and producers to support their entrepreneurial growth.  LAMDA holds a series of UK and USA showcases of student work to support students in securing future castings and work, inviting agents, talent scouts and other stakeholder groups to attend.	Funding the MishMash Festival Manager, proportionately funding the Head of Drama, Academic staff, Head of Marketing and Facilities team responsible for delivering and servicing the Festival and Showcases.  Funding directly associated delivery costs.	<b>Skills to succeed and entrepreneurs:</b> LAMDA will support the UK to be the world's most innovative economy through inspiring our students to be creative entrepreneurs. Students will learn how to be innovative, create their own work and we will embed entrepreneurial skills across our training, student experience and student development. LAMDA Learning will contribute to the UK leading in the competitive global skills and talent race and support the continued growth of the creative industry and ensure that students	Aim 1: To make drama and the performing arts accessible to all.  Aim 3: To inspire creative entrepreneurs of the future.	2021-2022 onwards
<b>Creative Entrepreneurship Programme for Students &amp; Alumni:</b> Embedding Entrepreneurship skills transfer to students throughout their course. This is being launched with commissioned research into the current	Proportionately funding the Entrepreneurship project team.		Aim 4: To lead the creation of knowledge in drama and the performing arts.	2019-202 onwards

<p>offering, to enable LAMDA to formulate a detailed strategy and plan for enhancing entrepreneurship training.</p> <p>Embedding LAMDA Exams teacher training into the course for acting students, to develop multi-skills to support them in managing portfolio careers</p> <p>Working with LAMDA's Alumni network to provide learning opportunities and experiences for students and teachers to support on the growth of expertise and knowledge share across the sector.</p>	<p>Embedding outcomes from the commissioned Entrepreneurship Programme research.</p> <p>Direct costs attributed to the external buy-in to deliver entrepreneurial skills training.</p> <p>Expenses relating to the cost of securing leading experts to knowledge share with students and deliver training and skills workshops.</p>	<p>acquire the right skills for industry. LAMDA is invested in supporting its learning and local community with skills to succeed.</p>		
<p><b>Industry Liaison and Mentoring:</b> Industry Liaison fosters relations between agents and students to secure work for students and enhance their expertise and understanding of working in the industry.</p> <p>A mentoring programme for MFA Course Students, pairing with mentors for 12-month programme to support them into work</p>	<p>100% funding of the Industry Liaison &amp; Professional Development Manager and associated delivery costs.</p> <p>Funding the delivery costs of associated with mentoring programme and related expenditure including travel, venue hire etc.</p>			<p>Ongoing</p>
<p><b>Young Company:</b> The establishment of a Young Company comprising of Pathways Participants under the age of 19. It will form an opportunity for LAMDA to develop partnerships that support d/Deaf and disabled participants, local borough residents, and young people not in employment education or training (NEET). Part of our local growth &amp; regeneration work to foster economic and social development, as well as public engagement and access to our spaces.</p>	<p>Funding partnership development with local Youth Arts Organisations, theatres and youth-based charities as led by members of the AWP Team.</p> <p>Part-funding the delivery costs associated with this programme, where delivery happens with the partners listed above.</p>			<p>2022-2023 onwards</p>

<p><b>Sustainability practice:</b> Working with students and in partnership across the creative industry to support the drive to sustainable practices in education, drama training and theatre production.</p>	<p>Funding SMT's staff time allocated to this project, part funding initiatives borne out of LAMDA's Sustainability Group.</p>			<p>2019-2020 onwards</p>
<p><b>IP &amp; Commercialisation</b></p>				
<p><b>International growth of LAMDA Examinations:</b> LAMDA Exams currently delivers assessments across 38 countries, LAMDA is focused on enhancing growth across key regions including, China and Asia.</p>	<p>Funding the associated staffing and operation costs (Head count c33). Funding the Partnership Development Manager (BD) driving international growth.</p> <p>Funding the associated travel and accommodation expenses for business development activity.</p> <p>Funding the marketing collateral and marketing programmes to deliver growth.</p>	<p>LAMDA will support in generating good jobs and greater earning power for all. LAMDA is a learning organisation providing lifelong learning skills and life skills to all through shorts courses, exams, satellite courses and our conservatoire training, contributing to the growth and strength of the UK creative industries, and individuals' cultural capital.</p> <p>LAMDA will support the UK to be a country where everyone can improve their skills at all stages of their lives, to boost their earning power and the opportunity for better jobs through lifelong learning opportunities and re-skilling provision in line with changing industry needs.</p>	<p>Aim 1: To make drama and the performing arts inclusive and accessible to all.</p> <p>Aim 4: To embed a culture of knowledge exchange.</p>	<p>2019-2020 onwards</p>
<p><b>Expanding and diversifying LAMDA Examinations:</b> Diversifying the market to support state schools, bringing enhanced learning, skills development and qualification obtainment to young people in state schools across the UK.</p> <p>Delivering a series of CPD workshops and courses to support teachers on the LAMDA syllabi.</p>	<p>Funding market research into opportunities for diversification including focus groups.</p> <p>Funding the development of new programmes to unlock new markets. Funding the team associated with project development.</p> <p>Funding associated running and delivery costs of courses and workshops.</p>	<p>LAMDA will support the industrial strategy by making the UK one of the most attractive places to work and study for international students, as well as supporting the growth of our education and creative industries export market.</p>		<p>2021-2022 onwards</p>

<p><b>LAMDA Short &amp; Semester Courses:</b> Series of commercial short courses held at LAMDA Campus attracting strong international delegate profile.</p> <p><b>Trans-international Satellite Courses:</b> Delivery of LAMDA bespoke courses to international partners in targeted regions internationally.</p>	<p>Funding cost of delivery of courses including teachers.</p> <p>Part funding the Assistant Registrar (administrative), Partnership &amp; External Relationships Director and Exec Dean.</p>	<p>LAMDA will support the Build Back Better agenda in numerous ways through developing lifetime skills, skills to success by developing innovative ways of delivering our work, most notably increasing our reach through the use of digital platforms and reducing our carbon footprint in the process.</p>		<p>Ongoing</p>
---	---	--	--	----------------

### Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

*In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.*

*(Max 4 pages of A4)*

#### **LAMDA Knowledge Exchange Governance Structure:**

LAMDA's Knowledge Exchange Working Group has now been incorporated into its Data Management Working Group, with responsibility for the management of all data returns required. The Data Management Working Group comprises of Senior Management Team members including the Executive Director, Director of Finance, Director of Partnerships & External Relationships, and Head of Student and Academic Services, as well as other members of staff including the Student Records & Data Manager and Head of Social & Charitable Innovation. The group has responsibility for setting LAMDA's Knowledge Exchange Strategy and working across LAMDA to monitor, review and evaluate the success of its knowledge exchange activities.

LAMDA undertakes the following internal planning and delivering cycles, with operational processes embedded to monitor and review programmes of work and projects including budgetary, performance and risks. As LAMDA's Knowledge Exchange sits at the core of its strategic objectives and activities are embed within programmes of work, LAMDA's planning and delivery process applies across its Knowledge Exchange programmes.

**Planning:** LAMDA has an overarching five-year Strategy Map, which is supported by the Annual Operating Plans which is underpinned by the Strategic Change Enabling plans, Support Department Plans and Income Generating Department plans. Knowledge Exchange programmes and activities are incorporated within the Strategy Map and Annual Operating Plans, and within the planning cycle.

Key planning documents include:

- **Strategy Map:** Charts LAMDA's strategic five-year plan. The Strategy Map is updated annually Oct – Dec and provides the backdrop for annual planning and budgeting round.
- **Departmental plans (and budgets):** Takes context of the Strategy Map for detailed department plans, with detailed allocation of resource/budget for the coming year and a more general two-year plan. Produced annually Jan-Apr as part of LAMDA's annual planning and budgeting.

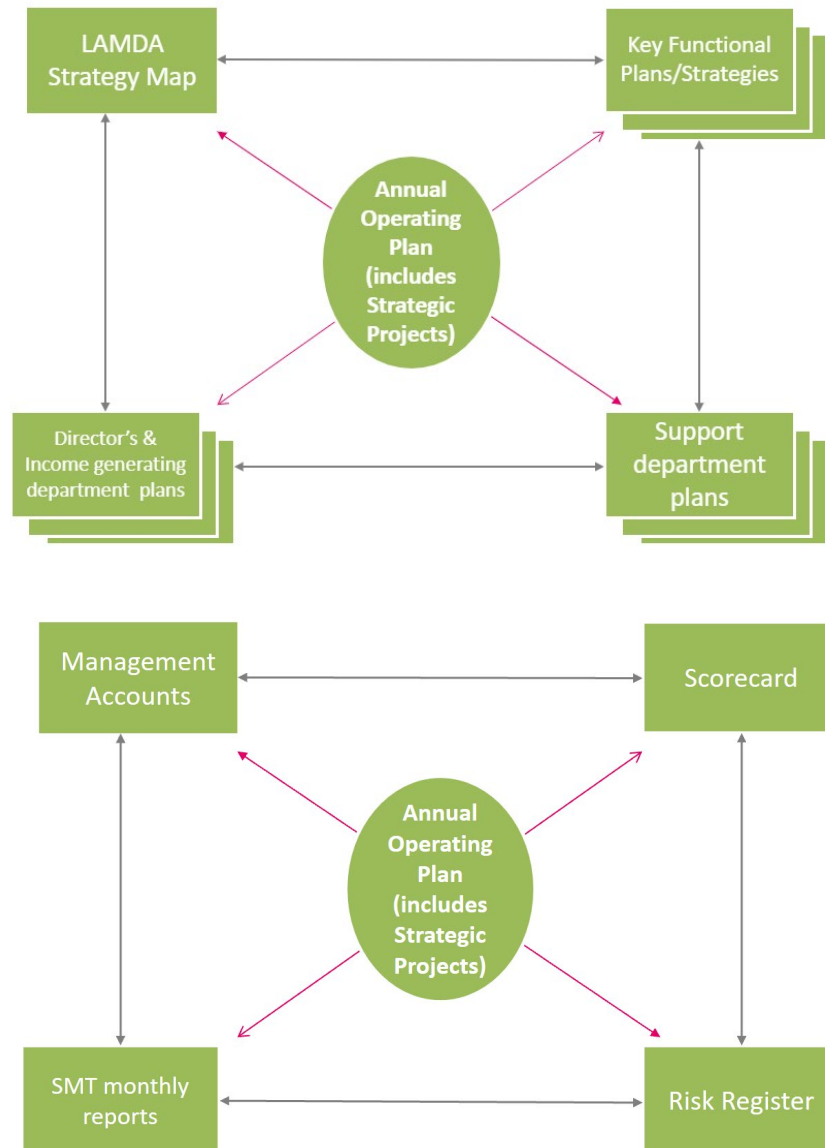
- **Annual Operating Plan (AOP):** LAMDA's plan for the forthcoming year, which includes the proposed budget, presented to Board in June and also includes performance measures (Scorecard) and key risks associated with the Plan and encompasses cross departmental plans and interdependencies.

**Delivery:** LAMDA has a process of monitoring and reviewing the delivery of ongoing projects and programmes, which will include Knowledge Exchange Activities and Programmes. LAMDA operate a strategic scorecard which incorporate all strategic projects and is reviewed monthly with a performance rating, it operates to a risk register, reports bi-weekly at SMT and each department reviews its Management Accounts monthly. Knowledge Exchange Activities will be incorporated within the delivery processes.

Key delivery documents include:

- **Annual Operating Plan:** As above in planning documents.
- **Management Accounts:** Monthly report measuring financial performance in year against the agreed budget. Produced in arrears by 20th of each month. A quarterly report is produced for the Finance Committee of the Board of Trustees.
- **Scorecard:** Measures performance against the AOP in year. Agreed as part of the AOP and updated monthly by management and reported at summary level to the Board of Trustees quarterly.
- **Monthly reports from SMT:** Reports to the Director/Executive Director are focused on deliverables in the AOP and longer-term objectives in the strategy map. These reports form the basis of the Director/Executive Director's quarterly reports to the Board of Trustees.
- **Risk Register:** Corporate risk register will include the risks that have been identified as particular to delivery of the AOP. Reviewed monthly by management and reported quarterly to trustees through Audit and Risk Committee.

## LAMDA Planning and Delivery Process



LAMDA will evaluate and measure the success of its Knowledge Exchange Strategy through the following measurements:

### Metrics:

- Increase in institutional income or activities with SMEs which will be accountable in the BCI (Business Community Interaction Return) by 10% over two years.
- Continue to grow the proportions of BA & MFA applicants and entrants from IMD quintiles 1 and 2 from 27% of applicants / 27 % of entrants (2020-21 entrants) to at least 30% of applicants and 30% of entrants (2022-23 entrants).
- Expand the number of active Examination Centres by 6% by July 2024
- Expand the number of state schools registered as LAMDA Examination Centres by 5% over two years.
- Increase the dissemination of LAMDA research through published research, papers and presentations at conference.

**Other indicators:**

- Increase in audience figures for shows through local residents, youth groups and schools, including use of live streams.
- Expand engagement with new audiences (by location or sector).
- Increase the afterlife of artistic commissions e.g. choreographic works or new writing which are developed with the schools transferring onto professional companies (longer term).
- Increase number of participants in workshops or other outreach programmes.
- Development/reinforcement of strategic partnership or relationships with external partners or industry practitioners outside of HE.
- Support and grow the founding of new student or graduate companies.
- Use of the DLHE or other measures to monitor employment status.
- Increase the number of new artistic commissions where external partners are co-producing work with students or staff.