

Guildhall School of Music & Drama

HEIF accountability statement

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

Return date: 21 May 2021

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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.

(max 2 pages of A4)

Guildhall School Strategic Plan:

https://www.gsmd.ac.uk/fileadmin/user_upload/files/Policies_and_Reports/Guildhall_School_Strategic_Plan.pdf

Guildhall School Commitment to Knowledge Exchange:

https://www.gsmd.ac.uk/about_the_school/knowledge_exchange/

The Guildhall School's strategic plan places knowledge exchange at the heart of its values; the **transformative power of the artist within society**, creative practice sustained by **exploration, innovation and entrepreneurship**, opportunities **for all to engage with the arts and the pursuit of lifelong learning**, and the importance of **our role within the creative industries sector**.

While knowledge exchange implicitly runs through all objectives within the plan, Strategic Objective 4 is where it is explicitly articulated: ***We will lead positive cultural change which impacts on society, our industry and the wider world through professional development, research & knowledge exchange and public engagement.*** Our City of London partnerships, particularly with the Barbican Centre, are not

formally recognised by HEIF or HE-BCI metrics as we are legally part of the City of London Corporation. However our Barbican partnership is a key pillar of our knowledge exchange activity at Guildhall. We demonstrate this in our Strategic Plan Objective 2 - ***We will strengthen our unique bonds with the Barbican Centre and the City of London, and establish a creative destination in the City's Culture Mile.*** Our alliance advances our capacity for innovative collaboration, providing new learning as a bridge between the Creative & Cultural sector and HE, as well as our ability to draw in other partners, audiences and income.

The School's published commitment to knowledge exchange underpins our strategic plan. Knowledge exchange is presented under 4 KE aims, for: our industry, our staff and students, education, and wider society.

1. Our Industry: collaboration and exchange with the creative and cultural sector, in order to drive innovation and maximise the impact of the arts on wider society.
2. Our staff & students: enabling creative entrepreneurialism, high-quality outward-facing knowledge exchange and socially engaged practice.
3. Education: supporting all young people, whatever their background, to learn and thrive through access to the arts. We achieve this through partnership, drawing together arts expertise, education and local government to deliver a step change in access to the arts for under 18s, and beyond.
4. Wider society: collaborating with partners across sectors, including business, industry, public and third sector to deliver innovative exchange, harnessing the power and value of the performing arts.

Not all knowledge exchange activity at the School will sit within HEIF expenditure. Our priority HEIF activities for 2021/22-2024/25 will deliver against our 4 KE areas. However, they will respond specifically to HEIF priorities outlined by Research England. We anticipate that for the next 2 years activity will focus particularly on responding to COVID, building back resilience in the sector through targeted workforce support, and supporting the potential for the creative industries to have positive impact in wider society.

KE area	HEIF priority activity
Our Industry: collaboration and exchange with the creative and cultural sector, in order to drive innovation and maximise the impact of the arts on wider society.	Industry support and engagement, to enable the return of a thriving, resilient and relevant arts sector within society and the economy, post COVID. Activity: <ul style="list-style-type: none"> • CCI sector Business support, employability support, training and networking - partnership programmes • Flagship activity/events for exchange and collaboration, providing new insights, responding to sectoral / society changes
Our staff & students: enabling creative entrepreneurialism, high-quality outward-facing knowledge exchange and socially engaged practice.	Employability, entrepreneurship and enterprise support for staff, students and alumni. Aiming to develop skills and opportunities, and promoting industry exchange, innovation, and external application of ideas. Activity:

	<ul style="list-style-type: none"> • Student/ Alumni business support, seed funding and commissioning, industry collaborations, showcasing • Graduate employability; employment in professional contracts, teacher training and placements. • Staff innovation seed funding and spin outs
<p>Education: supporting all young people, whatever their background, to learn and thrive through access to the arts. We achieve this through partnership, drawing together arts expertise, education and local government to deliver a step change in access to the arts for under 18s and beyond.</p>	<p>Activity supporting before (under 18) and beyond (18+) HE</p> <ul style="list-style-type: none"> • Music Education Islington partnership advancement • Guildhall short courses and summer schools • Graduate music teacher training for under 18s provision
<p>Wider society: collaborating with partners across sectors, including business, industry, public and third sector to deliver innovative exchange, harnessing the power and value of the performing arts.</p>	<p>Activity to utilise our institutional skills and knowledge to create resilience in other sectors and enable growth</p> <ul style="list-style-type: none"> • Professional development and executive training • Services and consultancy and/or partnerships and exchange with other sectors • Public programming, talks and informal learning • Place-making programmes in partnership with Culture Mile, to support local communities to thrive

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)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>CCI sector freelancer & SME business support and exchange programme; Comprising workshops, short courses and professional intensives, coaching and mentoring, lab and early stage start up support. 2021/22 will focus on supporting sector resilience following impact of COVID..</p> <p>Pilot: Culture Mile knowledge exchange pilot programme between commerce and creative industries to advance skills and business.</p> <p>Pipeline and delivery partners include Culture Mile partners, and Barbican and the Small Business Research & Enterprise Centre.</p> <p>Target to support 350 SMEs and freelancers over 3 years.</p>	<p>Innovation head post 20% (split across multiple project budgets)</p> <p>X1 coordinator post 50%</p> <p>HEIF investment of up to 50% of project budget</p>	<p>Build Back Better – Skills: Providing adults with opportunities to upskill and reskill throughout their lifetime.</p> <p>Build Back Better commitment to SMEs – support to upskill.</p> <p>Contributing to the Industrial Strategy’s foundations on Business Environments and People by increasing earning power and business growth</p> <p>Targeted support post COVID to adapt skills following loss of employment.</p>	<p>Strategic Objective 4 positive change which impacts on society, industry and the wider world</p> <p>Strategic Objective 2: City of London and Barbican</p> <p>KE aim 1: Our Industry - collaboration and exchange with the creative and cultural sector, in order to drive innovation and maximise the impact of the arts on wider society.</p>	<p>Next stage of activity commencing autumn 2021, and ongoing</p> <p>KE pilot launching summer 2021</p>

<p>Partnership programmes to support the resilience of the CCI sector, responding to sectoral / society changes:</p> <p>Main project: Disrupt - 2 day event, and associated in-year activity. Disrupt will harness collective learnings from the pandemic year to share best and emerging practice, and reimagine the role of the arts in our societies. Partnership with Culture, Health and Wellbeing Alliance; Lived Experience Network, Maya Productions; Slung Low; and Barbican.</p> <p>Target:</p> <p>800 multi-industry audiences over 2 years (CCI, community, local government, education)</p> <p>40 industry partners each year</p>	<p>1 x Programming Producer role 40%</p> <p>1 x 1 yr Evaluation Fellow post 25%</p> <p>1x Coordinator post 25%</p> <p>HEIF investment 75% of project budget</p>	<p>Build Back Better - Engage in new and imaginative ways to ensure that our industry is responsive to the needs and aspirations of broader society.</p> <p>COVID response and recovery – programme looks at innovative working practices and civic purpose</p> <p>Industrial Strategy – Places: strengthening community cohesion in areas of the UK underserved by the arts sector</p>	<p>Strategic Objective 4 positive change which impacts on society, industry and the wider world</p> <p>Strategic Objective 2: City of London and Barbican</p> <p>KE aim 1: Our Industry - collaboration and exchange with the creative and cultural sector, in order to drive innovation and maximise the impact of the arts on wider society.</p>	<p>Disrupt Festival – first iteration July 2021, second iteration July 2022, with ongoing programming through to end 2022.</p> <p>Legacy activity / planning and consultation 2022-24</p> <p>Next event iteration 2025.</p>
<p>Student and Graduate enterprise, entrepreneurship & employability</p> <p>Business support and freelancer training: workshops and 1-1s</p> <p>Seed funding and commissioning for career development (COVID-19 response), or start-up services, products or productions.</p>	<p>Innovation head post 20% (split across multiple project budgets)</p> <p>Artist fellow post 80%</p> <p>HEIF investment 75% of project budget</p>	<p>Build Back Better: Support productivity growth through high-quality skills and training.</p> <p>OfS business plan: Delivering higher level skills to support recovery</p> <p>RE/OfS objective for students to benefit, Student and graduate</p>	<p>KE aim 2: Our staff & students: enabling creative entrepreneurialism, high-quality outward-facing knowledge exchange and socially engaged practice.</p>	<p>New round of support from 2021, ongoing</p>

<p>Industry collaboration, creative labs and residencies with industry for the production of new work / innovation</p> <p>Connecting industry to emerging ideas including: Virtual Ideas Platform for production arts prototypes – launching autumn 2021 with the Association of British Theatre Technicians.</p> <p>Graduate employment; Employment and professional development with our external unit for live events, teacher training scheme and placements.</p> <p>Post-doctoral employability programme in development – with focus on applying socially engaged research</p> <p>Target: 10 industry partnerships over 3 years</p>		<p>placement and/or employment opportunities 20 per year</p>		
<p>Professional development and executive training for cross-sector resilience</p> <p>Programmes drawing on combined skills of performing arts and executive coaching practice, for organisational change and resilience post COVID, leadership, communications, influence, and personal impact. For individuals and SMEs. Partnership</p>	<p>Coaching Programme Manager post 20% (tapering off over 2 years)</p>	<p>Build Back Better – skills and training, through targeted CPD, creating resilient economies and workforce</p> <p>Industrial Strategy - People: skills development,</p>	<p>Strategic Objective 4 – leading positive change which impacts on society, our industry and the wider world</p> <p>KE aim 4: Wider society: collaborating with partners to deliver innovative exchange, harnessing</p>	<p>Business plan 2021-2025 and ongoing (HEIF support exits 2023)</p>

<p>with leading executive coaching firm and European Coaching & Mentoring Council (EMCC).</p> <p>Target: 10 accredited training programmes per year</p>		<p>resilience and workforce adaptability</p>	<p>the power and value of the performing arts.</p>	
<p>External services and/or collaborative exchange for new insights</p> <ul style="list-style-type: none"> Immersive technologies: Guildhall Live Events consultancy and partnerships to explore immersive technologies and applications to support business growth / response post COVID (e.g. museums and heritage sector, public realm teams for towns and city centres) Coaching and leadership partnerships for development and application in different sectors and contexts in order to build sector resilience and improve performance - including health and public sector <p>Target: 12 new partnerships over 3 years</p>	<p>1 x Evaluation Fellow post 25% (fixed term 1 year post)</p> <p>Artist Fellow 20%</p> <p>GLE Account Manager role 50% (Tapering off over 3 years)</p> <p>HEIF funding represents 25% of project budget for R&D over next 2 years</p>	<p>Build Back Better – supporting resilient economies and cross-sector innovation through exchange of ideas and skills.</p> <p>Support and incentivise the development of the creative ideas and technologies that will shape the UK’s future.</p> <p>Supporting businesses to adopt technologies to adapt and grow</p> <p>RE/OfS objective for students to benefit, Student and graduate placement and/or employment opportunities xx per year</p>	<p>Strategic Objective 4: leading positive change which impacts on society, our industry and the wider world</p> <p>KE aim 4: Wider society: collaborating with partners to deliver innovative exchange, harnessing the power and value of the performing arts.</p> <p>KE aim 2: Our staff & students: enabling creative entrepreneurialism, high-quality outward-facing knowledge exchange and socially engaged practice.</p>	<p>2021 and Ongoing</p>

<p>Local government partnerships to support sustainability of cultural sector</p> <p>London Borough of Islington – strategic partners for the advancement of music education and diversification of the sector. The work includes sustained music education services to under 18s, and commitment to diversifying pipeline of talent into the industry. Exploring the model for potential application in other boroughs.</p> <p>Target: Pilot launch of a north London satellite by 2022</p>	<p>Dir of Innovation & Engagement – strategic lead 20%</p>	<p>Industrial Strategy – Places: strengthening community cohesion through arts education</p> <p>Industrial Strategy - People: skills development, resilience and workforce adaptability</p>	<p>Strategic Objective 4 – leading positive change which impacts on society, our industry and the wider world</p> <p>KE aim 4: Wider society: collaborating with partners to deliver innovative exchange, harnessing the power and value of the performing arts.</p>	<p>2019, and ongoing</p>
<p>Driving innovation in and out of the conservatoire:</p> <p>Internal seed funding to support KE projects for positive social impact, industry resilience or tech advancement. R&D programme for ideation, testing and analysis, and piloting. Projects 2021 and 2022 include:</p> <ul style="list-style-type: none"> • Music Therapy Outreach Unit – developing the business model for expanding provision with partnerships in community and NHS 	<p>Innovation head post 20% (split across multiple project budgets)</p> <p>Seed funding represents approx. 60% of total project value at start-up/pilot stage.</p>	<p>Build Back Better – supporting resilient economies and cross-sector innovation through exchange of ideas and skills.</p> <p>Support and incentivise the development of the creative ideas and technologies that will shape the UK’s future economy.</p>	<p>Strategic Objective 4 – leading positive change which impacts on society, our industry and the wider world</p> <p>KE aim 4: Wider society: collaborating with partners to deliver innovative exchange, harnessing the power and value of the performing arts.</p>	<p>Ongoing.</p> <p>For stated projects - 2021-22. Next stage dependent on review at end of this period.</p>

<ul style="list-style-type: none"> • Prison partnership project exploring the impact of production arts training in prisons, and post-prison employability. • R&D for music publishing unit to support new musicians to share / licence their IP. <p>Target: Early stage support and/or testing of at least 5 projects over 3 years. At least 1 taken to 'next stage' – for external partnership, investment, spin out or other within 2 years.</p>		<p>Supporting businesses to adopt technologies to adapt and grow</p> <p>RE/OfS objective for students to benefit, Student and graduate placement and/or employment opportunities 10 per year</p>		
<p>Public programming, talks and informal learning</p> <ul style="list-style-type: none"> • GLE immersive technology commissions and events with national/ international partners • Talks programmes for public – open or targeted audiences in CCI industry: Real Talk and Research Works • Short courses programmes on campus and online, including partnership with Barbican. <p>Annual targets: 1000 audience engaged in talks 850 engaged in short course programmes 75,000 in person and digital audiences engaged in immersive events, rising to 100,000 in year 2</p>	<p>Innovation head post 20% (split across multiple project budgets)</p> <p>GLE Account Manager role 50% Tapering off over 3 years</p> <p>HEIF investment less than 10% of project budget</p>	<p>Industrial Strategy – Places: strengthening community cohesion through arts education</p> <p>RE/OfS objective for students to benefit: Student and graduate employment 20 opportunities per year</p>	<p>Strategic Objective 4 – leading positive change which impacts on society, our industry and the wider world</p> <p>KE aim 4: Wider society: collaborating with partners to deliver innovative exchange, harnessing the power and value of the performing arts.</p>	<p>Ongoing.</p> <p>HEIF support for GLE salary exits 2023</p>

<p>Partnership programming and arts engagement projects for public benefit</p> <p>Place-making programmes focused on supporting Culture Mile located communities, in partnership with Culture Mile members including Barbican, Museum of London and the London Symphony Orchestra.</p> <p>COVID response partnership projects targeting particular audience groups – major project for 2021-22: Age UK music project for service users.</p> <p>Target: 10,000 audience reached annually 30 community partners engaged annually 1,000 local stakeholders engaged annually</p>	<p>1 x Programming Producer role 50%</p> <p>1 x 1 yr Evaluation Fellow post 50%</p> <p>1x Coordinator post 50%</p> <p>HEIF investment 50% of budget</p>	<p>Build Back Better – unlocking local growth and societal benefit, fostering greater collaborations and co-creation through localised place-focused activity</p> <p>BEIS Guidance to RE: Importance of university contribution to COVID-19 crisis and recovery – in place and civic contributions</p> <p>RE/OfS objective for students to benefit, Student/ graduate employment opportunities 70 per year</p>	<p>Strategic Objective 4 – leading positive change which impacts on society, our industry and the wider world</p> <p>Strategic Objective 2: City of London and Barbican</p> <p>KE aim 1: Our Industry - collaboration and exchange with the creative and cultural sector, in order to drive innovation and maximise the impact of the arts on wider society.</p>	<p>2021-22, ongoing thereafter with new projects in scope</p>
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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)

Managing HEIF spending

We allocate funding on an annual basis to projects which have been assessed on their capacity to deliver against our internal KE objectives, and external HEIF priorities. Projects are plotted into a knowledge exchange project matrix, under the 4 knowledge exchange priority areas for the School (industry, staff & students, education, wider society). HEIF policy priorities are also mapped against these. Projects have clear aims and targets set alongside the budget. This ensures transparency, and allows us to measure the success of input (money, in-kind resources) against output (represented by a range of key performances indicators – see section below).

We monitor in-year project spending by using appropriate tools within our accounting software. We use HEIF specific codes within the chart of accounts in Oracle to keep track of expenditure for each project identified. The Head of Innovation oversees the overall budget, with Finance support from our Senior Management Accountant.

Measure Progress

Adopting best practice for monitoring knowledge exchange activity: For KE activity across the School we are following guidance outlined in the KEF concordat. We frame our environment, processes and policies for KE around the eight principles of the

concordat in order to build rigour and robustness into our KE strategy and activity. We will use self-assessment, third party contributions and review, including;

- benchmarking our services and activity against comparable peer activity via KEF metrics
- Third party evidence of the value of activity (partner/ customer/ stakeholder feedback)
- Success against internally agreed quantitative and qualitative targets
- Regular reporting to senior management meetings and the School Board of Governors
- Periodic review and approval of relevant KE policies, priority areas and projects, including through reporting successes in the HE-BCI return (numbers of collaborations and related contribution, growth in the level of CPD/ adult learning, successful start-ups / seed funding etc)

Planning and monitoring HEIF projects

We have various methods for monitoring progress, dependent on the type of project and its development stage. Large and/or strategic projects which also sit within the School's Strategic Plan will have KPI measures in the strategic plan project matrix as well as the School's business plan.

All projects require a business case at commissioning stage, outlining the value, aims and outcomes it will deliver against the School's strategic aims and KE priorities. Projects set key performance indicators at the beginning of each HEIF cycle. Projects with a research and development focus will also set out the research methodology in terms of enquiry, analysis and articulation of results.

Project leads provide regular updates to the Head of Innovation. Variance against agreed activity is reviewed within the project cycle so that milestones can be re-phased, and funding allocations can be adjusted if necessary. Given the uncertainty and volatility of this period, we recognise that performance against targets may fluctuate depending on the ongoing impact of COVID and government restrictions. Individual projects may also require increased flexibility in order to respond to the fast-changing needs or opportunities in the sector.

Delivery-stage projects set performance metrics agreed with internal leads and external partners. For instance;

- Business Support and Professional Development programmes: numbers of freelancers/ SME's supported – evidence of growth year on year in terms of programme content and response to industry need; audience related impact including growth of learning and skills, high satisfaction levels, specific reported

outcomes in e.g. employment, business started, leadership or organisational change;

- Public programmes; artists and partner numbers and satisfaction, audiences and participants engaged (where relevant demonstrating year on year growth), participant feedback, growth of skills/ knowledge etc.
- Community place-based projects: evidence of developed community connections, feedback reporting improvement in participant confidence, aspiration and skills, evidence of sign-posting, career development.

We engage in ongoing partner consultation and feedback during projects and, evaluation at project end. The partner experience, and relevant partner outputs and outcomes feed into our own evaluation process for the project.

Ongoing review and improvement: We have identified areas for required data monitoring improvement. A particular focus for improved monitoring is in graduate business activity as the institution has not to date had the systems or staffing resources in place to capture the business successes of our graduates when they leave Guildhall. The recent publication of KEF data shows that our peers are capturing graduate businesses and their ongoing performance extremely effectively. We are working on ways to improve this data capture through peer consultation as well as annual surveys of graduates who have been in receipt of our business support.

It is also critical that we improve our ability to track the impact of our business support, enterprise and skills training. The creative industries were the fastest growing industry in the UK economy in 2018, but the sector has been devastated by the impact of COVID-19. The sector has a high percentage of freelancers (comprising 71% of the creative economy workforce compared to 16% across all sectors). This workforce has been severely impacted through loss of contracts and lack of sectoral/governmental support. Guildhall's focus in supporting entrepreneurship, employability and industry growth will target support for freelancers, drawing on needs analysis data to provide appropriate support. Current HE-BCI metrics prioritise data capture on business start-ups and growth, rather than freelancer employability and resilience – we will therefore use our own metrics to assess progress. A caveat is that skills and training may take time to convert into employment, so data captured at the time of provision or soon after will offer a limited picture. Where possible we will implement longer term data capture of the impact.

Evaluate Outcomes and Identify Lessons Learnt

We aim to undertake a process of transparent and balanced evaluation, as this is key to monitoring progress, informing decision making and making genuine advancement. Annually we review all HEIF projects collectively, to take a wider perspective on how the collated activity responds to our KE aims, the strategic plan, and Research England's priority aims for HEIF.

The School's Strategic Planning group meets monthly and reviews performance of the key projects in each objective, ensuring accountability. Relevant project outcomes are reviewed at senior management meetings or Barbican-Guildhall joint directorate meetings, where issues or challenges are flagged, and decisions are made on next steps. Project outcomes and evaluations are reviewed with partner organisations in order to ensure joined up next-stage planning.

We aim for projects to constantly reflect, learn, adapt and develop. For longer running projects this is achieved through a regular process of building learning from previous iteration into new plans. For new initiatives we aim to use data and knowledge gathered from previous outputs of Guildhall or partner projects, and available market data, to inform the project development.

Work with a social purpose is critically important to the School, and is at the heart of much of our knowledge exchange activity – as well as being the focus for the Guildhall's Institute for Social Impact Research in the Performing Arts. We want to understand the impact of our work in society, and this is linked to how we set goals, monitor and measure, learn and improve – and how this in turn can influence the longer term strategy for KE. The School is in the process of recruiting an Evaluation Fellow who will support and inform best practice evaluation for partnership work with a social purpose. This will enable us to implement effective processes at project level, and to build into the fabric of the institution appropriate frameworks, systems and approaches for evaluating activity, and informing strategic planning.