

RE-P-2020-03-Annex B

Royal Northern College of Music

HEIF accountability statement

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

Return date: 14 June 2021

Return as Microsoft Word file to: KEPolicy@re.ukri.org

Queries to: 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.

Our Strategic Objectives, as outlined in our new Research and Knowledge Exchange Strategy (2021-26) are linked to four overriding aims.

1. We will adopt the eight guiding principles of the KE Concordat: <https://www.keconcordat.ac.uk>.
2. Drawing on RNCM Strategy to develop the industry skills of our students, we will build on the StART Entrepreneurship Project to develop entrepreneurship in students and staff.
3. We will build on our award-winning public engagement activities to reach new publics, promote inclusion and diversity and stimulate local and regional regeneration, working closely with our partners.
4. We will share our specialist skills and resources through targeted and bespoke consultancy, NCB provision, contract and collaborative research. Working in collaboration with businesses and industry, we will develop contract and collaborative research, and knowledge transfer in the areas including digital, AI, health and wellbeing and education.

Aim 1

Strategic Objectives:

- A. Develop a strategic plan relating to KE with staff, students and key partners
- B. Write a clear statement concerning the priority areas of KE
- C. Recognise the role of key partners in KE: reciprocal benefit

- D. Develop an evidenced approach to sustainable institutional investment to meet agreed institutional KE objectives.
- E. Commit to providing routes and support for students to engage with all aspects of KE.

Aim 2

Strategic Objectives:

- A. Apply the findings of the StART project to embed entrepreneurship more fully within the college, increasing participation in Get Creative award.
- B. Establish a group of experts/champions within the college, recognising their input through workload planning. Increase capacity through income generation and grant applications.
- C. Working with Development, establish mechanisms to monitor and evaluate Graduate startups activities (including freelance) of our students and alumni
- D. Expand the range of industry partners contributing to our entrepreneurship activities.

Aim 3

Strategic Objectives:

- A. Build on the recent THE Widening Participation or Outreach Initiative of the Year Award (2020) for the Engage programme at the RNCM
- B. Further develop Young Projects and satellite projects, working with industry and local authority partners
- C. Continue Learning and Participation activities to widen reach to new audiences and participants
- D. Embed EDI principles in Engage activities.
- E. Engage with local and regional partnerships to address regional regeneration.

Aim 4

Strategic Objectives:

- A. Establish expert teams within the RNCM to address particular priority areas, reflecting activity within workload planning.
- B. Establish effective mechanisms for capturing, monitoring and evaluating KE activity across the college.
- C. Communicate incentive schemes and procedures for consultancy work and contract research to staff.
- D. Develop links with key partners and businesses to establish collaborative and contract research, technical transfer and KTPs.
- E. Create bespoke NCB provision for partners in our key areas.

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 gov't 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>Development of Young Projects (including JRNCM, Pathfinder) provision to provide specialist training and workforce development in Manchester and selectively throughout the region, while promoting inclusivity and access.</p> <p>Monitor number of students who engage in the different projects and aim for a 5% annual increase in numbers over the 4-year period.</p>	<p>0.4 FTE of Fellow in Music Education and Participation</p> <p>0.4 FTE of Head of JRNCM</p> <p>0.5 FTE Pathfinder</p>	<p>This supports the 'people' and 'place' pillars of the <i>HEIF Policies and Priorities</i>, as well as the levelling up agenda, with its regional focus on skills, training and access. It also addresses the OfS priority of tackling disadvantage.</p>	<p>Aim 3: We will build on our award-winning public engagement activities to reach new publics, promote inclusion and diversity and stimulate local and regional regeneration, working closely with our partners.</p> <p>Objective B Further develop Young Projects and satellite projects, working with industry and local authority partners</p> <p>Objective E Engage with local and regional partnerships to address regional regeneration.</p>	<p>2021-22 scoping</p> <p>Implementation 2022 ff</p>
<p>Development of public engagement activities, building on the success of RNCM ENGAGE with a focus on participation, working to increase the diversity of our audiences and including Public Engagement with Research.</p>	<p>0.7 FTE of Head of Learning and Participation</p> <p>0.2 FTE Head of Research and Knowledge Exchange services</p> <p>0.2 FTE College Archivist</p> <p>Academic staff, as appropriate</p>	<p>This supports the 'people' and 'place' pillars of the <i>HEIF Policies and Priorities</i>, as well as the levelling up agenda, with its regional focus on COVID-19 recovery, engagement, digital, community and society.</p>	<p>Aim 3: We will build on our award-winning public engagement activities to reach new publics, promote inclusion and diversity and stimulate local and regional regeneration, working closely with our partners.</p> <p>Objective A: Build on the recent THE Award in Widening Participation or Outreach Project</p>	<p>2021 ff</p>

<p>Monitor the number of people who engage with L+P activities and also the number of projects, with the expectation of a 5% annual increase.</p> <p>Monitor our audiences who engage with the various RNCM activities, including performances and digital content.</p> <p>Monitor the number and type of public engagement of research activities over the 4-year period, with the expectation that every funded grant has a public engagement of research component.</p>			<p>of the Year (2020) to develop Engage at the RNCM Objective C. Continue Learning and Participation activities to widen reach to new audiences and participants Objective D: Embed EDI principles in Engage activities.</p>	
<p>Develop, embed and monitor entrepreneurship initiatives for students at all levels and staff. Starting with a baseline 85 student engagement hours in entrepreneurship activity across the college, increase this to a total of 765 over the 4 years.</p> <p>Track graduate start-ups, aiming to show an increase over the 4 years.</p>	<p>0.2 FTE Deputy Head of Undergraduate projects 0.4 FTE Fellow of Creative and Professional Practice (1) 0.5 FTE Fellow in Creative and Professional Practice (2)</p>	<p>This activity supports the priority in the <i>HEIF Policies and Priorities</i> of involving students in KE, the importance of entrepreneurship as a way of creating economic impacts and contributing to the economy and society.</p> <p>It also addresses the UK Government's Research and Development Roadmap, in particular, the</p>	<p>Aim 2: Drawing on RNCM Strategy to develop the industry skills of our students, we will build on the StART Entrepreneurship Project (OfS-funded) to develop entrepreneurship in students and staff. Objective A. Apply the findings of the StART project to embed entrepreneurship more fully within the college, increasing participation in Get Creative award.</p>	<p>2021-2023 (development phase) and maintain beyond the OfS StART project.</p>

		<p>role of the creative arts in productivity, new growth opportunities for the UK (p. 24). The document also addresses commercial and entrepreneurial skills and a mindset of enterprise and innovation (p. 30).</p>	<p>Objective B. Establish a group of experts/champions within the college, recognising their input through workload planning. Increase capacity through income generation and grant applications. Objective C. Working with Development, establish mechanisms to monitor and evaluate Graduate start-ups activities (including freelance) of our students and alumni Objective D. Expand the range of industry partners contributing to our entrepreneurship activities.</p>	
<p>Develop selective and bespoke non-credit bearing (NCB/CPD) provision and consultancy based on core expertise of staff in priority areas.</p> <p>Target to establish Executive Education provision, embedding and developing the offer over the 4 years.</p> <p>5% increase income from targeted and bespoke CPD/NCB provision in key areas of expertise and in consultancy.</p>	<p>0.2 FTE Head of Research and Knowledge Exchange</p> <p>0.3 FTE Head of Learning and Participation</p> <p>0.1 FTE Heads of Schools</p> <p>Other academic staff, as appropriate</p>	<p>This is a key element of KEF and the KE Concordat, dealing with the exchange of skills between HEIs and businesses for the benefit of business and society.</p>	<p>Aim 4: We will share our specialist skills and resources through targeted and bespoke consultancy, NCB provision, contract and collaborative research.</p> <p>Objective A: Establish expert teams within the RNCM to address particular priority areas, reflecting activity within workload planning.</p> <p>Objective B: Establish effective mechanisms for capturing, monitoring and evaluating KE activity across the college.</p> <p>Objective C: Communicate incentive schemes and</p>	<p>2021 ff</p>

			procedures for consultancy work and contract research to staff. Objective E: Create bespoke NCB provision for partners in our key areas.	
<p>Develop collaborative and contract research and knowledge transfer with businesses in key areas of expertise, exploiting our skills and expert facilities.</p> <p>Target to grow collaborative and contract research by 10% over the 4-year period.</p> <p>Establish knowledge and technical transfer partnerships with business, developing one per year over the period.</p> <p>Establish 2 KTPs in key areas, including digital, AI or Education over the 4-year period.</p>	<p>0.1 FTE Director of Research</p> <p>0.2 FTE Head of Research and Knowledge Exchange Services</p> <p>0.2 Academic Digital lead Academic</p>	<p>This activity addresses the HEIF priorities of R&D, innovation and the development of SMEs for economic impacts. It also addresses the UK Gov. Research and Development Roadmap, which talks about ‘the need to ensure our excellence in discovery research, design, engineering, data science and creative arts’ and translating these into commercial applications – increasing the productivity of our existing industries and creating new growth opportunities for the UK (p. 24).</p>	<p>Aim 4: Working in collaboration with partners, businesses and industry, we will develop contract and collaborative research, and knowledge transfer in areas including digital, AI, health and wellbeing and education.</p> <p>Objective D. Develop links with key partners and businesses to establish collaborative and contract research, technical transfer and KTPs.</p>	2021 ff

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.

i. Managing HEIF spend

KE priorities are set by the Director of Research in consultation with the Executive team. HEIF spend and activity is managed by the Research Department (Head of Research and Knowledge Exchange) in liaison with Finance, with oversight from the Director of Research and the Director of Finance. HEIF spend is reviewed on an annual basis, taking on board the recommendations of the KE Executive Steering group (the Director of Research, the Director of Programmes and the Deputy Principal, Performance and Programmes), who represent all areas of KE activity within the RNCM. The Director of Research works with Finance to map HEIF income precisely onto the costs associated with dedicated staff, Academic staff KE activity and other costs and initiatives during the annual HEIF monitoring process.

ii. Measuring our progress

Progress is measured periodically at the Research and Knowledge Exchange Committee, which meets three times a year. The college is in the process of signing off the new sub-strategy, the Research and Knowledge Exchange Strategy (2021-26). The KE aims and objectives of the sub-strategy are set out here in response to Question 1 above. The sub-strategies are reviewed on an annual basis and report to Academic Board for their academic content and to Executive Committee for the financial component. Progress against targets is monitored again during the college's business planning process, which takes place every Spring. These plans are presented to Finance Committee for approval and then to the Board of Governors.

iii. Evaluating outcomes

The 4-year HEIF plan will follow the KE Concordat to ensure best practice. Both progress and outcomes arising from the adoption of the Concordat will be reported first to Research and Knowledge Exchange Committee and then to both to Academic Board and to Executive Committee. From September 2021 we will implement an evaluation programme based on 'The Key Evaluation Checklist' (KEC) to evaluate outcomes. The KEC model was devised by Scriven, 2003, and developed by E. Jane Davidson, *Evaluation Methodology Basics: the Nuts and Bolts of Sound Evaluation* (Sage, 2004) to provide a robust framework for evaluation. It will ensure that evaluation is done systematically with clarity, transparency, sufficient reflection and critical engagement. Findings from the evaluation will be presented at the various committees in the reporting process, as outlined above. RNCM is part of Conservatoires UK (CUK) network, which comprises Small Specialist Institutions within the KEF Arts Cluster. The Director of Research and Associate Director of Research are both members of CUK's Research Forum. KE is standing item with several invited guests speaking on aspects of KE every year. The Director of Research has formed a sub-group of colleagues withing CUK with institutional responsibility for KE to discuss progress, evaluate outcomes and share good practice.

iv. Identifying lessons learned

The Concordat and 'Key Evaluation Checklist' will enable the RNCM to identify lessons learned from the HEIF process on an annual basis. The evaluation report will be included in the internal annual monitoring of HEIF spend and resource and will be considered by Research and Knowledge Exchange Committee, Executive Committee, Academic Board. It will also form part of the tri-annual report on KE to the Board of Governors. Areas where progress has been slower will be scrutinised to see what the impediments and barriers are and what measures can be put in place to address them. As a result of a recent review of KE activity undertaken with the input of Executive Committee, the Director of Research is establishing small groups of academics and Professional Services staff with particular responsibility for different aspects of KE, for example, student Entrepreneurship, and Digital, AI and business collaboration. These will complement existing teams devoted to CPD provision, Public Engagement, Learning and Participation (Engage) and facilities and infrastructure. Academic colleagues will have KE time explicitly identified in the workload planner from September 2021. Identifying key expertise in this way ensures that the appropriate people from across colleagues are working on particular elements of KE.