

RE-P-2020-03-Annex B

Trinity Laban Conservatoire of Music and Dance

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

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.

Trinity Laban Conservatoire of Music and Dance has set the following strategic goals for Knowledge Exchange and Public Engagement:

- 1. To drive innovation in our art forms through knowledge transfer from our research and professional practice*
- 2. To reinforce the professional orientation of our training, ensuring our graduates are appropriately prepared to lead and advocate in their art forms and to sustain fulfilling creative careers*
- 3. To build the capacity and resilience of the UK's cultural and creative sector through interventions that raise workforce skills, promote demand and enable diverse talents to enter and thrive in the industry*
- 4. Through artistic practice and participation, to promote cohesive and healthy communities*
- 5. To strengthen and capitalise on our existing partnerships and establish new relationships and collaborations that promote and enable the wide dissemination and application of Trinity Laban's knowledge*
- 6. To become an exemplar of diverse practice in the arts*

These goals are underpinned by specific priority areas and objectives as follows:

Performance and the arts industry

- *To work with artists and arts companies to improve their creative capacity and organisational effectiveness, leading to artistic, social and economic returns*
- *To play a significant role in place-making in our local communities at the heart of a creative cluster in SE London that delivers economic and societal benefit*
- *To promote greater diversity among creators of, and audiences for, music, dance and musical theatre*

Graduate employability and enterprise

- *To maintain and promote high levels of skilled graduate employment and graduate contributions to innovation in our art forms and industries*

Professional and skills development

- *To offer professional development opportunities to artists and arts educators that extend and direct their skills towards areas of growth and opportunity and build the capacity of the UK arts workforce*
- *To support more effective delivery of public education in our art forms*

Supporting the community and public engagement

- *To act as cultural catalyst in our communities, promoting and enabling participation, social inclusion and cohesion*
- *To enhance health and well-being through public engagement in the arts*
- *To offer excellent artistic experiences to our local and regional communities*

Knowledge exchange infrastructure

- *To create optimum conditions within Trinity Laban for staff and students to engage in successful knowledge exchange*

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.

| Planned areas of HEIF supported KE activity | HEIF support | HEIF priorities | Strategic objectives | Indication of timescales |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations. | How HEIF will be used to support the project? | How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.) | Which institutional strategic KE objective does this relate to? | |
| <p><i>Organisational development and innovation support for freelance artists and arts companies including partnership work within the Lewisham Creative Enterprise Zone initiative, combining:</i></p> <ul style="list-style-type: none"> • knowledge transfer from our research and professional practice including growing digital expertise • commissioning and showcasing • production and marketing support • access to facilities • workforce development | 1 x Head of Community and Professional Development post - 0.2 FTE HEIF funded for this activity | <p><i>This work promotes post-Covid recovery through support for local growth and for a high growth sector (creative industries) as prioritised in Innovation section of Build Back Better (BBB).</i></p> <p><i>It also helps to upskill arts businesses in the use of digital tools for creation, promotion and distribution of artistic content, encouraging uptake of innovative ideas and technologies (pg. 64 BBB).</i></p> | <p><i>KEPE Goal 1: To drive innovation in our art forms through knowledge transfer from our research and professional practice</i></p> <p><i>KEPE Goal 3: To build the capacity and resilience of the UK's cultural and creative sector through interventions that raise workforce skills, promote demand and enable se talents to enter and thrive in the industry</i></p> <p><i>KEPE Goal 5: To strengthen and capitalise on our existing partnerships and establish new relationships and collaborations that promote and enable the wide dissemination and application of Trinity Laban's knowledge</i></p> | Ongoing |
| Access to specialist spaces and facilities for industry and the community | <p>1 x Facilities booking manager: 0.05 FTE HEIF funded</p> <p>1 x Scheduling Assistant – 0.2 FTE HEIF funded</p> | <p><i>Exploitation of the physical assets of the Conservatoire supports and enables:</i></p> <p><i>Innovation in the creative industries (as per BBB Innovation section)</i></p> <p><i>Civic contribution of TL to its locality and support for place-making (HEIF policies and priorities 2020-21 to 2024-45, RE)</i></p> | <p><i>KEPE Goal 1: To drive innovation in our art forms through knowledge transfer from our research and professional practice</i></p> <p><i>KEPE Goal 4: Through artistic practice and participation, to promote cohesive and healthy communities</i></p> | Ongoing |
| Student external placements and professional networks and experiences | <p>1 x Professional Placements Manager – 0.4 FTE HEIF funded</p> <p>1 x Professional Placements Coordinator – 0.6 FTE HEIF funded</p> <p>Graduate internships (production and costume) – 1.7 FTE HEIF funded</p> <p>Industry workshops, performance tours and orchestral placement schemes - £73K HEIF</p> | Government and RE/OfS objective for students to benefit – the large majority of students access one or more of these opportunities each year (c.900 students) | <p><i>KEPE Goal 2: To reinforce the professional orientation of our training, ensuring our graduates are appropriately prepared to lead and advocate in their art forms and to sustain fulfilling creative careers</i></p> <p><i>Objective: To maintain and promote high levels of skilled graduate employment and graduate contributions to innovation in our art forms and industries</i></p> | Ongoing |
| TL Innovation Award offering seed funding and mentoring for graduate business and social enterprise propositions | £27K HEIF funding for awards and mentoring programme | RE/OfS objective for students to benefit – currently 6 awards annually to final year UGs (individuals or groups – average 12 students per year receiving support to develop idea and deliver, post-graduation) | <p><i>KEPE Goal 2: To reinforce the professional orientation of our training, ensuring our graduates are appropriately prepared to lead and advocate in their art forms and to sustain fulfilling creative careers</i></p> <p><i>KEPE Goal 3: To build the capacity and resilience of the UK's cultural and creative sector through interventions that raise workforce skills, promote demand and enable diverse talents to enter and thrive in the industry</i></p> | Ongoing |
| Post-Covid graduate enterprise support package – opportunities for 2020 and 2021 graduates to develop and showcase artistic work and receive mentoring and career advice | £20K of HEIF funding has been allocated to this project | Government and RE/OfS objective for students to benefit – opportunity offered to c.600 graduates | <p><i>KEPE Goal 2: To reinforce the professional orientation of our training, ensuring our graduates are appropriately prepared to lead and advocate in their art forms and to sustain fulfilling creative careers</i></p> <p><i>Objective: To maintain and promote high levels of skilled graduate employment and graduate contributions to innovation in our art forms and industries</i></p> | 2021-2022 |

| Planned areas of HEIF supported KE activity | HEIF support | HEIF priorities | Strategic objectives | Indication of timescales |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations. | How HEIF will be used to support the project? | How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.) | Which institutional strategic KE objective does this relate to? | |
| <i>Continuing Professional Development programmes for artists and arts educators</i> | 1 x Head of Community and Professional Development post - 0.3 FTE HEIF funded for this activity 1 x Professional Development Manager – 0.4 FTE HEIF funded 1 x Project Manager – 0.3 FTE HEIF funded 1 x Project Coordinator – 0.3 FTE HEIF funded for this activity Resident Associate Artist scheme - £10K HEIF funded | <i>Supports upskilling to enhance productivity with increasing focus on digital skills for creative artists (BBB Skills section)</i> | <i>KEPE Goal 3: To build the capacity and resilience of the UK's cultural and creative sector through interventions that raise workforce skills, promote demand and enable diverse talents to enter and thrive in the industry</i> <i>Objective: To offer professional development opportunities to artists and arts educators that extend and direct their skills towards areas of growth and opportunity and build the capacity of the UK arts workforce</i> | <i>Ongoing</i> |
| <i>Public participatory programmes in dance and music for young people, adults and older people</i> | 1 x Head of Community and Professional Development post - 0.1 FTE HEIF funded for this activity 2 x Project Managers – total 0.5 FTE HEIF funded across these posts for this activity 1 x Project Coordinator – 0.2 FTE HEIF funded for this activity | <i>Civic contribution of TL to its locality and support for place-making (HEIF policies and priorities 2020-21 to 2024-45, RE)</i> <i>Government and RE/OfS objective for students to benefit – average of 80 student placement/volunteering opportunities per year on our public participatory projects</i> | <i>KEPE Goal 4: Through artistic practice and participation, to promote cohesive and healthy communities</i> <i>Objectives:</i> <i>To play a significant role in place-making in our local communities at the heart of a creative cluster in SE London that delivers economic and societal benefit</i> <i>To act as cultural catalyst in our communities, promoting and enabling participation, social inclusion and cohesion</i> | <i>Ongoing</i> |
| <i>Contribution to Lewisham Borough of Culture programme</i> | 1 x Head of Community and Professional Development post - 0.1 FTE HEIF funded for this activity 2 x Project Managers – total 0.3 FTE HEIF funded across these posts for this activity 1 x Graduate Intern, Learning & Participation – 0.4 FTE HEIF funded | <i>Civic contribution of TL to its locality and support for place-making (HEIF policies and priorities 2020-21 to 2024-45, RE)</i> | <i>KEPE Goal 4: Through artistic practice and participation, to promote cohesive and healthy communities</i> <i>Objective: To act as cultural catalyst in our communities, promoting and enabling participation, social inclusion and cohesion</i> | <i>2021-2022 and 2022-23</i> |
| <i>Arts and health and wellbeing programme including activities addressing particular health conditions and/or in health and care settings</i> | 2 x Project Managers – total 0.3 FTE HEIF funded across these posts for this activity 1 x Project Coordinator – 0.4 FTE HEIF funded for this activity | <i>Civic contribution of TL to its locality and support for place-making (HEIF policies and priorities 2020-21 to 2024-45, RE)</i> <i>Also, specifically address Covid impacts on physical and mental health</i> | <i>KEPE Goal 4: Through artistic practice and participation, to promote cohesive and healthy communities</i> <i>Objective: To enhance health and well-being through public engagement in the arts</i> | <i>Ongoing</i> |
| <i>Strategic project fund: annual internal competition supporting portfolio of projects that develop new ideas and approaches to KE, build new external relationships, and/or respond to emerging policy imperatives</i> | <i>Annual allocation of HEIF funding of c.5-10% of total depending on total grant</i> | <i>Could address any objective – project proposals are required to articulate how the activity addresses RE/OfS and local/national government priorities</i> | <i>Could address any objective – project proposals are required to articulate how the activity delivers against the institutional KEPE Plan and HEIF objectives</i> | <i>Ongoing</i> |
| <i>Research and evaluation to explore, develop and disseminate effective KE practice and optimise the benefits to participants and partners</i> | <i>1 x postdoctoral researcher attached to KE programme – 0.7 FTE HEIF funded plus small annual allowance for non-staff evaluation costs</i> | <i>Rigorous evaluation supports innovation in KE practice, improved effectiveness and value for money in line with Government's outcome-based approach (HEIF policies and priorities 2020-21 to 2024-45, RE)</i> | <i>Research and evaluation findings support continuous improvement of KE practice and outcomes across our objectives</i> | <i>Ongoing</i> |

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.

Managing HEIF spending

HEIF funded activity and expenditure is monitored by the HEIF Steering Group, which reports to the institutional Knowledge Exchange and Public Engagement Board and meets at least quarterly. The Steering Group has representation from all HEIF budget-holding departments as well as our management accounting team, and members are required to report to each meeting on delivery and spend against annually agreed budget allocations. Where potential underspend is identified, the Group reviews and agrees actions to bring expenditure back on track, or determines appropriate redeployment of funds to other eligible projects. HEIF income and expenditure is coded within our management accounting software, and periodic reconciliations are undertaken to track budgetary performance. While the majority of HEIF funding is assigned to salaried posts, project proposals are required to set out all budgeted costs including additional salaried hours, administrative and academic/artistic project staff and non-staff expenditure.

Measuring progress

The Knowledge Exchange and Public Engagement Board is responsible for monitoring progress in knowledge exchange through regular assessment of activities and review of results against objectives and indicators. Systematic statistical monitoring of public engagement programmes and projects is in place that leads to the production of a range of reports that include both quantitative and qualitative information such as case studies. This material feeds into the annual monitoring of HEIF-funded elements of the work, as well as other required external reporting. The KEPE Board considers an annual report on the KEPE Plan, which in turn informs its yearly report to the Academic Board.

High-level performance indicators relate to third-stream income and public engagement numbers as reported annually in the Higher Education Business and Community Interaction Survey. A full report on HE-BCI outcomes is discussed by both the Principal's Management Group and Knowledge Exchange and Public Engagement Board.

Individual HEIF-funded projects and programmes have their own relevant measures and targets which inform assessment of progress within delivery departments and reporting to the HEIF Steering Group.

The first iteration of the KEF has provided new information on both absolute and relative performance in knowledge exchange, which is helpful for benchmarking purposes. KEF results are being reviewed and will be built into future performance monitoring and targeting. The Conservatoire was pleased that 2021 KEF outcomes verified strong performance within its cluster in its areas of strategic focus, namely:

- Public and community engagement (top 10%)
- Local growth and regeneration (top 20%)
- Skills, enterprise and entrepreneurship (top 20%)

We also expect that self-evaluation against the KE Concordat will feed in to the development of progress measurement procedures.

Evaluation of outcomes

We seek to embed rigorous research and evaluation methodologies across all our knowledge exchange programmes in order to explore, develop and disseminate effective practice and optimise the benefits to participants and partners. Evaluation has provided a rich source of evidence that has informed the development of strategy and activities, including CPD programmes through which we share our learning. Importantly, it has also given increased voice to participants and partners who are engaged as co-researchers, and shaped our understanding of their priorities and needs.

There is a strong connection between our research department and our knowledge exchange and public engagement programmes, not least through the longstanding postdoctoral research post focused on this area. This has promoted innovation in our third-stream work and driven TL's approach to research impact. It has created a platform for the provision of scholarly evidence to both Trinity Laban and key non-academic partners (e.g. local councils and health organisations, national bodies such as Arts Council England, schools, the National CAT scheme), to stimulate further impactful research about the beneficial nature of music and dance activities on health and wellbeing, and to consolidate CPD activities. Activities and objectives are shared across the Knowledge Exchange and Research Plans, reflecting our commitment to close working between researchers and practitioners. Each year we identify priority evaluation questions relating to the intended outcomes of our knowledge exchange strategy, and internally commission research into our public programmes reflecting on creative outcomes, health benefits, and social, cultural and personal impacts across a range of participants and beneficiaries.

We have developed a standard evaluation framework for our public and community engagement work structured around four core values which offers a common lens through which all activity can be examined. The values reflect the aims of the Institution, while also being shaped in part by the Arts Council's 'seven principles in improving quality', and consist of: Artistic Excellence & Authenticity; Health, Well-being & Social Impact; Ownership & Creative Engagement; Access & Progression. The evaluation methodology deploys targeted surveys tailored to the relevant participant groups (for example, arts practitioners, older people, children and young people).

Identifying lessons learned

The Conservatoire disseminates results and learning internally and externally through a combination of:

- Reporting to its Board and management and academic committees
- Publication of research and evaluation reports, some commissioned by industry experts
- Conference presentations and sharing within local and sector networks
- CPD for staff, students and professional practitioners
- Academic research publication (journal articles and book chapters)

A central characteristic of Trinity Laban's approach to knowledge exchange is respect for participants' voice and agency, and a commitment to the active involvement of partners, participants and audiences in the planning, delivery and evaluation of our knowledge exchange work. We have established a variety of forums and communication channels for stakeholders to share their views and work with us to shape programmes to their needs and interests. We place a particular priority on engaging diverse constituencies in decision-making to make our organisation more permeable and empower our collaborators to achieve our mutual goals. In this way, we draw on a broad spectrum of viewpoints to identify lessons learned, and capture external perspectives that promote critical reflection on success and failures.