

RE-P-2020-03-Annex B

# Royal Academy of Dramatic Art

## 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)

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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.*

### Background

RADA is intrinsically involved with the principles of knowledge exchange. Having been founded by the industry it serves, and providing training that is in step with developments in the creative industries, we are well placed to bring our academic and professional expertise to business, the public sector and our communities.

As a small, specialist institution with only 200 students and specialist facilities in central London we are able build lasting connections with industry leaders (often RADA graduates themselves) for mutual benefit.

It is clear that our KE activities have been significantly challenged by the pandemic, as industry closed down and the in-person work that we rely on as part of our consultancy and professional work was not possible. We intend to rebuild these activities as

circumstances allow, and use the HEIF funding to expand them using the insight we have gained in online training over the pandemic period.

HEIF funding supports the core costs of our KE infrastructure as well as the direct costs of the activities below. As RADA intends to increase the amount of self-generated income over the course of its strategic plan, knowledge exchange and HEIF funding are a critical part of our plan and will enable us to invest in new services and markets. We will also continue to develop industry partnerships and support graduate startups over the period as circumstances allow.

*Strategic Objective 1: Work with UK Businesses*

Support the growth of RADA Business consultancy, CPD and CE courses to pre-covid levels and significantly higher. HEIF will support commercial infrastructure (eg CRM and other process development), new business development, market research and product development.

*Strategic Objective 2: Create innovative products*

Develop new online courses and training opportunities built on RADA's pedagogy and practical experience to increase the reach (in number, location and demographic) of participants.

All our courses (RADA Business courses and short courses) will be updated in both content and delivery format (Objective 3) to reflect the increasing use of online communication and digital delivery. The industries that our graduates will move into will expect skills that are useful in the new world and will also expect to see our graduates performance (or portfolio of technical work) online. HEIF will support the delivery of this development

*Strategic Objective 3: Increase public interaction*

Increase the reach of our public engagement activities by broadcasting our theatre productions and other free and chargeable events online. (See Objective 2)

*Strategic Objective 4: Graduate startups*

Support increased number of graduate start-ups. RADA graduates often become theatre makers in their own rights; RADA has always provided informal advice and collaboration, and promotional support via industry readings and other events. Encouraging recent

graduates to form new small companies in the creative industries also supports the Industrial Strategy. We will record the number of companies that our graduates launch after leaving RADA.

In the past we have provided space and promotion for graduate companies as part of the RADA Festival (which moved online during the pandemic) and we have also supported other new formats, such as podcasts

*Strategic Objective 5: Improve graduate employability*

RADA has a track record of securing industry representation and employment for its students at or soon after graduation, with a programme of high quality productions, showcases and exhibitions (in-person and now online), that go beyond the assessment requirements and highlight the work of acting and technical students. This is supported by staff with industry contact and expertise, and opportunities after graduation such as readings and CPD programmes that improve their opportunities in a challenging industry. Our Buddy scheme (professionals mentoring students) and Training Committee reinforce links to industry and ensure we continue to meet current needs.

*Strategic Objective 6: Develop research base*

Build capacity for collaborative research. We have not undertaken research before, but intent to take opportunities to report on and share our findings as we develop teaching practice. We will be learning from peer organisations via membership of GuildHE and the Culture Capital Exchange to investigate opportunities for collaboration and new partnerships.

## 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><b>Planned areas of HEIF supported KE activity</b></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><b>HEIF support</b></p> <p>How HEIF will be used to support the project?</p>	<p><b>HEIF priorities</b></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><b>Strategic objectives</b></p> <p>Which institutional strategic KE objective does this relate to?</p>	<p><b>Indication of timescales</b></p>
<p>Programme of productions and workshops for industry exposure and public that goes beyond academic requirements to improve employability and innovation.</p> <p>Because of the diverse and fluid nature of the creative industries, with a large proportion of freelancers, we engage with them in a variety of ways but there are no formal partnerships at present</p> <ul style="list-style-type: none"> <li>- We are in frequent direct contact with professionals including numerous agents and casting directors. These relationships are managed by a specific industry liaison role</li> <li>- a network of recent graduates is supported with advice and development opportunities. Their experience in the profession is fed back into the training</li> <li>- more established graduates act as buddies/mentors and feed back to our training committee on the continued relevance of training</li> <li>- graduating students go through mock auditions. The professionals involved provide</li> </ul>	<p>Staff time on production and industry liaisons</p> <p>0.5 FTE academic post and associated operating costs</p>	<p>RE/OfS objective for 30% of RADA students to benefit by exposure to industry and public</p>	<p><u>Objective 3: Increase public interaction</u></p> <p><u>Strategic Objective 5: Improve graduate employability</u></p>	<p>Ongoing</p>

<p>valuable feedback on whether their training meets current industry standards</p> <ul style="list-style-type: none"> <li>- academic and non-academic staff often work on professional projects alongside their roles at RADA which keeps industry aware of our work and vice versa</li> </ul>				
<p>Production and online distribution of 9 online productions/installations/showcases/films each year providing development opportunities for acting and technical students, feedback from industry.</p> <p>The investment in moving presentations online (as well as in person) is driven by the needs and expectation of the industry in that</p> <ul style="list-style-type: none"> <li>- casting agents, directors and production companies expect to recruit new talent by seeing their work online</li> <li>- exposure to filming and other digital presentation processes (digital portfolios etc) prepares graduates to meet industry expectations</li> </ul>	<p>Staff time and external expertise</p> <p>1.0 Academic FTE, £150k operating costs (freelance &amp; hires)</p>	<p>Ideas pillar of IS as new techniques for creative content are developed</p> <p>RE/OfS objective for 30% of RADA students to benefit participating in digital events</p>	<p><u>Strategic Objective 2:</u> <u>Create innovative products</u></p> <p><u>Strategic Objective 3:</u> <u>Increase public interaction</u></p> <p><u>Strategic Objective 5:</u> <u>Improve graduate employability</u></p>	<p>2020-21 onwards</p>
<p>Programme of creative workforce development for graduates</p>	<p>0.5 FTE Academic</p> <p>0.5 FTE non-academic</p>	<p>Supports 'People' pillar by maintaining and developing skills</p> <p>100% of students participate</p>	<p><u>Strategic Objective 4:</u> <u>Graduate startups</u></p> <p><u>Strategic Objective 5:</u> <u>Improve graduate employability</u></p>	<p>Ongoing</p>

<p>Programme of public short courses including development of online courses for new skills and greater uptake</p>	<p>0.5 FTE Academic 4.5 FTE non academic £40k operating costs</p>	<p>Supports People pillar by maintaining and developing skills  Supports Ideas pillar by creating new products for new markets</p>	<p><u>Strategic Objective 2:</u> <u>Create innovative products</u>  <u>Strategic Objective 3:</u> <u>Increase public interaction</u></p>	<p>Ongoing (online delivery from 2020-21 onwards)</p>
<p>Programme of commercial consultancy including development of online courses for new skills and greater uptake (SME and corporate)</p>	<p>c.5.75 non-academic FTE, 0.25 FTE academic liaison and associated operating costs of £175k</p>	<p>Supports People pillar by maintaining and developing skills  Supports Ideas pillar by creating new products for new markets  Support Business Environment pillar by modernising skills of UK businesses</p>	<p><u>Strategic Objective 1:</u> <u>Work with UK Businesses</u>  <u>Strategic Objective 2:</u> <u>Create innovative products</u></p>	<p>Ongoing (online delivery from 2020-21 onwards)</p>
<p>Develop opportunities for collaborative research, particularly in diversity and organisational change</p>	<p>0.1 FTE academic £10k opex</p>	<p>Support Ideas pillar</p>	<p><u>Strategic Objective 6:</u> <u>Develop research base</u></p>	<p>Investigation 2020-22, delivery 2022-25</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.*

- i.* The relatively small size of RADA means that we are able to track direct KE/HEIF spending against specific projects or activities as part of our normal monthly accounting. These are reported monthly to leadership team, and quarterly to governing body via the Finance & General Purposes Committee. Costs of shared services or personnel that contribute to KE are calculated annually on an appropriate apportionment (eg finance department costs will be pro rata with overall total expenditure, IT costs are allocated pro-rata with headcount). RADA's Director of Finance & Operations (DFO) is responsible for management and monitoring of HEIF funding
- ii.* Financial and some quantitative data contributing to progress reporting (such as income and amount of activity in consultancy and development) will be captured during the year as part of normal reporting including the HE-BCI metrics. Graduate company startups will be collated annually via graduate surveys and continuing industry liaison, and validated where possible against third party sources such as funding bodies, Charity Commission, Companies House. Initiatives that will lead to activity in future years (such as investing in new technology or products) will have milestones at least annually.
- iii.* Outcomes will be evaluated in line with HE-BCI measures for quantitative and financial data such as audience numbers, contract numbers and turnover. Qualitative evaluation will rely on continuing interaction and feed back with our graduate community and industry contacts.
- iv.* HEIF activity, progress and outcomes will be reviewed at least annually by SLT and reported to our governing body to identify any opportunities to amend

or improve activities. The recovery from the pandemic and new digital opportunities mean that our KE strategy will need to be dynamically managed and resources may be moved between activities, or to fund new activities, as necessary to maximise the impact over the period in question.