

The Place

(London Contemporary Dance School)

HEIF accountability statement

Narrative return template for HEIF funding period
2023-24 to 2024-25

Return date: January 2024

Return as Microsoft Word file to: 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.

The Place – Knowledge Exchange Strategic Objectives

Objective 1: Leadership, strategy and institutional structures

To strategically grow knowledge exchange activity as part of a sustainable Research and Knowledge Exchange Strategy and diversified Business Plan in line with the societal benefits encapsulated in our vision, mission and values and local and regional economic benefits, working towards a 10% share of annual turnover by 2028 and 20% by 2033.

Objective 2: Skills and human capital development

- a) To build and maintain ample access points for project co-creation with external organisations and freelance artists to support students' industry-readiness, employability skills development, lifelong learning and professional networks.

- b) To nurture and build a rich and supportive community of global dance practitioners by offering a framework for world-leading teaching and learning at pre-vocational and higher education levels.

Objective 3: Facilitating the research exploitation process (non-technology transfer)

- a) To develop and implement The Place's Consultancy Strategy, outlining size, shape and priorities in Dance and Well-being, Dance and Leadership, and Dance and Civic Responsibility, exploiting the distinctive areas of expertise across the organisation into a consultancy package and promoting this to partners both in and beyond our HE / arts sector.
- b) To facilitate the existing Choreodrome collaborations supporting artists to deepen their research through collaboration with academics and extend the model to facilitate access points for more external organisations and knowledge exchange between artists, producers and academics.

Objective 4: Supporting the community and public engagement

To develop Creative Learning dance projects to enrich and change lives by building outreach, social cohesion and community regeneration partnerships with schools and community groups, sharing knowledge and expertise and raising children and young people's aspirations.

Objective 5: Knowledge sharing and diffusion

To bring together The Place's global, vibrant alumni community through strategic initiatives, including support services, activities, events and communications through the development and deepening of our network of alumni and industry professionals.

Objective 6: Exploiting our physical assets and building-related expertise

To exploit The Place's physical assets and visitor services and technical expertise through the hire of dance studios and the Robin Howard Dance Theatre.

Question 2 – Use of HEIF

How do you intend to use your 2023-24 to 2024-25 HEIF allocations?

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2023-24 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2023-24 only; ongoing or 2023-24 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. 2023-24 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 2023-24 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>Knowledge Exchange strategy development, leadership and delivery. Target to achieve a 10% share of annual turnover by 2028 and 20% by 2033.</p>	<p>Executive Directors and Chief Executive time buy-out</p>	<p>Cuts across all government priorities (“Ideas”, “People”, “Place”) and multiple RE/OfS objectives, including local regeneration and growth, community and public engagement, entrepreneurialism, dynamism, SME business growth, external partnership development and student benefit (250 students)</p>	<p>Objective 1: Leadership, strategy and institutional structures</p>	<p>2023-25</p>
<p>Artistic commissions including Graduation Works, Frame Rush, Fish Tank, Outside Encounters, James Cousins Company at Wilton’s Music Hall. Target to engage 100 artists and reach 200 students.</p> <p>Careers guidance and mock auditions co-design with industry specialist skills. Target to</p>	<ul style="list-style-type: none"> • Academic staff buy-out • External and internal competitive commissioning process • Project costs 	<p>Enhanced employability prospects for students (50 students) and SME business growth through access points for co-creation with</p>	<p>Objective 2 a): Skills and human capital development - Project co-creation with external organisations and freelance artists</p>	<p>2023-25</p>

engage 25 industry professionals and support 60 students. Joint curriculum development and co-design of new undergraduate pathways with industry specialists. Target to engage 10 industry professionals and 10 student representatives, leading towards a new course recruiting 100 students annually.		external organisations and freelance artists		
Short Courses in teaching and learning at pre-vocational and higher education levels. Target to reach 40 educators and community dance artists.	<ul style="list-style-type: none"> • Academic staff buy-out • Project costs 	Entrepreneurialism and dynamism through the commercialisation of our world-leading small and specialist expertise	Objective 2 b): Skills and human capital development - Supportive community of global dance practitioners	2023-25
The Place's Consultancy Strategy	<ul style="list-style-type: none"> • Executive Directors time buy-out • Academic staff buy-out • Project costs 	Entrepreneurialism and dynamism through the commercialisation of our world-leading small and specialist expertise	Objective 3 a): Facilitating the research exploitation process (non-technology transfer) - Exploiting the distinctive areas of expertise	2023-25
Choreodrome model development for producers or artists working with academics. Target to reach 15 artists.	<ul style="list-style-type: none"> • Academic staff buy-out • Project costs 	SME business growth	Objective 3 b): Facilitating the research exploitation process (non-technology transfer) - knowledge exchange	2023-25

			between artists, producers and academics	
Creative Learning programme. Target to reach 16 partner schools and community groups.	Funded Creative Learning Assistant Manager post (100% HEIF-funded)	Community and public engagement	Objective 4: Supporting the community and public engagement	2023-25
Alumni network, relations and programme. Target to support 50 alumni.	Funded Alumni Engagement Manager post (100% HEIF-funded)	Enhanced employability prospects for recent graduates, SME business growth	Objective 5: Knowledge sharing and diffusion	2023-25
Space and theatre hire	Funded Assistant Hires and Events Manager post (100% HEIF-funded)	Local regeneration and growth, and SME business growth	Objective 6: Exploiting our physical assets and building-related expertise	2023-25

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)

i) Management of HEIF spending

HEIF spending is overseen by the Chief Financial Officer and Finance Business Partner's roles, and regularly reviewed at the Executive Directors meetings. HEIF expenditure is reported to the Finance & General Purposes Committee and Board of Governors.

ii) Measuring of progress

Progress on projects and against the targets and objectives is overseen by the HEIF Working Group, consisting of the Director of Development, Director of Postgraduate Courses and Research, Director of Dance Studies, Chief Financial Officer and Finance Business Partner, which meets monthly and reported to the Executive Directors meetings.

iii) Evaluating outcomes

The HEIF Working Group evaluates student benefits, economic and societal benefits against our targets through a range of different metrics and qualitative tools:

- Student benefit in terms of enhanced employability prospects is measured through our Educational Gains Evaluation Framework, which includes de-brief data and feedback from guest artists and a student self-assessment questionnaire on Transferable/Employability skill, with the Graduate Outcomes Survey as a further key centralised government metric.
- Economic benefits are measured in terms of the growth of knowledge exchange income in our own organisation as a percentage of annual turnover, and as the quantifiable financial benefit to external organisations, freelance organisations and SMEs in terms of unlocking further funding, investment and income subsequent to participating in our knowledge exchange activities.
- Societal benefit is evaluated through metrics such as the number of people reached, i.e. the number of students and artists who benefitted, the number of participants and audiences reached, including online reach. Qualitative feedback from artists, students, audiences and participants is considered in the round.

iv) Identifying lessons learned

The HEIF Working Group prepares the annual HEIF evaluation and presents this to the Executive Directors group, with headlines reported to the Finance * General Purposes Committee and the Board of Governors. Lessons learned feed into staff training and internal guidance on current and future activities and projects.

Furthermore, we plan to develop Knowledge Exchange case studies on the economic and societal benefit resulting from HEIF funded activities (e.g. similar to our recent contribution to the GuildHE report “Expertise in Action: impact of funding knowledge exchange activity at smaller and specialist universities”, September 2023). Our strategic aim is that some of the activity in these case studies will inform our REF 2029 impact case studies too.