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

Web: http://re.ukri.org
Twitter: @ResEngland
Email: Subscribe to email alerts

© Research England 2023
This publication is available under the Open Government Licence 3.0.
**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.*

<table>
<thead>
<tr>
<th>The Place – Knowledge Exchange Strategic Objectives</th>
</tr>
</thead>
</table>

**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 or 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.*
<table>
<thead>
<tr>
<th>Planned areas of HEIF supported KE activity</th>
<th>HEIF support</th>
<th>HEIF priorities</th>
<th>Strategic objectives</th>
<th>Indication of timescales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Exchange strategy development, leadership and delivery. Target to achieve a 10% share of annual turnover by 2028 and 20% by 2033.</td>
<td>Executive Directors and Chief Executive time buy-out</td>
<td>Cuts across all government priorities (&quot;Ideas&quot;, &quot;People&quot;, &quot;Place&quot;) 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)</td>
<td>Objective 1: Leadership, strategy and institutional structures</td>
<td>2023-25</td>
</tr>
</tbody>
</table>
| 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. | • Academic staff buy-out  
• External and internal competitive commissioning process  
• Project costs | Enhanced employability prospects for students (50 students) and SME business growth through access points for co-creation with | Objective 2 a): Skills and human capital development - Project co-creation with external organisations and freelance artists | 2023-25 |
<table>
<thead>
<tr>
<th>Objective 1: Strategic Goals</th>
<th>Activities</th>
<th>Costs</th>
<th>Key Outcomes</th>
</tr>
</thead>
</table>
|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. | Joint curriculum development and co-design of new undergraduate pathways with industry specialists. | external organisations and freelance artists | Objective 1: Strategic Goals | 2023-25

| Objective 2: Skills and human capital development - Supportive community of global dance practitioners | Short Courses in teaching and learning at pre-vocational and higher education levels. Target to reach 40 educators and community dance artists. | Academic staff buy-out and Project costs | Objective 2 b): Skills and human capital development - Supportive community of global dance practitioners | 2023-25

| Objective 3: Facilitating the research exploitation process (non-technology transfer) - Exploiting the distinctive areas of expertise | The Place’s Consultancy Strategy | Executive Directors time buy-out and Academic staff buy-out | Objective 3 a): Facilitating the research exploitation process (non-technology transfer) - Exploiting the distinctive areas of expertise | 2023-25

| Objective 3: Facilitating the research exploitation process (non-technology transfer) - Knowledge exchange | Choreodrome model development for producers or artists working with academics. Target to reach 15 artists. | Academic staff buy-out and Project costs | Objective 3 b): Facilitating the research exploitation process (non-technology transfer) - Knowledge exchange | 2023-25
<table>
<thead>
<tr>
<th>Creative Learning programme. Target to reach 16 partner schools and community groups.</th>
<th>Funded Creative Learning Assistant Manager post (100% HEIF-funded)</th>
<th>Community and public engagement</th>
<th>Objective 4: Supporting the community and public engagement</th>
<th>2023-25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni network, relations and programme. Target to support 50 alumni.</td>
<td>Funded Alumni Engagement Manager post (100% HEIF-funded)</td>
<td>Enhanced employability prospects for recent graduates, SME business growth</td>
<td>Objective 5: Knowledge sharing and diffusion</td>
<td>2023-25</td>
</tr>
<tr>
<td>Space and theatre hire</td>
<td>Funded Assistant Hires and Events Manager post (100% HEIF-funded)</td>
<td>Local regeneration and growth, and SME business growth</td>
<td>Objective 6: Exploiting our physical assets and building-related expertise</td>
<td>2023-25</td>
</tr>
</tbody>
</table>
**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.