

TRINITY LABAN CONSERVATOIRE
OF MUSIC & DANCE

STRATEGIC PLAN 2018–2028

MARCH 2023 UPDATE



TRINITY LABAN

LONDON'S CREATIVE CONSERVATOIRE



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MARCH 2023 UPDATE

INTRODUCTION TO MARCH 2023 UPDATE OF 2018-2028 STRATEGIC PLAN

In July 2018 when Trinity Laban adopted its 2018–2028 Strategic Plan, no one could have anticipated the extraordinary events that would unfold over the next five years. The global pandemic brought restrictions to our everyday lives unprecedented in the post-war era and continues to have a profound impact, particularly on young people entering and progressing through higher education who experienced huge disruption to their schooling and social networks. Most recently, economic crisis and a volatile political environment have combined to create exceptionally difficult operating conditions for Trinity Laban and the wider HE sector.

Through this turmoil, Trinity Laban has held firm to its vision as London's Creative Conservatoire. We have delivered outstanding outcomes for our students and graduates, while progressing our strategic objectives:

- The Office for Students 2022 review of specialist funding once again, through rigorous international peer review, confirmed Trinity Laban's world-leading status. This provides powerful, external validation that we are achieving our core aim of 'Outstanding Artist Training and Development'.
- Latest graduate outcomes show that progression to professional employment and/or higher study after 15 months is at an outstandingly high and consistent level across all student groups. The latest metric of 83.4% is 13.6 points above our TEF benchmark, placing us among the highest performing institutions in the sector.
- REF 2021 results showed significant improvement on the last exercise with 100% of our research impacts ranked in the two top grades 4* (world-leading in originality, significance and rigour), and 3* (internationally excellent).
- We have completed a series of refurbishments to our physical estate, upgraded our technological infrastructure with major new system implementations, and reached important planning milestones in major capital development projects.

- Our concerted efforts to promote an inclusive culture and systematically address inequality are beginning to show impact with improved performance against all our Diversity and Inclusion measures.

Inevitably, some elements of our Strategic Plan have been set back by difficult external circumstances, and we continue to face severe headwinds. At this halfway point, we have therefore taken time to reflect on our Strategy and to re-plan some aspects of its future delivery. The values, mission and core objectives of Trinity Laban are unchanged; they express the shared purpose that binds our artistic community. To achieve that purpose, however, we need to adjust to new conditions and to embed academic and financial models that are sustainable, secure and responsive to the needs and aspirations of the emerging generation of creative artists. We have interrogated our student number plans, refining our growth strategy to focus on targeted expansion and reshaping of our student population to allow us to maintain an artistic training and student experience of the highest international quality. We are also focusing on our international partnerships and relationships.

We are confident that these refinements will enable Trinity Laban to navigate the immediate challenges, and to further strengthen our distinctive presence in the global conservatoire sector.

Trinity Laban Conservatoire of Music and Dance

March 2023

PRINCIPAL'S FOREWORD

OUR VISION FOR TRINITY LABAN 2028



Professor Anthony Bowne
Principal

AN EXCEPTIONAL CONTEMPORARY CONSERVATOIRE, OPEN TO ALL

Trinity Laban Conservatoire of Music and Dance is an institution of international standing that combines and integrates elite education of professional dance, music and musical theatre artists; leading research and creative practice; a professional performance programme showcasing established and emerging talents; and a prominent role in facilitating lifelong public participation in our art forms.

Throughout its history, Trinity Laban and its precursor institutions have been characterised by risk-taking, creativity and a mission to reach out to all sections of society as force for cultural and social progress. We are convinced that this forward-thinking approach remains critical to reinforcing our excellence and distinctiveness in the global conservatoire sector and wider arts ecology, and to achieving lasting success as an organisation and, most importantly, for the students we educate to be creative leaders. Our new Strategic Plan renews and reinvigorates our historic commitment to innovation and access, to creating and recreating a dynamic, inclusive conservatoire that embraces new means of artistic education and expression.

We have chosen to adopt a ten-year timeframe for the Strategy, articulating a longer-term vision for the Conservatoire in order to encompass the scale and aspiration of what we aim to achieve for our students,

our staff, our art forms and our community. In doing so, we recognise that full realisation of our ambitions will take time. It will require us, in the first period, to establish conditions for sustainable success that will allow us to navigate the challenges of a volatile external environment as we move towards our ultimate goals. On this basis, we have defined priorities for immediate focus:

- To deliver high quality education, training and performance fit for the development of the artists of the future
- To build our reputation and profile
- To grow strategically our student numbers for academic and financial success
- To deliver major developments to our estate and infrastructure
- To ensure conditions are in place for successful fundraising
- To increase the diversity of our student and staff populations
- To transform systems, structures and processes

KEY ACHIEVEMENTS OF OUR 2014–2018 STRATEGY

Trinity Laban has remained constant to its founding vision of a contemporary, progressive and accessible 'Conservatoire for the 21st Century', and this Strategy builds on the substantial successes of our previous Strategic Plan. Looking back on the priorities we set in 2014, we can reflect on many notable achievements:

- Acquisition of taught-degree awarding powers: a major milestone in the Conservatoire's history, recognising its academic standing and maturity.
- Consolidation of our research community: our first entry into the REF saw 68% of our outputs rated as world leading or internationally excellent and 100% of research impacts rated in these categories.
- Success in the 2016 Review of Institution Specific-Funding by the Higher Education Funding Council for England which determined, through international peer review, that Trinity Laban offered world-leading teaching outputs and secured specialist funding for a further four years.
- Enhancement of our estate including major refurbishments of our Laurie Grove site and of Blackheath Halls, a programme that continues with a £2m renovation currently in progress.
- Recruitment and development of outstanding academic and professional staff: we have welcomed distinguished new colleagues and enhanced staff development, notably through the new schemes for the conferment of academic titles, and through the TL Augment scheme which has been accredited by the Higher Education Academy as a professional development programme leading to HEA fellowships.

CHALLENGES OF THE NEXT PERIOD

We are planning in a time of global political and economic turbulence. UK higher education policy direction has been unstable with the constant changes of government leadership. The full outcome of the Government review of post-18 education has still to be confirmed; it may lead to substantial changes in sector funding. We know that the regulated undergraduate fee will remain frozen until at least 2025 which places ever increasing strain on financial sustainability in a time of high cost inflation. Brexit has had a severe impact on EU applications which will take time to recover, while the war in Ukraine makes Europe a less appealing destination for international students. Such uncertainty is not new and Trinity Laban has shown itself to be resilient in the face of external pressures. We shall remain alert to rapid change with the needs of our students always at the forefront of our thinking. We must also amplify our response to the greatest challenge facing us all, that of climate change and environmental sustainability. As well as striving to reduce our own environmental impact, we can use the power of the arts to promote awareness and positive change in our communities.

WHERE WE AIM TO BE IN 2028

We believe that Trinity Laban's adaptability, open-mindedness and progressiveness will allow us to shape and respond to changing employment and social conditions for artistic practice. In turn, we shall increasingly be, and be seen to be, the natural home for those who are motivated by excellence, inclusion and innovation in our art forms, and a recognised international force within the conservatoire sector. Trinity Laban is a special community that draws strength from our shared purpose, our collective care for each other and our respect for every member's individual contribution. Our confidence in the future rests above all in the inspiring creative talents of our students, graduates and staff, which provide the strongest possible foundation for achievement of our strategic goals.

Our long-term Strategy is to consolidate a distinctive and valued position for Trinity Laban within the international conservatoire sector and wider arts world through:

- A clear emphasis on innovation, creativity and collaboration within our curricula, programme portfolio, and learning and teaching delivery including the intrinsic use of new technologies
- Provision of a personalised, supportive and intensive learning experience that prepares skilled, collaborative and resourceful graduates for contemporary artistic careers
- A commitment to diversity that establishes Trinity Laban as a champion for inclusive practice in the arts and arts education
- An understanding of the social impact of our art forms and their capacity to provide transformative experiences to all, preparing our graduates to shape the future social and cultural landscape, and promoting thriving, cohesive communities



WHO WE ARE

Trinity Laban is London's Creative Conservatoire. We identify, support and develop a diverse intake of talented and innovative performers and creators, wherever they may be found and throughout their creative lives. We instil creativity and technical excellence through our supportive atmosphere, world-class buildings and innovative curriculum. We transform those with potential into resourceful, enterprising and adaptable artistic leaders who are able to succeed in the profession and make a positive change to society.

OUR VISION

Trinity Laban will be an inclusive home of innovation and creation in our art forms, first choice for those who are passionate about advancing the place of the arts in society and realising their artistic ambitions.



OUR PURPOSE

Trinity Laban exists to transform individuals and enrich society through world-class music and dance by:

- delivering an outstanding training and education that cultivates individual and original artistic voices
- reaching and empowering young people from as diverse backgrounds as possible, and equipping them to succeed and contribute by taking their own creative ideas forward
- constantly innovating and challenging the artistic status quo
- drawing the widest possible audiences for, and participants in, its activities and stimulating them to think differently

OUR VALUES

Our values describe the culture of Trinity Laban and the principles that underpin our decision-making. We aim to be:

ARTISTICALLY AMBITIOUS AND EXPERIMENTAL

The inventiveness that fuels our achievements derives from a long history of artistic risk-taking; we uphold the pioneering spirit of our founders by challenging convention and encouraging our students and staff to explore the boundaries of practice and theory in our art forms.

COLLABORATIVE

Collaboration is at the heart of our mission, our artistic practice and our art forms. We recognise the benefits of collaborative methods, languages and tools and seek to share these with our partners in the arts and education sectors, as well within our own learning community.

We form sustained and meaningful partnerships with like-minded organisations to achieve beyond our scale. We encourage cooperation rather than competition as the means to reach the very highest standards of performance.

ETHICAL AND INCLUSIVE

We respect and value all members of our community, celebrating the contribution of a diverse population of students and staff in providing a rich learning experience and environment. We treat each other with fairness, friendship and honesty, and strive for the highest standards of conduct in all of our interactions.

PROGRESSIVE

We aim to be at the forefront of developments in our art forms and to equip our students with the attitudes and attributes to make life-long careers as confident and adaptable artistic leaders. We value and celebrate the achievements of our staff as members of the wider artistic and academic communities. We seek out, explore and embrace new possibilities, and are alert to the continual and rapid changes taking place in the social, cultural and educational environments in which we operate.

SOCIALLY ENGAGED

We view the arts as a force for both personal fulfilment and social good, and aim to place music and dance at the centre of civic life. We promote to our students an ethos that esteems the active contribution of the artist in society, and exemplify this as an organisation that looks outwards and uses its expertise and resources for the public benefit.

INTERNATIONAL

As part of a worldwide arts and educational community, we attract students and staff from many countries and work with diverse international partners. We promote cross-cultural understanding, preparing our students to contribute internationally as informed and committed global artists and citizens.

THE PEOPLE WE WORK FOR AND WITH

In all that we do, we are constantly thinking about how we can best engage with and serve the needs of four key groups of people:

OUR STUDENTS

We aim to provide:

- Contemporary and innovative learning experiences and progression pathways, informed by research in pedagogy and practice
- A voice for students that is respected and responded to
- High-quality, specialist facilities for the study of music, dance and musical theatre and for collaborative activity
- Varied public performance opportunities and links to professional networks

THE ARTS INDUSTRY

We aim to provide:

- Graduates who are fully equipped for the demands of contemporary artistic careers
- Partnerships that share resources, expertise and creative thinking
- Research that advances creative practice and generates new artistic work and insights
- Professional and organisational development opportunities for freelance artists and companies

OUR COMMUNITIES

We aim to provide:

- Wide access to performances and learning and participatory programmes for our local, regional, national and international communities
- Research-based activities that promote health, social inclusion, skills development and personal well-being through engagement in music and dance
- Graduates who value and exemplify the contribution of music and dance to society, and reach out to the widest range of audiences

OUR STAFF

We aim to provide:

- A culture of open communication across the organisation
- Transparent recruitment and promotion processes that identify and progress high-quality staff
- Relevant and comprehensive development programmes for all staff



CORE AIMS

We have two core aims which reflect the breadth of Trinity Laban's activity as an organisation which operates within education and the arts. In both of these sectors, learning and teaching, research, and public engagement and knowledge exchange are intrinsically connected and support one another. In everything we do, we strive to promote diversity as a defining characteristic of the Conservatoire and a condition of our claim to excellence.

CORE AIM 1: OUTSTANDING ARTIST TRAINING AND DEVELOPMENT

Our objectives under this aim are:

- To expand and diversify our programme portfolio and curricula in ways that encourage innovation and respond to contemporary artistic and educational contexts.
- To deliver a personalised and supportive learning and teaching environment that cultivates creativity, originality, technical excellence and partnership with students.
- To advance our use of technology-enhanced and online learning.
- To support our graduates into life-long creative careers by nurturing skills and attributes for success, facilitating links to our industries, and managing the transition from advanced training to professional practice.
- To reinforce connections between teaching and research and advanced creative practice, underpinning our pedagogy with research insights.
- To provide an exceptional student experience that supports well-being, achievement, inclusion and a sense of community.
- To enable access and progression in our art forms for diverse constituencies of students and participants, applying the highest standards of artistic quality at all levels to realise individual potential.

CORE AIM 2: ACKNOWLEDGED LEADERSHIP IN THE PERFORMING ARTS ECOLOGY

Our objectives under this aim are:

- To undertake and disseminate research that advances artistic practice in music and dance, creates new and original work in our art forms, and uses our world-leading performance science expertise to improve health and well-being among professional artists and wider society.
- To make Trinity Laban's knowledge, expertise and facilities available to our industries and communities to promote transformational artistic, social, educational and economic outcomes.
- To manage our partnerships in support of student learning, artistic capacity, public engagement and institutional sustainability.
- To offer ambitious and artistically excellent performance programmes and model new ways of creating and sharing performances locally, regionally, nationally and internationally.
- To influence national and international arts policy and practice by participating in sector bodies and initiatives and disseminating our own research and practice.
- To become an exemplar of diverse practice in the arts.

CONDITIONS FOR SUCCESS

Underpinning the achievement of our core aims is a set of critical success factors. These are prerequisites for the Conservatoire to flourish in the long term.

DIVERSITY AND INCLUSION

Our commitment to diversity is grounded in the belief that a diverse community cultivates better art and deeper learning, and that diversity should be reflected not only in the make-up of our student, participant, audience and staff populations but in a broad and inclusive understanding of contemporary artistic excellence that cuts across genre, discipline and mode of presentation. The Conservatoire is engaged in intensive reflection and renewal with a view to diversifying and decolonising its curricula and pedagogic practices, and fostering an inclusive learning environment that promotes belonging and achievement among all our students.

For Trinity Laban, there can be no excellence without inclusion, and its realisation requires deliberative action to change any institutional practices that present barriers to engagement with the Conservatoire; to close gaps in participation and achievement between groups; and to foster a positive learning culture that challenges inequity and meets the needs of all our students. In this way, we recognise diversity as a valuable strength and advantage for the Conservatoire that we must plan for and nurture rather than an external obligation or problem.

STRATEGIC GROWTH OF STUDENT NUMBERS

In recent years, the Conservatoire has pursued a growth trajectory. Despite the interruption in the upward trend caused by the pandemic, our higher education student numbers have risen by around 8.5% in the last five years, with headcount projected to reach c.1,400 by 2026–2027. This growth has been driven by strategic imperatives to:

- accommodate the development of new programmes at all levels that respond to emergent movements and opportunities in our art forms
- expand access and make elite conservatoire training available to a larger and wider constituency of talent
- capitalise on areas of institutional specialism and strong student demand such as Musical Theatre and Dance Science
- underpin the high cost of our specialist infrastructure and provision with increased income from fees

These imperatives remain, and have informed our latest thinking about the future size and shape of our student population, alongside new factors such as the potential for innovative online delivery revealed and accelerated by the necessities of the pandemic. As we move forward with our application for Research Degree-Awarding Powers, we are also mindful that Trinity Laban has reached an academic and artistic maturity that warrants an ever strengthening postgraduate community. A higher proportion of taught and research postgraduates will enrich our learning environment for students at all levels, and advance our contribution to the development of our art forms.

Our objective by the end of this strategy will be to make material progress towards our identified optimum student numbers in term of volume and balance between disciplines, UK and international students, undergraduate and postgraduate numbers, and core and commercial provision.

CAPITAL DEVELOPMENT

The period of this Plan will see expansion and continued improvement of our estates and infrastructure to enhance the student experience, accommodate more students, and provide spaces conducive to experimentation and collaboration. The principal planned development is a new build at Creekside that will offer technology rich learning, performance and collaboration facilities. We need such contemporary spaces with greater connectivity and digitally enabled learning environments to deliver the artistic and educational innovation we aspire to, and to reach out to diverse constituencies with broad and flexible opportunities for engagement with the Conservatoire.

Our Estates Strategy further recognises the importance of maintaining and upgrading our existing infrastructure and ensuring it remains relevant for a shifting profile of students. As well as completion of the Blackheath Halls renovation, the programme of refurbishment will include works at King Charles Court. We shall also prioritise the extension of student social and informal learning spaces, and assess and address student accommodation needs in light of our changes to the balance of our student population.

Our estates planning is governed by considerations of sustainability. We intend to ensure the highest environmental standards for any new buildings and maintain a firm commitment to improving the environmental impact of existing buildings.

REPUTATION AND PROFILE

Building the Conservatoire's reputation and profile in all quarters and around the world will help to attract students in the number and of the quality we seek; to recruit and retain high quality staff; to gain and maintain the support of funders and donors; to influence government circles; and to promote productive industry and international partnerships with highly-regarded organisations.

As a relatively newly merged organisation, Trinity Laban's excellence is not as widely known as we would want. While knowledge, understanding and appreciation of our distinctive approaches are growing, we must further distinguish our core purpose and character in the arts and educational world and be confident in presenting our distinct identity and excellence in their own terms.

FUNDRAISING

In a challenging public funding environment, we need to achieve a step change in the level of resource coming into the Institution in order to invest in the excellence of our students' training. We shall explore all avenues of additional external funding, including opportunities through public sector agencies as well as, with the support of our Development Board, from private organisations and individuals who appreciate and value Trinity Laban's public benefit.

STAFF

Our success is grounded in the high calibre of our staff and the quality of support offered to students by academic and support services. We must continue to prioritise the recruitment, retention, development and support of outstanding staff, reflecting our international interests and status. Initiatives will focus on staff engagement, well-being, equality and diversity and learning and development. We shall also review reward and recognition and the ways in which we celebrate the achievements and successes of our staff.

SYSTEMS AND PROCESSES

We must transform systems, structures and processes to deliver a higher quality student, participant and staff experience, to release efficiency gains and to meet changing external demands. In an increasingly competitive, market-driven higher education sector, students expect readily accessible and responsive information and services, supported by latest technology and delivered to high professional standards.

We shall continue to capture and use the full range of feedback from students and other service users for institutional improvement and to refine our institutional processes to ensure they are working with optimum efficiency and meeting the needs and expectations of service users.

There are also increasing external and internal demands on information systems and data. Core data collection and reporting infrastructure in higher education is in the process of transformational change, driven by HESA's Data Futures programme. Data is now central to the regulatory frameworks under which HEIs operate, and replacement of our main enterprise systems (Student Record System, HR and Payroll) is necessary to address future compliance requirements. The SRS has already been upgraded with the HR/Payroll new system implementation in progress for completion by year start 2023–2024. Alongside system development, we must enhance our data skills and staff capacity to maximise and expand the benefits from our updated technological infrastructure. We have already made some key appointments of data specialists and shall build capability around this core team.





SUCCESS INDICATORS

We have identified the following indicators that will tell us that our Strategy is succeeding in its highest objectives, and that Trinity Laban is fulfilling its purpose. These indicators are underpinned by quantitative and qualitative measures through which we shall track our performance and our progress against key milestones and critical success factors.

IMPACT

- Our graduates are recognised internationally as innovators
- Trinity Laban has advanced its art forms and is acknowledged as an international leader in its disciplines
- Trinity Laban has made a social and cultural impact through its learning and teaching, its research, and its public engagement programmes

REPUTATION

- Our excellence and distinctiveness is understood and valued internationally
- Outstanding artists and organisations want to be part of what we do and turn to us to reinvigorate their practice
- We are the first choice for applicants for those who are passionate about advancing the place of the arts in society and realising their artistic ambitions
- We recruit and retain world-class academic and professional staff

DIVERSITY AND INCLUSION

- Greater diversity is apparent in all parts of Trinity Laban's community and activity
- Trinity Laban has extended access to excellent artistic experiences, sustaining and advancing the place of our art forms in society

SUSTAINABILITY

- Trinity Laban is financially secure for the long term
- Trinity Laban is contributing meaningfully to environmental sustainability

DELIVERING AND MONITORING OUR STRATEGIC PLAN

DELIVERY FRAMEWORK

The Strategic Plan sets out the purpose, values and strategic direction of Trinity Laban, and priorities over a medium to long term planning period.

The Strategy is underpinned by a set of three-year, thematic sub-strategies covering academic and operational areas, which detail how our strategic aims will be realised. These comprise:

- Learning and Teaching Plan
- Research Plan
- Knowledge Exchange and Public Engagement Plan
- Access and Participation Plan
- Student Engagement Plan
- Student Recruitment Plan
- Finance Strategy
- Data Strategy
- Digital Strategy
- Estates Strategy
- IT Strategy
- People Strategy
- Development Plan
- Marketing and Communications Plan
- Alumni Relations Plan

Operational planning is undertaken on a yearly cycle through the Directorate planning and forecasting exercise. Annual plans articulate to the Strategic Plan and its sub-strategies as well as informing performance management of individual staff members.

FINANCING THE PLAN

We have put in place a Financial Strategy to ensure that resources are available in a timely way to meet the objectives of this Strategic Plan and to secure the sustainability and success of the Institution in the long term. Financial planning aims to achieve balanced growth in income, the generation of annual surpluses for reinvestment, the building of reserves, cost efficiency and value for money.

ORGANISATIONAL PERFORMANCE MONITORING AND REPORTING

The responsibility for the monitoring of overall strategic and business performance lies with the Executive of Trinity Laban. The Executive is accountable to the Board of Governors and regularly reports on the achievement of the Institution against its Strategic Plan.

The institutional committee and management group structure allows specific areas of the Strategic Plan to be closely monitored. For instance, the Trinity Laban Academic Board has an important role in overseeing the development and delivery of the Institution's learning and teaching, research and scholarship, and knowledge exchange activities.

RISK MANAGEMENT

The Conservatoire has established a process of risk management whereby Directors are responsible for the identification, control and mitigation of risks relating to their own areas. The corporate key risk register reflects the aims of the Strategic Plan.

REVIEWING THE STRATEGY

The Strategic Plan is subject to regular review and comprehensive evaluation every three to five years, when major revisions may be undertaken or a wholly new plan produced.



SUMMARY

WHO WE ARE

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OUR VISION

Trinity Laban will be an inclusive home of innovation and creation in our art forms, first choice for those who are passionate about advancing the place of the arts in society and realising their artistic ambitions.

OUR PURPOSE

Delivering an outstanding training and education that cultivates an international community of individual and original artistic voices and education

Reach and empower young people

Constantly innovate and challenge the artistic status quo

Draw wide audiences for, and participants in, our activities

OUR VALUES WE SEEK TO BE:

ARTISTICALLY AMBITIOUS AND EXPERIMENTAL

COLLABORATIVE

ETHICAL AND INCLUSIVE

PROGRESSIVE

SOCIALLY ENGAGED

INTERNATIONAL

THE PEOPLE WE WORK FOR AND WITH

OUR STUDENTS

THE ARTS INDUSTRY

OUR COMMUNITIES

OUR STAFF

CORE AIMS

OUTSTANDING ARTIST TRAINING AND DEVELOPMENT

ACKNOWLEDGED LEADERSHIP IN THE PERFORMING ARTS ECOLOGY

SUCCESS INDICATORS

REPUTATION

IMPACT

DIVERSITY AND INCLUSION

SUSTAINABILITY

CRITICAL SUCCESS FACTORS

HIGH QUALITY EDUCATION AND TRAINING

ENHANCED REPUTATION AND PROFILE

STUDENT NUMBER RE-PROFILING

ESTATES DEVELOPMENT

CONDITIONS FOR SUCCESSFUL FUNDRAISING

INCREASED STUDENT AND STAFF DIVERSITY

TRANSFORMED SYSTEMS AND PROCESSES

PATRON HRH THE DUKE OF KENT KG | CHAIR ALAN DAVEY | PRINCIPAL PROF. ANTHONY BOWNE

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