

Northern School of Contemporary Dance



Strategic Plan 2017—2022

Introduction

Northern School of Contemporary Dance (NSCD) is internationally recognised for the quality of its dance education and training, with over 30% of students coming from outside the UK. Based in the city of Leeds, NSCD provides the only conservatoire/Higher Education(HE) contemporary dance training in the North of England. As well as undergraduate and postgraduate studies we offer Access to HE and are one of nine Centres for Advanced Training nationally, providing pre-vocational study for talented young people. We also offer local recreational community dance courses to people of all ages and abilities. NSCD is committed to providing access to the most talented aspiring dance artists, regardless of background and enable each individual to fulfil their potential.

NSCD Culture: The School fosters an inclusive, mutually respectful and generous learning culture; a safe place to take creative risks in developing as artists and individuals. With its **Riley Theatre**, visiting artists and community engagement, NSCD is a dynamic creative hub hosting community classes and supporting the staging and presenting of aspirational and inspiring performances. Student engagement with both professional practitioners and the community is intrinsic to the programme of learning, placing a conservatoire education on the lively interface between art and society. Studying dance for the profession is hard, exacting work and staff have high expectations of students.



Janet Smith MBE
Principal & Artistic Director

As Principal and Artistic Director of NSCD I have the greatest pleasure of watching outstanding young performers, choreographers and future dance leaders begin their career paths and emerge into the dance industry.

Current Student Community

As we prepare the new strategy there is a national recognition of deepening inequality of opportunity to access Higher Education, with hard to reach sectors needing focused response. In this context NSCD can be proud of the progression and success of our diverse student community, and that NSCD performs strongly across the Conservatoire sector in widening participation. In the new plan we will continue to commit to access, using different initiatives to focus on access routes for potential BAME students and for those with physical disability.

Conservatoire of Dance and Drama (CDD)

NSCD is one of eight partner institutions forming the Conservatoire of Dance and Drama, the others being Bristol Old Vic Theatre School, Central School of Ballet, LAMDA, London Contemporary Dance School, RADA and The Rambert School of Ballet and Contemporary Dance. The University of Kent currently validates NSCD's qualifications and CDD will submit an application to be awarded Taught Degree Awarding Powers in April 2017. NSCD's strategy aligns to the CDD strategy and we contribute to and are represented on the CDD Board and Leadership Board through NSCD's governance and leadership. There is cross institutional collaboration, representation and support for staff and students at all levels, and creative initiatives between institutions.





Achievements of the 2014-18 Strategic Plan

NSCD's previous plan focused on future facing organisational and educational development, and Investment in student support. Student opportunity and professional development was extended to increase engagement with dance industry professionals and the community. Through the period of the plan new management and organisational structures were embedded, along with an ethos that fosters leadership at all levels. Cross-departmental collaboration has holistically unified separate departments. During this period inclusive learning has been nurtured across the School with respect for difference and everyone values the enrichment diversity brings to the creative life of NSCD. Student services and academic support have evolved rapidly to the highest standards, investment in career preparation and graduate artist investment has grown and the student voice is embedded in the school's ongoing development. Through these measures and through ensuring excellent teaching and access to tutors, learner support and high quality facilities, we responded effectively to the government's shift to a commercial/consumer model for education provision.



Context for the 2017-22 Strategy

A new strategy to take the School through to 2022 has been developed to supersede the current plan, in response to recent significant changes in the external geopolitical climate and in the Higher Education funding environment that bring challenge and uncertainties. As a small specialist provider with a distinctive educational offer, we have taken a timely opportunity to review our mission, values and core aims, to ensure NSCD remains future facing, flexible and adaptable in responding to both challenges and opportunities ahead.



NSCD has from its inception been a place of imagination and innovation with dance and education at its heart. Our creative, dedicated staff team is responsive to challenge, and despite the uncertainties of a challenging environment for arts education, there are many opportunities to move forward as a leader at this time. Our strongest asset is the talent of our staff, student and graduates and the difference they are making as artists and leaders.

30%

of NSCD students are from outside the UK

Student Retention rate of

96%

One of the highest in a UK HEI
(source: HESA statistics 2015)

NSCD graduates in work or further
professional training 6 months after
graduation

95%

Source UNISTATS (2016)

Achieved our target a financial surplus of

3%

67%

of new NSCD students have a family income of less than
42K (source: enrolment data 2016/17)

91%

of NSCD undergraduate students achieved a 2:1 or
above (Source: achievement data 2016)

We have supported professional artists
with

105days

of rehearsal space in 2016

Founded in

1985

On a site with two Grade 2 listed buildings

Student Satisfaction

89%

Source NSS student survey(2016)



Bilateral agreements with European
Institutions through Erasmus+, to support
student and staff exchanges

Ranked **Top 3** out of 85

Source: Guardian UK University league
tables for Dance and Drama (2017)

We provide pathways to creative learning
for

300+

Young people every week.
Source: L&P registration data (2016)

We exceed HESA (2016) benchmark for
enrolment of students from BAME
backgrounds in creative subjects by:

+5.6%

77%

of our CAT participants have a means tested funded
grant. Source: CAT registration data (2017)

Meeting our Stakeholder expectations

Because of the nature of the school's business, we have a range of stakeholders. Each one of these has a different relationship to us, all of whom have different expectations.

Our mission and vision puts relationships at the heart of what we do. Therefore our new strategy sets out what our different stakeholders can expect from their interactions with the school.

Our Staff can expect:

- ⇒ An open, responsive and positive culture, in which all are valued and can contribute to developing NSCD.
- ⇒ Professional development support and encouragement in innovation
- ⇒ Transparency in the recruitment of high quality staff
- ⇒ Support, guidance and mentoring towards the very best practice
- ⇒ Support for research, collaboration and development opportunities that help staff to be the very best that they can be
- ⇒ That we will celebrate the contribution they make to the school's achievements and successes of the students

Our Students will receive:

- ⇒ An intellectually inspiring and Innovative curricular informed by currency of the subject through research
- ⇒ Exciting, creative and inspiring learning opportunities which place the students at the heart of the learning experience
- ⇒ Excellence in teaching led by the very best artists and academics who will help them to access opportunities and make informed choices about their future
- ⇒ The very best facilities to support learning and development
- ⇒ Access to high quality innovative performances and professional network opportunities
- ⇒ Support of the highest quality during their time as a student and when they join our alumni

Alongside our Partnerships and Communities, we will be:

- ⇒ Collaborative
- ⇒ Mutually respectful
- ⇒ Working together for the benefit of dance and arts education



NSCD Strategic plan 2017-2022 at a glance



Our Values

We Value:

- ⇒ The transforming power of dance and arts education, to uplift, inspire, stimulate our emotions and help us create a tolerant and cohesive society
- ⇒ Inclusive learning and collaboration in a spirit of mutual respect and generosity.
- ⇒ Curiosity, self-reflection and open-mindedness
- ⇒ Creative risk taking, innovation and investment in on-going artist and art form development
- ⇒ Aspiration, self motivation and dedication in striving for excellence
- ⇒ Diversity - our differences as well as the things that we have in common, and that diversity inspires creativity and enriches our lives
- ⇒ Our relationship to local, regional, national and international communities and the wider dance ecology
- ⇒ The nurturing and investment that leads to independence and resilience
- ⇒ Using resources in a way that is responsible and environmentally sustainable

Developmental ambitions and priorities

- ⇒ Internationalisation, curriculum development and expansion of provision
- ⇒ Embedding Research and development into the core of the school business
- ⇒ Developing Partnership, Leadership, Visibility and Reputation

Financial Ambitions and priorities

- ⇒ Expand and enhance the estate
- ⇒ Ensure that all resources are developed and utilised to fully support the ambitions of the School
- ⇒ Maintain the Economic and Financial Sustainability of the School within the context of an uncertain external economic and funding climate
- ⇒ Application of a fundraising strategy

Vision

A world leading centre for dance education and development

Mission

To provide an inspirational learning experience, from first contact through into the profession, enabling aspiring dance artists, and dance professionals, regardless of background, to shape the future of dance.

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Introduction

Education enables human beings to understand the world around us and the talents within us, so that we can become fulfilled individual and active, compassionate citizens (Robinson & Aronica, 2016). At NSCD we stimulate a lifelong thirst for knowledge and learning and encourage a curious, pioneering, innovative and independent attitude and an aspiration to achieve success. We are committed to developing dance artists of the future who will be able to shape the art form in all its possibilities. We aim to do this through the currency of a curriculum and pedagogical approaches that are both informed and enhanced by research and development. We will build our Technology-Enhanced Learning infrastructure to support new platforms for learning, exploration, creation and dissemination.



Objectives

- ⇒ CA1.1 Recruit the most talented students nationally and globally and provide the learning environment that nurtures future creative performers, innovators and leaders.
- ⇒ CA1.2 Target Communities through knowledge exchange and outreach provision in order to raise aspiration, widen participation and ensure the diversity of the student body .
- ⇒ CA1.3 Respond to, anticipate and contribute to the evolving dance ecology in developing a flexible portfolio of learning and professional development programmes.
- ⇒ CA1.4 Ensure that learning and research is at the heart of our practice, promoting excellence and supporting innovation in Learning and Teaching
- ⇒ CA1.5 Enrich the learning environment and process through equipping graduates to engender and champion inclusion, equality and diversity within the dance industry and profession
- ⇒ CA1.6 Invest in our facilities and technology and provide world leading dance education
- ⇒ CA1.7 Invest in the diversity of our staff and governing body

Reference:

Robinson, K. & Aronica, L. (2016) *Creative Schools: Revolutionizing Education from the Ground Up*. Penguin: UK

Teaching, Learning and Assessment

At all levels of the School, Learning, Teaching and Assessment are at the core of NSCD's business. We have a clear and collective sense of what we want to achieve as a learning provider. We aim to equip our students with excellent dance specialist skills but also with critical and enquiring minds, knowledge transfer capabilities and further life skills to enable them to reach their full potential as resilient dance artists with sustainable careers. Central to an effective student learning experience is the teaching, learning and assessment which takes place within programmes, through enrichment activities and in professional networks or industry related exchanges. The education that we provide combines technical rigour and discipline with the invitation to be creative and innovative. We will continue to offer pathways that can be personalised to give young artists the skills and tools they need in order to forge their own careers in dance. All academic staff are involved in shaping the curriculum design. Its currency comes as a result of staff engagement in their own professional and pedagogic development and working in consultation with artists in the industry. We continue to invest in the technology, resources and facilities to enable learning to develop in new and exciting directions.



Outstanding Student Learner Experience

Our commitment to delivering an outstanding student experience is characterised by delivering a distinctive curriculum that is innovative, forward-looking and practical, fostering academic excellence and achievement. We will support this commitment by drawing on our long established and successful partnerships with industry, business and the voluntary and public sectors, both locally and around the world.

Research & Scholarly Activity

The School will build upon the best practice of its staff, their subject expertise, industry connections and passion for making this practice even better as a result of continued professional development (Scholarly Activity). The School will invest in staff Research and Scholarly activity to support high quality and inspirational teaching, skills development, external engagement with other partners and knowledge transfer. We encourage staff to engage in research and/or scholarship that supports the development of future artists and the art form.

NSCD will identify areas of **research-led practice**, that within the art form could be world leading. We are committed to providing a supportive environment for artists to explore practice as research and to provide suitable platforms or networks to share their work. We will ensure that the new knowledge we generate has maximum impact by reaching the widest possible audiences, delivering important reputational benefits and clearly demonstrating the quality and value of our arts practice to potential partners



Graduate Attributes & Employability

We want all our students to leave NSCD equipped as artists and dance professionals to contribute well and make their mark on society. This may be through further professional training opportunities, entering employment or as entrepreneurs (creating employment). We are responding well to a shift in culture from a minimal awareness of employability and a sense that careers guidance is secondary to the student experience. Over the last 5 years, NSCD has built a strong foundation in acceptance of the role employability plays in developing the future capabilities of our students, and that it is a shared responsibility of all connected to the School. Employability continues to be at the heart of our curriculum, where its content and delivery is work-related and through opportunities for students to apply knowledge transfer through real 'lived' experiences, and placements.



Learning and Participation

Integral to our mission at NSCD is widening participation and creating access routes into dance at all levels. NSCD Learning and Participation offers a first point of engagement and involvement with the Learning and Participation programmes will enhance fitness, self esteem, relationships, confidence and develop the sensibilities of participants. We want to ensure that we are opening the doors to dance for everyone. We aim to remove barriers to participation particularly for young people who find themselves at a disadvantage due to their background, socio economic circumstances, race, sexuality or physicality. We will identify and target under represented groups, to encourage engagement and the highest level of expectations in achieving potential. We are committed to offering a range of excellent courses, activities and performance opportunities that provide progression routes that can lead ultimately through to the profession.



CORE AIM 1: Performance measures and targets

KPIs	Measures	Targets
Teaching excellence Innovative, inclusive, Inspiring learning environment Research informed teaching	% Engagement with course evaluation surveys including NSS % Good Honours Degrees achieved % Student Retention Faculty reports on peer review and teaching observation outcomes Programme Annual Monitoring Reports Evidence of successful introduction of innovative practice in curricula content and/or delivery, e.g. case studies of impact External Examiners' reports External organisation and feedback through their involvement with assessments TEF Matrices Scholarly CPD activity discussed through staff appraisals HESA equality and diversity data Arts Council grant application reports Number of National Dance Awards DLHE reporting	<ul style="list-style-type: none"> •Increase NSS score for 'the Teaching on my Course' & NSS score for 'Assessment & Feedback' •Increase number of staff with teaching related qualifications and/or HEA accreditation •Improved support and guidance for students relating to key use of a VLE (Moodle) from 2017 •Review and investment in relevant technologies for key learning activities and consideration of how these might be adapted to promote active learning in line with planned strategic development •Increase engagement in research activity •Dissemination of practice based research through artefacts, conference presentations and publications •Develop knowledge potential through cross CDD student engagement
Recruitment and Retention	Performance against overall student enrolment target Enrolment data from widening participation Admissions data Staff and Governor recruitment data	<ul style="list-style-type: none"> •Match enrolment projections + 5% •Identify avenues for direct entry into programmes •Develop partnerships with potential feeder organisations •Increase number of applications from international students and/or full fee paying students by 45% •Strengthening international partnerships •Increase applications and enrolment of students from targeted communities • Invest in staff and governor recruitment to represent the diversity of our society.
Student Achievement	% of students who progress onto further study at NSCD % of leavers in employment or further study % of leavers who enter professions connected to the dance industry % of leavers who enter a graduate profession as a result of studying dance	<ul style="list-style-type: none"> •To be one of the leading training institutions for employability in the UK •Match or exceed Conservatoire averages •Meet or exceed national benchmark for employability in our subject area
Student satisfaction	Graduate Employability NSS Score for Overall Satisfaction, Academic support, Learning resources and organisation & Management Mid way student survey statistics Minutes from Student communications committees No. of complaints to OIA upheld	<ul style="list-style-type: none"> •Maintain or exceed national standards •Improve in-house mirror survey results in areas related to module / course satisfaction •Feedback from employers

Introduction

The school has a culture for nurturing graduates and supporting artists to explore current and future practices. It commissions and produces work that challenges artists and audiences' perceptions of dance. The physical and human resources of the school make an important contribution to the local, national and international dance scene and to the development of the art form. It ensures new ideas and creative output can be generated in the best conditions, supporting the needs of artists. The school has sought ways to programme both professional dance and community performances. Supported by Arts Council project funding NSCD developed Northern Connections and European Connections recently which aspires to deliver a programme that nurtures the art form while building dance audiences. If we are to attract, educate and retain the very best young dancers from around the world to Leeds, it is essential that we provide opportunities for students/artists to see innovative work, and to engage with local and visiting national and international artists.

Objectives

- ⇒ CA2.1 Commission, programme and offer development opportunities that will ensure our school reflects and celebrates the rich diversity of society.
- ⇒ CA2.2 Enrich the global dance ecology with graduates who are excellent performers, creative innovators and leaders.
- ⇒ CA2.3 Respond to, anticipate and contribute to the evolving dance ecology in developing a flexible portfolio of learning and professional development programmes.
- ⇒ CA2.4 Provide accessible inspiring programming and professional development opportunities that foster the artists and art form to promote excellence.
- ⇒ CA2.5 Build new audiences for dance work through programming and investment in a new Customer Relationship Management system (CRM)



Professional Development for Artists

Alongside other vocationally focused conservatoires and academies internationally we recognise the need to continue to support and nurture graduate artists in order to help them bridge into the profession. The School is committed to providing artist development support, providing studio and production/theatre support where possible, drawing from mentoring expertise in the School professional staff body and working in partnership to support creative enterprise, artistic and entrepreneurial development in helping artists to develop sustainable careers. As the organisation moves into the next stage of its development it is appropriate to take a more structured and cohesive approach to providing this type of support and also to seek ways to fund this resource.

Riley Theatre

Central to our provision for the School and serving the local community and wider dance audience is Riley Theatre; a dynamic creative hub and atmospheric performance venue. This inspiring learning and performance space is intrinsic to all our programmes of learning – providing vital performance development practice opportunity and the chance to watch small to mid-scale professional performances of the highest quality.

Through project funding from the Arts Council, Riley Theatre already plays a significant role in offering professional development opportunities to early stage regionally based graduate dance artists, occasional visiting professional performances and hosting celebratory community shows, serving partner organisations including our neighbours, RJC, and Dance United . We will seek to embed artist development and visiting professional performance programming, and to introduce performances for children/family audiences through an application to Arts Council England to become a National Portfolio Organisation. This would allow us consistency of support to develop performance programming and partnerships, promote more artists and companies, increasing and broadening performance provision for Leeds audiences, whilst growing new and young audiences. Riley Theatre is a beacon for dance and could grow as a much needed high quality small-scale dance touring venue, supporting the dance ecology.

The theatre is also a place to support and celebrate community achievement through dance and performance, including the diversity of the community and of dance forms in which our community engages. Community shows bring together dancers from all backgrounds and of all abilities in a performance space where they are all equally valued in a process that builds inclusion and community cohesion.

NSCD is ambitious to consistently programme four strands of work, with strand 3 and 4 requiring external funding:

1. NSCD School Programme - Students from the prevocational Centre for Advanced Training programme, our Access to HE, undergraduate and postgraduate programmes present work created with guest choreographers who may be emerging or established artists with a range of aesthetic approaches and choreographic voices. VERVE, our PG performance company, showcases young artists about to step into the profession and presents a distinctive programme of work by UK and European choreographers, before embarking on a national and European tour.

2. Community Programme, including NSCD Community Platforms. Work that reflects the diverse community in which we live, develops people, their aspirations and opportunities, and aligns with our vision and values.

3. Professional Programme a programme of highly regarded, national and international, small scale work to inspire and inform students, local artists and audiences and help build artist connections, alongside high quality new work produced by northern based emerging artists, supported by NSCCD.

4. Children/Family Programme– a programme of high quality dance, circus and physical theatre that has been created specifically with children and families in mind.





Creative Case for Diversity

Northern School of Contemporary Dance is a crucible of creativity where artists of all backgrounds meet and engage in artistic creation and collaboration. Art is at the heart of everything that happens at NSCD, it is the point where we come together to share and cross fertilise our ideas.

We create the climate and conditions for innovation and discovery so that every NSCD student can forge their own unique pathway and become the artist they dream of being. These dreams are influenced by broadening horizons and the breaching of barriers and borders. We value and celebrate the cultural enrichment that diversity offers us all and recognise the extraordinary discoveries that are made when people from different perspectives meet and explore through dance.

By auditioning and recruiting locally, regionally, nationally and internationally we seek to bring the world to Leeds and create a student and staff cohort that reflects the rich and complex nature of society. We are not constrained by one specific aesthetic and do not aim to mould performers, instead through an integrated process of technical and creative training we enable students to develop the skills that they need to be imaginative and inspiring artists who will take responsibility for the advancement of their art form.



CORE AIM 2: Performance measures and targets

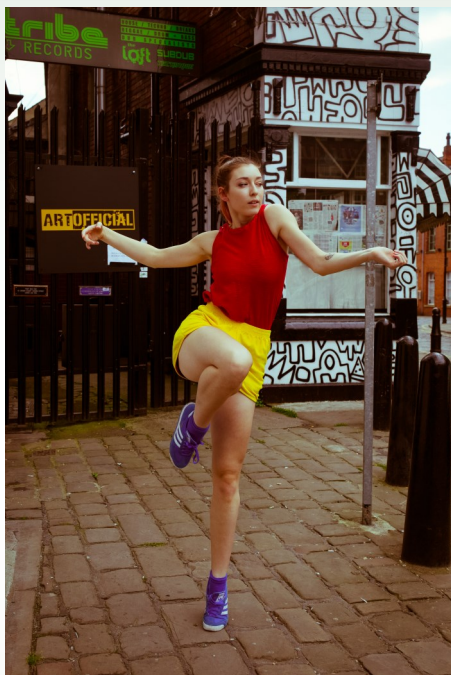
KPIs	Measures	Targets
Riley Programming & other performance programming	% of in-house student platforms programmed % of collaborative student exchanges programmed % of community, family & children focused performances Audiences numbers Audience feedback Critical reviews and artists feedback	<ul style="list-style-type: none"> • Maintain or increase the number of diverse/quality programmes presented by the school. • Increase audience capacity and income generation • Build new audiences as a result of touring <i>VERVE</i> • Increased audience communication and management through better CRM system
Professional development and maximum exploitation of the school's physical and intellectual assets to resource mentoring and capacity for artist development	% of staff applying for professional development opportunities % of graduates connected to the artist in residence scheme Development support and showcasing data Progression of artists	<ul style="list-style-type: none"> • utilise artist in residence to develop further strategies for the professional development of graduates • Further develop ways in which artists connect to the core business of the school in return for space and being given.
Exploit school resources and build capacity to diversify income streams, build partnerships and develop enterprise opportunities	Number of increased partnerships and stakeholders monitored by CRM % of increase in income revenue Audit of shared resource Contribution Feedback and acknowledgement from partnerships % of additional small grant applications and NPO application Increased income generated from collaborative programmes	<ul style="list-style-type: none"> • Achieve National Portfolio Organisation status • Develop an international summer school with 'bite sized' courses to support income generation • Develop collaborative programmes to support income generation and shared resources • Prioritise specific small grant applications • Use grant finder or similar support networking to alert ourselves to potential funding opportunities
Develop new audiences for dance through a Customer Relationship Management System (CRM)	Increased audience numbers Increased revenue through Box office CRM analytics Marketing analysis through 'hits and clicks' data Response to advertising	<ul style="list-style-type: none"> • Achieve growth in positive news stories which support core messages • Capitalise on cross-marketing through our venue, artist and company partnerships • Host other activities related to our work • Use social media to capture performer reflections and empowerment

Introduction

Pivotal in NSCD's development as a provider of internationally recognised vocational dance education is an open, reflective and receptive culture empowering leadership at all levels. Underpinning our ambition as a global beacon of excellence is investment in developing future dance leaders that are creative, open, collaborative and culturally aware. We foster and celebrate achievement in leadership in our students, staff and alumni – an increasingly international community.

NSCD provides a dynamic meeting point between students, dance industry professionals and our communities, which represents in microcosm the distinctive meeting place the School inhabits between Dance, Education and Community. Through advocacy and partnership NSCD will foster widening understanding of the place of dance in our communities and education and its transformative power in peoples' lives. We aim to support increased access to dance education for children and young people in England and Wales.

We will continue to develop collaborative partnerships and exploit opportunities that enable us to grow and support ongoing development of dance education and professional practice to support a sustainable dance ecology.



Objectives

- ⇒ CA3.1 Explore and create CPD provision to foster leadership development for dance and arts professionals
- ⇒ C3.2 Develop partnerships with like-minded institutions and arts organisations to support trans-national student, staff and artist mobility in advancing knowledge exchange, research and creative enterprise
- ⇒ C3.3 Further share the benefit of our creative dance hub through the use of our resources, including digital technology, to engage with new audiences and communities
- ⇒ CA3.4 Establish NSCD's position as a leading European centre for dance education and development through innovative professional dance programmes, building European partnerships, and develop projects and events that promote excellence and innovation.
- ⇒ C3.5 Work as a Northern advocate for access to dance education and its impact in transforming lives
- ⇒ C3.6 Provide shared leadership for formal initiatives to develop excellence in dance
- ⇒ C3.7 Explore models of transnational programme delivery
- ⇒ C3.8 Strengthen our brand recognition and promote the achievements of students, graduates and staff to increase visibility and recognition for excellence in the global dance industry. Develop projects and programmes and through partnership host events that promote excellence and innovation in performance and research and the ongoing development of dance education and professional practice.

CORE AIM 3: Performance measures and targets

KPIs	Measures	Targets
Growth and quality of outputs from partnerships exchanges and research	Number and quality of partnerships Exchanges achieved and outcomes Impact of outcomes Research generated	<ul style="list-style-type: none"> •Achieve new European and international partnership •Increase exchanges and impact •Increase online audiences and communities •New research outcomes
Knowledge exchange and public engagement impact	Participant and audience engagement Feedback on quality Resource provision for artists Income	<ul style="list-style-type: none"> •Increase audience/participant numbers from 2015/16 •Effective collection and response to high quality feedback. •Maintain/increase positive feedback •Ensure optimum provision to support quality •Increase income from 2015/16
Partnership and shared leadership in advocacy and formal initiatives	<p>Engagement in shared Leadership for Leeds Dance Partnership and contribution to EU City of Culture and presence</p> <p>Continuation and impact of Children's and Young Person's Northern Network. Number of participants, events and learning outcomes</p>	<ul style="list-style-type: none"> •Events/programme delivery for Leeds Dance partnership •Output and visibility •Increased opportunities and events. •More work created by children and young people from diverse Communities •Opportunities for more groups to interact with professional dance artists.
Visibility and brand recognition	Promotion of events , partnerships and artists.	<ul style="list-style-type: none"> •Develop a marketing strategy for events promotion •Focus marketing to attract an international audience •Manage partnership, artist and audience relationship through CRM

Financial and Institutional Sustainability

Ensure that all resources are developed and utilised to fully support the ambitions of the School

Facilities - the School boasts excellent facilities that are both carefully maintained and beautifully presented. However we face challenges because of the restricted footprint of our current site and the listed status of some of the buildings. Our location at the edge of the city centre also provides us with a challenge in terms of visibility and connectivity to the cultural life of the city. If we are to maintain our world leading status we must recognise the difficulties that are presented by our current home and make plans to overcome these issues. This includes the need to have more space in which to deliver our training and more educational and recreational space. In addition we would benefit from being able to provide high quality student accommodation, particularly with the increasing internationalisation of our student base.

ICT - our existing IT infrastructure and use of technology needs to be taken to another level to embrace fast moving technology and continue supporting the organisation into the future. Use of technology will help open up to and communicate with the wider world, enhance teaching and learning and provide valuable insights and connections with our stakeholders.

Marketing – the School does not yet enjoy the profile that its staff and students feel that it warrants and previously lacked the capacity to make an impact in this area. In order to make our vision and this plan achievable, significant investment must be made into raising the profile of the organisation and reaching out to global markets as well as the city, region and UK.

Human Resources - our most important resource is the dedicated staff team that makes the School what it is. We will continue to provide an open and honest culture that enables all staff to contribute to their full capacity to the success of the organisation. We will also continue to monitor equality and diversity and benchmark wherever possible to other similar organisations.

Objectives

- FIS1.1 Continue to maintain and present our existing estate to the highest standards.
- FIS1.2 To explore any opportunities to expand and upgrade our existing facilities.
- FIS1.3 Consider options for providing student accommodation.
- FIS2.4 Continue to develop our IT infrastructure to support the best possible student experience and to maintain our relationships with external stakeholders.
- FIS1.5 To invest in training and support for our staff.
- FIS1.6 Monitor and benchmark equality and diversity of our staff.
- FIS1.7 To invest in developing a marketing function which can support our future ambitions.



Effective and efficient Financial and Resource management

Maintain the Economic and Financial Sustainability of the School within the context of an uncertain external economic and funding climate

The School has put in place a strategy for the management of both its financial health and resources in order to 'future proof' its position and that of its stakeholders.

Key success factors include providing an actively managed finance function which produces, analyses and reports on both past, current and proposed financial performance and applies rigorous assessment of any new projects and initiatives which will have an impact on the School.

Success will be driven by the efficient use of physical assets, staff and other resources available to the School.

Much of the development work which will support our sustainability and resilience is an extension of existing activity but in addition to this there is an intention to build an effective fundraising function which will embed a culture of fundraising and giving and generate income made up from a range of sources including statutory, trusts and foundations, corporate sponsorship and individuals.

Financial Objectives

FIS2.1 Ensure the efficient and effective active management of all aspects of the School's finances.

FIS2.2 Retain sufficient level of reserves required for financial stability and working capital purposes, as specified from time to time by the Governing Body.

FIS2.3 Maintain an operating surplus at the level specified from time to time by the Governing Body.

FIS2.4 To ensure that cash and liquidity position is maintained.

FIS2.5 To ensure the level of tuition fees and related student income is maximised by the recruitment and retention of student numbers and the appropriate mix of UK, EU and Overseas students.

FIS2.6 To ensure that income from grants and commercial activities is maximised.

FIS2.7 To build an effective fundraising function meeting overall income targets and providing funding for specific activities.

FIS2.8 To ensure that expenditure is closely controlled, procurement managed and operational efficiency maintained and monitored.



Developmental and Financial Priorities

Action Plan 2017-2022

Expansion of course portfolio, Access, Internationalisation and progression:

- ⇒ Maximise opportunities within the Leeds Dance Partnership and the City of Culture 2023 to enhance NSCD's offer to children young people, arts professionals and the wider public.
- ⇒ Targeted approach to widening participation, clear & developed progression routes.
- ⇒ Develop artistically driven partnership working in order to embed dance in the offer for young people locally, regionally and across the north
- ⇒ Stabilise and secure funding for the CAT programme with the DfE and other organisations.
- ⇒ Continue to develop our evolving portfolio of learning programmes and curricula, ensuring teaching of the highest level, while ensuring value for money.
- ⇒ Ensure we remain able to recruit a diverse and highly talented student and population, and can grow overseas recruitment, we will increase investment in all areas of recruitment and promotion and grow our international profile and partnerships.
- ⇒ Enhance understanding of the NSCD brand in key regions
- ⇒ Increase media coverage of NSCD and its innovations in UK and international print and web.
- ⇒ Increase staff and student awareness of the internationalisation priorities within the School using various communications channels.

Research & Scholarly activity:

- ⇒ Take a proactive lead in setting the research agenda and to translate that research into internationally competitive teaching.
- ⇒ Connect to 'early' and 'Mid' career research networks to encourage development of research communities of practice.
- ⇒ Provide a mentoring system for staff through 'research cafes' to facilitate engagement and offer advice.
- ⇒ Ensure that the School's Workload Allocation Model (WAM) properly reflects research, scholarship and research impact activities.
- ⇒ Developing practice led research and supporting teaching staff to gain Higher Education Academy Fellowships.
- ⇒ Raise quality and ambition through choice of content and dissemination.





Create resilience and sustainability through artistic investment, leadership, partnership visibility and building reputation:

- ⇒ Increase NSCD's national and international profile.
- ⇒ Exploit our Theatre venue as creative beacon and cultural hub.
- ⇒ Provide distinctive ambitious dance programming of UK and European artists to inspire artistic practice and develop dance audiences.
- ⇒ Programme professional dance for families and children, to attract and inspire future dance audiences and participants.
- ⇒ Ensure excellent artist development programmes, and events, supporting sustainable careers for graduate and northern based artists.
- ⇒ Provide an environment where people can and do excel.
- ⇒ Use our growing and widely distributed alumni population to play a key role in contributing to the experience of current students and increase our service to alumni.

Diversify income streams and, where appropriate, commercialise our activities:

- ⇒ Increase existing portfolio of programmes which have other potential income generation streams such as collaborative provision, modular 'bite size' provision, MOOC potential of an MA module, Summer school provision.
- ⇒ Continue to support small grant applications for research and development.
- ⇒ Seek for Arts Council funding to support programming and artist development.
- ⇒ Develop and implement a fundraising strategy and create and implement supporting fundraising functions for the organisation.
- ⇒ Where appropriate use facilities and other resource provisions for enterprise.

Ensure that all resources are developed and utilised to support our core aims:

- ⇒ Maintain and present our existing estate to the highest standards while exploring strategic opportunities and feasibility to expand our estate or achieve a new build to provide inspiring world leading centre facilities.
- ⇒ Monitor existing IT structure, implement online learning platform and customer relationship management database.
- ⇒ Monitor staff data and benchmark against similar organisations.
- ⇒ Invest in staff training and support for staff research.
- ⇒ Monitor visibility of marketing and its effectiveness.
- ⇒ Ensure that all financial KPIs are relevant and reported regularly.
- ⇒ Monitor recruitment and retention of student numbers and report the mix of UK, EU and Overseas students against targets.
- ⇒ Report income from grants and commercial activities against targets.
- ⇒ Monitor expenditure against budgets and forecasts.