

- use findings from the Impact Report to understand the difference YMI made in the year, share findings and support the continuous development of the youth music sector.

#### **1.4 Knowledge Exchange Internal Audit**

The KE team will undertake an extensive piece of work which aims to document the widest range of KE activity, large and small that takes place across the Conservatoire as part of everyday life.

The aim of this project is to help us understand the sheer scale, breadth and depth of the institutions links with industry and the professions as well as to begin to measure the expanding base of relationships in other sectors such as health.

This audit will allow us to set new benchmarks and targets for future years, and support our efforts to communicate the full range of our knowledge exchange activities and impact to our stakeholders.

#### **For 2019/20 our objectives will be to:**

- Document KE activity across RCS in an internal audit and set appropriate benchmarks for future activity

### **Universities Innovation Fund**

Royal Conservatoire of Scotland

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#### **INTRODUCTION**

Knowledge Exchange at the Conservatoire has undergone a period of development and transformation in the past two and a half years, catalysed by the University Innovation Fund (UIF). Our work in 19/20 will demonstrate the significant progress and impact of our collaborative development work and our capacity building efforts all made possible by the UIF.

As Scotland's national conservatoire, the Royal Conservatoire is uniquely positioned to lead innovation and knowledge exchange in areas that are rich with growth potential. Innovation, impact and engagement are fundamental to the Conservatoire's ethos, embedded within learning and teaching across all our art forms, and integral to our research practices. The Creative Industries in Scotland contribute £4.6 billion to the economy. This represents a steady increase since 2010. In 2015 the Creative Industries employed 73,600 people and are now larger than life sciences and sustainable tourism in terms of GVA. The Creative Industries sector is dominated by small enterprises with 59% of the 15,420 registered enterprises having zero employees (i.e. are sole traders) and 88% in total have fewer than five employees (Scottish Government Growth Sector Statistics, October 2017). Here at the Conservatoire, we support our students and graduates to thrive as independent enterprising artists, to develop viable operating models for their talents as self-employed practitioners and small enterprises.

We have much to build on, and 19/20 will see many of our plans come to fruition, further development and improvement of projects and services and evaluation of these new modes of working, helping us to articulate the success and impact of our work at the Conservatoire, in the widest of terms, culturally, socially and economically.

## PROPOSED USE OF THE UIF IN SUMMARY

In 2019-2020, the Conservatoire will continue to use the UIF in support of two broad initiatives:

- To continue and extend existing work, and pursue new strategic actions, to provide **enhanced innovation support** for staff, students and graduates and our partnership potential.
- To work in partnership with other HEIs to make an effective **contribution to the agreed Strategic Outcomes** commensurate with our scale and expertise and building on the developmental and collaborative work of UIF.

### 1. ENHANCING OUR INNOVATION SUPPORT

#### *Staff Capacity Building*

As noted in previous years, the Conservatoire's central KE team is small and has diverse responsibilities. The Research and Knowledge Exchange department became a directorate of the Conservatoire in January 2019, recognising the importance of the contribution this department makes to the overall success of the institution.

With UIF investment, we have significantly extended the skills and knowledge base of the department and with the additional UIF funding in 18/19 we created a fixed term post for a KE Projects Administrator, to support the extensive work that is currently underway.

The team now comprises;

- Director of Research and Knowledge Exchange
- Knowledge Exchange Manager
- Research and Knowledge Exchange Development Officer
- Knowledge Exchange Projects Administrator

#### *RCS Innovation Hub*

RCS is considering the findings of an initial review and options appraisal which has identified an opportunity to consolidate and support innovation and KE activity across the institution with a view to significantly enhancing the organisation's external impacts. The Conservatoire is uniquely well placed not only to drive thinking on the future of the performing arts, but also to explore the application of creativity and

performance in settings from mental health and well-being to business. Our research culture is developing, and the deep expertise within the staff and student body, combined with our national and international reputation, suggest exciting opportunities for new kinds of external partnerships based on innovation in the practice and application of multidisciplinary creativity and performance. A focused and phased development and implementation plan will get underway in 19/20.

### ***Supplementary support for entrepreneurial education: Make It Happen***

Make It Happen is the Conservatoire's strand of enterprise development activity for students and recent graduates, established thanks to the investment of the UIF.

#### ***Make It Happen Month***

A month long programme of creative enterprise learning and development which takes place at RCS every November, aligning with Global Entrepreneurs Week and working closely with the Students Union.

The specially-curated programme of twilight business start-up talks, networking events, workshops and seminars are delivered by local and visiting experts and practitioners offering up to the minute insights on developing practices, operating models and ways of working to inspire and guide students and graduates as they take their first steps into self-employment or company creation.

The programme consists of events which are structured to provide bite sized learning in areas such as how to set up a performing arts company, take a show on tour nationally and internationally, develop a brand and audience, secure early stage finance and build a viable company or self-employed model of practice.

In November 2018, we opened Make It Happen Month up to other HE and FE students in Glasgow and beyond and to the wider community of emerging artists. This was very successful, providing a wider service and enriching the experience for our own students. We will build on this and widen our engagement in 2019. By opening this programme up to a wider community of students and practitioners, *Make It Happen Month* offers a distinctive peer learning experience offering a range of perspectives.

#### ***Micro Funding for graduate entrepreneurs - Make It Happen Fund***

Make It Happen Fund is a new micro-funding initiative piloted by the Conservatoire in 18/19 to test the impact of small scale awards on the career trajectories of recent graduates. Its purpose is to give our graduates access to a competitive pot of seed funding to support their career goals and ambitions. The fund aims to create access to a source of funding that will support early stage career development, in a range of areas such as: skills development, networking, R&D activity, starting up companies, staging pop-up events and forming new collaborations. The fund targets graduate cohorts from the past three years and they can apply for funds that range from £250 to £750 from a total funding pot of £10,000. We will use the pilot to support ongoing development of the programme for 19/20 and will by then be able to provide exemplars, case studies and an evaluation. We will explore commercial partnership potential for this programme in 19/20. At present the fund is only open to graduates who are based in Scotland.

### ***Exchange Talks/Exchange Talks Plus/Exchange Bites***

Building on our work to expand the scope of our public engagement offers, we have further developed our successful Exchange Talks programme to include a smaller number of larger scale Talks and Performances (Exchange Plus) across the year. Audiences for our talk's series have grown substantially in the past 12 months with the Exchange talks averaging an audience of 40 and Exchange Talks Plus averaging 75. The talks in 18/19 spanned a wide range of research topics from inclusion in dance, environmental performance to weaving British Sign Language interpretation into Shakespearean performance.

The series of talks are open to the public as well as staff and students and we are seeing a growing community of interest in this offer. In 19/20 we will produce a complementary online series of videos and podcasts *Exchange Bites*, to extend the offer more widely.

### ***Access to Start-up Support for Staff and Students***

In 19/20 we will continue to provide access to start up support for staff and students of the Conservatoire who are developing business propositions. We can provide in-house access to advice and expertise and signposting to other relevant sources of support. This work will support a pipeline of business development propositions and connections with the broader innovation and enterprise landscape

As a partner in the Converge Challenge programme, the Conservatoire has contributed to the development of a new award in 2019, the Creative Challenge ensuring that the creative industries can be part of this dynamic environment for emerging businesses.

### ***Knowledge Exchange Internal Audit***

The KE team will undertake a project to document the range of KE activity, large and small, that takes place across the Conservatoire.

The aim of this project is to surface the scale, breadth and depth of the institutions' links with industry and the professions as well as to begin to measure the expanding base of relationships in other sectors such as health. This audit will allow us to set new benchmarks and targets for future years, and support our efforts to communicate the current and potential reach of our knowledge exchange activities and impact to our partners and stakeholders.

## **2. CONTRIBUTING TO STRATEGIC OUTCOMES**

The Royal Conservatoire is working to make a clear contribution to the agreed Strategic Outcomes (SOs), commensurate with our scale and expertise

Some of the Conservatoire's contributions will be made in partnership, either with individual institutions or consortia, or through working more effectively with agencies and groups such as Interface or the Universities Scotland Research and Commercialisation Directors Group (RCDG); others will require specific work within the Conservatoire.

Along with representatives from the other HEIs and the agency partners, we have made significant headway in 18/19 on collaborative projects with particular progress made towards Outcome 1 Stimulating Demand and Outcome 4 Entrepreneurship. While these areas are central to our delivery work in 19/20 and we will continue to contribute to all outcomes and related work alongside our HEI colleagues.

Outcome	Analysis of practice & identification of best practice	Devise & execute programme	Develop/initiate sector-wide programme
<p><b>Outcome one (demand stimulation):</b> working with Scotland's enterprise agencies, Scottish Government, business networks, Interface, and others, Scottish HEIs will have helped to increase the demand and quality of engagement from businesses and the public sector for university services.</p>	<p>RCS wishes to establish closer working links with INTERFACE, in order to increase the demand for Innovation Vouchers from RCS and collaborators.</p>	<p>Work with INTERFACE and other partners in order to drive a bigger pipeline of Creative Industries projects to apply for Interface vouchers.</p> <p>RCS participates in the Demand Stimulation group.</p> <p>About to launch <b>Make It Work</b>, a pilot partnership programme between RCS and Interface will commence in May 2019. See note below.</p>	<p>Evaluation and key findings from the <b>Make It Work</b> pilot will be shared with all HEI partners and future approaches agreed.</p>
<p><b>Outcome two (simplification/commercialisation):</b> in partnership with the Enterprise Agencies (EAs) and Interface, Scottish HEIs as a sector will have demonstrably simplified business access to the knowledge and expertise in Scottish universities.</p>	<p>RCS will support simplification processes through the use of the shared contracts portal and through wide engagement via the RCDG network.</p>	<p>RCS has established a shop window of KE offers and services and developed clear routes of engagement for staff, students and partners.</p> <p>RCS has also joined the Scottish Praxis Auril network to build engagement and exchange potential with colleagues.</p>	
<p><b>Outcome three (simplification/greater innovation):</b> in partnership with the EAs and Interface, Scottish HEIs will, at a national level, have made strategic use of their sectoral knowledge to promote greater innovation in the economy (including beyond non-STEM).</p>	<p>RCS will promote the micro interactions, networks of individuals that lead to connections and collaborations within and beyond RCS and which ultimately drive innovation in the sector as</p>	<p>RCS will contribute to the shared Innovation Manager role with a focus on ISCF</p> <p>RCS is a full participant in the Innovation Cluster group including the group connecting on Enhancing</p>	

	well as being a vital pipeline to a start up culture.	Researcher Skills for business.	
<b>Outcome four (entrepreneurialism):</b> Scottish HEIs as a sector will have made a significant and positive change in the way entrepreneurial opportunities are promoted and delivered to students, HEI staff, and businesses.	RCS has strengthened enterprise offers for staff and students and has worked with other HEIs to address the specific entrepreneurial needs of creative industries graduates.	RCS, GSA and QMU have collaborated to develop <b>SHIFT</b> , a new business development programme for new graduates and students thinking about their next steps and how to professionalise their practice through company creation or self-employment. See note below.	<b>SHIFT</b> digital platform and content will be shared widely with all HEIs. The evaluation and key findings from the summer school will be shared with partners and future approaches jointly developed.
<b>Outcome five (international):</b> in partnership with Scottish Development International, Connected Scotland and others, Scottish HEIs will have pooled their knowledge and networks, and shared good practice to promote and engage Scotland internationally (operating under Scotland's International Framework).	RCS will seek to develop a direct relationship between KE and SDI and learn from the approaches taken by partners.	RCS has taken membership in Scotland House alongside other HEIs.  RCS is renewing relationships with British Council and other international partners.	
<b>Outcome six (inclusive growth and social impact):</b> Building on current and good practice Scottish HEIs will have scaled up their support of the Scottish Government's ambitions for inclusive growth.	RCS has offered to share our extensive practice in public engagement to our colleagues in RCDG in order to support colleagues' progress in this areas.	RCS will participate in the Responsible Innovation group initiated by the UIF Collaboration Manager.	
<b>Outcome seven (equality and diversity):</b> Building on current and good practice HEIs will have ensured positive promotion of equality and diversity in staff and all who are affected by the use of the UIF.	RCS can share practice through the development of our BSL programme, and training to support students with ASD.		

***Outcome 1 - Make It Work - a pilot project to test drive a new approach to accessing Innovation Vouchers in partnership with Interface.***

The *Make It Work* Pilot is a project led by RCS in collaboration with Interface to create a step change in company engagement work between RCS and partners and to test drive a new approach to business engagement.

Following ongoing positive dialogue between RCS and Interface and some exploration of the untapped innovation potential in the Conservatoire staff base and its relationships with industry, Interface has agreed to work with RCS on a pilot project to open up new channels of business engagement between the Conservatoire and industry. Utilising University Innovation Funding to drive new types of engagement activity and results, through this pilot initiative, we aim to unlock new ways of working between the Conservatoire and specifically the Micro Business community across all sectors, to generate new ways of working and catalysing innovative new developments between our staff base and the micro business community.

***Outcome 4 - SHIFT - A collaborative project to pilot HEI Business Creation for creative disciplines***

SHIFT is a collaborative partnership between a number of higher education and creative organisations in Scotland. SHIFT will produce digital content and a week-long summer school programme, 9<sup>th</sup> – 16<sup>th</sup> September 2019. While the digital content will be shared widely through HEIs, and the Scotland Can Do Fest, the summer school is open to students and recent graduates from The Glasgow School of Art (GSA), the Royal Conservatoire of Scotland (RCS) and Queen Margaret University (QMU). The programme is designed to equip participants with the collaborative, practical, creative and entrepreneurial skills that will support them in making the transitional shift from being a student to becoming a professional practitioner. It will help them to explore the strongest operating models for their work, whether through self-employment or company creation.

## MATCH FUNDING

The Royal Conservatoire is not in a position to provide match funding in cash terms. However, as noted in previous papers, the Conservatoire invests considerable resources in professional teams devoted to effective public and cultural engagement – these teams were not funded by UIF in 2018-19 and so their budgeted staff costs for 19/20 offer indicative match funding in kind for the UIF, as follows:

<b>Team</b>	<b>Staff costs*</b>
<b>Artistic Planning</b> <ul style="list-style-type: none"><li>Responsible for management of all aspects of the Conservatoire's performance programmes and other public engagement.</li></ul>	£237,408
<b>Front of House and Box Office</b> <ul style="list-style-type: none"><li>Public-facing staff supporting performance programmes and public engagement</li></ul>	£295,450
<b>Lifelong Learning</b> <ul style="list-style-type: none"><li>Courses for adults and young people (staff related to SFC-funded T20/40 initiative are not included, nor are Junior Conservatoire staff)</li></ul>	£340,000
<b>TOTAL</b>	<b>£872,858</b>

\*Including superannuation and NI. Staff in these teams with a student-facing remit have been omitted