

A woman with short dark hair, wearing a red lace dress, is singing into a microphone on a stage. The background features several vertical blue light bars. The ArtsEd logo is in the top right, and the title 'Strategic Plan 2020-25' is on the left.

**ArtsEd**

# **Strategic Plan 2020-25**



# Our Vision

We want to nurture the finest creative talent, fuelling each individual's passion for performance and enabling careers in the arts through exceptional teaching and outstanding pastoral care.



Our strategic plan is rooted in our core values and across all that we do we will:

**Pursue Excellence**

**Promote and Practice Inclusivity**

**Foster Resilience**

**Be Thoughtful and Responsive**

**Act with Integrity**





## Our Offer

As one of the UK's leading centres of conservatoire education, ArtsEd provides world-class, contemporary training that is focused on the constantly evolving needs of the performing arts industry in the 21st century.

ArtsEd is unique in the combination of a performing arts secondary school, for young people from 11-18, and the provision of degrees in Musical Theatre and Acting alongside a broad range of evening, weekend and holiday courses.





## Day School & Sixth Form

Exam success at ArtsEd Day School is the highest of all the performing arts schools in the UK and ArtsEd Sixth Form is an internationally recognised centre of excellence for training in the performing arts. Excellent academic and vocational results are founded on a rich curriculum, high teacher to student ratio, and an environment in which highly experienced staff encourage and support students to relish every aspect of their studies.

● ●  
The teachers at ArtsEd  
constantly challenge  
and encourage you to  
work harder and to aim  
for your best.

● ●  
[ArtsEd Sixth Form Pupil](#)



## Musical Theatre and Acting

Our BA (Hons) in Musical Theatre has long been recognised as the best in the UK and is world renowned for producing graduates who are accomplished actors, singers and dancers. Similarly, graduates of our Acting degrees (BA and MA) are noted for a broad skillset and individuality that enables them to compete right across the sector.

In June 2018 the government programme TEF (Teaching Excellence and Student Outcomes Framework) awarded ArtsEd Gold, their highest rating, noting optimum levels of contact time, industry-standard facilities, practitioner-led teaching and an outstanding track record of graduate success. This excellent rating was echoed by our students who, for the second year running, ranked ArtsEd as the top drama school for overall student satisfaction in the 2018 National Student Survey, with 95% of students stating that they were satisfied with their course.



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# Diversity

Students at ArtsEd come from a markedly broad range of backgrounds. One third of our student body are eligible for Dance and Drama Awards, a means-tested, government funded scholarship scheme. We support as many students as we can through our own bursary scheme and in total nearly half of the young people who study with us receive external financial support of some kind.

ArtsEd is noted in the industry for our success in attracting and retaining a particularly diverse student body, nearly one quarter of our students come from BAME backgrounds. In 2018 we became a founder partner of Diversity School Initiative, set up to address under representation in UK drama schools. As a partner school we are committed to maintaining our strength in this area, improving diversity of all kinds over the coming years.

Our commitment to inclusivity is apparent in a warm and welcoming environment, with a strong focus on the development of the individual. The pastoral care that is a core aspect of our provision is rooted in the expertise of our staff, and is driven by the belief that a person's wellbeing is core to their success. Extensive professional experience gives staff an understanding of the rigours and demands of the industry and the ability to inspire resilience alongside expertise. An essential element in creating graduates who are confident, resourceful and committed performers, well prepared to enrich and influence the creative industries in the UK and beyond.

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# Our Strategy

Our strategy for 2020-25 encompasses an immensely exciting period in the history of ArtsEd, starting with the celebration of our centenary in 2019/20 and closing with the planned completion of a major capital project.

In 1919, the Cone School of Dancing was established by Grace Cone and her sisters, Lillie and Valerie. The sisters formed a partnership with Olive Ripman at the beginning of WWII, to create the Cone-Ripman School, which then became the Arts Educational Schools in 1947. In 1969 ArtsEd took on a twenty-one year lease of Golden Lane House (near what is now the Barbican) and moved to the City from its final, of five, Kensington homes. When this lease expired in 1986, ArtsEd took over the former Chiswick Polytechnic in Bath Road, which has been our home ever since.











Since this move, the breadth and depth of our provision has flourished to become a unique blend of world-class teaching and focused pastoral care that has long since outstripped the constraints of our building. Our home now requires significant expansion and refurbishment to ensure ArtsEd retains its competitive edge and continues to attract outstanding young talent. This need is magnified as our key competitors have either recently completed or are in the midst of major capital redevelopments.

Shaping the Future is a ten-year capital project. Phase One was completed in November 2013 with the opening of the Andrew Lloyd Webber Foundation Theatre; a beautiful, 200 seat, state-of-the-art proscenium arch space that delights performers and audiences alike. Construction of Phase Two starts in July 2019 and will see substantial extension and refurbishment across the site, creating additional classrooms, studios and rehearsal spaces. A major capital campaign is underway to fund the third and final phase of the development.

Shaping the Future will culminate in 2023 with the opening of a brand new theatre to replace our aging and under-resourced Studio Theatre.

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This ambitious capital project comes at a pivotal moment for ArtsEd as it celebrates 100 years of nurturing young talent. The School is a leading contributor to the UK's creative industries, internationally renowned for providing outstanding and contemporary training in the performing arts. Andrew Lloyd Webber Foundation has been a long-term supporter of Arts Ed, including providing financial scholarships for talented young people from diverse backgrounds who have gone on to successful careers in the industry. I am immensely proud to be the founding supporter of **shaping the future**, a project that will ensure ArtsEd remains a centre of excellence for many years to come.

Andrew Lloyd Webber, President





This plan outlines our ambitions and priorities for the five-year period 2020-25, the keystones of which are to:

**Enable Excellence**

**Promote and Celebrate Inclusivity and Diversity**

**Build for The Future**

**Enhance Our Reputation**

**Open Our Doors**

**Widen Our Horizons**



● ●

Students from all  
backgrounds achieve  
consistently outstanding  
outcomes.

● ●

[TEF Statement of Findings, 2018](#)



## Enable Excellence

In order to enable excellence across all our activities we will:

- Recruit, develop and retain outstanding staff who in turn will attract outstanding students.
  - Promote a culture of continuous professional development that creates exceptional learning opportunities for all students and staff.
  - Continue to engage with the profession to ensure our training continues to develop at the same pace as the ever-changing needs of the industry.
  - Embed industry expertise and practice into the curriculum, supporting the development of students as practitioners, well prepared for the demands of their chosen profession.
- Invest in extensive new learning and performance facilities to match our world-class teaching and to give all students equal access to the best possible vocational training environments.
  - Deliver planned improvements in IT to enhance students' learning experiences and to improve effectiveness and efficiency throughout the organisation.
  - Continue to enhance student engagement at all levels of the organisation, encouraging a culture that is open, that can be challenged, and that responds to the student voice.
  - Continue to improve the services provided to support student and staff wellbeing, and balance this with positive promotion of resilience to withstand the challenges of life.
  - Secure funding from a wide range of sources for the development of ArtsEd as a world-class performing arts destination, attracting the best of UK talent and open to all.



● ●

There is a real honesty  
and truth to the training  
at ArtsEd. They celebrate  
your unique individuality  
and encourage you in every  
aspect of life.

● ●

[ArtsEd Student](#)



# Promote and Celebrate Inlusivity and Diversity

In the promotion and practice of inclusivity and diversity in every aspect of our provision we will:

- Embed inclusivity and diversity in our practice across the organisation by recruiting excellent staff from a wide range of backgrounds to inspire students and act as role models.
- Enhance opportunities for young people from underrepresented backgrounds to engage with ArtsEd and the performing arts by both providing and signposting pathways to training and participation.
- Provide opportunities for open discussion between students and staff to tackle unconscious bias and promote the use of inclusive language, including ongoing review of course content to ensure a broad range of source material.
- Further develop our links with other organisations to promote diversity and inclusion in conservatoire training and the performing arts.
- Maintain our sector-leading success in attracting talented students from BAME backgrounds to our courses.
- Work to remove barriers to education and training affecting students with disabilities.
- Improve access for everyone by lobbying government for increased funding, in recognition of our world leading provision and our track record of attracting students from diverse backgrounds.
- Increase our capacity to award significant, means tested bursaries by building individual giving and committing to an ongoing, sustainable contribution to the Bursary Fund from fee income.

In 2019, 100% of third year students secured agent representation prior to graduation. Sixth Form BTEC results in 2018 were outstanding with 100% achievement of D\*/D.

# Build For The Future

In order to create and maintain a secure future for ArtsEd, we will:

- Complete Phases Two and Three of our capital project on budget and to time, ensuring our facilities match the quality of our teaching and the those offered by our competitors.
- Build financial resilience, during a period of increased financial activity, by continuing to control costs, monitor cash flow and generate optimum levels of operating surplus across all areas of the organisation.
- Invest in leadership capability and succession planning through the continuing provision of management training opportunities.
- Maintain our academic reputation by meeting all regulatory requirements and continually improving the standards of all our provision.
- Monitor fee levels to ensure they remain competitive and fair.
- Leverage opportunities to share ArtsEd's expertise internationally to generate additional income.
- Maximise income potential of the new building on completion through the optimisation of weekend, holiday and evening provision.

● ●

This course has been a life-changing experience for me. A very safe environment is created from the beginning for students to make mistakes in and push themselves to the limit, without the fear of 'getting it wrong'.

● ●

ArtsEd Student





## Enhance Our Reputation

Through a sustained and carefully targeted marketing and communications strategy, we will:

- Confirm the position and profile of the School of Musical Theatre as the leading musical theatre training provider in the UK.
- Establish the School of Acting as a distinctive, industry focused and first rate competitive environment.
- Raise the profile of the consistently excellent academic performance of the Day School & Sixth Form.
- Leverage alumni success and graduate achievements in a social media focused communications strategy to maintain the quality and quantity of applications across the organisation.
- Enable all staff, students and stakeholders to act as ambassadors by ongoing and effective sharing of brand mission, values and ethos.

## Open Our Doors

In the ongoing pursuit of inclusivity, we will:

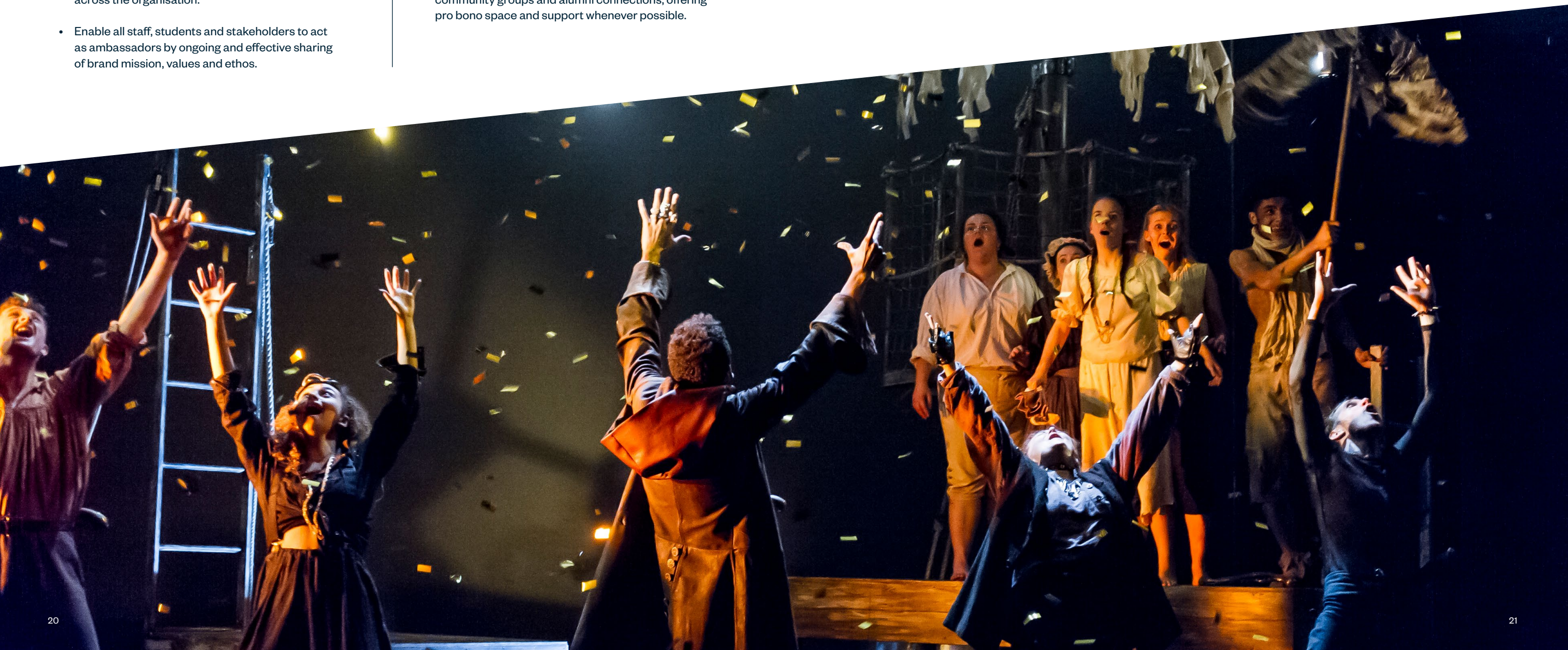
- Create strong links with performing arts youth groups across the country to provide talented young people with a pathway to vocational training.
- Develop ArtsEd's role as a focal point for community activity, leveraging opportunities offered by our new buildings once completed.
- Identify and pursue opportunities for all Schools to build relationships with the local community through participation in external events and by developing a range of appropriate in-house projects.
- Continue to build relationships with charities, community groups and alumni connections, offering pro bono space and support whenever possible.

## Widen Our Horizons

In order to ensure ArtsEd remains at the forefront of development in conservatoire education, we will:

- Develop our potential to apply for degree awarding powers by strengthening our processes for overseeing academic standards and nurturing our relationship with City University of London.
- Develop opportunities with international partners in Asia and the Middle East to share our expertise and maximise opportunities for brand extension in these developing markets.
- Explore opportunities for brand extension including a Quality Assurance Kite Mark programme and extra-curricular ArtsEd qualifications for 3-19 year olds.

This plan is underpinned by a range of targets against which the Board of Trustees will measure progress annually. The Board will also take stock half way through the planning period and will extend and adapt the strategy as deemed appropriate.







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