



RAD 2030: VISION

ROYAL ACADEMY
OF DANCE

Why we exist

We inspire the world to dance, promoting excellence and joy in dance teaching and learning for all. Through dance we empower people and build communities.

What's special about us

- A **British brand with Royal charter and a long legacy** – a powerful UK cultural export
- A **dance educator**, focused on excellence and inclusion – we do both, believing in excellence for all
- Extensive **global community** – largest global reach of teachers and participants
- Connected to the **dance profession** – we engage directly with top dance professionals, inspiring our teachers and participants

What we do

- We **educate** dance teachers to the highest levels
- We **set quality standards** teaching and learning dance
- We **widen access** to the power and joy of dance for all
- We **support our members** throughout their careers

Our values

We are:

- Exceptional together
- Creative innovators
- Open to all
- Happy to help
- Champions of wellbeing

These values are woven through all we do, and how we behave, to each other and to all.



Where we are in 5 years – our vision

By 2030 we have increased our impact in dance and in society around the world. We are innovators in dance teaching and learning, have increased participation, widened access, and entered new markets. As such, we are financially resilient and sustainable for decades to come.

**We are One RAD –
inspiring the world to dance**



Our areas of focus



OUR VISION IN DETAIL



Increase our impact in dance and society (the outcome we're seeking)

The RAD is known worldwide for excellence and joy in dance. Through us, dance is recognised as a vital means to empower people with the physical and mental attributes needed for modern life. Through us, dance is seen as inclusive and adaptable, a means to express our humanity and make real connections in our complex digital world. We have the evidence to show the difference we make, to individuals, to society and to the arts sector. People turn to us above others because of our strong brand, our legacy, and our belief that excellence is achievable for all.

Governments and donors recognise that dance helps people thrive, improves mental health, counters isolation, information overload, and online dependency. This starts with early years, with nurseries across the world using our products, sparking a life-long love of dance and engagement with the RAD.

We are influencing the dance eco-system, changing what and who audiences see on stage. Our connection to the profession is helping us achieve our ambition of having an RAD dancer on every stage.

We are in parts of the world new to us and have grown where we are already established. Our education and learning products are tailored to suit different national, social, and demographic trends.

People hear of us through multiple channels – social media, online, on TV, through virtual reality performances at landmarks across the world. We have traced former RAD participants – our alumni – who, along with celebrities, help spread the word about what we offer.

We achieve this impact by elevating dance teacher education, expanding ballet and going beyond into new styles, adding value to our members and being built on strong foundations globally.



Elevate dance teacher education

We celebrate being a prestigious arts academy, of distinguished dance artists and educators, promoting and maintaining high standards in dance. This is why we were created over a century ago. Our teacher education programmes are central to what we do. We are the organisation of choice, across the world, for students and professionals who want to teach. People aspire to qualify with us, knowing our programmes of study are of the highest standard and are recognised as the best.

We offer a range of study routes, from training for assistant teachers through to the highest degree levels, and onwards to Continuing Professional Development (CPD). We also offer courses for professionals and vocational students to expand their employment opportunities. Students get unique access to top artists and scholars, tutors and mentors, and the big names in dance, learning with great dance artists, and giving them the skills in turn to help others excel.

Harnessing the latest in teaching practice, dance science, innovation and creative thinking, our students are challenged and enthused. Our education is grounded in artistry and practice, combined with proven learning theory. Students understand our syllabi, are introduced to Benesh and our other products, coming out equipped to teach the 'RAD Way' to the highest standards.

We offer teacher education in ballet, musical theatre, and other dance genres, at all levels, in partnerships worldwide to expand who we can reach and what we can offer – performance and education, dance and health, dance and business, dance and technology, the potential is endless.

Our degrees are provided through licensed university partners around the world, accredited by us to show they meet our high standards of excellence, and student numbers are strong and growing. There is appetite for dance teachers in parts of the world new to us. Our teacher education is recognised by regulators and on quality frameworks everywhere, enhancing their attraction and access to funding. Quality standards remain high – it is our licence to operate that attracts people to us above others. We provide scholarships for research, at Masters and Doctorate levels, which feeds back into our own learning and teaching practice.

Our teaching members value the high quality of relevant and varied CPD – framed as 'Continuing Excellence' – shaped to support and develop them throughout their career as a teacher, building credentials towards higher education qualifications if they wish. We are clear what is core learning, and where they can choose according to their interests and specialisms.



Expand ballet and go beyond

Ballet is still at our core, and we say it with pride, given that it is at the heart of many dance forms. We have extended its reach, through refreshed frameworks and syllabi, through new markets and countries, and through partnerships, in sport, for example,

We have developed products in new styles, where they extend naturally from ballet. Our musical theatre syllabus has expanded far and wide across the globe, a natural progression for us given its shared history with ballet. We have partnered with others to extend our reach into other dance forms and spearheaded a fusion of art forms through collaboration where dance, music, theatre, fashion, choreography, technology, design all come together, through our innovation. We are hungry for new ideas, looking outside dance for further inspiration.

We have something to offer participants through all stages of their lives, from early years, through teenage, adulthood, and into retirement. We recognise participation and progression in different ways to suit national preferences – exams for some, awards or medals for others – paying attention to the appropriate method and language to different cultures.

The content of our syllabi has input from renowned choreographers and other professionals to keep them fresh, modern, and exciting, with excellence and effectiveness as our motivating considerations. We are leaders in safe practice, our syllabi take account of the requirements of vocational schools and programmes, properly preparing students if that is their chosen path.

Participants have a positive exam experience from the outset, inspiring them with the confidence and desire to continue. We support them to prepare for assessments, with exam-readiness products, offered across the world. We recognise and celebrate the parents, guardians, and carers of our participants, whose support is so critical to their child's enjoyment and achievements.

Our worldwide network and pipeline of examiners and assessors is strong, valued, and nurtured, and they are our ambassadors. Becoming an examiner is a role highly sought-after, for many, the pinnacle of an RAD career.



Enhance value to members

We offer a range of exciting services and products to our members, extending how they can engage and participate both with the RAD and with each other. We differentiate our members well – teachers, student teachers, pupils, and their parents or carers. Members get the right information at the right time. Feedback is consistently high about their experience and the service they receive, with technology having transformed the value we offer and how its accessed.

We nurture and celebrate our teaching members, who truly go above and beyond. They are the voice of the RAD projected out into the world, matching passion with precision in all that they do for their students. We are with them throughout their careers, we nurture, support and appreciate them. Members feel valued, part of a vibrant global network, enjoying friendships within their region and across borders, languages, and faiths.

Our student teachers almost all become professional members, joining our global community. Professional membership numbers have greatly increased, with teachers proud to use the RAD brand, knowing that it signifies their excellence to others.

We offer different tiers of membership to aspire to, as with other professions, recognising progression in experience and influence. We bring our teaching members and examiners together to share experiences, to learn from each other, to exchange ideas on latest developments, and to give us feedback.

We nurture our friends and adult participants too, providing a path for them to engage and potentially donate at different levels. They get the information relevant to them alone with opportunities to get involved with us and with each other.



Build strong global foundations

We run ourselves with the same rigour and discipline as we apply to dance. Our foundations are strong, across the world, ensuring we are sustainable well into the future. We understand and manage our risks, our governance is exemplary, our controls are proportionate and effective, and we are compliant with local requirements in all jurisdictions.

Our people across the world work as One RAD. We collaborate across departmental and national boundaries to ensure decisions work in different areas, and consequences are well understood. Our global hub structure has matured, connecting offices regionally for mutual support, for sharing good practice and inspiring growth. Support services are available locally, making them agile and responsive 24/7.

Nurturing and developing our people

Our people around the world are proud to be RAD. We support and develop them to be the best they can be, to progress in their careers and to feel part of a valued global community. Behaviour matters as much as delivery, with appraisals and talent management being based on both. Our people policies and processes are clear, modern, understandable and followed.

Our teams are not only diverse but also inclusive. People feel they belong and are comfortable being themselves. We value different perspectives, backgrounds, experiences and ambitions – listening to different voices is what makes us strong.

Our leaders around the world inspire us, show confidence in their engagements, and empower their teams to deliver. They are role models for our values, challenging each other constructively and they welcome feedback, always striving to be the best leaders they can be. We support their development, too, through leadership training and coaching, whether in the UK or in our national offices.

Our shared values bind us together and make us strong. Living these values helps us when times are tough and guide what and how we celebrate when things go well. We come together in person as often as we can, sometimes in the UK, sometimes in other regions of the world, celebrating achievements and planning for the future. Our excellence as an employer is recognised externally, through awards and commendations.



Build strong global foundations

Harnessing technology and innovation

We are pioneers in digital innovation in all that we do, enhancing our effectiveness as well as efficiency. This threads through our core activities - in dance education, in our teaching products, in Benesh notation – as well as in how we market ourselves and in our enabling activities. We experiment with virtual reality, augmented reality, AI, and other emerging technologies, to push the boundaries in how we teach, and how people learn, winning innovation awards.

Our IT systems are modern and our processes lean, with a focus on efficiency and productivity. We automate where possible and harness AI to reduce manual work, to give us greater insight from our data, and to enhance our offer to members and others. Modern IT is the pre-requisite for our evolving digital innovation.

Our innovation extends to sustainability. Given our international footprint and need for travel, we focus on environmental sustainability wherever we can, for example in our dance clothing and retail products, our certificates and medals, and energy usage.

Secure financial position

We are financially secure, with our resilience spread more evenly across the globe. We are cost-conscious and efficient, our financial

management is strong, supported by modern systems and processes. We invest carefully, using money most effectively to support our future.

Our headquarters building is a hive of activity, a hub for dance in London, shared with other dance organisations that bring valuable partnerships and, welcome income, as well as being a popular venue in the local community. The building is well maintained, safe, inviting, a popular rental venue for a range of activities. Our dance library and museum, the largest in Europe, brings dance researchers and fans from far and wide.

We have developed other commercial opportunities, with partners who share our vision and values, always focused on funding our charitable purpose. We are open to novel ideas, while selecting ideas to pursue with care to manage our reputation and financial exposure.

Through the professionalism and dynamic creativity running through all that we do, we now attract donor funding from across the world. Donors enjoy being associated with such a prestigious organisation which makes a recognised difference to individuals and communities, and for being the starting point for the professional dancers they recognise and admire.

