



RAD 2030: STRATEGY

ROYAL ACADEMY
OF DANCE

Introduction

Here, we set out how we aim to fulfil the RAD's vision. It puts dance teacher education at the centre of what we do, shows our impact in the world, and outlines why we do what we do. All our strategic actions will be directed towards increasing our impact in dance and in society, through acting as 'One RAD', and inspiring the world to dance.

Some of the actions here are already in progress, while some involve refocusing work or beginning new activity. The accompanying business plan will provide more detail on this, as well as a timescale for delivery.

There is a limit to what we can achieve in a single year, with our current staff, financial resources, and capacity for change with our global offices and members. In our business plan, we will set out our priorities each year, and we know that this will involve some difficult choices. In essence, we need to do less but we need to do it well, with excellence and effectiveness as our motivating considerations.

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.

The 5 areas of our vision:

1. Increase our impact in dance and in society
2. Elevate dance teacher education
3. Expand ballet and go beyond
4. Enhance value to members
5. Build strong global foundations

1. Increase our impact in dance and society

Our vision sees the RAD build on its reputation worldwide for excellence and joy in dance, empowering people and communities in an increasing complex world. We are leaders in the dance world and are changing the image of ballet to be recognised as a modern and inclusive art form. We know that we make a difference as shown in our track record of inspiring governments and donors to get involved with our work. People turn to us above our competitors because of the excellence of our brand, legacy, and reputation.



To achieve this, we will:

- 1) Define what we mean by excellence in our different areas of work, with clear criteria, principles, and aims in all that we do.
- 2) Define, and advocate for, the benefits of movement and dance and its positive impact on people and society:
 - commission research on the benefits of dance, to provide the evidence for our advocacy, starting with a literature review,
 - promote our work and its benefits on multiple media channels, and using new technologies, and
 - identify influencers, from former participants, alumni, celebrities, those in governments and beyond, to help advocate with and for us. This includes building partnerships.
- 3) Identify new opportunities globally, matching the RAD's offer to local wants and needs:
 - research national trends, cultural preferences, and our competitors, including in countries new to us, and use the results to shape our international strategy, and
 - build a presence in new areas, prioritising carefully, identifying relevant partners as an opportunity to explore new business models and approaches.
- 4) Demonstrate and promote diversity and inclusion, and safe practice, in dance:
 - develop and implement a comprehensive diversity and inclusion strategy that flows through all that we do, changing the perception of ballet and dance, and
 - continue to develop and embed our approach to safeguarding across the RAD.
- 5) Innovate ways of marketing what we do, to new audiences. Provide materials for our offices and our teachers to use and adapt according to global markets and cultures.

2. Elevate dance teacher education

Our vision sees the RAD as the place of choice, across the world, for students and professionals who want to teach. We celebrate being an academy, a place of distinguished dance artists and educators, where students get access to top tutors and mentors, along with the big names in dance. They leave equipped to teach the 'RAD Way'. We work in partnership with others worldwide to expand our reach and what we can offer.



To achieve this, we will:

- 6)** Review, and redevelop, our teacher education programmes, adapting them to different cultures and contexts:
- use feedback from students, tutors, national directors, and employers to understand our strengths and areas for development. Introduce changes as relevant, differentiating content and approaches to suit cultural differences,
 - ensure our programmes equip teachers to teach RAD syllabi, feeding through to Registered Teacher Status as a member,
 - identify and engage top names in dance to contribute to our programmes,
 - understand global requirements and regulations and apply for the registration to improve the take-up of our programmes and improve access to funding,
 - keep up with developments in education and in dance, harnessing the latest thinking, and
 - promote teacher education programmes across of all our channels and assess and improve the technology underpinning our programmes.

As part of this, and in the short term, we will:

- continue to evolve the Certificate in Dance Teaching to meet student and employers' needs globally, to equip teachers with the RAD syllabi and to increase the pipeline of new teachers,
 - review and develop our degree programmes, as agreed by the RAD board.
- 7)** Ensure new teachers are well supported and are motivated to continue learning and developing. This means enhancing Continuing Professional Development (CPD):
- develop a strategic approach to CPD – or continuing excellence - clarifying essential, desirable, and optional elements at different career stages,
 - provide modern and cost-effective methods for members to continue learning,
 - create paths for building credits, or micro-credentials, towards higher education levels, and
 - strengthen compliance with CPD requirements by demonstrating the benefits and building incentives, and clarifying the consequences of non-compliance, in line with approaches by other membership bodies.

3. Expand ballet and go beyond

Our vision sees us expanding take-up of ballet, while extending our offer into other dance styles. We have something to offer participants through all stages of their life, from early years to retirement. We recognise participation and progression in different ways to suit national preferences.



To achieve this, we will:

- 8)** Continue to review and refresh our existing syllabi, including renewing resources such as filmed and online materials.
- 9)** Develop, launch and embed new syllabi, being clear about the intended audience and outcomes:
- complete the launch and embed take-up of Creative Training: Ballet,
 - complete the launch and embed take-up of Musical Theatre syllabus,
 - develop a pipeline of other new developments, and start to implement them, either ourselves or in partnership with others across a range of art forms, and
 - for all new products, consider the best business and financial model for delivery, using some as an opportunity to pilot new approaches.
- 10)** Respond to our research on international trends to improve our products, including whether we should enter the dance competition and dance festival markets.
- 11)** Consider who we might partner (or merge) with to extend what we offer and who we reach, and implement accordingly.

12) Define pathways for life-long engagement in dance:

- complete our early years product and pilot, develop and launch it across the world,
- develop products for the full range of the adult market, adapted for different cultural preferences, and
- continue to develop social outreach programmes, extending these as products for our teachers around the world to use.

13) Continue to improve the operation of exams and assessments:

- explore and implement new approaches to exams (including the language used), serving national preferences and cultures,
- identify and introduce new products to complement our exams, e.g. exam-readiness sessions to improve results and continuing commitment,
- continue to streamline exam operations, improving efficiency through automation,
- ensure standardisation and moderation approaches meet best practice requirements and inspire confidence and loyalty, and
- ensure a healthy pipeline of examiners worldwide, balancing efficiency with the best exam experience.

4. Enhance value to members

Our vision sees us differentiate our members effectively, with them getting the right information at the right time, with the right opportunities to engage, participate and develop. We have explored tiers of membership mapped to suit different career stages and ambitions. We focus on making our members feel valued and connected, bringing them together to strengthen our global community.



To achieve this, we will:

14) Develop our membership scheme:

- define our value proposition to attract and retain new and existing members,
- differentiate our members clearly, defining the 'customer value proposition' and providing information and opportunities most relevant to them,
- explore new tiers of membership, researching approaches taken by other professional membership bodies, and consult, refine and implement as appropriate.

15) Develop ways to show our appreciation to members:

- Introduce ways to celebrate, appreciate and thank our teachers, as our ambassadors into the world,
- bring members together, virtually and in person, to share learning, build connections and inspire a sense of community.

16) Harness technology and innovation to enhance the member experience and improve efficiency.
(Details will to be expanded upon as part of our Technology and Data Strategy).

17) Develop ways to expand our membership, aligning with our education and participation strategies.

5. Build strong global foundations

Our vision sees us having the rigour, discipline, and controls expected of a well-managed organisation, with resilient finances and effective governance around the world. Our UK and national offices are seen as operating as 'One RAD', with the hub structure having matured into regional service centres. We nurture and develop our people to deliver.



To achieve this, we will:

18) Ensure our international locations and operations are organised optimally for the future:

- understand the basis on which national offices have been established, and the implications for what they and our headquarters can and cannot do,
- review the financial resilience, net contribution, and growth potential of our existing locations,
- understand the people employed and HR processes required,
- improve succession planning,
- clarify the role of the hubs and hub leads, and the reporting arrangements of national directors and managers, and
- explore developing hubs into local service centres over time, to provide service support regionally and improving responsiveness.

19) Develop modern approaches to people management and development globally:

- review equity and consistency in job descriptions, grading and levels and pay, including revising our annual pay reviews,
- review contracts and benefits to ensure consistency and to manage risk,
- update people policies, ensuring alignment with legislation and good practice,
- introduce a modern approach to staff appraisal and development and embed our values as part of the process, and
- conduct an annual people survey and act on its findings.

20) Ensure we operate as One RAD within our headquarters and across the globe:

- bring our people together across the globe, virtually and in person, to improve mutual understanding and to build collective ownership, and
- establish internal communications mechanisms, along with an intranet, to connect our global community.

21) Improve our financial health, building sufficient reserves to provide resilience for the future. The following elements complement other ways of increasing our revenue outlined in other parts of the strategy:

- continue to reduce our costs through efficiencies and savings to improve the ratio of income to expenditure, including in national offices,
- improve our financial management processes, systems and capability globally, to ensure our financial planning and forecasting is more accurate,
- maximise revenue from our London headquarters building, through space-sharing and commercial hires,
- develop a commercial strategy to generate additional income to support our charitable activities and objectives, and

- develop our approach to revenue fundraising, maximising opportunities, relationships, and partnerships.

22) Develop and embed new technologies to improve effectiveness and efficiency, data security, and to attract and retain members and participants.

- develop a technology and data strategy to improve cyber security and operational efficiency,
- through that strategy, prioritise improvements to our operations and services using technology, with an initial focus on improving member experience, financial management, and payments systems, and
- identify opportunities for innovation, partnering, and funding.

23) Review and embed good governance around the world, ensuring we operate a clear framework, scheme of delegation, and meet compliance requirements in all jurisdictions.

24) Develop and implement a sustainability strategy, to improve our contribution to a greener environment as a global organisation.

The financial perspective

The following are the particular elements of this strategy that see us building our financial health and resilience most significantly:

Our products and services:

- Redesigned teacher education, attracting higher numbers of students from around the world.
- New and refreshed syllabi and exams, differentiated to meet the preferences of the countries in which we operate.
- International growth, with an initial focus on India and the Middle East.

Our infrastructure:

- Maximising use of our headquarters in London, including sub-letting office space.
- Driving further efficiencies in our processes and delivery, harnessing technology in particular.

Our funding:

- Developing additional commercial opportunities, by enhancing our existing retail offer, licensing products, and through technology.
- Developing new fundraising streams from new levels of supporter, legacies and international funding.