

Knowledge Exchange Strategy 2021-2026

ual:



• Contents

- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

This is an interactive document. Please use the navigation and contents to help you by clicking on the section you want to go to.

Contents

- 3 Vision, Mission, Values**
- 6 Knowledge Exchange at UAL**
 - 7 About UAL
 - 8 Our unique role and distinctive approach
- 9 Context**
 - 10 A dynamic external environment
 - 11 A new phase of maturity
 - 13 The situated creative economy
- 15 Our Strategy 2021-26**
 - 17 Strategy 1: Empowering creative agents
 - 23 Strategy 2: Enhancing creative capacity
 - 29 Strategy 3: Innovating creative solutions
 - 35 Strategy 4: Inspiring creative change
 - 41 Strategy 5: Co-creating better places
 - 51 Scaling our impact
- 52 Continuous improvement**
 - 53 Monitoring, evaluation and continuous improvement
- 64 Our evidence base**
 - 65 The evidence base informing our strategic approach



- Contents
- **Vision, Mission, Values**
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

Vision, Mission, Values



- Contents
- **Vision, Mission, Values**
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

Vision, Mission, Values

Vision

To establish UAL's knowledge exchange (KE) ecosystem as world-class, providing an exceptional environment for creative education and enquiry, and delivering a unique quality and scale of creativity-driven impact in the places that we operate.

Mission

To leverage this ecosystem to deliver transformative KE that will:

- Tackle major global challenges through multi-disciplinary partnerships
- Empower a new generation of creative, innovative and entrepreneurial change-makers
- Further the UK's leadership in creativity-driven innovation
- Co-create solutions to place-based challenges with local communities
- Extend our reach and ability to create positive change through our networks
- Enable UAL to remain the #1 destination for creative talent globally

Values

UAL is committed to the values of social justice and sustainability. UAL's KE activities are both civically engaged and entrepreneurial, and aligned to our charitable mission as a public educator.

UAL, therefore, identifies KE as a form of social entrepreneurship – leveraging the value of our knowledge, skills, methodologies and pedagogies to enhance the delivery of our institutional mission, whilst delivering societal benefit and promoting the value of creativity.

- Contents
- **Vision, Mission, Values**
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

Underpinning our KE culture at UAL is a commitment to the following set of principles:

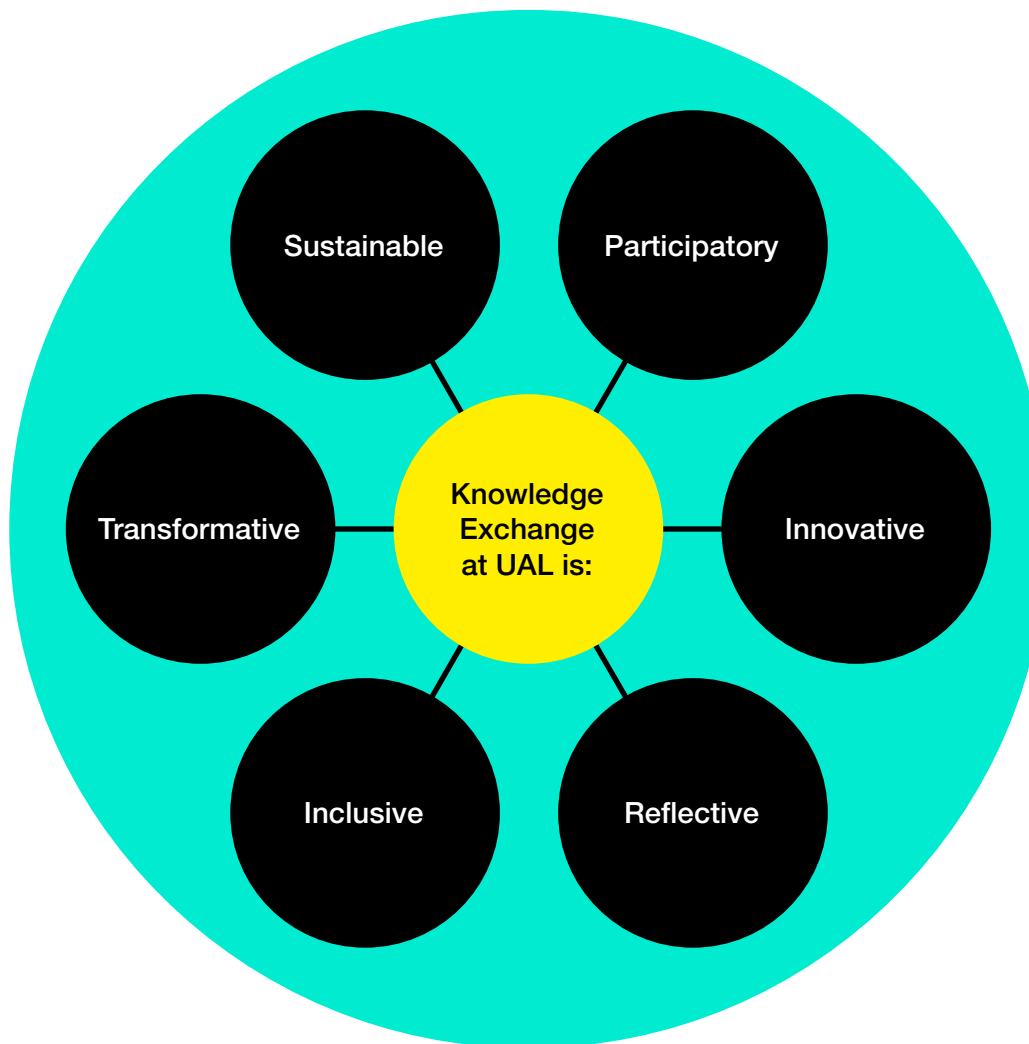


Figure 1.

- Contents
- Vision, Mission, Values
- **KE at UAL**
 - About UAL
 - Our Approach
- Context
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

Knowledge Exchange at UAL



- Contents
- Vision, Mission, Values
- **KE at UAL**
- > About UAL
 - Our Approach
- Context
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

About UAL

UAL is a specialist HEI, [ranked second in the world](#) for its creative education and knowledge creation, with campuses across London, and an internationally diverse staff and student cohort.

UAL is the largest tertiary provider of creative education in Europe, and the largest provider of education and training for creative professionals in London. UAL supports a significant part of the capital's creative R&D, innovation and enterprise infrastructure, and so makes a unique scale of contribution to London's creative economy, which in turn supports creative economic growth across the UK and globally.

Our KE is shaped by our creative practices and pedagogies, engaging our partners, communities and publics in activities strategically focused on addressing particular challenges and/or places; and supporting policy agendas such as inclusive and sustainable development, social justice, creative innovation, and resilient healthy communities.



- Contents
- Vision, Mission, Values
- **KE at UAL**
- About UAL
- > Our Approach

- Context
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

Our distinctive approach to knowledge exchange

Creative and transformative

Our underpinning values and mission place creativity at the heart of positive social change, achieved through transformative education and creative enquiry. The issues society faces are increasingly complex, and require creative innovation and experimentation to generate and prototype new solutions.

Critical and participatory

Successful knowledge sharing through creative disciplines occurs by critiquing and creating together. This is an inherently practical and collaborative process, which is why UAL excels at KE, and recognises KE as a distinct form of academic practice, which uses participatory learning and creative processes to work with others to build our collective capacity and capability for positive change.

Ethical and values-driven

Our goal is to build resilient ethical partnerships at every scale from local communities to industry and government. Creative methodologies are used to empower all stakeholders to express their ideas and perspectives, and to co-create new values-driven solutions to the opportunities, challenges or issues identified.

Transferable and context-specific

Our methodologies for problem-solving and generating creative solutions are transferable across industries, sectors, communities and geographies. However, the same methodologies are also underpinned by human-centred and context-specific principles, enabling us to work across diverse settings and stakeholders, to arrive at highly tailored and culturally resonant solutions.

A strategic priority

KE is one of UAL's key priorities, and our KE strategy is one of the core development and delivery plans underpinning the 'World Leading Research and Enterprise' pillar of our institutional strategy ([UAL Strategy 2015-2022](#)) – it also contributes significantly to the strategy's other three pillars of 'Transformative Education', 'Communication and Collaboration' and 'Building an Inspirational Environment', and directly supports and interacts with our Learning and Teaching, Research and International strategies. This new KE Strategy will have a critical role in shaping our new institutional strategy – post-2022.

- Contents
- Vision, Mission, Values
- KE at UAL

- **Context**

A dynamic external environment

A new phase of maturity

The situated creative economy

- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

Context



- Contents
- Vision, Mission, Values
- KE at UAL
- **Context**
- > A dynamic external environment
 - A new phase of maturity
 - The situated creative economy
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

A dynamic external environment

Global challenges, Covid-19 and Brexit

The real impacts of the Covid-19 pandemic and Brexit on the UK – socially, economically, environmentally and culturally – are only beginning to emerge, but early indications are that these impacts will be transformative and far-reaching. They also intersect and further complicate other major global issues, such as: sustainable development goals, climate emergency and its impact on global migration; ageing populations; and issues of human rights, social justice and inequality.

This highly dynamic and disruptive environment provides universities with many opportunities to demonstrate the valuable contribution they can make. A fact reflected in the UK Government's commitment to increased investment in research and KE, its [plan for growth](#), [Research and Development Roadmap](#), and the centrality of HEIs to supporting the 'levelling-up' agenda.

Why creativity is critical now

In a world of increasingly complex, challenging problems and accelerated change, it is critical that we leverage the UK's globally recognised leadership in creativity to work in tandem with our world-class industries, STEM knowledge base, and civil society to develop new solutions that are transferable and scalable, whilst tailored to be culturally and context-specific, and accessible and responsive to their intended beneficiaries.

UAL's unique role

UAL recognises that as the UK's largest HE creative arts knowledge base, located in a city with one of the world's leading creative economies and most diverse cultures, we have a unique role to play. Leveraging our global networks of partners to mobilise multi-disciplinary responses to society's major challenges, and supplying society with highly-skilled creative innovators, entrepreneurs and change-makers. This recognition is why UAL places such a strong emphasis on the importance of KE, as a critical means for achieving the full potential of our institutional impact.

Greater transparency and accountability

As Government recognition of the important role that universities can play in addressing economic and societal challenges has increased, so has its investment in support of KE – through the Higher Education Innovation Fund (HEIF). Understandably this has also increased requirements for accountability and transparency regarding the public value of this investment. These changes have been welcomed by UAL, as significant beneficiaries of HEIF, and our KE Strategy is intended to provide a clear indication of how continued HEIF investment will be used to deliver demonstrable public value aligned with UK Government priorities.

- Contents
- Vision, Mission, Values
- KE at UAL

- **Context**

A dynamic external environment

- > A new phase of maturity

The situated creative economy

- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

A new phase of maturity



UAL has consistently demonstrated a strong KE performance, with particular focus on:

- provision of lifelong learning;
- start-up of graduate enterprises;
- creative innovation and R&D, and the sale or (open) licensing of intellectual property;
- engaging students in KE activities, enhancing their employability and entrepreneurship;
- partnership implementation of integrated place-making strategies for community and public engagement, social innovation, environmental improvement and inclusive growth.

- Contents
- Vision, Mission, Values
- KE at UAL
- **Context**
 - A dynamic external environment
 - > A new phase of maturity
 - The situated creative economy
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

Whilst UAL's KE performance has always been strong, in the last 5 years we have also undertaken considerable work towards maturing the enabling environment for KE, this has included the creation of:

- **a specific KE academic career pathway** recognising and rewarding professional excellence in KE, with the opportunity for both Readerships and Professorships in KE, underpinned by clear criteria for evidencing performance and achieving progression;
- **new Institutes** for research, knowledge exchange and curriculum development in areas of institutional strength and external relevance: [Creative Computing](#), [Decolonising Arts](#), Fashion Textiles and Technology and [Social Design](#);
- **dedicated KE academic governance**, with a tiered committee structure, providing oversight of KE, and reporting to UAL's Academic Board and Court of Governors;
- **integrated governance for academic ethics** enabling the seamless management of ethical issues in academic activity across both research and KE;
- **specific KE academic leadership roles**, supporting academic staff across UAL in developing their KE work, and enhancing the local enabling environment for KE;

- **a KE department** with overall strategic responsibility for managing the development of our KE activities and environment across multiple Colleges and University services;
- **an Academic Enterprise department**, providing a business-focused approach to managing our large-scale lifelong learning provision, and ensuring we maintain an effective, responsive and agile approach to meeting market and industry needs;
- **a KPIs framework for KE across UAL** providing a consistent set of performance measures for activity across all strands of our KE Strategy;
- **a KE Continuous improvement plan** providing a detailed set of actions towards enhancing UAL's KE environment, for phased delivery over the period of the KE Strategy. For more details of our approach to monitoring, evaluation and continuous improvement see the [Continuous improvement section](#).

Over the forthcoming strategic period, UAL will also recruit a new Pro-Vice Chancellor role to provide dedicated Executive-level academic leadership capacity for Research and KE, reflecting the increased priority being placed upon these activities.

- Contents
- Vision, Mission, Values
- KE at UAL

- **Context**

A dynamic external environment

A new phase of maturity

- > The situated creative economy

- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

The situated creative economy

Underpinning our KE Strategy is a strong and clear understanding of the creative economy, its inter-dependencies as a system, and the critical pathways by which we create positive change within this system.

Our KE strategy also engages with the other important intersecting systems in which creative economies are situated, those of 'place' – primarily London, but also an emerging set of other places, both nationally and internationally.

In this strategy a distinction is made between 'creative economy' and the 'creative industries', as although UAL has a critical role in relation to the creative industries, the emphasis of our KE strategy is on leveraging systemic value across the wider 'creative economy', which encompasses all creative occupations and supply chains across sectors.

The information and intelligence that informed this understanding of our context can be found in [Our evidence base](#).

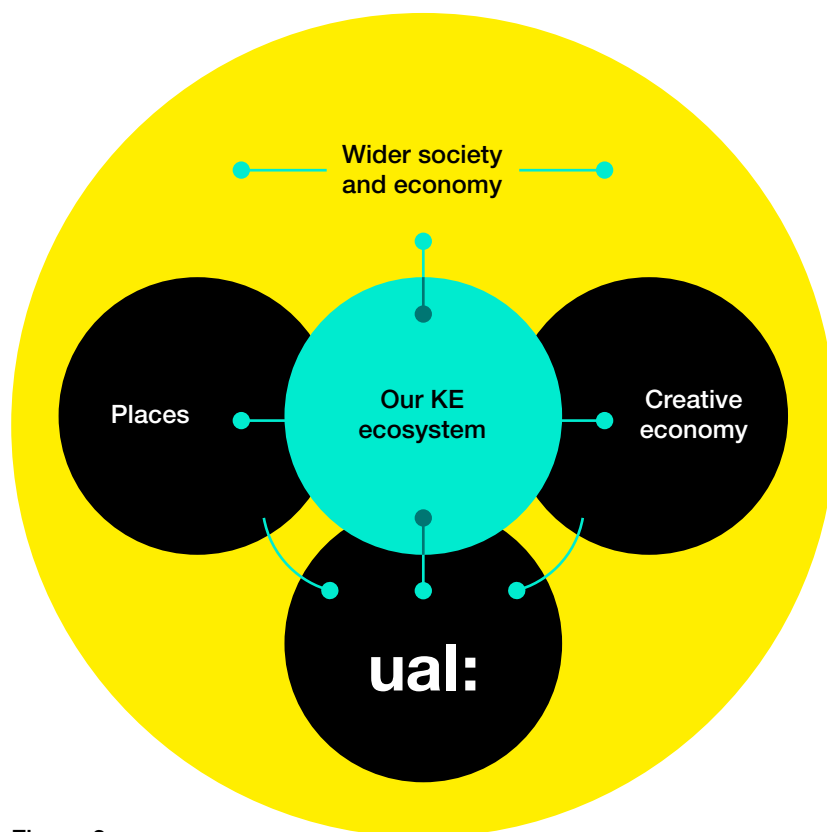


Figure 3

- Contents
- Vision, Mission, Values
- KE at UAL
- **Context**
 - A dynamic external environment
 - A new phase of maturity
- > The situated creative economy
- Our Strategy 2021-26
- Continuous improvement
- Our evidence base

The creative industries are the fastest-growing part of the UK economy.

(five times faster than the overall UK economy)



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

1 - Empowering
creative agents

2 - Enhancing
creative capacity

3 - Innovating
creative solutions

4 - Inspiring
creative change

5 - Co-creating
better places

Scaling our impact

- Continuous improvement
- Our evidence base

Our Strategy 2021-26



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

• Our Strategy 2021-26

- 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact

- Continuous improvement
- Our evidence base

Our KE Strategy consists of:

- four key areas of distinctive mission-driven activity;
- a coordinating place-making framework for deploying a critical mass of these activities in specific geographical areas;
- a commitment to evaluation and continuous improvement, and the embedding of our institutional values.

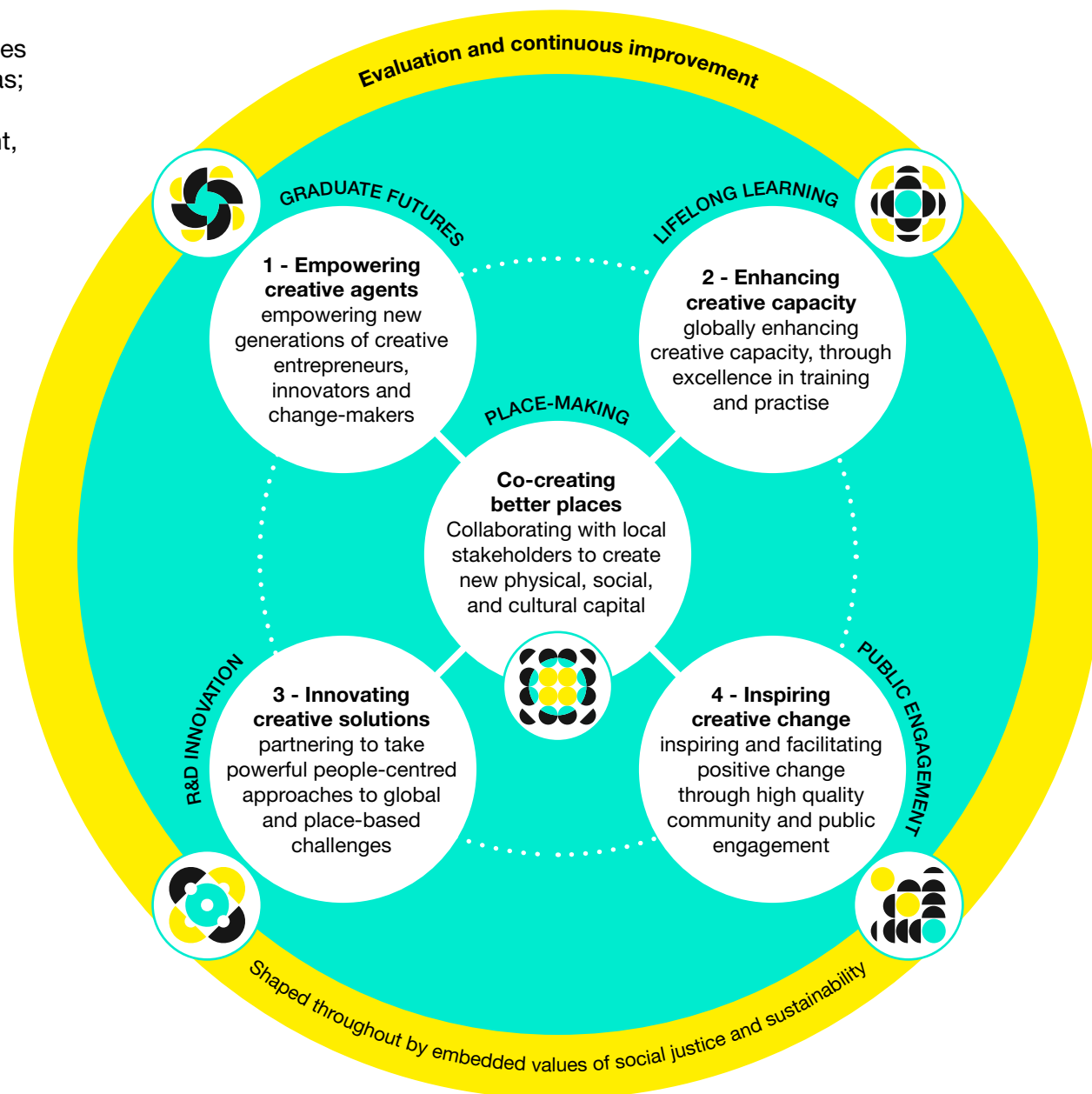


Figure 4.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- > 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact

- Continuous improvement
- Our evidence base

Strategy 1

Empowering Creative Agents

Empowering new generations of creative entrepreneurs, innovators and change-makers



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
- > 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

The strengths of our approach

KE is systematically embedded in our educational model

Learning through practice and exchange is fundamental to any creative arts education, and at the core of our pedagogies. At UAL we embed KE systemically across our educational provision and student experience, through a number of specific mechanisms, these include:

- **Our Creative Attributes Framework (CAF)**
[Our Creative Attributes Framework](#) enables embedding of employability and enterprise skills acquisition into all curriculum design;
- **Our emphasis on situated, experiential and project-based learning**
Our students learn by applying their subjects in real world contexts, responding to 'live' challenges set by real organisations, incl. multi-nationals, SMEs, government, NGOs, and communities;
- **Our employer engagement**
All courses involve external organisations in curriculum development and validation, ensuring currency, quality and relevance of course content;
- **Our specialist staff**
Our courses draw upon a rich network of academic practitioners, many of whom are leaders in their field, and activities are also supported by specialist KE professionals, who ensure students understand the terms of engagement, and that both third party relationships and student IP are managed and contracted effectively;

We attract the world's leading creative talent

UAL is ranked second in the world for Art and Design in the [2020 QS World University Rankings®](#), and so we attract and nurture some of the most creatively talented graduates from around the world. This is evidenced by the performance of our alumni:

- Over two thirds of the winners of British Designer of the Year are UAL alumni;
- Over half of fashion designers showing at London Fashion Week 2018 were UAL alumni;
- UAL has produced over half of all Turner Prize winners since its inception in 1984;
- 36 of the 77 Royal Academicians are UAL alumni, serving or former staff;

We also have the UK's most entrepreneurial graduates

UAL is the highest ranked university in the UK for students graduating to start and manage a business, according to independent [research](#), which found that 20% of UAL's alumni become business leaders, with almost 10% forming their own start up. UAL supports this through various platforms for entrepreneurship education and support, incl. the Centre for Fashion Enterprise, Not Just a Shop, Enterprise Awards, and Enterprise Alumni Association.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
- > 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

Our objectives

- 1) To continue to scale our delivery of high quality, transformative and inclusive KE-based external/industry engagement opportunities for our students, ensuring:
 - access to all, where potential barriers to participation are identified and mitigated;
 - clear terms of engagement for all participants;
 - well defined delivery models to ensure efficient and consistent quality management;
- 2) To develop more strategic partnerships with external organisations wanting to:
 - directly identify and recruit creative talent, and/or invest in shaping their talent pipeline;
 - gain insights by working with creative and diverse cohorts of future taste-makers;
 - inject their innovation processes with fresh perspectives;
- 3) To further enhance UAL support for student and graduate entrepreneurship, by providing greater access to enterprise education and post-study enterprise support. This will:
 - build on existing good practice, and current Careers and Employability provision;
 - offer greater discipline and sector specificity;
 - develop upon valuable alumni entrepreneur networks;
 - enhance support for creative business start-up, incubation, acceleration and investment;
- 4) To use our academic position, critical mass (of research and graduating students) and networks of external influence to better understand and address structural social justice issues (such as anti-racism) within the creative economy and society as a whole, to ensure equal access for all to creative careers.
- 5) To launch a professional employment agency and employment business (UAL ArtsTemps) that supports UAL students and graduates into paid employment, and supports London's creative economy to access the talent it needs, through fair and equal opportunities recruitment processes.
- 6) To build the evidence base of the value of creative graduates' careers (in employment and enterprise) in financial and non-financial terms, to create a more sophisticated understanding of creative graduate futures.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
- > 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

Our KPIs

- 1) Increasing the number of inclusive KE-related opportunities for our students, as well as the number of students participating in such opportunities, and the income these generate for courses to reinvest in further enhancement of the student experience.
- 2) Increasing the number and value of the supported opportunities for UAL's students and graduates to commercialise their IP, through third party relationships held by UAL.
- 3) Increasing the number and value of employment opportunities we offer to our students and graduates, while ensuring fair recruitment practices through systemic delivery of opportunities to students and graduates.
- 4) Increasing the number of students and graduates participating in our inclusive enterprise education and/or enterprise support programmes, as well as the number of graduate enterprises that UAL successfully incubates and accelerates.
- 5) Increasing the number of external organisations (incl. investors) involved in our student and graduate enterprise programmes, and the value and number of Enterprise Awards.
- 6) Increasing the number of new initiatives directly addressing issues of social justice in the creative economy, particularly in removing potential access barriers to creative careers.
- 7) Increasing the scale of our alumni entrepreneur networks, and increasing the number of alumni supporting our enterprise and employability programmes of activity.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
- > 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

Trends and challenges

These key challenges and opportunities are shared by UAL and its students and graduates:

1) **An uncertain economic future, but a certain need for creativity**

Whilst the dual impact of the Covid-19 pandemic and Brexit upon the UK's creative economy is difficult to predict, there is reason for optimism in the longer-term. The UK's creative economy has proven to be highly adaptable and resilient, and a distinctive strength of the UK economy as a whole.

Optimism for its recovery is based on the combination of:

- **The need for innovation**

The need across sectors to rethink existing products, services, business models and market strategies, creating a demand for young creative professionals, with the professional skills, energy, digital literacy and inspiration to drive creative innovation, in the UK and beyond;

- **The trend towards automation**
The recent World Economic Forum's ['The Future of Jobs Report 2020'](#) identifies the twin impacts of the pandemic and increased automation as having a dramatic impact on the type of new talent that businesses are seeking to recruit – citing 'the top skills and skill groups which employers see as rising in prominence [...] as critical thinking and analysis as well as problem-solving, and skills in self-management such as active learning, resilience, stress tolerance and flexibility.' Development of these skills and competencies is inherent to a high-level creative education, and positions UAL's graduates strongly in this fast-changing environment, where individuals with such skill groups will be highly valued, particularly in relation to the many emerging new professions at the interface between humans, machines and algorithms – which is exactly where UAL's Creative Computing Institute and Fashion, Textiles and Technology Institute are positioned;
- **The challenge of regional equalisation**
The creative economy is highly suited to delivering upon the UK Government's 'levelling up' agenda of addressing regional inequalities, as it creates prosperity at many different levels, successfully scales in many different contexts, and also creates spillover benefits that lead to the creation of places that are more attractive to live, work and visit.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
- > 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

22.5% of UAL's alumni become business leaders, with 14% forming their own start up.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- 1 - Empowering creative agents

- > 2 - Enhancing creative capacity

- 3 - Innovating creative solutions

- 4 - Inspiring creative change

- 5 - Co-creating better places

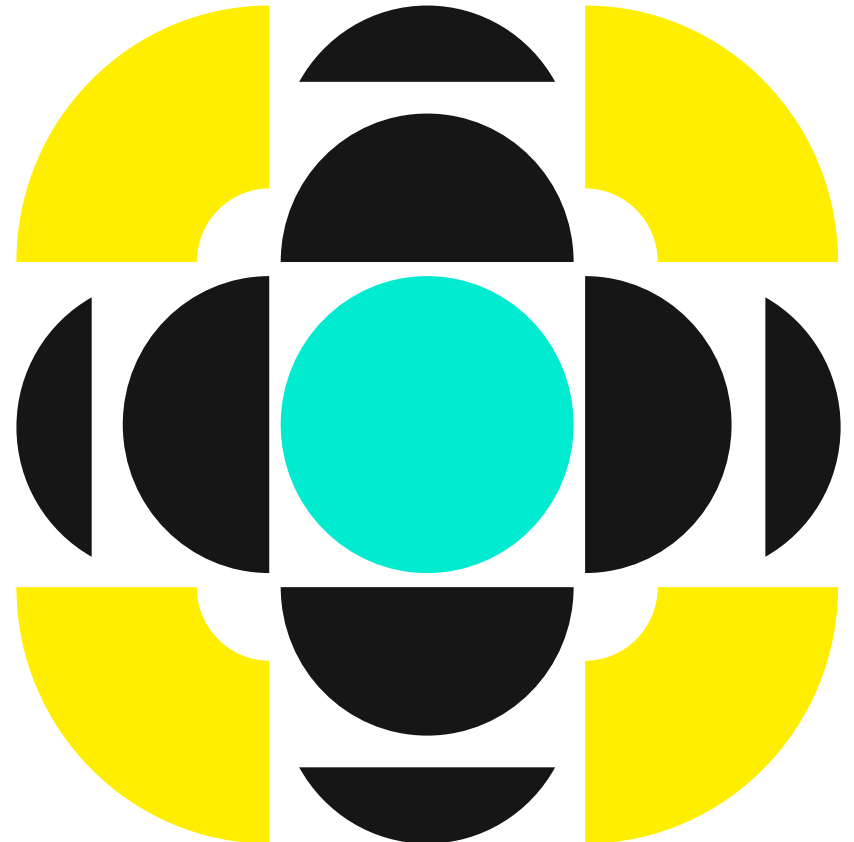
- Scaling our impact

- Continuous improvement
- Our evidence base

Strategy 2

Enhancing creative capacity

Globally enhancing creative capacity, through excellence in training and practice



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - > 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

The strengths of our approach

Delivery of non-degree and pre-degree creative training and education is fully embedded into our business models.

Since the middle of the 19th century UAL's constituent colleges have provided part-time creative education and training outside the degree experience. Over the last 30 years we have built on this with the development of nimble twenty-first century business models and management to deliver this at scale. This has enabled us to weather the impact of the pandemic with relatively little loss of impact or income.

We offer both non-credit and qualification-driven learning to meet market needs

Our non-degree learning operations are structured to be able to offer non-credit short courses; regulated qualifications for pre-degree learners mostly at FE colleges across all four nations of the UK; and pipeline-focused English Language preparation courses for international learners. This range of operations attracts 90,000 learners annually and enables us to have a flexible approach in delivering learning that meets the needs of UAL's wide range of degree courses.

We employ creative teaching and training talent at scale and attract students globally

We have built up a pool of over 1,200 creative tutors (for over-18s), teachers (for under-18s), English Language specialists and External Moderators. Our teaching staff are firmly rooted in the creative professions and enable us to offer a constantly changing and up-to-date set of courses and qualifications which attract students from across the world.

We view creative learning as an asset and experience for learners of all ages

Notwithstanding the pandemic during 2020 we have managed to launch a new learning programme, Future Creatives, aimed at students of 7 years upwards which complements the 25% of our short course students who are over 35.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - > 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Our objectives

- 1) While we have weathered the pandemic by pivoting to online delivery, we are not meeting all the needs of our learners if we do not offer a face-to-face learning experience. Over 2021 – 2023 we aim to deliver the final 2 years of our 3-year re-building business plan, which aims to retain our online learning while rebuilding our vibrant face-to-face programme.
- 2) We aim to intervene in the challenge presented by the decline of creative education in schools, which is only likely to worsen with the need to deliver catch-up learning in schools across the UK. We will do this by building on our successful trial of the UK's first graded awards in art and design subjects. When fully operational these will complement the long-standing provision in music, dance and drama offered by other awarding organisations.
- 3) We will build on the major pivot to online learning in art, design and English Language that took place in March and April 2020 by supporting future developments with an online learning pedagogic support unit. The unit will have specific expertise in short-form learning and the pedagogy and systems needed to replace this. This will also enable our non-credit and pre-degree offer to form part of UAL's future online expansion.
- 4) We will develop an online, low residency and face-to-face provision that supports work-based learning and integrates with our postgraduate provision to support higher level learning. This will include micro-credentials and industry-focused offers.
- 5) The UAL Awarding Body will expand its offer into a range of new courses at level 2, 3, 4 and 5 which will support non-degree learners into the creative sector. They will focus on technical and professional education for non-traditional learners who might not feel that HE is an appropriate path into a career.
- 6) The UAL Awarding Body will consider in detail whether GCSEs and A-levels would be an appropriate extension of its current offer. This will need to take into account the risks and costs of developing new school-focused qualifications.
- 7) UAL will complete its redesign of the English Language preparation offer to focus more on ensuring diversity in its pipeline of international students.
- 8) We will grow our wellbeing and 'return to creativity' focus for older learners. This will reflect trends we have seen for some time, but will also be a response to the focus on lifestyle change that is likely after the pandemic.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- 1 - Empowering creative agents
- > 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact

- Continuous improvement
- Our evidence base

Our KPIs

UAL already has a robust set of financial and data driven KPIs for its provision of non-credit and pre-degree learning. This has been bolstered by the implementation of a new Learner Management System which went live in late 2020. Some key metrics are:

- Income
- Student numbers
- Course occupancy
- Pass rates for English Language learners
- Success profile for FE learners (pass/merit/distinction) while avoiding grade inflation



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- 1 - Empowering creative agents
- > 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

Trends and challenges

- A reduction in creative curriculum in schools, but a growing demand outside – despite the obvious value of creative education to the competitiveness and health of any future knowledge economy, there have been successive moves to reduce the emphasis given to creative subjects within state schools' curricula. While this is unfortunate, and likely to be deeply regrettable at the national level, it has created a demand for creative education outside of and beyond school curriculum, which has enabled UAL to develop new educational provision that caters to this market, and which will hopefully ensure that the UK's creative talent pipeline is not too negatively impacted in the longer-term.
- The constantly changing nature of the creative industries which requires us to constantly innovate our offer
- The impact of Covid and Brexit on the mobility of learners which will mean that we will need to continue to be flexible about modes of delivery for the foreseeable future.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - > 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

We view creative learning as an asset and experience for learners of all ages.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

1 - Empowering
creative agents

2 - Enhancing
creative capacity

> 3 - Innovating
creative solutions

4 - Inspiring
creative change

5 - Co-creating
better places

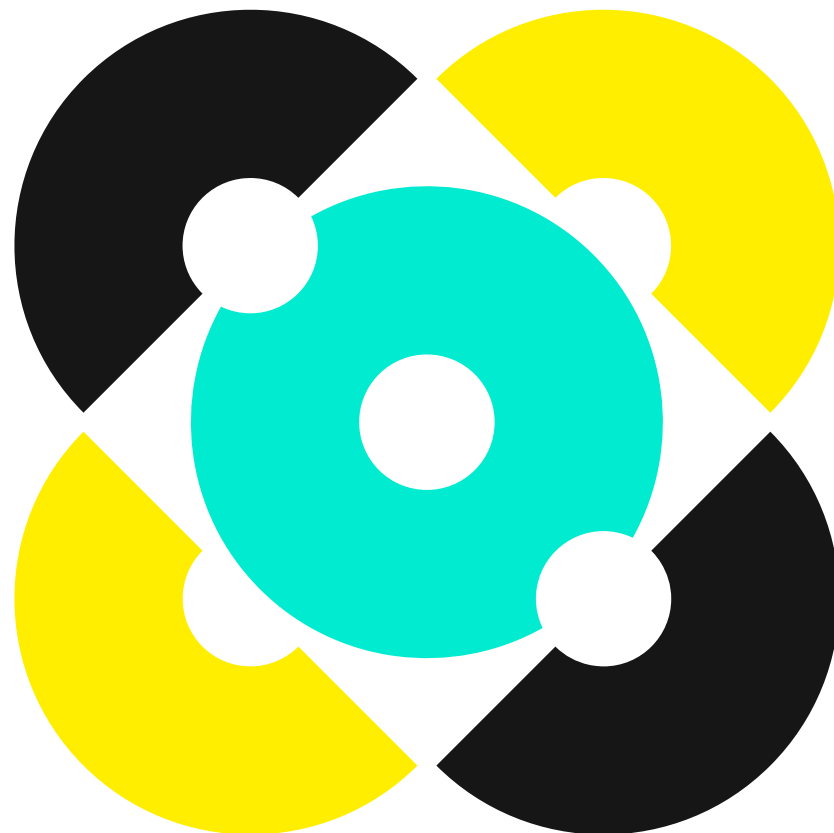
Scaling our impact

- Continuous improvement
- Our evidence base

Strategy 3

Innovating creative solutions

Partnering to take powerful people-centred approaches to global and place-based challenges



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

1 - Empowering creative agents

2 - Enhancing creative capacity

> 3 - Innovating creative solutions

4 - Inspiring creative change

5 - Co-creating better places

Scaling our impact

- Continuous improvement
- Our evidence base

The strengths of our approach

Successful innovation relies on sophisticated creative decision-making, and collaborative ideation and prototyping processes. UAL's staff are expert at leading and facilitating such processes to deliver innovation that is not only context-specific, but which simultaneously develops innovation capability and capacity for those we work with.

Our approach is highly transferable across a range of industrial and civic settings. We believe in adopting a quintuple helix framework for our place-based work, recognising the importance of our environmental parameters when working with partners from industry, education, government, and civil society. We work through trans-disciplinary partnerships to ideate, innovate and co-create more sustainable, resilient and inclusive futures.

UAL's specialist sector knowledge and extensive professional networks means we have a deep understanding of the creative economy, the challenges faced by a diversity of sectors, as well as opportunities for innovation and growth. Many creative economy businesses are led by our own alumni, and we have a strong commitment to helping them to thrive, and to access the various external resources that can enable this.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - > 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Our objectives

- 1) To position UAL as the first choice creative partner for projects addressing complex intersecting global challenges, such as those identified by the [Global Challenges Research Fund](#), and the [United Nations Sustainable Development Goals](#) – including:
 - Sustainability, resilience and the circular economy;
 - Social justice, migration, identity, and inclusion;
 - Creative, innovative and ethical uses of emerging technologies;
 - Inclusive economies and sustainable development;
 - Resilient and healthy communities;
- 2) To further establish UAL as the leading UK HEI for delivering large-scale creative economy-driven R&D/ innovation programmes, leveraging our expertise and partners to:
 - a. deliver against [Build Back Better](#) priorities and the [UK R&D Roadmap](#);
 - b. leverage the creative economy to support wider economic and social recovery from the Covid-19 pandemic, and to address regional inequalities;
 - c. enable UK businesses to use creative innovation to thrive internationally post-Brexit;
 - d. support business creation and innovation amongst creative economy SMEs;
- 3) To extend the reach and impact of our established models for [quintuple helix](#) social innovation¹ – addressing complex local social challenges by empowering all local stakeholders to contribute to the problem-solving process.
- 4) To undertake a step-change in the ambition and scale of our partnership project activity in these challenge-led areas, building specialist capability and capacity around UAL's new Institutes as the focus for this step-change.
- 5) To create new platforms for external engagement that foreground our specific academic expertise in addressing challenges from the local to the global context.

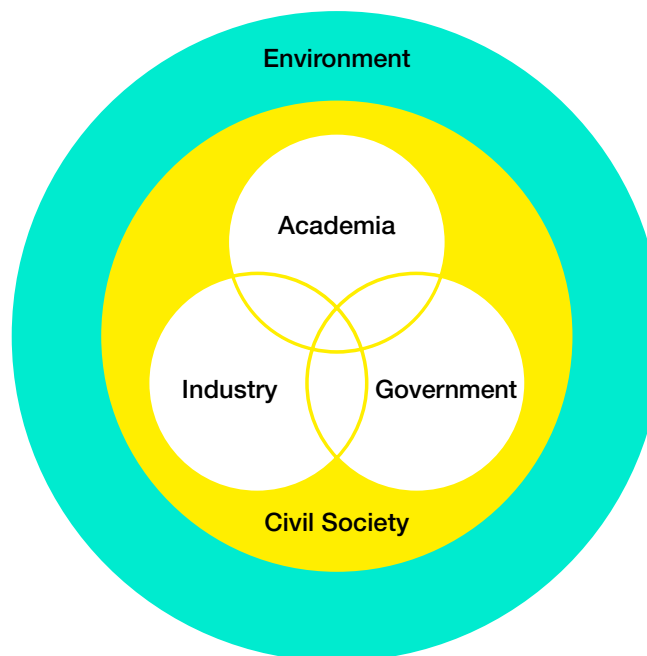


Figure 5.
'The Quintuple Helix innovation model: global warming as a challenge and driver for innovation'
(Journal of Innovation and Entrepreneurship.)



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- > 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact

- Continuous improvement
- Our evidence base

Our KPIs

- 1) Increasing the number and scale of collaborative R&D/ innovation and business support projects in which we are either the lead or partner for delivery (including KTPs).
- 2) Increasing our income from delivery of collaborative research, contract research, and consultancy, as well as our intellectual property (IP) licensing and sales².
- 3) Increasing the amount of R&D project funding we leverage from non-HE partners, in support of the UK Government's objective to grow R&D investment to 2.4% of GDP.
- 4) Increasing the number and diversity of our strategic innovation partnerships with industry and also public and third sector organisations (strategic partnerships are defined by UAL as those third parties with which we have a formal multi-annual and multi-activity contractual relationship, with a clearly defined set of shared objectives).
- 5) Increasing the number of HEIs with which we have regular collaborative R&D and wider KE-related partnerships.
- 6) Continuing to provide a high level of support to creative businesses, maintaining or increasing the number of new products, processes and jobs created.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - > 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Trends and challenges



Trends and focus

UAL has three key areas of strategic focus for further developing its innovation activity:

- **Creative industry businesses** – seeking to benefit from our sector-specific knowledge, collaborative innovation methodologies and professional training capability;
- **Non-creative sector businesses seeking creative innovation** – typically needing to:
 - innovate their existing products or services to create or appeal to new markets;
 - develop or drive innovation within their creative industries supply chains;
 - build capacity for creative innovation amongst their staff;
- **Local Government or NGOs** – seeking application of creative innovation into place-based challenge contexts, and internationally in the field of sustainable development.

In recent years, there has been a strong increase in demand for our expertise in:

- sustainability and the circular economy;
- design thinking and its application across the innovation process (product to policy);
- creative application of emerging technologies;
- intersections between cultural production, creative economy, and issues of social justice;
- participatory social innovation processes; co-creating solutions with local stakeholders.

Challenges

- **Lack of R&D capacity and finance**
There are [well-documented challenges](#) for HEIs in delivering R&D/innovation into the creative industries, the most common of which are the perceived cost and barriers to finance, and the lack of R&D capacity within businesses that are mostly SMES or micros/freelancers. Both of these challenges are likely to be impacted further by effects of the Covid-19 pandemic and Brexit.
- **Lack of national R&D infrastructure**
Many other disciplines and sectors have benefitted from historic investment in visible and recognized regional and national R&D infrastructures, providing key locations for the brokering of collaborative R&D. The lack of equivalents for creative disciplines and industries has led to a comparative immaturity in the structured and strategic networks for collaborative R&D in these fields.
- **Need for further appropriate public funding instruments**
In recent years, there has been a welcome and growing number of EU and UK funding schemes focused on R&D challenges for the creative economy. Our participation in these (for example, through the [Business of Fashion, Textiles and Technology](#) programme) has been very positive and hopefully highlighted [what can be achieved](#) with appropriate creative economy-focused funding instruments in place.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - > 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Our approach is highly transferable across a range of industrial and civic settings.

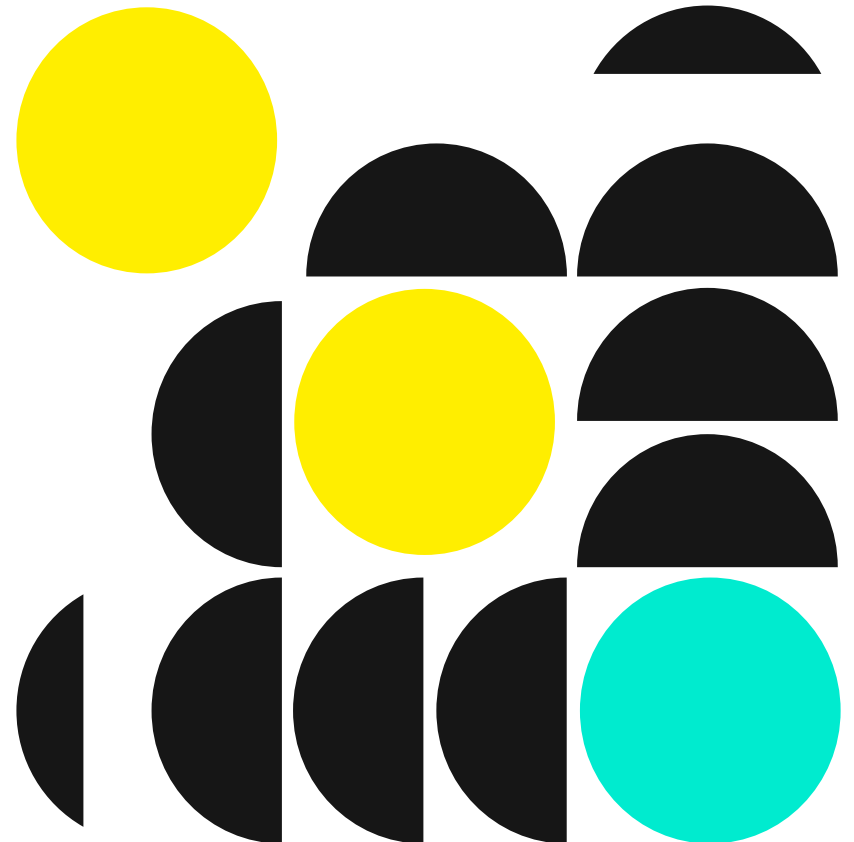


- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - > 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Strategy 4

Inspiring creative change

Inspiring and facilitating positive change through high quality public and community engagement



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - > 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

The strengths of our approach

As the UK's largest art and design university, with campuses across London, a commitment to public and community engagement (P&CE) lies at the core of UAL's practical purpose. Our approach embraces the public context as a large-scale learning environment, where staff and students are societal resources, and creative education is embedded in processes of engagement and participation.

For UAL, culture and creativity are fundamentally collaborative, undertaken with a diverse range of publics. This is why UAL has consistently had one of the largest and most accessed public programmes amongst UK universities, reaching audiences from local to international, engaging more than 500,000 people, through over 350 initiatives per year. In addition to our public programme, we also deliver a range of participatory community engagement activities, strategically focused in particular areas of the capital (see [Co-creating better places](#)), providing depth, continuity and focus for our local engagement.

UAL also has an ambitious [Access and Participation Plan 2020-25](#), and associated [Insights programme](#) of widening participation initiatives across Greater London, a UK-wide [UAL School and College Network](#), and a strong commitment to improving the quality of creative education at pre-HE levels (see [Enhancing creative capacity](#)).



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- > 4 - Inspiring creative change
- 5 - Co-creating better places
- Scaling our impact

- Continuous improvement
- Our evidence base

Our objectives

- 1) To grow the scale and reach of our P&CE, inspiring diverse and new audiences, and engaging more individuals and groups from local communities in cultural production, through participatory practices that support upskilling and increased creative confidence.
- 2) To work with our civic and community partners to access new and increased levels of project funding to support delivery of our shared objectives.
- 3) To pursue greater access and wider participation in creative education at all levels, through partnerships with schools, colleges and other Further Education providers.
- 4) To expand the role of high quality P&CE in strengthening our civic partnerships in places of strategic focus, ensuring successful integration with wider programmes of activity.
- 5) To significantly increase our institutional reach, by building upon our learning from the Covid-19 pandemic, and digitally platforming more of our P&CE activities, and working with partners to improve the innovative quality of our engagement platforms and tools.
- 6) To further develop the strategic focus of our P&CE activities, and gain external recognition for their strength and quality, and our approach to continuous improvement.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

1 - Empowering creative agents

2 - Enhancing creative capacity

3 - Innovating creative solutions

> 4 - Inspiring creative change

5 - Co-creating better places

Scaling our impact

- Continuous improvement
- Our evidence base

Our KPIs

- 1) Continuing to attract high audience numbers for our public programme; maximising participant engagement in our programmes of place-based P&CE; and increasing our number of online events and their related engagement numbers.
- 2) Maximising the levels of grant and leveraged funding we generate for our P&CE programmes from individual philanthropic, private, public and third sector sources – focusing on the additional resources we create for our civic and community partners.
- 3) Increasing the number of education providers we are engaging with to provide young people with exposure and/or access to high quality creative education, as well as the range of provision we make available to such partners.
- 4) Developing new academic communities of practice around the planning and evaluation of P&CE activities, sharing good practice for wider implementation, and producing an online set of tools and guidance resources.
- 5) Producing a specific P&CE plan for UAL that roadmaps a distinct approach to the strategic development and continuous improvement of our P&CE activities, as well as offering guidance on quality management, data capture and analysis.
- 6) Achieving, within this strategic period, an NCCPE award in recognition of the quality of our P&CE activity and supporting environment.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - > 4 - Inspiring creative change
 - 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Trends and challenges

Trends and focus

- **Growing recognition of the value of culture-led regeneration**
Over recent decades there has been a growing appreciation of the value of culture-led regeneration (covered in more detail in [Co-creating better places](#)), which, given UAL's expertise in this field, has created substantial opportunities to apply this knowledge into a variety of new contexts.
- **Recognised potential for creative upskilling to support rehabilitation and entry into employment**
There is a growing body of evidence to support the value of participation in creative activities for those who are marginalized in society and/or face difficulties in accessing meaningful employment. At UAL we have contributed to this evidence base through our award-winning projects in prisons – e.g. [Makeright Design Academy](#) and [Making for Change](#), and [our work with refugee journalists](#). These activities reflect our commitment to social justice and we will seek to further develop our project portfolio in this area.
- **Increased awareness in government of the value of design-thinking**
In recent years there has been an increased interest in design thinking at all levels of government – with a focus on how P&CE can help shape public policy and public service delivery. At UAL we have a strong track-record of working with government in this way, and strong partnerships already in place, which we will be building on further over coming years.

Challenges

- **Recognising and quality managing P&CE as a distinct activity**
The National Centre for Community and Public Engagement (NCCPE) has done excellent work in improving the HE sector's understanding of good practice in P&CE. Having used the NCCPE's self-assessment tool, it became obvious that while UAL has a high volume of P&CE activity, some of which is award-winning, this activity is often embedded in other activities, and so we are not always able to evidence or evaluate its distinct impact, or to implement a consistent best practice approach to delivery. Changing this culture will be the major challenge of this strand of our KE Strategy.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- > 4 - Inspiring creative change
- 5 - Co-creating better places

Scaling our impact

- Continuous improvement
- Our evidence base

For UAL, culture and creativity are fundamentally collaborative.

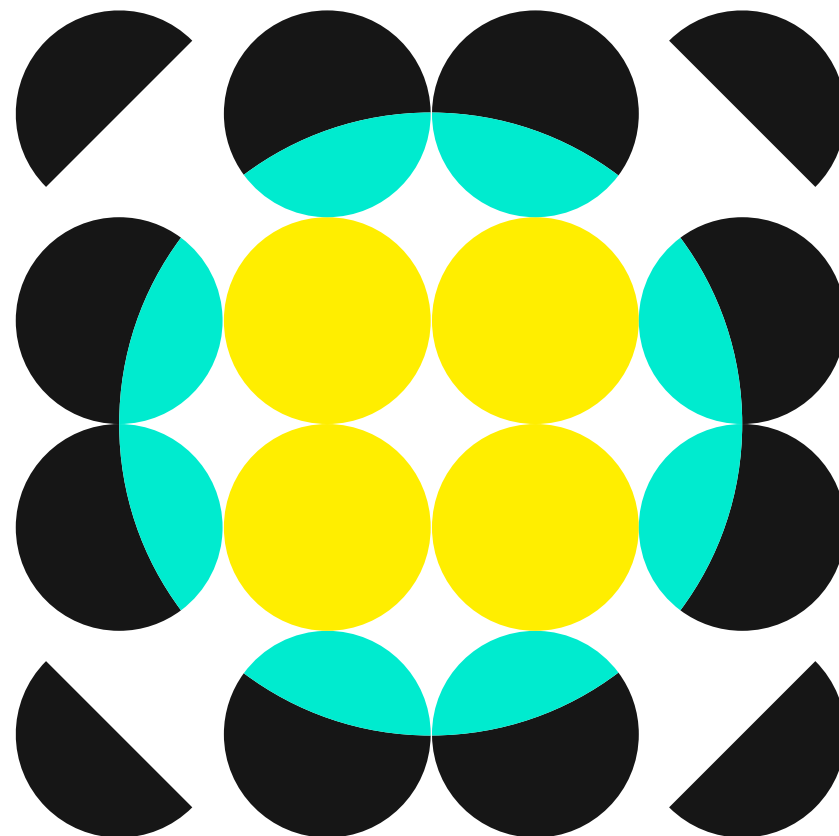


- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - > 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Strategy 5

Co-creating better places

Collaborating with local stakeholders to create new economic, social, environmental and cultural capital



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - > 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

The strengths of our approach

We have a strong tradition of civic engagement

The specific histories and achievements of our Colleges have built a long tradition of civic engagement with the creative and professional life of the capital, as well as strong local partnerships and networks. It is founded on such strengths that we have developed our place-focused strategies. These seek to enhance our partnership networks and resources in specific places, delivering integrated programmes of developmental activities that create new economic, social, environmental and cultural capital for local stakeholders. In recent years, UAL has invested £154m in the regeneration of priority areas of London, through its capital programme, and will invest a further £468m by 2025.

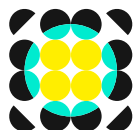
We understand places as complex systems

For place-based partnerships to be successful, a shared vision for change is required that is culturally resonant and inclusive of all local stakeholders, and underpinned by effective change infrastructure. UAL's engagement and infra-structuring methodologies, and multi-disciplinary approaches, enable us to

achieve these outcomes, by surfacing the complex dynamics of social, cultural and economic tensions affecting a place and its people, and co-designing solutions to these. This ensures any change plans are responsive to such dynamics, and can better address some of the more persistent and detrimental issues that can inhibit successful renewal or entrench particular inequalities. Place-making at UAL is engaging in the complexity of local ecosystems to promote more ethical, equitable and sustainable modes of development.

Our approach is transferable

Our places for strategic focus in London were identified in UAL's HEIF strategy 2016-2021, and since then we have commissioned several reports to refresh our evidence-base. This has also enabled us to identify further sub-regions of London with significant potential for creative economy-led growth, as well as other places nationally and internationally where UAL may have a productive role to play. For UAL, place-making is not just about working within existing local communities, but extends into other places, sectors and clusters where our expertise aligns to local priorities, and offers opportunity for meaningful partnership working and achievement of shared goals.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change

- > 5 - Co-creating better places
- Scaling our impact

- Continuous improvement
- Our evidence base

Our objectives

- 1) To continue to strengthen the strategic development of our priority places:

- **Fashion District**

Olympic Park, Stratford and the London Boroughs of Hackney, Newham, Waltham Forest, Tower Hamlets and Haringay

The [Fashion District](#) was launched in 2018 to strengthen London's position as the global capital of fashion technology and drive economic and social transformation in East London. This vision and its objectives were informed by detailed research jointly funded with the Mayor of London's Office, and involved close consultation with industry and public sector partners. UAL funds operational coordination of the [partnership](#), and a core networking and innovation programme, as well as working with partners to secure external funding for wider programmes of activity.



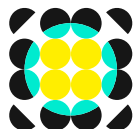
- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - > 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

Our objectives

- **South London Creative and Digital Cluster**

Elephant & Castle, Old Kent Rd Opportunity Area, London Boroughs of Wandsworth, Southwark, Lambeth and Lewisham

UAL and its strategic partners are committed to development of a creative digital content cluster and knowledge hub in this sub-region of London. In 2016/17, UAL and London South Bank University (LSBU) gained support for this strategic vision through HEFCE's Leading Places programme. The partnership has since secured funding for a number of strategic projects supporting this vision.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

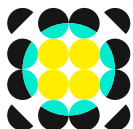
- 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- > 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

Our objectives

- **King's Cross Knowledge Quarter**

London Boroughs of Camden and Islington

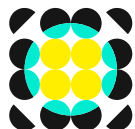
UAL is a founding and Board member of the [Knowledge Quarter](#), which brings together over 100 organisations spanning multiple disciplines, industry sectors and global networks to share knowledge and collaborate. UAL plays a major partnership role, supporting regeneration, providing a dynamic source of creative talent and professional expertise to local partners, and acting as a hub for (social) innovation. The Knowledge Quarter was a focus for a [Science and Innovation Audit](#) in 2018, signaling its strategic national importance. There is now also exciting potential being scoped with strategic partners around the Euston/HS2 programme of regeneration.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - > 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

Our objectives

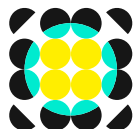
- 2) To extend our activities to other places/ clusters of strategic focus, for example:
 - To extend the impact of our R&D work with the fashion, textiles and technology cluster that was the basis of our ISCF/ AHRC-funded [Creative Clusters](#) programme, by building new supply and value chain connections across sectors, achieving a national reach, and ensuring greater connectivity with other relevant clusters;
 - To further develop the European strategic city partnership that UAL [has signed with Bilbao](#), supporting cooperation with Basque education and manufacturing partners, research centres and museums, building on the [T-Factor project](#);
 - To explore how UAL's expertise in culture and creativity-led place-making can be applied in overseas sustainable development and NGO partnership contexts, building upon the success of initiatives such as Prof. Helen Storey's [UNHCR Designer in Residence](#) in the Zaatari Refugee Camp.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - > 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Our KPIs

- 1) Developing more of our place-based third party relationships into longer-term formal strategic partnerships (like the Fashion District and Knowledge Quarter), with clearly defined shared delivery objectives and resourcing commitments.
- 2) Increasing the number of our strategic priority places – where we have sufficient confidence about the partnerships in place, the shared vision and objectives, and the long-term commitment to realising these.
- 3) Maximising the grant-funding, investment and other resources successfully leveraged to benefit the local stakeholders of our priority places – including the number of businesses we support, and new products, services and jobs this support enables.
- 4) Increasing the number of participants in our place-based capacity building and skills development programmes.
- 5) Increasing the external recognition for our partnership role in successful place-making, evidenced through the independent awards our partnership work attracts.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - > 5 - Co-creating better places
 - Scaling our impact
- Continuous improvement
- Our evidence base

Trends and challenges

Trends and opportunities

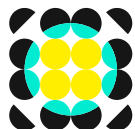
- **Growing evidence to support creative economy and culture-led regeneration**

Over recent decades there has been a growing evidence base to support the value of culture-led regeneration, as evidenced recently in the 2018 [OECD report](#) and 2019 [guidance published](#) by the Local Government Association (LGA), which emphasise the dual economic and social benefits that culture-led approaches to regeneration and place-making can achieve. This has also been reflected in the Greater London Authority's (GLA) [Cultural Strategy](#), which proposes policy and funding interventions focused on better supporting London's creative economy, recognising its critical regional role (providing 1 in 6 jobs and contributing £52bn to London's economy) and leveraging London's cultural diversity and vibrancy. UAL maintains strong working relationships with the Mayor's Office and GLA, and helps to support their objectives. We are also actively engaged in regional partnership discussions regarding the creative economy-focused [Thames Estuary Production Corridor](#) - which [research](#) shows could create 50,000 jobs and generate £3.7bn for the UK.

- **Recognition of the importance of the creative economy to post-pandemic recovery**
Although the impact of the Covid-19 pandemic on some parts of the creative and cultural industries has been devastating, the creative economy is recognized as a powerful enabler for post-pandemic recovery. The LGA states: "As the UK faces the challenges of the 21st century, creativity has a role to play in shaping our response to climate change, globalisation and technological innovation – and in enabling the economy and society to 'bounce forwards' from the impacts of the COVID-19 pandemic". The LGA published its ['Creative Places' guidance](#) in 2020 to help realise such potential.
- **Growing focus on creative economy-led sustainable development**
[UNESCO](#), the [United Nations](#) and the [OECD](#) have all developed a growing focus on the potential role of creative economy-led sustainable development, and in 2019 the UN General Assembly declared 2021 to be the [International Year of Creative Economy for Sustainable Development](#), with the stated aim "to promote sustained and inclusive economic growth, foster innovation and provide opportunities, benefits and empowerment for all and respect for all human rights."



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - > 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base



Challenges

- **Resource intensive**
Strategic place-making work in relation to the creative economy and cultural sectors is incredibly resource intensive. This is due to many factors, and can place very real and limiting constraints on the scale of activity that a university like UAL can sustain, without access to relevant and larger scale external resources.
- **Fragmented funding**
For universities, like UAL, who are wanting to take more systems-based approaches to place-making, there is a consistent challenge in accessing appropriate funding mechanisms to support these ambitions, with separate project-based funding for skills, research, innovation, business support, and cultural engagement activities, when for creative economy-related developments, these elements are typically best integrated into more programmatic and longer-term interventions.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- **Our Strategy 2021-26**
 - 1 - Empowering creative agents
 - 2 - Enhancing creative capacity
 - 3 - Innovating creative solutions
 - 4 - Inspiring creative change
 - > 5 - Co-creating better places
- Scaling our impact
- Continuous improvement
- Our evidence base

UAL has invested £154m in the regeneration of priority areas of London.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context

- **Our Strategy 2021-26**

- 1 - Empowering creative agents
- 2 - Enhancing creative capacity
- 3 - Innovating creative solutions
- 4 - Inspiring creative change
- 5 - Co-creating better places

- > **Scaling our impact**

- Continuous improvement
- Our evidence base

Scaling our impact

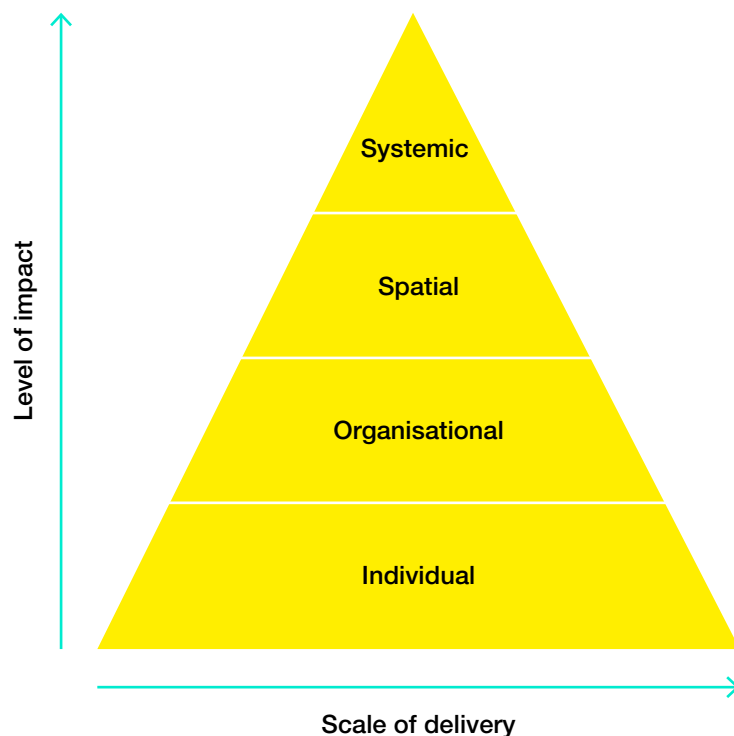


Figure 6.

UAL has a clear focus on the specific types of KE activity that we plan to prioritise, and the outcomes we want to achieve. By focusing on the particular modes of KE identified in this strategy, UAL is able to achieve very specific different types and scales of impact:

- **Systemic**
Working at the level of an industry sector (e.g. through influencing new standards, or working with the representative professional body), or at a national or global level (by influencing policy and/or working with governments/NGOs);
- **Spatial**
Taking a systems-based approach to advance change in specific places or clusters (local/regional/national), involving strong local partnerships, a context-specific understanding of priorities, and participatory engagement of stakeholders;
- **Organisational**
By working at a project-based level to co-create change in specific private, public or third sector organisations – often simultaneously delivering innovation outcomes, as well as enabling innovation capacity-building, through our pedagogically-informed methods of collaborative working (i.e. learning through doing);
- **Individual**
UAL is a creative education specialist, and our delivery of higher level professional education to individuals through our extensive lifelong learning provision, student engagement in KE and collaborative methodologies, is where we deliver impact at a really significant scale. This is not only because such a high proportion of creative economy businesses are freelancers/micros, but because the act of creative decision-making (driving innovation) mostly happens at the individual level, and it is this distinctive combination of factors that makes this focus on the individual so critical to our KE work.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26

- **Continuous improvement**

Monitoring, evaluation
and continuous
improvement

- Our evidence base

Continuous improvement



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base

Monitoring, evaluation and continuous improvement

Our quality and performance management framework

At UAL, our quality and performance management framework is based on a combination of the national [Knowledge Exchange Framework](#) (KEF) and [KE Concordat](#) and a number of other internally developed frameworks:

- [KE Academic Career Pathway](#)
- KE KPIs framework
- KE Continuous improvement programme

These frameworks are aligned to our KE Strategy, subject to our governance structures and processes, and enabled by a range of policies and protocols, as well as platforms and programmes of activity. Our intention is to provide a high quality and efficient enabling environment for KE, where there is clear alignment between our priorities, objectives and resourcing, and a commitment to continuous improvement and the evidencing of our engagement and impact.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base

The KE academic career pathway (KEACP) was established to enable UAL to better recognise, reward and encourage the considerable contribution that our academic staff make to UAL's KE mission.

KE Academic Career Pathway

UAL offers academic staff three distinct career development pathways (Teaching and Learning, Research and KE), as well as the opportunity to move across pathways, as appropriate during the process of career development. The KE academic career pathway (KEACP) was established to enable UAL to better recognise, reward and encourage the considerable contribution that our academic staff make to UAL's KE mission, as well as to provide academic staff and their managers with a more structured way of managing career development, performance and priorities.

The KEACP provides [a clear set of criteria and indicative activities](#) for evidencing contribution and performance. These criteria are organised in thematics that align directly with UAL's KE Strategy, and so provide a very clear means for staff to locate their activities and to demonstrate how they are delivering on our strategic priorities. All staff are able to easily capture details of their activities through access to a dedicated KE section within the university's Elements system (our Current Research Information System – CRIS), from which bespoke reports can then be run. The KEACP provides staff with the opportunity to progress to either Reader or Professor of KE, dependent on meeting certain criteria.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base



KE KPIs framework

Following participation in a programme of workshops commissioned by Research England, exploring the development of new measures for KE, UAL has developed its own framework of KPIs for our KE activity, based on the ‘theory of change’ logic model. The framework provides a consistent understanding across UAL of what meaningful KPIs can be set for different types of KE activity, and also the variety of outcomes and impacts that may be achieved and/or evaluated. Developing the objectives of this new KE Strategy has also enabled UAL to identify a set of priority KPIs within this framework, against which performance will be benchmarked, and for which activity data will be systematically captured. Each area of the KE Strategy has its own theory of change logic model, again providing a clear understanding for staff of what KPIs, outcomes and impacts they should be considering and capturing data for, dependent on what type of KE activity they are delivering.

The KEACP and KE KPIs framework combine (see following page) with detailed sets of KPIs and indicative outcomes and impacts provided for each of the activity types. At this stage ‘Co-creating better places’ does not have its own set of KPIs, but seeks to achieve a critical mass of the KE activities described in other strategy strands within our priority places.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base





	Area of KE Strategy	KEACP Thematic (Input - staff time)	Activity
	1. Empowering Creative Agencies Graduate Futures	Employer engagement and skills pipeline	<ul style="list-style-type: none"> • Work placements • Student and graduate projects • Curriculum development through KE • Enterprise and entrepreneurship education • Start-up, incubation, acceleration and investment • IP commercialisation • Alumni engagement
	2. Enhancing Creative Capacity Lifelong Learning	Workforce development / Lifelong learning	<ul style="list-style-type: none"> • CPD/CE provision
	3. Innovating Creative Solutions R&D and Innovation	External engagement – Innovation and growth	<ul style="list-style-type: none"> • Grant-funded collaborative R&D / Innovation projects • Consultancy and Contract Research • Strategic partnerships • IP Commercialisation • Business support • Use of specialist equipment / facilities
	4. Inspiring Creative Change Community and Public Engagement	<p>Engaging publics through creative practice</p> <p>Social innovation and community engagement</p>	<ul style="list-style-type: none"> • Community engagement projects • Public programme • Knowledge-sharing networks • Widening Participation/Outreach • Student/Staff volunteering

Figure 7.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base

KE Continuous improvement programme

Whilst UAL has a strong track-record of KE performance, our historically federalised structure often led to inconsistencies in our approach to operational management and delivery of KE, and inefficient development processes. Over recent years we have sought to address many of these issues by introducing a structured continuous improvement programme for KE (KE CIP), which brings relevant stakeholders from across UAL together to share and model best practice for different aspects of our KE delivery, and to commit to ongoing iteration and improvement.

This approach is enabling us to put in place much more consistent and efficient ways

of working, by leveraging the full range of expertise, experience and knowledge that we have across the institution. The Agile approach that we use for our development and continuous improvement processes, where key stakeholders are involved in development ‘sprints’, not only improves our ways of working and quality management, but also helps to build enhanced capacity and capability amongst our individual staff – as they engage in peer-to-peer learning, and are encouraged to rethink and rebuild our existing models and practices.

The KE CIP is structured as follows, and will form the basis of our KE Concordat Action Plan. The KE CIP also maps to many of its principles:

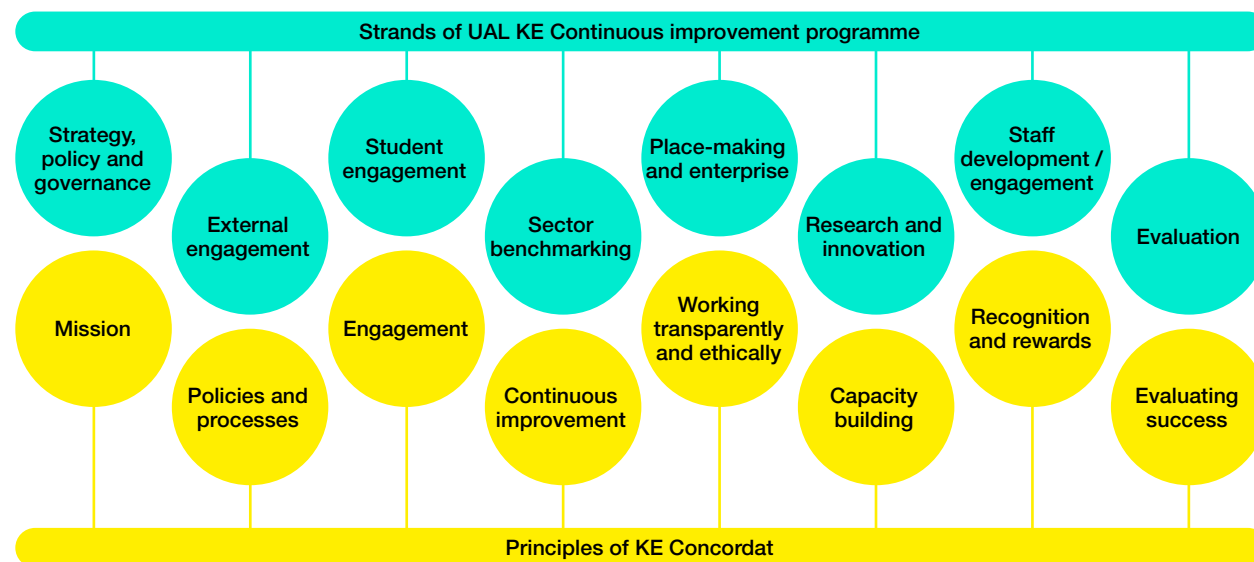


Figure 8.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base

Each of the KE CIP strands has a detailed action plan behind it, identifying areas requiring continuous improvement, and the specific actions that have been identified as required, as well as a timeline for their implementation. This is enabling us to prioritise these development activities, and to identify where relevant capacity and resource will come from to address them. We are also able to reprioritise, in response to dynamic changes within our internal and/or external environment.

To ensure we undertake relevant and holistic action planning approaches for each of these strands, we have used the following principles of good quality management, as a set of criteria or checklist for thinking through, designing and implementing our interventions:

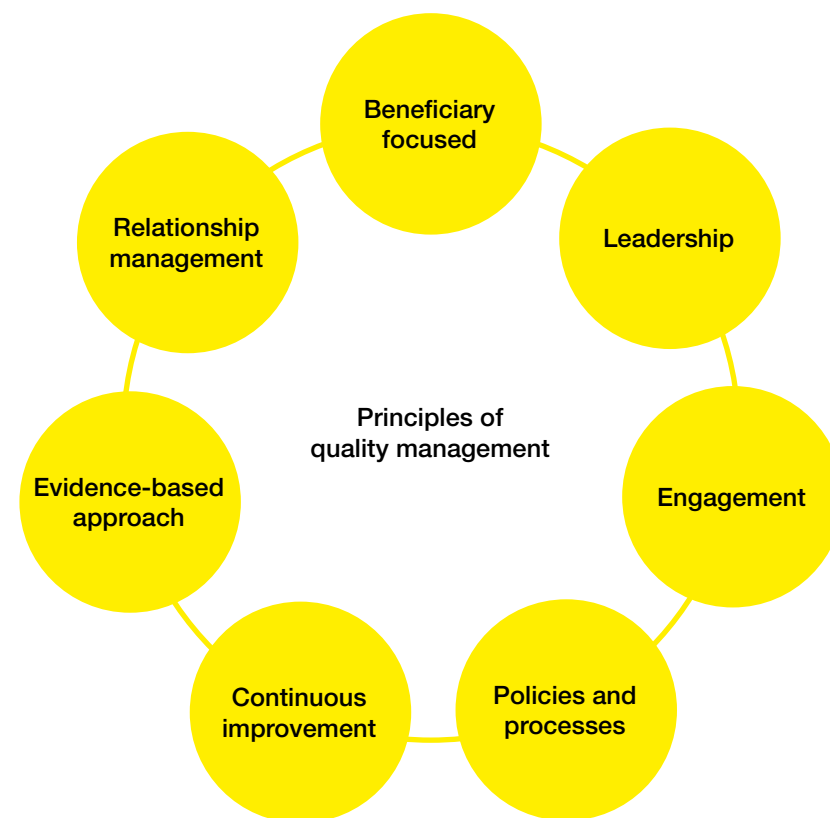


Figure 9.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base

Governance and monitoring

In recent years, in recognition of the scale and significance of our KE activities, and our identification of KE as a distinct form of academic practice, UAL has introduced a comprehensive set of governance structures and processes to oversee and monitor the quality and performance management of its portfolio of KE activities. UAL's current KE governance structures are as follows:

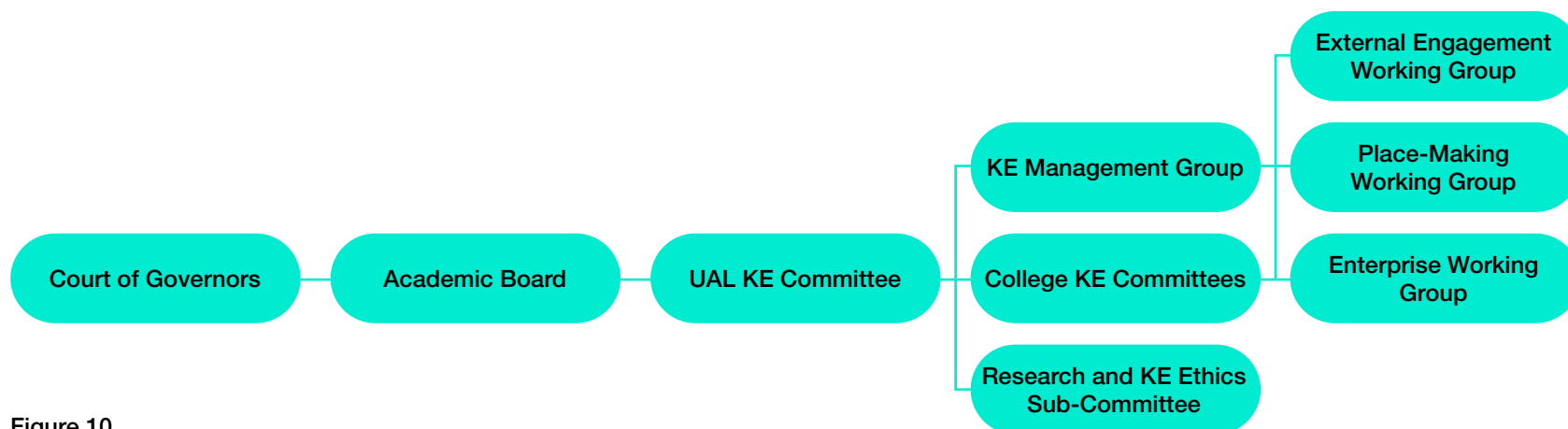


Figure 10.

This structure enables direct formal monitoring and reporting of progress against our KE Strategy, as well as other KE-related matters, up to the level of the governing body, and ensures constant engagement throughout UAL with the development and delivery of the KE CIP. UAL also has specific governance arrangements in place for our Awarding Body and each of our commercial subsidiaries to ensure compliance with their specific regulatory requirements.

In addition, KE is also represented across other formal institutional governance groups, including the University Steering Group, College Executive Groups, International Partnerships and Collaborative Sub-Committee, University Research Committee, and Deans Group.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base



Sector Benchmarking

UAL undertakes regular sector benchmarking exercises in relation to our KE activities. This consists of two main types of benchmarking:

1. Benchmarking comparative KE performance

UAL annually undertakes a comparative analysis of our KE performance, based on HE-BCIS data and KEF metrics, and this analysis is reported to all relevant committees, as well as being made available through UAL's management data dashboards. As UAL is quite unique within the UK HE sector in terms of its specialism and scale, it has been helpful for us to identify different benchmark groups to help calibrate this analysis – in addition to those we are clustered with for KEF purposes.

2. Conducting benchmarking research to inform continuous improvement and new developments

As part of our standard approach to reviewing and improving our existing KE activity, or developing any new areas of KE, UAL regularly undertakes desk-based research exercises (often combining primary and secondary research), looking at national and international comparator provision. This is usually in order to benchmark best practice, gain sector insights, understand market positioning, and/or to develop an evidence base of the present state, within a specific context, for strategic decision-making.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base

UAL is committed to the development of its staff, and recognises the importance of investing in the development of the very specific professional competencies required to deliver high quality KE.



Staff Development

UAL is committed to the development of its staff, and recognises the importance of investing in the development of the very specific professional competencies required to deliver high quality KE. Over the period of this new KE Strategy, it is UAL's intention to develop a high quality staff development programme that is specifically designed for those academic and non-academic staff engaged in delivery of KE. The content of this programme will acknowledge the specificity of undertaking KE within the creative disciplines, as well as the diversity of KE activities undertaken across UAL, and the need to provide the types of support and development opportunities that are relevant to these different contexts and activity types.

To facilitate this work, UAL is appointing a staff development specialist to work across the institution with other academic development and organisational development and learning colleagues, and has already developed an online KE Community Platform, which acts as a hub for KE communities of practice and inquiry, as well as providing a platform for delivering staff engagement and development events, and providing academic staff with easy access to guidance materials, information resources, and professional support with their KE activities.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base

UAL is actively engaging evaluation specialists from within our research community to help interrogate questions of value in different KE contexts.

Evaluation

Whilst UAL continuously maintains a strong evidence base for the impact of its KE activity, through the capture of relevant data regarding its outputs, outcomes and impacts, this type of evaluation is often driven by externally-prescribed sets of indicators, and rarely begins to capture the full extent of the value that these activities create.

To address this issue, UAL is actively engaging evaluation specialists from within our research community to help interrogate questions of value in different KE contexts, towards better understanding the value we are trying to create and, therefore, the types of evaluation methodologies that we might best apply to capture these outcomes and impacts. This has included appointing a Senior Research Fellow – KE, and setting up an evaluation-focused community of practice, as well as running capability building workshops. In addition, to help guide KE project planning, we have proposed a range of relevant outcomes and impacts that might usefully be evaluated for different types of KE activity within our KE KPIs framework.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- **Continuous improvement**
- > Monitoring, evaluation and continuous improvement
- Our evidence base

London's creative economy is operating at a scale, complexity, intensity and level of productivity, that is wholly unique in the UK.



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- **Our evidence base**

The evidence base informing our strategic approach

Our evidence base



- Contents
 - Vision, Mission, Values
 - KE at UAL
 - Context
 - Our Strategy 2021-26
 - Continuous improvement
 - **Our evidence base**
- > The evidence base informing our strategic approach

The evidence base informing our strategic approach

The creative industries

The creative industries, [as defined by DCMS](#), are the fastest-growing part of the UK economy (five times faster than the overall UK economy) – [contributing £111.7bn in GVA to the UK](#), £35bn more than automotive, aerospace, life sciences and oil and gas sectors combined. According to [2016 reports by the Creative Industries Council](#), the creative industries also have:

- double the average UK business growth rate;
- nearly 50% higher rate of international trading than UK cross-sector average;
- higher levels of educational attainment than UK cross-sector average.

However, the sector also has some challenges:

- a high level of micro-enterprises (94% of all businesses)
- low levels of BAME representation (5.4% of total workforce)
- [understanding and meeting workforce development and diversification needs](#)

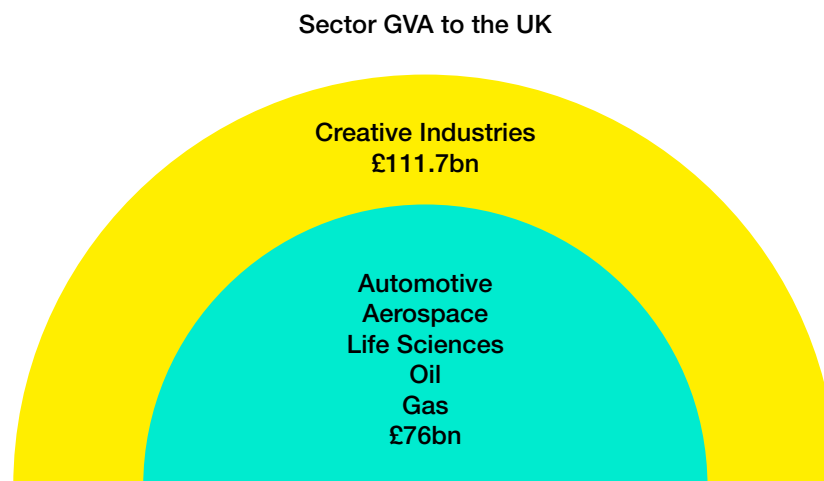


Figure 11.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- **Our evidence base**
- > The evidence base informing our strategic approach

The creative economy defined in this way accounts for one tenth of the whole UK economy, with high rates of enterprise creation, a workforce growing four times faster than the workforce as a whole, and a key role in contributing to innovation across industry sectors.

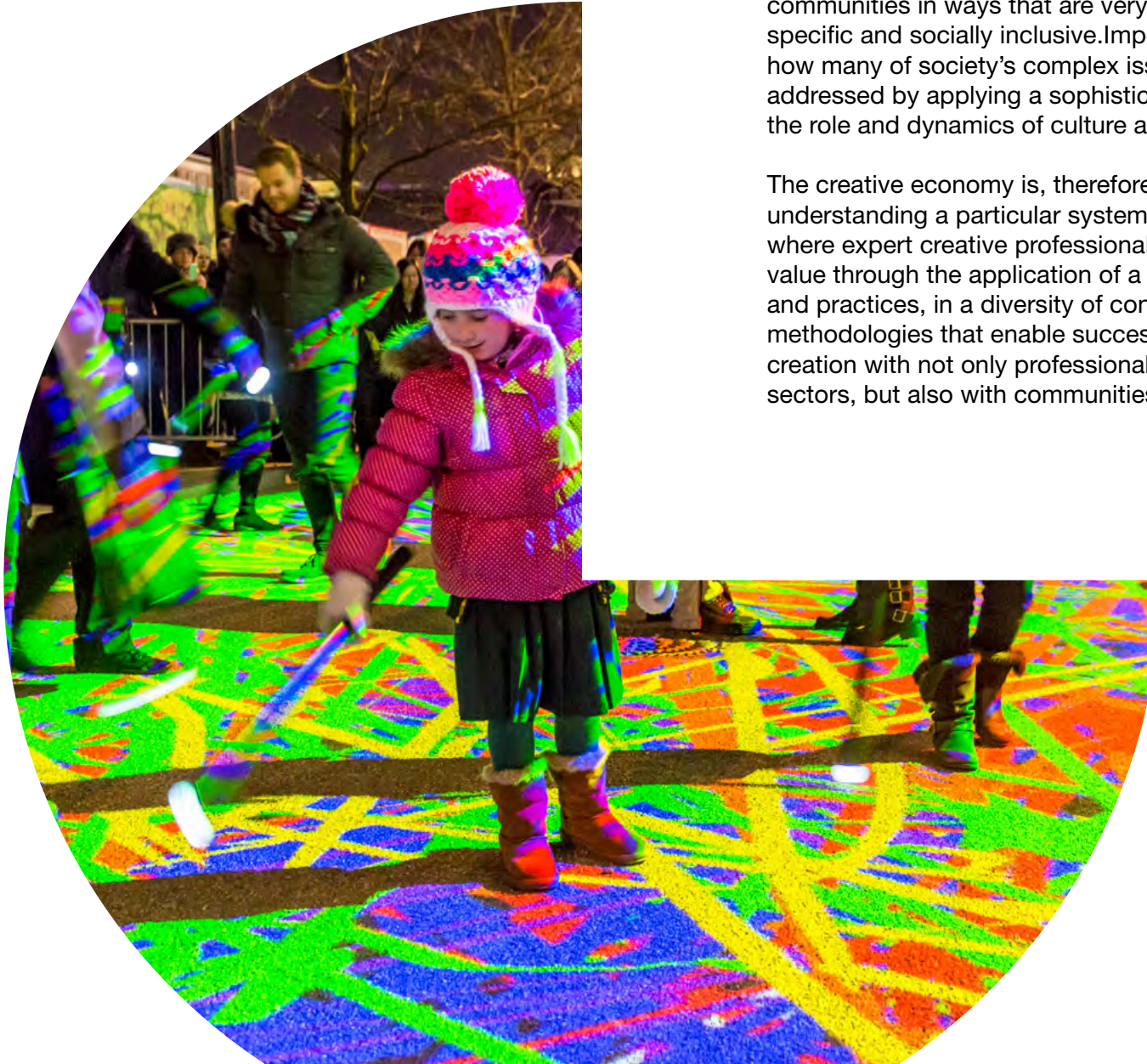
What is the creative economy?

As convincingly argued by NESTA, in their '[Manifesto for the Creative Economy](#)' (2013), the 'creative economy' is a more accurate and useful definition by which to capture the important role of creativity in the UK economy. This is because it identifies the wide range of organisations and sectors where creative occupations drive a significant part of the value creation process, and where there is an intensive use of creative talent, rather than just those organisations and sectors identified as having a creative/cultural goods or services output. The creative economy also acknowledges the important role of creativity and cultural activity in creating value for other parts of the economy and society.

The creative economy defined in this way accounts for one tenth of the whole UK economy, with high rates of enterprise creation, a workforce growing four times faster than the workforce as a whole, and a key role in contributing to innovation across industry sectors. It is, therefore, helpful to understand the creative economy in system terms, instead of sector terms, with creative occupations working in relationship to other professions, in order to drive innovation through inspiration, collaboration and creative decision-making. The creative process is also highly [resistant to automation](#) (marrying the management of uncertainty with that of subjective selection, and a distinctive 'signature' style/approach) and can create significant value in both commercial and non-commercial contexts. Creative occupations, therefore, tend to be highly skilled with individuals requiring a sophisticated set of creative, critical, social and professional attributes.

Collaboration is also one of the reasons why the creative economy displays a tendency towards [geographical clustering](#), a phenomena observed by numerous researchers and economists, which has proven to be an attractive goal for policy makers, urban planners, developers, and NGOs. This is due not only to the economic performances of these clusters themselves, but also the many '[spillover](#)' [benefits](#) that such >

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- **Our evidence base**
- > The evidence base informing our strategic approach



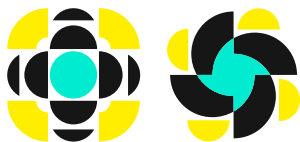
clusters create, and the contribution this can make to positive place-making and community and public engagement, through the creation of social and cultural capital. In addition, as [UNESCO's '2013 Creative Economy report'](#) articulated, the creative economy represents powerful possibilities for sustainable development, as it has the potential to increase economic activity by harnessing the creativity of communities in ways that are very locally and culturally-specific and socially inclusive. Importantly, this also recognises how many of society's complex issues can be effectively addressed by applying a sophisticated understanding of the role and dynamics of culture and cultural production.

The creative economy is, therefore, a useful way of understanding a particular system within the wider economy, where expert creative professionals generate significant value through the application of a distinctive set of processes and practices, in a diversity of contexts and places, using methodologies that enable successful collaboration and co-creation with not only professionals from other occupations/sectors, but also with communities and publics.

- Contents
 - Vision, Mission, Values
 - KE at UAL
 - Context
 - Our Strategy 2021-26
 - Continuous improvement
 - **Our evidence base**
- > The evidence base informing our strategic approach

Our focus

These key characteristics of the creative economy are why UAL's KE Strategy focuses on the following:



Enhancing creative capacity and empowering creative agents

Using our specialist expertise in creative education to deliver, at scale, the skills and attributes of the creative professionals, innovators and entrepreneurs needed by the UK and global creative economy.



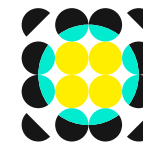
Innovating creative solutions

Leveraging the value of creativity for challenge-led innovation, working through inter-disciplinary partnerships across industrial sectors and social innovation settings, to achieve powerful people-centred change.



Inspiring creative change

Inspiring and catalysing creativity at local and global scales through high quality cultural production, public programming and community engagement activities, building creative capacity across communities by learning and creating together.



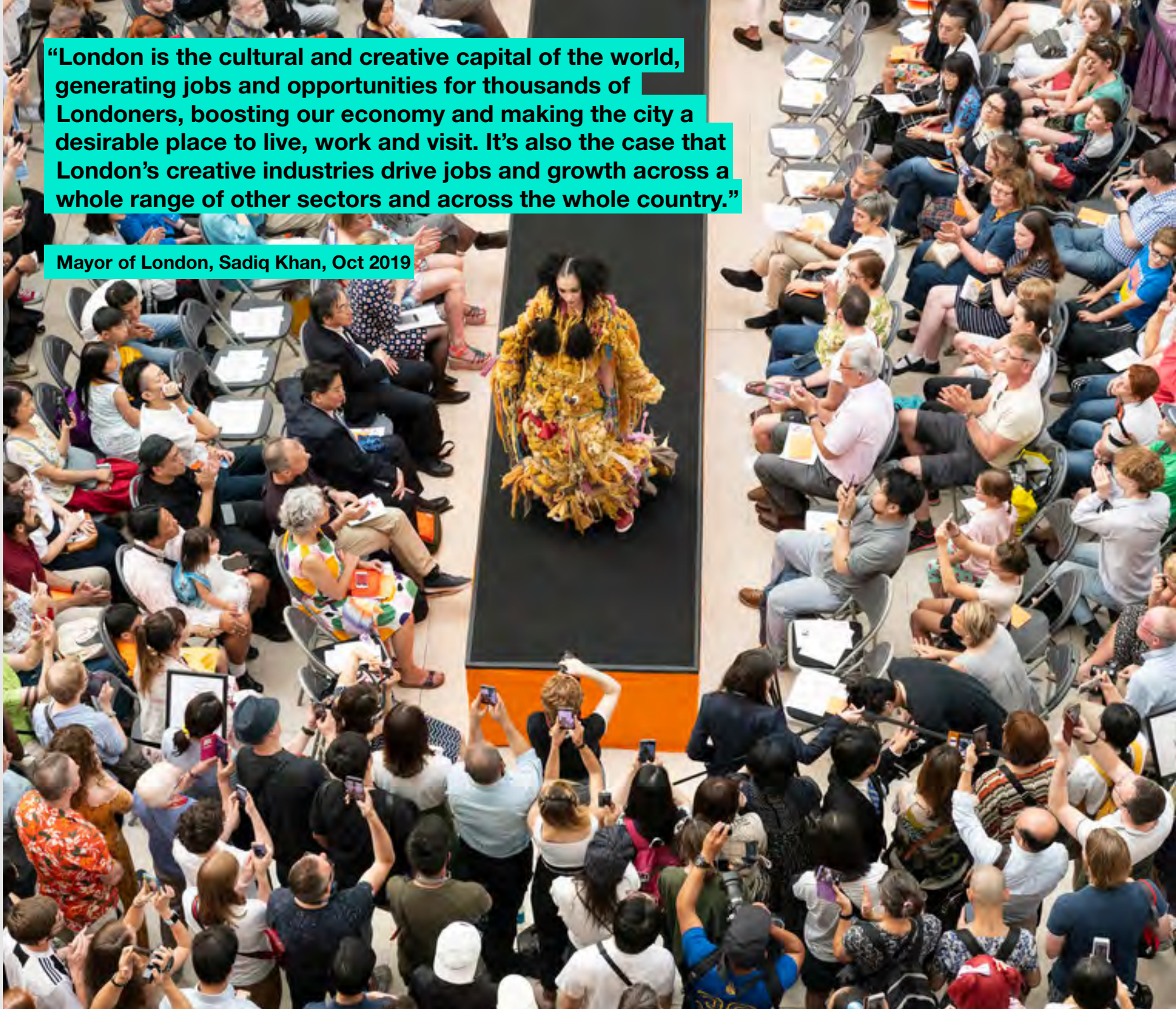
Co-creating better places

Working closely with established local partners on delivering both culture-led and creative economy-focused place-making strategies, to bring about positive long-term and inclusive economic, environmental, social and cultural impacts with local stakeholders/ communities.

- Contents
 - Vision, Mission, Values
 - KE at UAL
 - Context
 - Our Strategy 2021-26
 - Continuous improvement
 - **Our evidence base**
- > The evidence base informing our strategic approach

“London is the cultural and creative capital of the world, generating jobs and opportunities for thousands of Londoners, boosting our economy and making the city a desirable place to live, work and visit. It’s also the case that London’s creative industries drive jobs and growth across a whole range of other sectors and across the whole country.”

Mayor of London, Sadiq Khan, Oct 2019



- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- **Our evidence base**
- > The evidence base informing our strategic approach



The creative economy in London

It is well known that London has one of the world's leading creative and cultural industries sectors, and the following statistics are taken from the Greater London Authority's (GLA's) latest 2017 report :

- In 2015, GVA of London's creative industries was approx. £42bn, accounting for 11.1% of total GVA in London, and just under 50% of the UK's total GVA for the sector – by comparison Manchester's creative industries contributed £1.46bn or 3.7% (third highest in UK);
- Overall GVA per workforce job (as a proxy for productivity) was equal to £71,400 in 2015; this was 22.2% higher than the average across all sectors of the London economy, and 35.5% higher than for the creative industries in the UK as a whole.

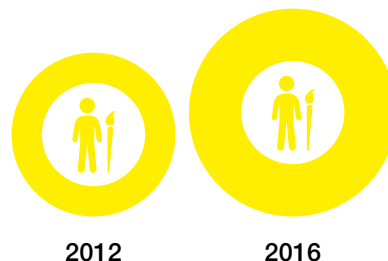
In order to understand the comparative scale and intensity of London's creative economy, it is worth noting that the London Boroughs of Westminster and Camden on their own both have significantly higher levels of creative employment (107,800 and 66,165 respectively - 2016) than the whole of Manchester (48,515 – 2016), which has the third highest level of creative employment of any city in the UK³.

Due to the value of the creative industries to London, the GLA have taken numerous steps to actively support their continued growth, through economic development and planning policy instruments such as 'opportunity areas', 'creative opportunity areas' 'cultural quarters', 'creative enterprise zones', 'London Borough of Culture' awards, and the '[Cultural Infrastructure Plan](#)' – as well as supporting large-scale creative economy developments such as the '[Thames Estuary Production Corridor](#)'. UAL works closely with the GLA on the realisation of such plans (the Fashion District is a recent example, and UAL is also a founding partner of the [Kings Cross Knowledge Quarter](#)), and their priorities have strongly shaped our new KE Strategy.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- **Our evidence base**
- > The evidence base informing our strategic approach

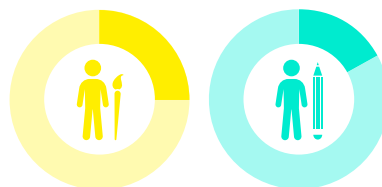
Employment insights [\(more information here\)](#)

Recognising the strength of London's creative industries and cultural sector, the GLA have also commissioned a number of bespoke research reports, analysing the value of the wider creative economy and generating some important insights:



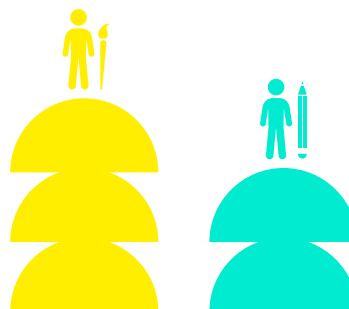
Rise in creative jobs (incl. in non-creative industries)

There were c. 882,900 creative economy jobs in London in 2016, up by 24.2% since 2012, with creative jobs in non-creative industries accounting for 29.5% of jobs in London's creative economy in 2016.



Higher levels of self-employment

Just over 1 in 4 of jobs across the creative economy are self-employed roles, compared to 16.8% of jobs in non-creative economy.



Higher pay

At £20.38 per hour, median hourly pay for employees (excluding self-employed) in London's creative economy was almost a third higher than outside the creative economy in 2016, reflecting the sector's highly skilled occupational structure.

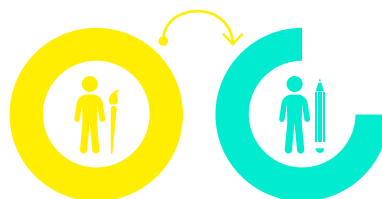
- Contents
 - Vision, Mission, Values
 - KE at UAL
 - Context
 - Our Strategy 2021-26
 - Continuous improvement
 - **Our evidence base**
- > The evidence base informing our strategic approach

Supply chain insights [\(more information here\)](#)

The creative industries, although highly concentrated in London, create value across UK supply chains (both through expenditure and jobs), many of which are in non-creative sectors, but these dynamics may shift due to availability of production space in London.



London's creative industries spend c. £40bn within their supply chains, with about 50% of this outside the creative industries. The contribution of non-creative sectors is key to creative production.



For every job within the creative industries in London, there is an additional 0.75 jobs supported within the creative supply chain, many of these are in skilled occupations.



Although creative supply chain businesses are strongly concentrated in London (as key to accessing clients and staff), London-based cultural infrastructure is also good for the wider UK, with an estimated average of 40% of suppliers based outside of London.



However, there is diminishing availability of industrial premises in London, where much of the city's creative production happens, and this has the potential to directly impact on production and employment capacity in the creative supply chain.

- Contents
 - Vision, Mission, Values
 - KE at UAL
 - Context
 - Our Strategy 2021-26
 - Continuous improvement
 - **Our evidence base**
- > The evidence base informing our strategic approach



Impact of Covid-19 pandemic

New research (June 2020) estimates that the impact of COVID-19 on London's creative economy (incl. supply chain) will cost the UK economy £16.3bn and put 152,000 jobs at risk (c. 40% outside the creative sectors).

Whilst these can only be speculative figures at this point, and will conceal variations in different sub-sectors' performance, this is a critical strategic context for UAL and its partners, and a particularly concerning one for our new and recent cohorts of students and graduates. However, given its characteristics of growth, adaptability, and innovation, London's creative economy is also likely to have a major role to play in the post-Covid-19 recovery of both the capital and wider UK.

[More information here](#)

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- **Our evidence base**
- > The evidence base informing our strategic approach

83% of UAL's UK-based graduates are known to stay in London after their studies.

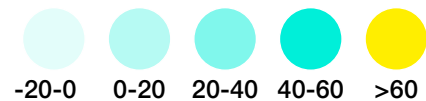
The location of the creative economy in London

In order to better understand the local dynamics, trends, challenges and opportunities of London's creative economy, UAL also commissioned its own research, 'Building Creative Economy Infrastructure' (BOP Consulting 2018). This included analysis of the distribution and intensity of creative employment in London, and projections for growth. This unsurprisingly found the highest level of creative employment to be in London's central boroughs of Westminster, Camden, Islington, City of London and Southwark (UAL has campuses in the majority of these boroughs), but with the majority of growth occurring in London's eastern boroughs (see map on following page). Evidence suggests that the eastward movement of London's creative economy is being driven by access to affordable and appropriate workspace, accelerated by the known clustering effect. >



- Contents
 - Vision, Mission, Values
 - KE at UAL
 - Context
 - Our Strategy 2021-26
 - Continuous improvement
 - **Our evidence base**
- > The evidence base informing our strategic approach

Creative growth by borough
(in percentages)



83% of UAL's UK-based graduates are known to stay in London after their studies, and their distribution was found to map closely to these trends in intensity and growth.



Figure 12.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- **Our evidence base**
- > The evidence base informing our strategic approach

Challenges and opportunities for London's creative economy

In addition to this analysis of intensity and growth, the 'Building Creative Economy Infrastructure' report also provided evidence to highlight a number of other important factors about London's creative economy, which have informed our new KE Strategy:

- **Digital is driving growth**

Both in terms of creative businesses that offer digital products/services (e.g. games design, software), and also those businesses where growth is coming from the creative application of digital technologies (e.g. advertising and marketing);

- **Lack of specialist business support**

Whilst there is an infrastructure for generic business support across London, there is very limited provision of specialist advice or support for businesses working in creative sectors (UAL is identified as one of the few providers);

- **New emerging local clusters**

Smaller concentrated clusters of creative economy businesses are being found outside the main areas of intensity in London – these often relate to where larger 'anchor' businesses have relocated out of the centre of London;

- **'Challenger clusters' outside London**

A range of creative economy clusters have emerged outside London that evidence suggests are attracting some of London's creative talent, or helping to retain more regional talent, but such clusters remain comparatively small;

- **Growing role in regeneration and place-making**

For local authorities, the creative economy provides high value jobs in a growing sector, often with strong community connections; and for developers, a creative economy-led approach can attract anchor institutions (such as cultural venues or production spaces), which help to animate spaces, enhance footfall, and provide distinctive identities.

- Contents
- Vision, Mission, Values
- KE at UAL
- Context
- Our Strategy 2021-26
- Continuous improvement
- **Our evidence base**
- > The evidence base informing our strategic approach

How this understanding of London's creative economy has shaped our KE Strategy

• **Clarity of mission**

London's creative economy is operating at a scale, complexity, intensity and level of productivity, that is wholly unique in the UK. UAL recognises the importance of understanding how our institutional strengths can best add value within this ecosystem by:

- focusing on our specialist expertise in education, applied research and innovation, and community and public engagement;
- promoting our values of social justice and sustainability, as well as the value of creativity for society;
- using our scale and influence as a large civic organisation to convene impactful and strategic place-making partnerships.

By doing this we can focus on some of the major opportunities and challenges facing London's creative economy, and aim to:

• **Improve inclusivity**

Improving the diversity of the creative economy, across sectors, geographies and demographics, by tackling issues of discrimination and inequality, supplying a diverse talent pool, and by building capacity through training programmes;

• **Build resilience**

Ensuring we provide accessible routes for individuals into professional up-skilling, and work with partners to resource and run business support and innovation schemes for creative SMEs, enabling freelancers and micro and small businesses to thrive;

• **Harness emerging technologies**

Enabling individuals and organisations across sectors to understand the potential for creative application of emerging technologies in helping them innovate, and to navigate the ethical uses of such technologies;

• **Supply creative talent**

Enable organisations in London from across sectors to easily identify and recruit the creative talent that they need from our highly skilled international cohorts of student and graduates;

• **Work across boundaries**

Building new value chains by brokering innovation partnerships across sectors and geographies, catalyzing new inter-disciplinary collaborations, and building new networks across London and regional creative economy clusters (UK and overseas), enabling better exchange of value and the potential to address shifting dynamics in the availability of both workspace and talent;

• **Co-create better places**

Using our experience of successfully co-designing and implementing ambitious partnership strategies for creative economy-led place-making to help drive prosperity and environmental improvements in other parts of London, as well as other cities in the UK and overseas, and to leverage our influence and values to ensure such developments also address issues of social justice and sustainability.

- Contents
 - Vision, Mission, Values
 - KE at UAL
 - Context
 - Our Strategy 2021-26
 - Continuous improvement
 - **Our evidence base**
- > The evidence base informing our strategic approach

An uncertain economic future, but a certain need for creativity.



Endnotes

- 1 Elias G. Carayannis - Carayannis, Elias G.; Barth, Thorsten D.; Campbell, David F. J. (2012-08-08). "The Quintuple Helix innovation model: global warming as a challenge and driver for innovation". *Journal of Innovation and Entrepreneurship*.
- 2 These activity descriptors align with those used by the Higher Education Statistics Agency (HESA) in the Higher Education Business and Community Interaction Survey [HE-BCIS](#), which annually captures KE performance.
- 3 See: Mateos-Garcia, '[Creative Nation](#)' report by NESTA, 2018 for detailed national mapping data for UK's creative economy

Image credits

Page 2: Drawing workshop at Triangle Space, BA (Hons) Textile Design, Chelsea College of Arts, UAL | Photography: Alys Tomlinson.

Page 3: Forest Coats Fashion Show at Arbeit Studios Leyton Green, as part of Making for Change: Waltham Forest | Photography: Adam Razvi.

Page 6: Students and academics participating in an urban regeneration workshop as part of Co-design Your Place | Photography: Bartek Dworski.

Page 7: King's Cross building, Central Saint Martins, UAL.

Page 9: Future of Fashion Incubator at Oval Space, a project in collaboration with Microsoft and London College of Fashion, UAL.

Page 11: Photography by Hung-Chun Wang, MA Fashion Photography, London College of Fashion, UAL.

Page 14: 'Coral Bleaching' by Amelia Daniel, MA Costume Design for Performance, London College of Fashion, UAL | Photography: Emmi Hyypa.

Page 20: Sarah Trowsdale, MA Textile Design, Chelsea College of Arts, UAL | Photography: David Poultney.

Page 22: Florence Adepoju, founder of beauty brand MDMFlow and MSc Cosmetic Science alumna, London College of Fashion, UAL | Photography: Josh De Souza Crook.

Page 26: Student Shuqi Chen with Taslim Martin, specialist technician in 3D design and product design at Camberwell College of Arts, UAL | Photography: Alys Tomlinson.

Page 27: Kid and parent in photography workshop at the Mini Maker Faire in Elephant & Castle, London College of Communication, UAL | Photography: Ana Escobar.

Page 30: Families attend product design workshop at the Mini Maker Faire in Elephant & Castle, London College of Communication, UAL | Photography: Ana Escobar.

Page 32: Wearable tech, product design experimentation with Creative Computing Institute, UAL | Photography: Georgina Capdevila Cano.

Page 34: Self-driving vehicle prototype by MA Industrial Design students for a collaboration with Renault, Central Saint Martins, UAL.

Page 37: Forest Fashion Stories workshop at the Walthamstow Garden Party, as part of Making for Change: Waltham Forest | Photography: Adam Razvi.

Page 40: Presentation with MA Material Futures, Central Saint Martins, UAL | Photography: John Sturrock.

Page 47: Design studios in Poplar Works, a partnership between Poplar HARCA, The Trampery and London College of Fashion, UAL | Photography: JC Candanedo.

Page 49: Degree Show at London College of Communication, UAL | Photography: Ana Escobar.

Page 52: Models by Francesca Tingcungco, MA Theatre Design, Wimbledon College of Arts, UAL | Photography: Ben Turner.

Page 54: Dr Manrutt Wongkaew, lecturer in BA (Hons) Fashion Styling and Production at London College of Fashion, UAL | Photography: Cesare DiGiglio.

Page 55: Installation by Laura Tillotson, BA (Hons) Fine Art: Painting, Wimbledon College of Arts, UAL | Photography: Alys Tomlinson.

Page 60: Board game by Finn Fleming and Nichola Humphreys, BA (Hons) Game Design, London College of Communication, UAL | Photography: Ben Turner.

Page 62: PhD student Adrienne Bennie, Chelsea College of Arts, UAL | Photography: Alys Tomlinson.

Page 66: Lumiere London at King's Cross, Central Saint Martins, UAL.

Page 69: Elephant & Castle building, London College of Communication, UAL.

Page 73: BA19 Exhibition at Oxo Tower for School of Media and Communication, London College of Fashion, UAL | Photography: Arianna Poverini.

If you would like to explore partnering with UAL on a KE activity, and working with our staff and/or students, then please contact us at: business@arts.ac.uk

If you have any enquiries about our KE Strategy, our approach to managing KE, or are another university looking to partner with UAL, then please contact us at: knowledge-exchange@arts.ac.uk

ual:

arts.ac.uk