

City&Guilds
of London
Art School

STRATEGIC PLAN

2022 – 2027



Who We Are

We are a distinctive specialist Art School based in Kennington, London, originally established in 1854 as the Lambeth School of Art. Our original mission of providing quality instruction in applied art and design for local people, supporting them to find work in local manufacturing industries such as (Royal) Doulton, broadened to assist with the restoration of London's architecture following World War 2 by encompassing training in sculpture, restoration and carving. We now specialise in contemporary Fine Art, Carving and the Conservation of cultural artefacts and our current student cohort numbers around 270, of which around a third are at Foundation level.



Art School students in 1970s

Registered as an Independent Higher Education Provider with the Department for Education's Office for Students, we offer courses in pre-graduate (UAL Awarding Body Foundation Diploma in Art & Design), undergraduate (graduate diploma, BA Hons) and postgraduate (postgraduate diploma, MA) levels validated by Ravensbourne University, London.

As an Alternative Provider without recourse to direct public funding, our core operations are primarily funded from tuition fees. Bursaries and scholarships currently provide fee support for 60 students (approximately 26% of the total student body) facing financial hardship, providing vital support to those who might otherwise be denied access to study. Our bursaries and scholarships are funded from a wide range of foundations and supporters who recognise our mission.

Across our over 170-year history, we've stayed small and, true to our roots, led by practising artists, conservators and makers, so that every student enjoys the benefit of being part of an energised and characterful community of practitioners. As a registered incorporated charity, our Board of Trustees sets out to reflect and support our specialisms with expertise in the fields of Higher Education, Art, Curation and Critical Practice, Communication, Law, Business and Finance.

Our Mission

What is it that we do?

“Our mission is to educate artists, crafts practitioners and conservators in the specialist skills and creative thinking necessary to meet the challenges of contemporary practice. We motivate and support students in their specialist discipline, enabling them to make significant contributions to culture and heritage in the UK and Internationally, through their practice, research and innovation. We are committed to championing the value and significance of our subject areas, and the skills that underpin them, by encouraging engagement in our immersive learning environment that emphasizes the dialogue between the eye, the hand, the material and the intellect.”

Our Values

What do we stand for?



- Our students are at the heart of everything we do. Our aim is to actively support the needs of individuals with an appetite and curiosity for our subjects and equip them to fulfill their ambitions and exceed their expectations;
- As a “Real Art School”, our focus is on material enquiry, whether the ‘hands on’ nature of the making process, conservation intervention or the importance of fostering ‘thinking through looking and making’;
- We function as a dynamic fulcrum for creative exploration, rigorous analysis, critical testing and the development of core professional skills set within a context of social responsibility, ethics and sustainability;
- Our strong sense of community is supportive of the individual, be they a student or a member of staff, and respect is shown for, and space given to, the individual voice;
- Our history and ethos as a social enterprise ensures we remain committed to working with the intangible cultural heritage, the non-physical intellectual wealth, imparted by our specialist practitioners as they work with future generations;
- We celebrate our standing as an important and unique cultural and educational resource, offering the expertise, space and intellectual challenge to preserve endangered skills so that our subjects may go on to thrive, engage and enrich society.

Our Starting Point

Where are we now?



Analysis of our present situation has identified a number of key internal strengths and together with opportunities in the external environment mapped against the interlinked themes of our Mission, Profile & Academic Portfolio, Social Impact, “Our Community” and Financial Sustainability and Fundraising. Our Plan for the Future is designed to build on these strengths and take advantage of the opportunities we foresee.

Strengths

- A heritage and history and the continuing relevance of our subjects and unique approach which has created well acknowledged USPs and brand recognition as a “Real Art School” with its unique mix of Fine Art, Conservation and Carving, and combination of material enquiry and hands-on making
- Provision of high levels of quality contact time with a stable cohort of expert practitioners in our specialist fields
- A scale and collective purpose that enables institutional agility (e.g. our quick and strong response to Covid related Lockdowns, effective curriculum and other development and delivery in a short period)
- An established provision of high-quality Short Courses
- A network of high-profile collaborating organisations
- Provision of personalised student welfare support
- An extensive Bursaries and Scholarships provision
- A well-developed Estates Masterplan in place
- A track record in fundraising success to date and the relationships it has cultivated

Opportunities

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| <ul style="list-style-type: none"> • A clear Charitable Purpose and formal registered charity status |
| <ul style="list-style-type: none"> • High student satisfaction promoted by a strong and effective Student Voice |
| <ul style="list-style-type: none"> • Effective ‘brand ambassadors’ in our student and alumni and the appetite and aptitude of our students and staff members for socially engaged outreach activity, |
| <ul style="list-style-type: none"> • Trustees with relevant expert skills sets, influence and networks |
| <ul style="list-style-type: none"> • International recruitment market |
| <ul style="list-style-type: none"> • Recruitment from groups underrepresented in HE |
| <ul style="list-style-type: none"> • Developing relationships with feeder courses |
| <ul style="list-style-type: none"> • Collaborative projects for Young People building on positive feedback for our work |
| <ul style="list-style-type: none"> • New UG/PG courses or pop-out electives (in such areas as: Collection management; Museology/Curation; Building Conservation; Lettering – carving, calligraphy, letter design; Printmaking; Ceramics/Glass; Photography – analogue and conservation of; Conservation of Contemporary Art) |
| <ul style="list-style-type: none"> • Expanded short course provision including: <ul style="list-style-type: none"> - Saturday Courses (in such areas as: Gilding, Life Drawing, Printmaking, Decorative Surfaces) - Saturday school for young people - Expanded Summer School (inc new courses in Bookbinding and Paper making, glass; Intermediate levels for gilding, stone carving and woodcarving) - Evening classes (e.g. as preparatory classes for Carving and Conservation) - Pre-Foundation short courses - Continuous Professional Development and mentoring courses |
| <ul style="list-style-type: none"> • Apprenticeship training |
| <ul style="list-style-type: none"> • Digital provision and remote learning |
| <ul style="list-style-type: none"> • Turing Scheme partnerships and collaborations |
| <ul style="list-style-type: none"> • Space hire, for purposes both complementary to our USPs and otherwise |
| <ul style="list-style-type: none"> • New or enhanced partnerships, both locally and beyond, (e.g. local authorities; local artists, schools and community groups; Livery schools, National Trust, Historic England, Mayor of London’s office) |
| <ul style="list-style-type: none"> • Increased local community engagement (e.g. through recent graduate talks; Pop-up exhibitions, local events) |
| <ul style="list-style-type: none"> • Major public heritage projects (esp. Palace of Westminster) |
| <ul style="list-style-type: none"> • Fundraising potential of alumni - legacy, relationships, events, talks, advocacy, recruitment |
| <ul style="list-style-type: none"> • “Friends of CGLAS”. |

Our Vision

What is it that we want to do over the next five years?



“To be one of the pre-eminent and active voices in our subjects, enriching and encouraging learning, research, participation and interest in our areas of expertise from the worlds of the arts, culture, heritage and education as well as from the wider public.

We will further develop so that our singular educational model, based on our distinctive values and ethos, and our work with a network of cultural collaborators, will see us acknowledged more widely as an exemplary and inclusive centre of excellence in contemporary fine art, craft and conservation.

We are committed to developing and widening the reach of our offer in the context of a changing world. As we emerge from the current pandemic, we have the opportunity to expand our scope while retaining our focus, working with new partners, and further developing our portfolio of courses.”

Our Goals and Objectives

How we will maintain our Vision



In the five-year planning purview 2022-2027, we will pursue the following inter-linked Strategic Goals:

Strategic Goal 1	Promote academic excellence and increased learning opportunities in our areas of expertise
Strategic Goal 2	Enhance our student and staff experience by ensuring our infrastructure supports our ambitions as a Centre of Excellence
Strategic Goal 3	Safeguard and champion the Art School's ethos and values by ensuring financial sustainability and supporting future ambitions

Each Strategic Goal comprises a number of Strategic Objectives for which a range of formal and informal local strategies and plans will set out the operational targets for achieving them.

STRATEGIC GOAL 1

Promote academic excellence and increased learning opportunities in our areas of expertise

Objective 1: to increase learning opportunities by increasing and diversifying the student body by:

- 1.1A - increasing student enrolments to a sustainable level of circa 300 while maintaining our focus on excellence in our core subjects;
- 1.1B –enhancing the diversity of our student intake by increasing the proportion of students drawn from backgrounds underrepresented in Higher Education;
- 1.1C - diversifying our study offer to include a range of modes of study enabling participation from those to whom full time Higher Education is a barrier;
- 1.1D – increasing the proportion of our international students to 15% to enrich our community and extend the reach of our specialist subjects.

Objective 2: to increase learning opportunities through Curriculum and Portfolio Development by:

- 1.2A – developing new pathways, for example in Collections Care & Management, that utilise new public facing facilities (see Strategic Goal 2.1B), linking with partners’ archives and collections, and facilitating public and research engagement;
- 1.2B – developing a wider range of short courses both in terms of audience and level including professional CPD; apprenticeship training; adult short courses: and courses for young people, and by offering a range of modes of study including Summer School; weekend courses; and on-line courses;
- 1.2C – enriching the undergraduate and postgraduate student experience through an emphasis on diversity and inclusivity of the curriculum and a wider range of delivery methods, including increased opportunities for cross-departmental learning through the development of a Graduate School Hub;
- 1.2D – enhancing digital provision in both curriculum content, delivery and resources
- 1.2E – exploring and extending the role of work based learning and external projects that is already embedded in our craft and conservation based course offers.

Objective 3: to continue to ensure and enhance academic excellence and inclusivity by:

- 1.3A – enhancing our access to learning support services, supporting students from all backgrounds as they pursue their educational journey;
- 1.3B – developing our staff development strategy to ensure inclusive high quality academic support is available as the student body diversifies;
- 1.3C- ensuring diversity and inclusivity is embedded in all of our strategic planning and monitoring exercises including our Buildings’ Masterplan;
- 1.3D – extending our ‘Material Matters’ research platform of extra-curricular activities to enrich the learning and working environment and engage with our expanding research and practice network as well as local audiences.

The Objectives of Strategic Goal 1 are supported by our:

- Academic Quality Plan
- Access and Participation Statement and Action Plan
- Marketing Strategy & Recruitment Plans
- International Strategy & Recruitment Plans
- Admissions Policy
- Portfolio Development Plan
- Business Development Plan
- Material Matters Research plan
- Staff Development strategy
- Estates Phase III Masterplan

STRATEGIC GOAL 2

Enhance our student and staff experience by ensuring our infrastructure supports our ambitions as a Centre of Excellence

Objective 1: to ensure the Art School's Facilities support our vision and ambitions by:

- 2.1A – further developing the Art School's physical environment to meet the needs of our students, staff and our academic plans and curriculum developments (to include consideration of developing the current site, the future potential of the BT building and the feasibility of alternative locations);
- 2.1B – creating a public facing space for collaborative exhibitions and lectures, to facilitate outreach and research activity and to enhance short course and other ancillary provision;
- 2.1C – identifying the potential and resources required to establish off-site Art School hubs or facilities in appropriate culturally rich and inclusive settings.



Objective 2: to ensure the Art School's infrastructure meets the needs of a Centre of Excellence by:

- 2.2A – maintaining specialist provision to ensure barriers to participation and achievement are minimised;
- 2.2B – providing a programme of staff development aligned with the evolving needs of the Art School community;
- 2.2C – ensuring administrative structures and mechanisms provide excellent levels of support for academic and student access and welfare requirements;
- 2.2D – ensuring that our technical resources and IT infrastructure meet the changing needs of our data requirements, subjects and expanding course offer.

The Objectives of Strategic Goal 2 are supported by:

- Estates Phase III Masterplan
- Buildings Condition Survey
- Annual Staff Development Plans
- Departmental Reviews and planning
- IT development plan

STRATEGIC GOAL 3

Safeguard and champion the Art School's ethos and values by ensuring financial sustainability and supporting future ambitions

Objective 1: to support sustainability through improved Financial Performance by:

- 3.1A – achieving a sustainable operational surplus to provide for capital development, special projects and contingencies;
- 3.1B – containing staff and other costs to levels of income in proportion with areas of growth;
- 3.1C – ensuring departmental budgeting is strategically driven to support our vision.

Objective 2: to enhance financial sustainability through increased Fundraising and Development activity by:

- 3.2A – expanding the number of external funders and partnerships to support the Art School's bursary and capital development needs and enhance its reputation and profile;
- 3.2B – raising the Art School's public profile through increased partnerships, external projects and media coverage and increasing our presence and activity within the local community;
- 3.2C – broadening the basis for fundraising appeals through a focus on defined special projects. (e.g. outreach initiatives, student support programme and named posts).

The Objectives of Strategic Goal 3 are supported by:

Five-year financial plan
Annual Budgeting cycle
Fundraising Strategy and Action Plan
Estates Phase III Masterplan
Marketing Strategy

