

## Priorities for 2016/17 and review of 2015/16



The Royal College of Music's priorities for 2016/17 and the report on progress with priorities for 2015/16 at institutional level flow from the priority areas and the Vision Statement in the Strategic Plan for 2007-17 (2012 update) and constitute its Corporate Planning Statement (CPS).

Individual departments and areas are encouraged to establish their own plans each year to take account both of the College's Strategic Plan and of the CPS. Not all departments will have objectives that have a direct link to the Strategic Plan or CPS – but all are expected to take the College's overarching objectives, as expressed in the Plan, into account when setting their own priorities. Departmental plans are considered by *the Directorate*.

### Access to an inspirational learning experience

#### 2016/17

- Launch the new virtual learning environment, with associated staff training [Director of Research]
- Advance plans for Music Emperor International Ltd training centres in China and for collaboration with Shanghai Conservatory to establish a joint Advanced Institute for Music Studies [Deputy Director]
- Validation of the new Masters Programme in Music Education [Director of Research]
- Develop detailed plans for the redevelopment of the RCM Museum for the period 2016-2021, including an activity plan, collection conservation plan, business plan, management and maintenance plan, and a new interpretation plan and design to RIBA3 for the new Museum display and study collection [Deputy Director]
- Consolidate plans for Primary College, alongside finalised review of Sparks, Sparks Juniors and Junior programmes, with costings and development of pilot scheme in association with the Triborough hub [Deputy Director]

#### 2015/16

- Develop the themes of access and excellence in relation to More Music: Reimagining the RCM, taking forward the concept of 4D Music [Director] *achieved via case for support and other campaign materials*
- Conduct and complete review of all Masters and Graduate Diploma programmes [Director of Research] *Senate, May 2016 for approval of Programme revisions*
- Development phase of new Masters in Music and Education [Director of Research] *progress to validation and launch in 2017/18*
- review RCM Sparks and Sparks Junior Programme, as part of developing plans for the expansion of Junior Programmes (Primary and Junior College) [Deputy Director] *the review is on course for summer 2016; plans for Primary College/Sparks Juniors will be outlined at Senate in May 2016*
- Publish and start implementation of new Library and Museum strategies [Deputy Director] *achieved*

### Artistic vision

#### 2016/17

- Launch of Chamber Music Strategy [Artistic Director]
- Develop opportunities for RCM and external media representation (CD, streaming etc) [Artistic Director]
- Integration of artistic planning across all areas of the RCM, with oversight and management of all student performance activities [Artistic Director]
- Decommission existing and install new AFCH organ by December 2017 [Artistic Director]

2015/16

- Create a plan for continued performance both internally and externally during the Courtyard build, with an emphasis on successful external collaborations [Artistic Director] *Planning for 16/17 and further ahead is in action, with particular focus on timing of concerts and rehearsals around building work, and external rehearsal venues.*

## Research and innovation

2016/17

- Increase public impact of RCM research through a new web-based portal for showcasing RCM Research, including open access research repository and linked personal profile system (RCM Research Online) [Director of Research; Research and Knowledge Exchange Manager]
- Increase numbers of research-active staff through new appointments, new funded projects and increased support for professoriate to become researchers [Director of Research]
- Develop third-party collaborations and other knowledge exchange opportunities; instigate a research-derived intellectual property policy for RCM researchers [Director of Research; Research and Knowledge Exchange Manager]
- Develop plans for new Research Hub in [Markova House] [Director of Research]

2015/16

- Instigate new RCM Research and Knowledge Exchange Management office to support all aspects of research and impact, including increased numbers of large, medium and small-scale applications to external funders; development of research environment; overhaul of dissemination systems for research including web. [Director of Research; Research and Knowledge Exchange Manager] *completed*
- In the light of REF2014, develop new research strategy that looks towards REF2021 [Director of Research] *completed*
- Increase numbers of research-active staff through new appointments, new funded projects and increased support for professoriate to become researchers [Director of Research] *New appointments of: Dr Christina Guillaumier (Head of UG Programmes); Dr Jennie Henley (Area Leader for Music Education); Dr Terry Clarke (Research Associate, CPS); Ivan Hewett (FTE Academic Tutor)*
- Inaugurate new public seminar series, 'Music and Ideas' [Director of Research] *completed*

## People

2016/17

- Plan a full review of the Human Resources Enhancement Strategy to develop a revised Strategy for 2017 onwards [Deputy Director]
- To commence the implementation of an overarching Reward & Recognition Strategy, supporting the College to achieve its organisational objectives [Deputy Director]

2015/16

- Review the RCM's approach to reward and recognition structures and arrangements, including the HERA job evaluation tool, to ensure that the College's approach is fit for purpose and is aligned with the College's values and business needs to support the achievement of its overall strategy [Deputy Director] *underway: a project plan with key milestones and outline strategy to be submitted to Directorate by the end of the Summer Term 2016*

## Technology

2016/17

- Develop plans for future-proofed studio and distance technology in the context of new Courtyard build [Artistic Director]
- Implement new next generation Student Record System [Deputy Director]
- Implement new telecoms system [Deputy Director]

2015/16

- Phase one of (three-year) project to develop a fully integrated e-learning system for enhancing Learning and Teaching [Director of Research] *Project making good progress*
- Develop an action plan and timeline for the implementation of a Digital Strategy to cover the period of Courtyard building and the successful launch of the new development in 2018 [Artistic Director] *Digital Strategy now nearing completion, with timelines for implementation*
- Develop plans for staffing and resources in the studios in readiness for the new Courtyard development [Artistic Director] *Staffing and resources integrated into the new Digital Strategy*

## Communications

2016/17

- Deliver a refreshed RCM website which offers a more intuitive user experience for priority stakeholder groups
- Develop an international marketing & communications strategy - China
- Review the Box Office so as to be able to resource it sustainably post August 2016.
- Deliver a social media strategy

2015/16

- Deliver a refreshed brand proposition across all key assets [Director of Communications]
- Implement bid process for projects requiring marcomms support [Director of Communications]. *First phase completed by end of July. Sub-brands need separate consideration, JD & Sparks will be reviewed as we progress with plans for Primary and Junior College*
- Enhance the RCM's profile [Director of Communications] *Proactive external communications has been and will continue to be an ongoing priority. The RCM's profile is arguably higher than ever and wide-ranging stories showcasing the best of the RCM are regularly developed and communicated to key media and across all RCM platforms.*

## Development

2016/17

- Execute second phase of campaign plan- public phase (half of campaign target £20 million in cash and pledges) (Director of Development & Alumni Engagement)
- Set and monitor targets – team targets and individual targets within the units. (Director of Development & Alumni Engagement)
- Engage faculty; students, staff and leadership volunteers in activities (i.e. Soiree d'Or etc.) - presentations, meetings 1-2-1 (Director of Development & Alumni Engagement)
- Finalise new scholarship strategies and funds and execute delivery with broad communication plan (Director of Development & Alumni Engagement)
- Raise £15 million in cash and pledges towards the £20 million building redevelopment target. (Director of Development & Alumni Engagement)

2015/16

- Develop new strategies for capital campaign, scholarships, academic initiatives, maximising individual and team strengths [Director of Development]. *New strategies developed for campaign and strategies for scholarships to be completed by the end of 2016. Priority list for academic initiatives is underway and all Head of Departments have been consulted.*
- Develop prospect research and communicate progress with campaign [Director of Development] *New prospect research team and process is and will continue to be a high priority and regular meetings to communicate progress is underway – across the College and with key stakeholders*
- Undertake project to consolidate smaller scholarship funds [Director of Development]. *Discussions have begun on this with new team and proposal will be completed by end of year.*

## Estates

### 2016/17

- Courtyard:
  - appoint constructor and commence building works [Director of Finance & Estates];
  - implement business as usual changes throughout 2016/17 [DF&E];
- South Building: complete second stage in summer 2016 and undertake stage three (dressing rooms & Amadeus practice suite) in summer 2017 [DF&E];
- Markova House: develop plans for Markova House [DF&E];
- Complete Estates Strategy [Director of Finance & Estates].

### 2015/16

- Courtyard:
  - appoint constructors for Courtyard; assuming planning application is successful and funding is in place [Director of Finance & Estates]. *PQQ stage complete, with seven firms shortlisted; site visits took place in April; tender specification to be issued in September 2016 for core and shell, with tender and selection process to be undertaken in November 2016;*
  - all elements of Courtyard Business as Usual Strategy to be in place by July 2016 [Director of Finance & Estates]. *Appointed Courtyard Internal Project Manager who is leading on BAU; BAU Working Group meets regularly; programme of works and moves planned for Easter and summer vacations 2016;*
  - all Courtyard subsidiary strategies to be in place by July 2016 [Director of Finance & Estates]. *Most strategies are either in place or developing in line with completion of planning;*
- Complete second stage of South Building project: Exchange and Students Union [Director of Finance & Estates]. *Works scheduled for summer 2016;*
- Handover operations side of Prince Consort Village [Director of Finance & Estates]. *Complete; PCV opened 19 March and students moved in; operational side handed over;*
- Update/renew RCM Estates Strategy [Director of Finance & Estates]. *Work ongoing in this area and an Estates Condition Survey is planned; Estates Strategy to be completed in 2016/17.*

## Finance

### 2016/17

- Courtyard: update reporting/budget/cash systems around the Courtyard [Director of Finance & Estates];
- update investment strategy to reflect new Courtyard funding model [Director of Finance & Estates];
- implement new accounting standards [Director of Finance & Estates];
- ongoing development of Directorate Financial Sustainability workstreams [Director of Finance & Estates];
- update our procurement strategy, policy and procedures [Director of Finance & Estates].

### 2015/16

- Implement Investment Strategy; assuming governance approval of new strategy [Director of Finance & Estates]. *Complete; however, new funding model for Courtyard and procurement of Markova House requires a further look at this in 2016/17.*
- Oversee planning, implementation and reporting of Directorate Financial Sustainability workstreams [Director of Finance & Estates]. *Significant progress for each workstream, with work ongoing. Director of Development to commission a feasibility study to look at our lettings strategy post Courtyard development.*