Royal College of Music
Priorities for 2013/14 and review of 2012/13

The Royal College of Music’s priorities for 2013/14 and the report on progress with priorities for 2012/13 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.

All who have contact with the RCM should be transformed by the experience, to feel that they have developed an extra dimension in their own relationship with music. We already pride ourselves on providing a uniquely enriching learning environment – not just for our registered students but for every learner. We must now gather together our resources into one place, physically and virtually, so that we can explain and illustrate themes, topics and strands of enquiry in a way that brings the notes to life in an unforgettable way. How best to describe this approach? At the boundaries of today’s digital age we have coined a radical term that encapsulates the special characteristics of this holistic art and takes further the concept of three-dimensional vision. We call it 4D Music.

Access to an inspirational learning experience

2013/14

- Bring together the themes, topics and strands of 4D Music in advance of the Courtyard Development [Director]
- Undertake review of masters framework to consolidate curriculum development [Director of Programmes & Research]
- Develop further streamlining of undergraduate and taught postgraduate management and provision [Director of Programmes & Research/Deputy Director]
- Develop plans for new Primary and Junior College programmes, with new Head of Junior Programmes [Deputy Director]

2012/13

- Define 4D Music in relation to all RCM activity and the Courtyard Campaign [Director] integrated into case for support
- Complete the BMus Review [Director of Programmes & Research] Successful review achieved
- Develop plans for an MEd programme to widen possibilities for pedagogy training and research within the masters framework [Director of Programmes & Research] New educational options are being integrated into MPerf, MComp and MMus
- Continue pilot of faculty review process [Director of Programmes & Research] Percussion Faculty review carried out June 2013
- Integrate Junior Department and Sparks operations and missions, building on work in 2011/12 [Deputy Director] New post of Head of Junior Programmes established and recruited to

Artistic vision

2013/14

- Develop a strategy for integration of historically informed performance into the performance schedule [Artistic Director]
- Investigate and propose opportunities for jazz and musical theatre including at Masters level [Artistic Director]
2012/13

- Develop a coherent strategy for contemporary music performance across the RCM [Artistic Director] Paper for completion and presentation in September 2013
- Map out a rolling four-year thematic plan for RCM performances – enhancing the individual student experience [Artistic Director] Complete and in use in artistic planning
- Develop strategic relationships with external conductors and other performers for long-term relationships [Artistic Director] continuing

Research and innovation

2013/14

- Research Excellence Framework submission [Director of Programmes & Research]
- Develop further research partnerships and collaborative funding bids (e.g. with Science Museum, Imperial College, Royal Central School of Speech and Drama) [Director of Programmes & Research]
- Prepare for new collections repository and Courtyard museum plans [Director of Programmes & Research]
- Communication of clear research priorities, including doctoral directions, internally and externally (for example, via research website and ‘RCM book’ developments) [Director of Programmes & Research/Director]

2012/13

- Follow through the outcomes of the DMus Review with expansion and redefinition of the programme [Director of Programmes & Research] Achieved
- Prepare for the REF, particularly in gathering and presenting evidence of the RCM’s research environment [Director of Programmes & Research] On course for submission in Autumn 2013
- Develop further external partnerships and funding bids to support and sustain the CPS [Director of Programmes & Research] Achieved
- Apply for designated status for the Museum and Library collections in preparation for Courtyard development [Director of Programmes & Research] Achieved

People

2013/14

- Review Child Protection arrangements [Deputy Director ]
- Progress plans for merger of RCM Pension and Assurance Scheme with Universities Superannuation Scheme (USS) [Deputy Director ]

2012/13

- Develop strategies and opportunities to bring professors closer to the current workings and priorities of the College [Artistic Director] Professors Conference 2013 “Hear….Say” addressed communications. Professors now involved in Faculty Reviews
- Undertake equal pay review [Deputy Director ] Achieved
- Develop a staff benefits scheme to bring together and publicise the range of benefits available to staff [Deputy Director ] Achieved
- Devise a scheme to ensure compliance with pension auto-enrolment legislation [Deputy Director/Director of Finance & Estates] On target for September Staging Date; new JD teachers pensions scheme agreed

Technology

2013/14

- Finalise, disseminate and implement updated ICT Strategy [Director of Finance & Estates]
- Four-year studio update plan and preparation for Courtyard Development [Artistic Director]

2012/13

- Review Studios Strategy [Artistic Director] Underway – subject to capital bids
- Review ICT Strategy [Director of Finance & Estates] Draft strategy completed and ready to go through autumn committee cycle.
• Provide web platform tools for a virtual 4D music [Director] ongoing

Communications

2013/14
• Review PR/Marketing & balance of internal/external communication – determine staffing resource and reconfigure as necessary [Director]

2012/13
• Review marketing, especially in relation to international student recruitment [Director /Deputy Director] ongoing
• Review recruitment print, including Prospectus [Director], plans underway for reducing print element
• Communicate the ethos of 4D Music [Director] integrated with Courtyard plans

Development

2013/14
• Create specific groups of senior volunteers to support targeted fundraising activity [Director of Development]
• Continued leadership phase of Courtyard campaign, with specific major donor cultivation [Director of Development]
• Take forward strategies for enhanced activity around legacy giving and alumni relations [Director of Development]

2012/13
• Leadership phase of Courtyard campaign, including strengthening senior volunteer networks [Director of Development] Chairman of Courtyard campaign appointed, initial meetings held with prospective trust & foundation supporters and major donors
• Enhance approach to fundraising and stewardship for scholarships and Sparks [Director of Development] Full calendar of stewardship and cultivation events held; robust systems and processes in place to keep scholarship donors connected to RCM and their supported students

Estates

2013/14
• Complete contractual arrangements of College Hall in preparation for handover and development [Director of Finance & Estates]
• Continue development of Courtyard project and South Building refurbishment [Director of Finance & Estates]

2012/13
• Take College Hall project to financial completion [Director of Finance & Estates] Three potential partners were shortlisted and two are currently working towards tender submission, with recommendations for a preferred partner to Council in July 2013.
• Continue development of Courtyard project and South Building refurbishment [Director of Finance & Estates] Princes Trust are involved in Courtyard and draft architect’s brief written; ICL face of South Building refurbished; successful discussions with ICL, re developing ground floor of South Building; specification and tender for South Building development prepared; draft South Building logistics plan considered by Directorate.

Finance

2013/14
• Implement updated Financial Sustainability Strategy. [Director of Finance & Estates]

2012/13
• Complete financial sustainability review. [Director of Finance & Estates] In June F&GPC considered draft Financial Sustainability Strategy and recommended it to Council for their July meeting