



ESTATES STRATEGY

2021 - 2027



Contents

Introduction	3
RCM Estates Vision	4
RCM Strategic Plan 2017-2027	6
Strategic Priorities	6
Student, Staff and Visitor Satisfaction	7
Sustainability Leadership	8
Campus Utilisation	9
Service Delivery	10
Conclusion	11

Introduction

Welcome to the Royal College of Music's 2021 – 2027 Estates Strategy. This strategy is underpinned by the RCM Strategic Plan 2017-2027 which outlines the vision to enhance our position within the global higher education and research sector.

Mission Statement of the Royal College of Music

The Royal College of Music provides specialised musical education and professional training at the highest international level for performers and composers, within an environment that stimulates innovation and research. This enables talented students from all backgrounds to develop the musical skills, knowledge, understanding and resourcefulness which will equip them to contribute significantly to musical life in this country and internationally.

Objects of the Royal College of Music

The Mission Statement supplements the Objects of the Royal College of Music as set out in the 1883 Charter:

the advancement of the Art of Music by means of a central teaching and examining body charged with the duty of providing musical instruction of the highest class, and of rewarding with academical degrees and certificates of proficiency and otherwise persons, whether educated or not at the College, who on examination may prove themselves worthy of such distinctions and evidences of attainment; and

the promotion and supervision of such musical instruction in schools and elsewhere, as may be thought most conducive to the cultivation and dissemination of the Art of Music in the United Kingdom; and

generally the encouragement and promotion of the cultivation of music as an art throughout the world.

A key theme within the Strategic Plan is to capitalise on the opportunities presented by the completion of a number of key Estates projects which will support student learning and public engagement and research programmes.

Our More Music: Reimagining the Royal College of Music campaign, completed in 2021, supports a world-class student, staff and visitor experience and will increase access and strengthening facilities. The project invested £40 million to provide two new studio quality performance venues and technologically advanced spaces for rehearsals, concerts, an interactive museum, social spaces and a Café bar. At the same time, new connections between existing spaces have been made possible, transforming how the Campus is experienced with the Courtyard becoming a hub and meeting place for students, staff and visitors.

The development represented a once-in-a-generation opportunity to enhance the student experience and build on the RCM's great legacy of over 130 years.

In addition, the RCM took possession of RCM Jay Mews in 2019, which provides further accommodation for group rehearsals and support services staff. This has released much needed space at Prince Consort Road for music making. RCM Jay Mews has provided a home for the RCM's:

offices and meeting space for staff;

rehearsal space (incorporating orchestral and operatic rehearsal halls) and Student Services;

support and professional services, including the Museum Office, Human Resources, Marketing & Communications and Development, Digital, Junior and Senior Programmes and Estates.

The estate continues to be an ongoing priority, despite completion of the largest estates projects in the College's history.

RCM Estates Vision

A dynamic, vibrant estate with cutting edge facilities for students, staff and visitors to safeguard and enhance the future of music.

This Estates Strategy builds on the significant improvements delivered to our estate over the last 10 years and heralds the start of new era of change for the College and its estate. It reinforces the importance of providing good quality, flexible accommodation of the right scale and with the right facilities, to accommodate our teaching and research programmes. The ability to provide an enhanced and positive student experience from our research, teaching and recreational facilities is central to the success of the RCM.

We recognise the ever-increasing importance of the College estate in attracting and retaining the best students and research and teaching staff, who in turn are credited with giving the RCM its world-class status and reputation for research and teaching excellence. It is only right that we seek to provide them with accommodation and facilities that help them maintain and build on that reputation.

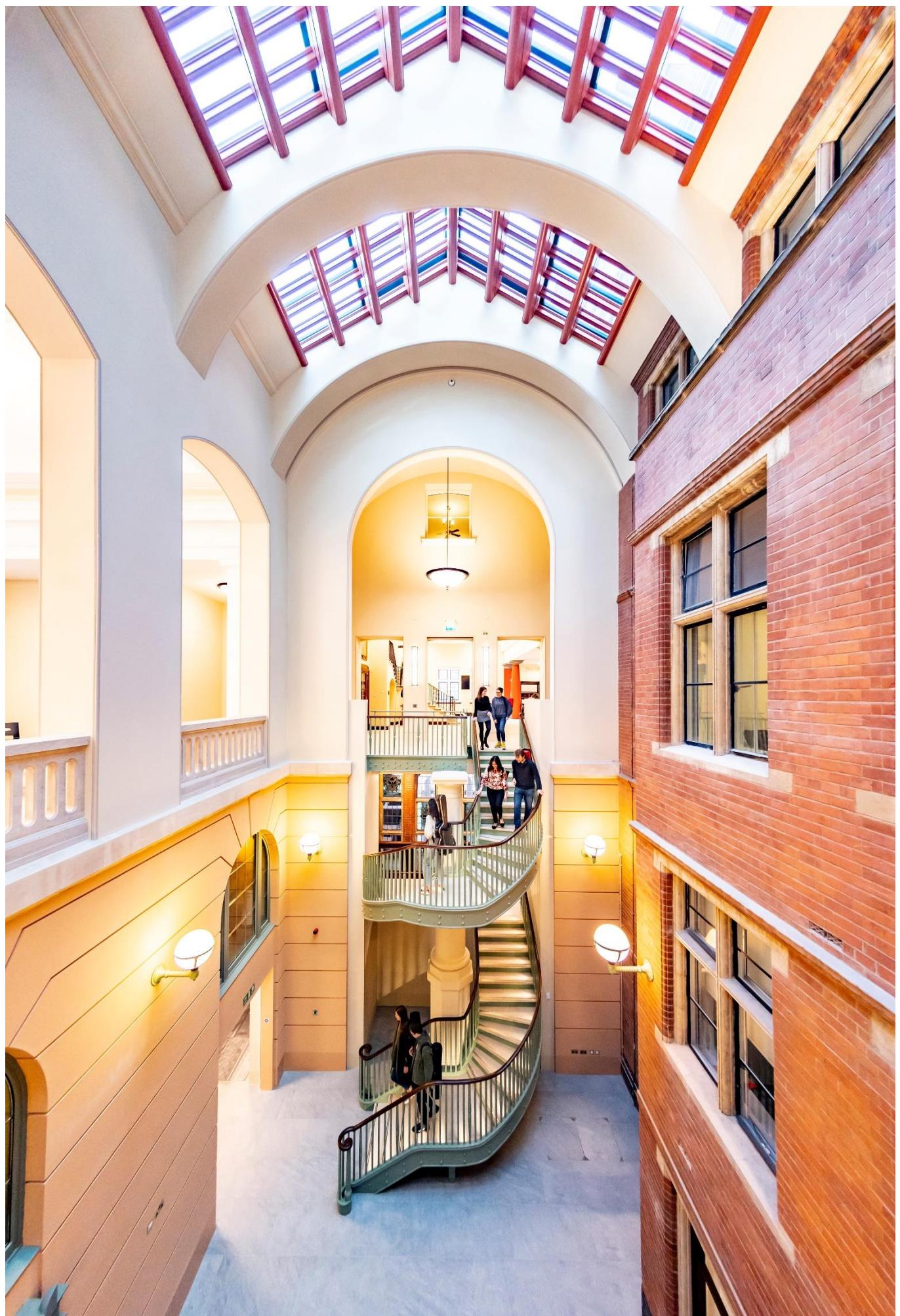
The College's estate is one of its most valuable assets. The look and feel of the estate has a major bearing on perceptions of the College as a whole by staff, students and other stakeholders. The College takes pride in its open and accessible musical environment and the Estates Strategy seeks to reflect this by providing a welcoming, open, yet secure estate for national and international students, visitors and staff. The Royal College of Music offers up-to-date physical access and circulation, with performance, concert and practice facilities that replicate professional conditions and reflect contemporary standards of sound insulation and lighting across its whole estate.

The Estates Strategy sets out to deliver:

- concert, opera and other performance spaces that reflect contemporary venue standards of sound insulation and lighting;
- well-resourced and comfortable teaching and practice rooms, appropriate to the needs of students;
- space for specialist activities: e.g. instrument workshops, the Museum, halls of residence, library, recording studios, percussion rehearsal space, composition and dedicated digital spaces to facilitate blended learning;
- flexible office space for academic and administrative staff;
- good quality accommodation for the Students' Association, student social space, the senior common room, catering, cloakrooms and other central facilities;
- attractive public areas designed to provide a welcoming environment to visitors;
- events space that is maintained at a level which attracts clients from the music, educational, professional and commercial world.

In delivering its estate the College will develop a single vision for its estate support services, incorporating:

- a friendly, welcoming, well informed, front-of-house reception and operations service;
- co-ordinated back-of-house services to support fully delivery of teaching, performance and events;
- a clean, well decorated, tidy and comfortable environment;
- a holistic approach to managing its buildings to provide integrated delivery of events management, facilities services, planned and responsive maintenance, security and cleaning.



RCM Strategic Plan 2017-2027

The Estates Strategy draws its objectives from the RCM Strategic Plan 2017-27. It is designed to take a broad overview of the estate and ensure that there is consistency between the strategic direction of the College and the efficient management of space. The Strategy takes account of planned changes in student and staff numbers, research activity, changes in teaching and learning methods and of increased use of the facilities by external customers. It is also set within the perimeters of the College's financial position, local planning considerations and the age and structure of the buildings.

It is fundamental to the Estates Strategy that its implementation is undertaken in a manner, which will achieve best practice in Equality, Diversity and Inclusion. The Strategy will be reviewed regularly, and measured against the RCM Strategic Plan, to ensure that changes to the estate and investment plans are in line with the College's long-term and short-term objectives.

Strategic Priorities

The strategic priorities are the high-level focal points of the Estates Strategy. They guide all estates management operational activities and development projects towards fulfilment of our vision. They provide a sense of what success looks like and form the thematic basis for our goals.



Priority	Measure	2021/22 Target	2026/27 Target	Description
Student, Staff and Visitor Satisfaction	Customer satisfaction survey	85%	90%	The percentage of 'Good' and 'Excellent' responses to the Customer Satisfaction Survey.
Sustainability Leadership	Carbon emissions reduction	63% reduction	73% reduction	Carbon emissions reduction targets against a 2005 baseline. The RCM has targeted to be carbon neutral by 2035.
Campus Utilisation	Space Occupancy	89%	96%	Percentage of space occupancy between 8am – 10pm, Monday to Sunday during term time.
Service Delivery	Planned Preventative Maintenance	75%	90%	Percentage of PPMs resolved within agreed SLA.
	Reactive Facilities and Maintenance	75%	90%	Percentage of reactive facilities and maintenance requests fulfilled within agreed SLA.
	Accidents and incidents	5% reduction	20% reduction	Percentage reduction in the number of accidents and incidents on the College Estate.

Student, Staff and Visitor Satisfaction

The core purpose of the Estates Strategy is to meet the needs of the RCM's students, staff and visitors.

The College has invested over £100 Million in its Estate between 2010 and 2020. The More Music development, which was completed in 2021, has provided two new performance spaces, a café bar, new Museum, Lavery Gallery, reconfigured reception and box office services and an external courtyard space. The acquisition and refurbishment of RCM Jay Mews in 2019 has provided office accommodation for support staff and two new rehearsal spaces, relieving space at the Prince Consort Road site for music-making and external events.

The RCM will continue to ensure that the Estate delivers the highest quality of student experience through our practice and teaching facilities, performance venues, specialist facilities and social spaces. Students will also benefit from the recent campus utilisation initiative which has released additional new music rooms for practice and teaching.

The More Music project has delivered a wealth of visitor-facing facilities and the RCM hopes to increasingly welcome members of the public into the College through performances, events, external hires and the new RCM Museum. A robust security and access control strategy is in place to ensure that educational activities are protected as the College becomes more public-facing.

The College will continue to prioritise health, safety and compliance and ensure that the Estate supports the wellbeing of all its users.

Progress for this strategic priority is measured through the Staff and Student satisfaction survey. The Estate and Estates department have historically performed well in these surveys and we aim to retain high scores as the benefits of the More Music Project and acquisition of RCM Jay Mews are maximised.

Priority	Measure	2021/22 Target	2026/27 Target	Description
Student, Staff and Visitor Satisfaction	Customer satisfaction survey	85%	90%	The percentage of 'Good' and 'Excellent' responses to the Customer Satisfaction Survey.



Sustainability Leadership

The RCM aims to be a centre of excellence for sustainability leadership in arts higher education, globally. The College acknowledges that our planet faces a climate emergency and that as an organisation we need to take significant action to reduce our environmental impacts. A robust Carbon Management Plan has been developed and we have set an ambitious goal to be carbon neutral by 2035.

Excellent progress has been made to date; the RCM has reduced its carbon emissions by 60% against a 2005 baseline, significantly exceeding the sector target of 42%. We will continue to reduce environmental impacts across all of our operations by upholding our ISO14001:2015 accredited Environmental Management System.

The College also recognises the power of music-making and education to inspire positive change. We will champion opportunities for students and staff to engage with and learn about the challenges of climate change. We will support them to make a difference to the future of the planet as individuals and to inspire others to do the same.

A new RCM Sustainability Strategy will be launched in 2022 which will set out the College's sustainability vision:

- Embed sustainability into teaching and research;
- Support talent, preserve culture, and expand access to classical music;
- Sustainable operations, events and performances;
- Deliver sustainability with partners and suppliers;
- Foster a healthy, inclusive and supportive environment.

Carbon emissions reductions will be used as the key measure of success for the Sustainability Leadership strategic priority and the RCM has set milestone targets for this Estates Strategy up to 2027.

Priority	Measure	2021/22 Target	2026/27 Target	Description
Sustainability Leadership	Carbon emissions	63% reduction	73% reduction	Carbon emissions reduction targets against a 2005 baseline. The RCM has targeted to be carbon neutral by 2035.



Campus Utilisation

Blended learning and working approaches brought about by the Covid-19 pandemic have changed perceptions and attitudes towards the use of space on campus.

In Summer 2021 the RCM undertook an evaluation exercise to understand how the Estate could support future growth in student numbers and increased remote working. The results of this work suggested that desk allocation for staff could be rationalised, enabled by a continued level of staff home working. This released a number of rooms across the Prince Consort Road site and RCM Jay Mews which were then repurposed for music-making activities.

The College will need to continue to assess on an ongoing basis how the Estate is best maximised to support learning and the student experience. For instance, the increasing integration of digital technology into the curriculum means a greater requirement for specialist spaces that can facilitate digital learning and teaching practices.

We will ensure the effectiveness of space utilisation by continuing to monitor occupancy statistics through the College's specialist room booking system.

Priority	Measure	2021/22 Target	2026/27 Target	Description
Campus Utilisation	Space Occupancy	89%	96%	Percentage of space occupancy between 8am – 10pm, Monday to Sunday during term time.



Service Delivery

As a higher education organisation, we need to ensure that we are using our time, money and resources wisely in order to respond to the day-to-day needs of the College Estate in a timely manner. We also need to ensure that health, safety and wellbeing are prioritised through the delivery of Estates services.

Our Planned Preventative Maintenance schedule enables a proactive approach to routine maintenance thus reducing the amount of more costly reactive work. The Estates department has implemented a Computer Aided Facilities Management (CAFM) System in order to help better plan, control and make decisions about how the Estates team manages its time and resources to deliver a highly efficient Estates service to the RCM. We aim to respond to a high percentage of reactive work and planned maintenance within set SLAs as standard and continuously improve as we gain more insight into our operations from the CAFM system.

Priority	Measure	2021/22 Target	2026/27 Target	Description
Service Delivery	Planned Preventative Maintenance	75%	90%	Percentage of PPMs resolved within agreed SLA.
	Reactive Facilities and Maintenance	75%	90%	Percentage of reactive facilities and maintenance requests fulfilled within agreed SLA.
	Accidents and incidents	5% reduction	20% reduction	Percentage reduction in the number of accidents and incidents on the College Estate.



Conclusion

The Estates Strategy will be reviewed annually and updated to take account of changes in the RCM Strategic Plan 2017-27 and any new funding opportunities or constraints. Progress will be reported to the relevant Committees and Boards within the College's governance structure. Namely, these are the Finance and General Purposes Committee, Professional Services Committee, Council, Audit Committee and Health and Safety Committee. Funding from external sources will be pursued actively to supplement the annual estates budgets, in order to address the future needs of the estate.

Director of Estates

Aida Berhamovic

September 2021

Approved by

Estates Committee

15 September 2021