

ROYAL COLLEGE OF MUSIC

Project Management Strategy

May 2021

Introduction

Over the past 10 years the Royal College of Music has invested over £100M in capital projects that have delivered benefits to students, staff and visitors through the development of the College's Estate, facilities and assets. Throughout this period the RCM has utilised project management as a discipline and way of working to successfully deliver these capital developments. The RCM has ambitious plans to deliver further capital investment in the Estate. In order to achieve this aim the College will strengthen its ability to deliver capital projects by further developing and embedding project management as a discipline across the organisation.

Major Capital Projects - the last ten years

- Amaryllis Fleming Concert Hall Refurbishment
- Flentrop organ acquisition
- 39 Jay Mews acquisition
- Exchange open plan office development
- South Building refurbishment
- College Hall redevelopment as 'Prince Consort Village'
- East courtyard development ('More Music' project)
- Sesame lift installation
- Refurbishment of 39 Jay Mews as 'RCM Jay Mews'

Why does the RCM utilise Project Management?

Project management as a discipline is focussed on controlling the specialist work required to deliver products resulting from capital investment. RCM employees involved in project management understand the methodologies, tools and techniques used across industry to plan, monitor and control aspects of a project as well as the soft skills required to ensure a project is successful and meets defined performance targets (such as time, budget and quality requirements).

The RCM has adopted and will continue to develop project management as a discipline because:

- Best practice project management, procurement and contract management ensures excellent value for money is achieved from capital investment in the RCM's Estate and assets, delivering maximum benefit for RCM students, staff and visitors.
- Project management emphasises the tools and techniques required to effectively manage organisation-wide change and transformation.
- Effective project management enables the College to develop a competitive edge in the global higher education market.
- Project management techniques support cross-departmental and cross-faculty ways of working.
- Project management puts emphasis on balancing project work with the RCM's operations so that change and transformative works can be delivered while maintaining 'business as usual' activities.
- A defined masterplan and project master programme will support effective, coordinated organisational development, financial planning and fundraising.

- Project management enables the RCM to proactively manage risks associated with large capital developments.
- Project management encourages the capturing of lessons learned from past projects and incorporates them in future project planning, ensuring the College continuously improves its ability to deliver projects.
- Ensures projects are properly documented for compliance and audit purposes.

The Future of Project Management at the RCM

Building on the success of project management as a discipline to date the RCM aims to achieve the following:

- Deliver the capital investment detailed in the Estates Masterplan by 2027.
- Develop the RCM's project management maturity to align with P3M3 Level 3 by creating, documenting and rolling out a tailored organisational project management framework which can be applied to projects of all types, values and levels of complexity.
- Further develop a skilled in-house client project management team that has a thorough understanding of RCM operations combined with best practice knowledge of project management methodologies, tools and techniques.
- The RCM will explore project management systems and software available to enable increased efficiency of project delivery and documentation of project process.
- All projects will achieve a SKA environmental benchmark rating of either gold, silver or bronze. Projects of significant size will achieve an externally assessed BREEAM or SKA accreditation.
- Develop formalised guidance for incorporating accessibility, EDI, mental health and wellbeing requirements into the project design process and apply these in the design of all College capital projects.
- Develop a strategic, coordinated long-term masterplan and project master programme for the organisation where different projects implemented over time complement one another and contribute to the overall development of the Estate and assets.
- With support of the Deputy Head of Estates, develop a strategic long-term cyclical capital programme for refurbishment, plant replacement, services upgrades and energy efficiency/heat decarbonisation works.

Achieving our goals

In order to achieve these objectives, all those involved in project management activities will commit to the following values and behaviours:

- Seek ways to continuously improve the way projects are managed
- Embed tailored project management processes across the RCM
- Follow project management best practice guidance
- Champion environmental management across all projects
- Intelligent client approach – develop a thorough understanding of the College's requirements and how to illicit its requirements
- Learn from experience
- Facilitate cross-functional working