

PRIORITIES FOR 2017/18 AND REVIEW OF 2016/17

The Royal College of Music's priorities for 2017/18 and the report on progress with priorities for 2016/17 at institutional level flow from the priority areas and the Vision Statement in the Strategic Plan for 2007-17 (2012 update) and the new Strategic Plan for the period 2017-27 and constitute its Corporate Planning Statement (CPS).

2017/18

Student experience, access & research

- Plan and deliver active and coherent artistic programme during first phase of building works, using external partners/partnerships to maintain performance opportunities [Artistic Director]
- Complete validation and planning of new Master of Education programme; recruit first cohort for 2018/19 [Director of Research]
- Prepare for REF2021 [Director of Research]

International initiatives

- First cohort for SHCM/RCM Joint Institute Young Talent programme in Shanghai [Deputy Director]
- Launch first Kingdom Education Training Centre in Shanghai [Deputy Director]
- Take forward Brexit Response Plan, including new International Recruitment Strategy [Deputy Director]

Digital initiatives

- Take forward collaborative Virtual Conservatoire projects with partner institutions (Royal Academy of Music and Conservatoire for Dance and Drama), including at least 4 distance-technology performances in 2017/18 [Deputy Director/Artistic Director]
- Deliver first phase of studio upgrades in line with the Digital Strategy and studio development plans [Artistic Director with Head of Studios]
- Consolidate learn.rcm for blended delivery of most RCM learning and teaching, including full integration of Asimut and RCM stream services. Continue provision of staff VLE training and disseminate innovations in blended performance learning [Director of Research]

More Music and Courtyard building redevelopment

- Manage building development and related business as usual, including installing 12 Amadeus practice pods and finishing pre-Courtyard South Building projects [Director of Finance & Estates]
- Develop further detailed Markova House plans, including new Research Hub and Fit to Perform Centre [Director of Finance & Estates/Director of Research]
- Reach £20 million in cash and pledges towards the £25m building redevelopment target and facilitate development of long term relationships that support the RCM's objectives [Director of Development & Alumni Engagement]

- Review Communications across the RCM to represent the breadth of College activity during the More Music Campaign [Director of Communications]

2016/17

Access to an inspirational learning experience

- Launch the new virtual learning environment, with associated staff training [Director of Research] *Achieved; learn.rcm launched in September 2016, providing on-line access to all class provision; one-to-one provision areas launched in January 2017. Six-month staff training courses delivered to two cohorts*
- 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] *SHCM/RCM Joint Institute widely announced in media, following contract signing in January 2017, with first cohort to start in September 2017*
- Validation of the new Masters Programme in Music Education [Director of Research] *procedure to validation agreed by Senate; validation process underway*
- 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] *achieved and project progressing*
- 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 Tri-borough hub [Deputy Director] *curriculum plans advanced, with budgeting underway for start date in 2020*

Artistic vision

- Launch of Chamber Music Strategy [Artistic Director] *Chamber Music Strategy passed through Senate and due for launch in Autumn 2017*
- Develop opportunities for RCM and external media representation (CD, streaming etc.) [Artistic Director] *Relationship established with Apple Music and due for launch with medici.tv. RCM performers in recording sessions with Hyperion Records and Naxos Records*
- Integration of artistic planning across all areas of the RCM, with oversight and management of all student performance activities [Artistic Director] *VfM review in progress mapping student activity and recommending unified systems*
- Decommission existing and install new AFCH organ by December 2017 [Artistic Director] *Old organ removed, summer 2016. New organ being built ready for install in late summer 2017 and commissioning in January 2018*

Research and innovation

- 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] *RCM Research Online (research repository) launched; new user-controlled staff and research student profile system developed for launch as part of new website*
- Increase numbers of research-active staff through new appointments, new funded projects and increased support for professoriate to become researchers [Director of Research] *Major new externally-funded, include: c. £1m AHRC HEARTS; £50K AHRC Cultural Engagement funded Peter Gellhorn project; AHRC 'Music Home and Heritage (c£633K), have created new research posts.*

- 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] *Proposal for new collaborative Centre for Music and Migration research hub approved; IP policy working group established.*
- Develop plans for new Research Hub in Markova House [Director of Research] - *Ongoing*

People

- Plan a full review of the Human Resources Enhancement Strategy to develop a revised Strategy for 2017 onwards [Deputy Director] *will follow approval of new institutional Strategic Plan*
- To commence the implementation of an overarching Reward & Recognition Strategy, supporting the College to achieve its organisational objectives [Deputy Director] *working group on course to finalise draft within 2016/17*

Technology

- Develop plans for future-proofed studio and distance technology in the context of new Courtyard build [Artistic Director] – *four year plan for technology acquisition in place*
- Implement new next generation Student Record System [Deputy Director] *project on-course to be implemented in staged manner during 2017/18*
- Implement new telecoms system [Deputy Director] *achieved*

Communications

- Deliver a refreshed RCM website which offers a more intuitive user experience for priority stakeholder groups (Director of Communications) *first phase of project to launch in April (delay due to Marcomms also needing to resolve staff database issues)*
- Develop an international marketing & communications strategy - China (Director of Communications) *Complete and we have delivered on all the elements identified; with a special focus on social media. We are soon to launch a website aimed at the Chinese market which has been developed with ABRSM and will promote all the royal schools*
- Review the Box Office so as to be able to resource it sustainably post August 2016 (Director of Communications) *Complete – a box office assistant role was established and student hours and overtime cut back dramatically. The BO is able to function effectively as a result.*
- Deliver a social media strategy (Director of Communications) - *Ongoing*

Development and Alumni Engagement

- Execute second phase of campaign plan- public phase (half of total campaign target - £20 million in cash and pledges) (Director of Development & Alumni Engagement) - *£26 million in cash and pledges and 65% of target*
- Set and monitor targets – team targets and individual targets within the units (Director of Development & Alumni Engagement) *Done*
- Engage faculty; students, staff and leadership volunteers in activities (Soiree d’Or, etc.) - presentations, meetings 1-2-1 (Director of Development & Alumni Engagement) *Ongoing*
- Finalise new scholarship strategies and funds and execute delivery with broad communication plan (Director of Development & Alumni Engagement) *Done*
- Raise £15 million in cash and pledges towards the £20 million building redevelopment target (Director of Development & Alumni Engagement) - *Raised £15.9 million in cash and pledges*

Estates

- Courtyard:
 - appoint constructor and commence building works [Director of Finance & Estates] – *complete*;
 - implement business as usual changes throughout 2016/17 [DF&E] – *successful completion of BAU projects in summer 2016; some final BAU works to be undertaken summer 2017; contracted offsite rehearsal spaces for 2017/18*;
- South Building: complete second stage in summer 2016 and undertake stage three (dressing rooms & Amadeus practice suite) in summer 2017 [DF&E] – *summer works completed, dressing rooms completed during Easter vacation 2017, summer works 2017 are scheduled*;
- Complete Estates Strategy [DF&E] – *deferred to 2017/18*.

Finance

- Courtyard: update courtyard reporting/budget/cash systems around the Courtyard [Director of Finance & Estates] - *complete*;
- update investment strategy to reflect new Courtyard funding model [DF&E] - *complete*;
- implement new accounting standards [DF&E] - *complete*;
- ongoing development of Directorate Financial Sustainability workstreams [DF&E] -*ongoing*;
- update our procurement strategy, policy and procedures [DF&E] – *work well underway and should be substantially completed by end of 2017*