

ROYAL  
ACADEMY  
OF  
MUSIC

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# STRATEGIC PLAN

## 2023-6

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## SCOPE

This strategic plan sets out priorities for the Royal Academy of Music over a three-year period. Previous strategies have comprised five-year plans, the most recent looking ahead to 2024. However, the Covid-19 pandemic has altered the cultural and musical landscape drastically in a short time and our strategy has been adapted to reflect the alterations to work and study. By shifting to a three-year strategic planning cycle, we will be able to be more responsive to our fast-evolving environment.

The plan will be underpinned by a series of department-specific operational plans which will outline the details of implementation and provide metrics for evaluation.

This plan has been developed in consultation with staff at every level of the Academy from all Teaching and Professional Services departments. Our Senior Management Team (SMT) has overseen the writing of our Commitments and Deliverables and the plan has been approved by the Principal and Governing Body. Implementation of the plan, and the underpinning operational plans, will be overseen by Professional Services Directors, Heads of Departments and the SMT.



# INTRODUCTION

## MISSION

The Academy's mission follows the objects of our Charter of 1830 to promote the cultivation of the science of music. We provide pre-professional, undergraduate and postgraduate musical training of the highest standards and enrich musical culture by educating the world's most talented musicians.

We began the process of developing our 2023-6 strategic plan by reviewing our 2019-24 plan. While many of our commitments and priorities needed updating, our themes remain the same: Education, Engagement, and People & Resources are still at the core of how we will deliver our targets.

## VISION AND VALUES

How we engage with our vision to be the conservatoire of choice for top global talent has required some re-evaluation since the pandemic. For example, we have re-assessed our curriculum and resources to reflect a broader range of student experience, and increased student support provision. We have also reviewed how we can evolve flexible working practices for our staff.

Income is key to enabling us to grow into our third century, and we are continuing to expand our philanthropic support and to explore commercial and creative opportunities.



# THEME 1

# EDUCATION

# THEME 1 EDUCATION

## COMMITMENTS

### **Offer each student the opportunity to grow and fulfil their potential.**

- Widen access to our programmes. Identify and attract the most talented students from all over the world through a transparent admissions process to create a diverse and outward-looking musical community.
- Champion musical excellence. Ensure our curriculum and our teaching are constantly refreshed to actively shape fast-evolving practices in the profession.
- Keep performance and composition at the core of our activity. Create opportunities for students to participate in ambitious artistic projects to enhance their readiness for professional life.
- Enhance our student support service. Ensure that development of students' physical and emotional well-being is integrated into their learning.
- The currency of our student experience will be underpinned by research, scholarship and professional practice.



# THEME 1 EDUCATION

## PRIORITIES

- **Artistic development and employability:** Enable students to hone their practical skills and to develop flexibility and resilience through the central role of one-to-one learning and teaching. Provide opportunities to experiment, collaborate and create.
- **Curriculum development:** Promote connections between performance, academic and artist-development components of the programmes, alongside evolving industry needs.
- **Artistic partnerships:** Forge long-term partnerships with major international visiting artists, orchestras, festivals and venues worldwide.
- **Educational partnerships:** Develop relationships with leading conservatoires around the world, including through artistic projects, and staff and student exchanges in the UK and globally.
- **Student support:** Continue to invest in student support, ensuring its integration into education.
- **Collections:** Improve access to our Collections through digitisation and cataloguing projects, and the development of our working instrument collection.



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# THEME 2

# ENGAGEMENT

# THEME 2 ENGAGEMENT

## COMMITMENTS

**Play a leading part in Britain's musical landscape. Provide appropriate access points from Primary to Higher Education and in continuing professional development.**

- Strengthen our research environment, supporting world-leading research with wide-ranging impact, using our world-class teaching staff to develop interdisciplinary research.
- Continue the work of Open Academy in developing our engagement with a range of communities, exploring the benefits of participation and music-making for all.
- Enhance the range and quality of our public performances and events for the educational benefit of our students.
- Develop our alumni engagement through regular connections with the Academy.
- Make our Collections accessible to the public online and in person.





# THEME 2 ENGAGEMENT

## PRIORITIES

- **Collections:** Conserve and broaden access to our internationally significant Collections, increasing student engagement and joining up with our widening participation strategy.
- **Widening access:** Continue to develop and analyse the efficacy of widening participation strategies.
- **Junior Academy:** Develop an effective progression pathway for musicians aged 4-18, ensuring that all programmes reflect the diversity of young people nationally.
- **Open Academy:** Build on the strengths of our work in the areas of arts, health and wellbeing, and consolidate and develop our work with schools and music education hubs.
- **Knowledge exchange and research:** Continue to build knowledge exchange networks and capacity in our priority areas of public community engagement and develop a systematic mechanism for gathering Knowledge Exchange data with a view to entering future Knowledge Exchange Framework (KEF) rounds with Research England.
- **Research:** Develop the range of resources available to support student and staff research, including funding for pilot projects, peer mentorship and support for collaborative projects and output.
- **Social media and external engagement:** Support and celebrate the Academy's work across social media and marketing outlets. Engage with new platforms and technologies to reach fresh audiences.
- **Museum:** Continue with one-day-a-week public opening with some additional opening for planned tours and temporary exhibitions, especially during the summer.



THEME 3

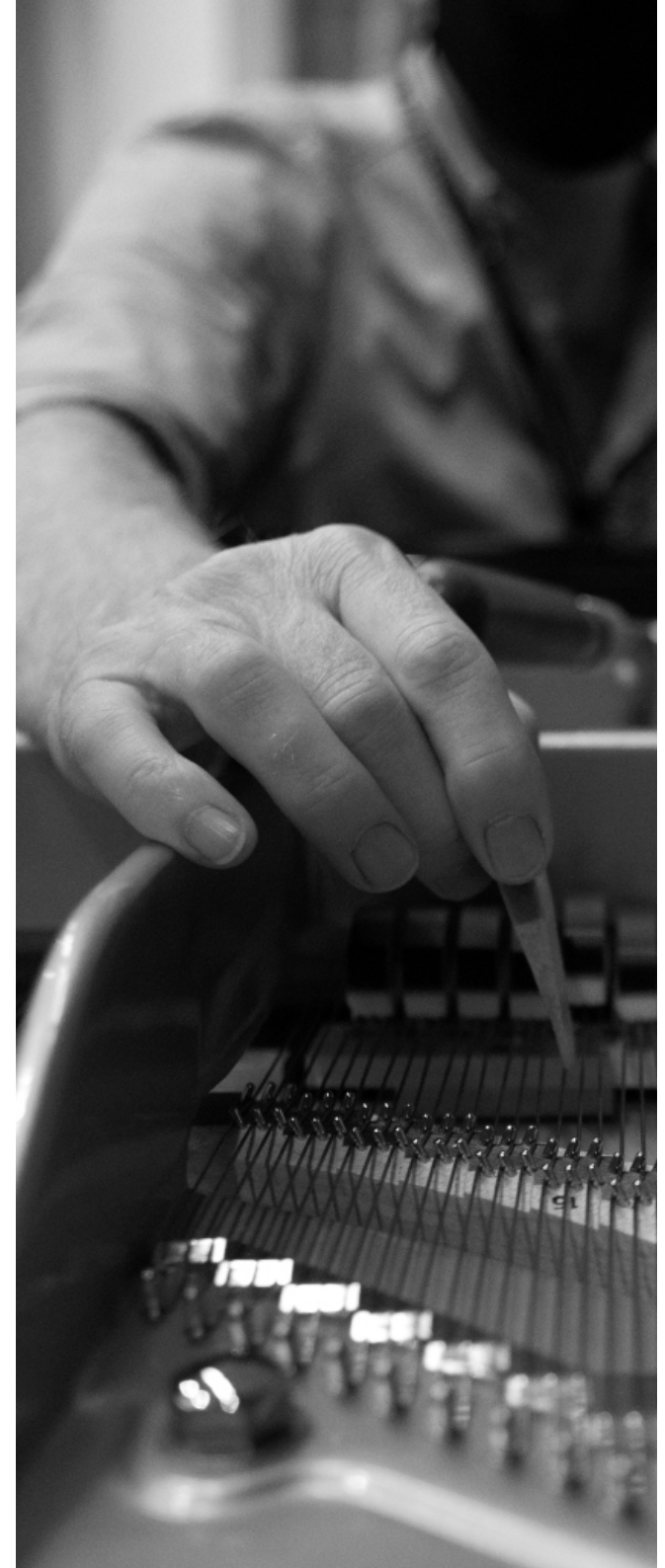
PEOPLE & RESOURCES

# THEME 3 PEOPLE & RESOURCES

## COMMITMENTS

**Attract and retain the finest teaching and professional services staff. Provide facilities and technology which enable staff and students to work at the highest level as well as towards a sustainable future.**

- Support staff and promote the advancement of an inclusive, equitable and diverse organisation.
- Develop interdepartmental and external learning opportunities.
- Develop environmentally sustainable policies and practices.
- Ensure finances are focused on core priorities and that we achieve value for money in all our expenditure while growing earned income.
- Balance needs- and merit-based student financial support.
- Optimise the balance of income from government, philanthropy and student fees to ensure long-term financial sustainability.
- Sustain good governance to deliver our mission, values and charitable objectives.
- Promote a safeguarding culture through the training of students and staff.
- Leverage the connections of our volunteers and friends to expand our network and identify those who wish to invest in the future of music.



# THEME 3 PEOPLE & RESOURCES

## PRIORITIES

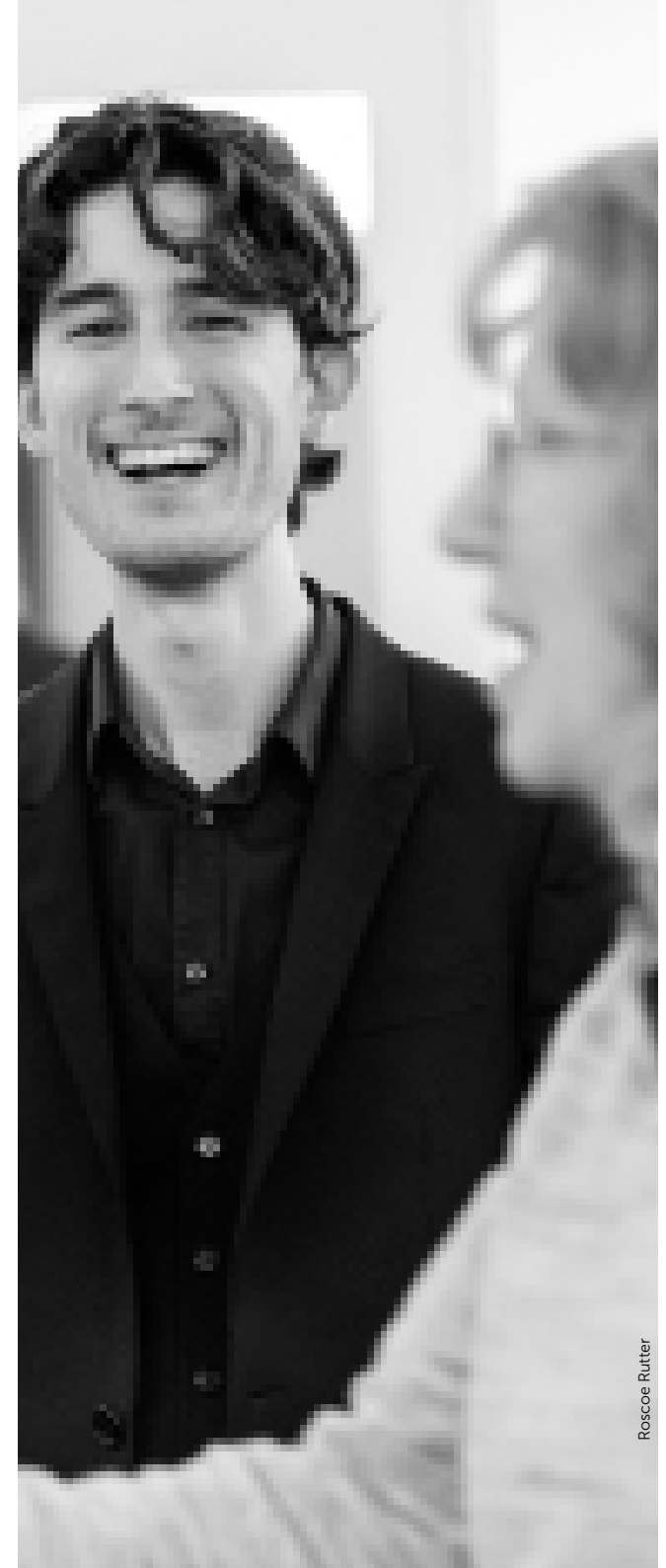
- **Staff:** Recruit and retain excellent staff, providing regular training to support their ongoing pedagogical and/or professional development.
- **Pay and progression:** Review and refresh pay and reward strategy, developing policies and processes to recognise and reward achievement and incentivise high levels of performance, and to operate fairly and transparently.
- **Facilities:** Provide staff and students with well-maintained and safe spaces for teaching, rehearsals, performance and office work. Work to reduce our carbon footprint by reducing energy use and waste across our sites.
- **Working environment:** Respond to the evolving needs of our workforce through the continuation of hybrid working options to ensure that we get the best from our staff.
- **Technology:** Invest in a technology infrastructure that empowers and enables staff and students to thrive, incorporating and integrating new technological solutions to improve operational efficiency and support learning and creativity.
- **Collections:** Ensure that the mission statement of the Museum and Collections is understood across the Academy and that their potential for learning, teaching and research is maximised.
- **Library:** Ensure that Library acquisition, disposal, cataloguing and digitisation projects support the curricular and research needs of students, staff and the wider research community. Promote greater use of the Library as a quiet and welcoming space for study.



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## THEME 3 PEOPLE & RESOURCES

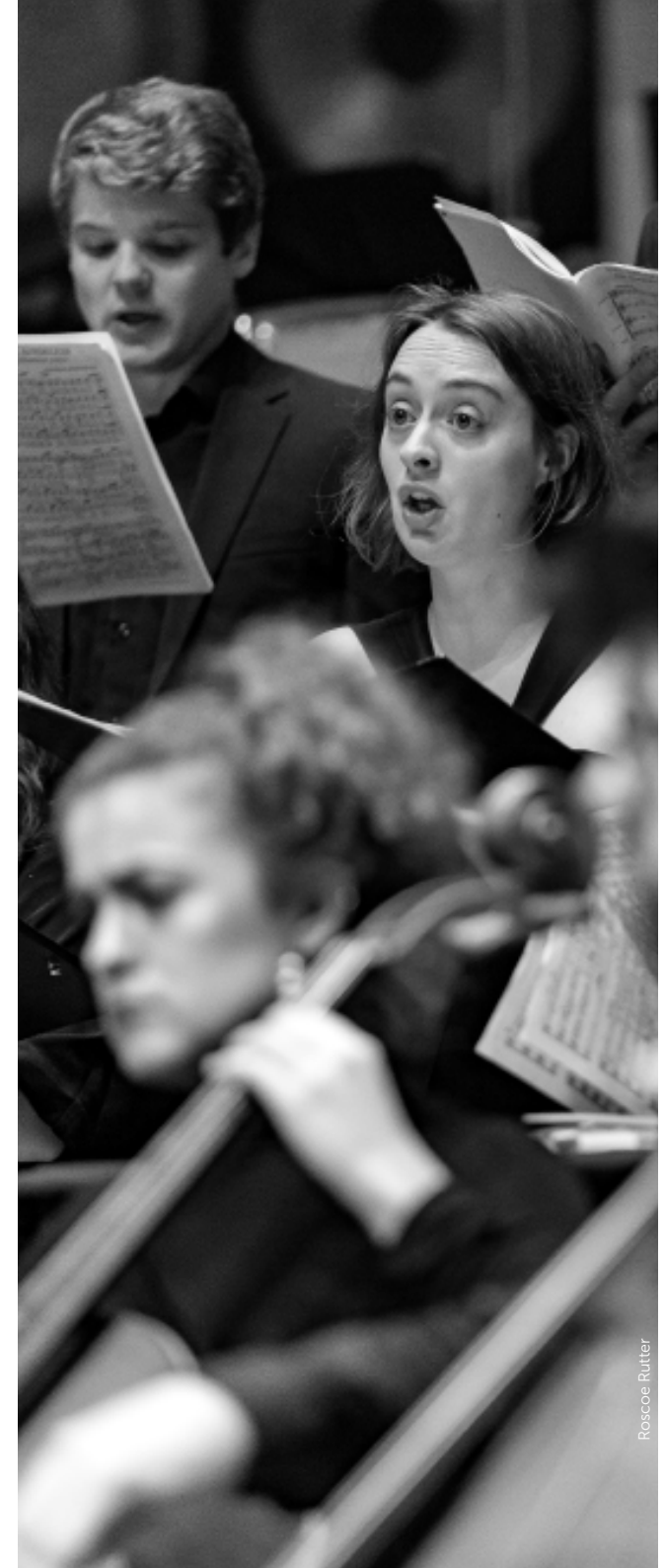
- **Student funding/financial support for students:** Refine the mechanisms to help us identify student needs and allocate funding accordingly.
- **Student operations:** Review our provision of an outstanding student experience encompassing all operational elements of the student life cycle.
- **Finances:** Focus expenditure on core priorities and monitor budgets carefully across the Academy. Seek opportunities for growth in income. Maximise the return from investments without endangering capital values.
- **Philanthropy:** Complete or extend the Royal Academy of Music's Future campaign, providing vital funds for operations as well as endowment.
- **Governance:** The Chair of our Governing Body will ensure suitable external expertise on committees to provide due diligence, oversight and value for money.



# STRATEGIC PLAN 2023-6

## MONITORING PROGRESS

This document captures our broad top-line commitments and priorities. In order to use the document actively for day-to-day decision-making and as a measure for success, we have devised a set of internal deliverables which will form the coping stones of our annual planning and reporting to our Governing Body. Our strategy will be a lens through which we can monitor our own success.





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