

RE-P-2020-03-Annex B

Royal College of Music

HEIF accountability statement

**Narrative return template for HEIF funding period
2021-22 to 2024-25**

Return date: 21 May 2021

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Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

The RCM's Knowledge Exchange objectives from 2021 are to:

1. Design and implement an integrated, **institution-wide approach to audience engagement** that enables RCM to develop its audiences in a more coordinated and strategic way;
2. Continue to offer RCM students **an optimal environment for professional preparation**, distinguished by high-quality, integrated professional and entrepreneurial opportunities;
3. **Maximise staff engagement with KE** and realise the KE potential of our 300+ visiting professors, many of whom are active professionals working in the music industry.
4. **Strengthen our data collection, monitoring and evaluation** of KE activities with a view to evidencing impact and sharing good practice internally and externally.

5. Exploit commercial income potential through effective use of the RCM's new physical spaces;

Our recent [KEF results](#) demonstrated our success in achieving higher than average scores in the Arts cluster for skills development/student entrepreneurship and public engagement. Under the Regeneration banner we identified key strengths in Music for Social Inclusion, Music and Skills Development and Music and Entrepreneurship.

RCM policies which incorporate the Industrial Strategy's key foundations of Ideas, People and Place include:

The refreshed [RCM Vision Statement – 2027](#) (first paragraph) which seeks to generate new insights through 'performance, research, community initiatives and global collaboration based on a dynamic sharing of both explicit and tacit knowledge. The RCM is a driving force within the music profession, in which its students are readily employable.'

The updated [RCM Research & KE Strategy](#): states the following overall aims (four and five): 'To maximise the beneficial impact of RCM research for the wider public good, and 'harness and exploit the potential of the RCM's communities of musicians, educators, production professionals, public artistic programme, outreach work, etc. and its physical and digital resources...to support excellent research.'

The 'Collaborative Research and External Partnerships' supporting strategy aims: '..to develop and sustain collaborative research relationships with other national and international HEIs and non-HE organisations, and industries, including in the performing arts, health and social sciences, science and technology, fine and applied arts, and the other non-musical humanities.'

The 'Knowledge Exchange and Research Impact' supporting strategy includes 'developing a cross-institutional Public Engagement policy that ensures it provides innovation, leadership and high-quality support in a wide range of KE activities that enhance the communities and organisations it works with.'

The refreshed Learning, Teaching and Assessment Strategy recognises a commitment to 'connect our programmes with RCM's Research and Knowledge Exchange expertise, enabling students at all levels to engage with and learn from cutting-edge research, active researchers, and professional insights'.

The importance of Equality, Diversity and Inclusion has been recognised through a new [Equality, Diversity and Inclusion Policy](#) which, going forward will inform all areas of our work., see also the [2019/20 Access and Participation Plan](#)

Policy and process development:

The Ideas agenda is being addressed through the adoption of a new RCM IP Policy which will cover the ownership, protection and exploitation of intellectual property rights arising from research, innovation and creative practice.

Place and People will be addressed in 2021/22 through the development of a dedicated Public Engagement Policy, in parallel with the launch of a new Artistic Strategy. An external evaluation agency will be brought in to advise on the PE Policy's key aims and deliverables. The PE Policy will bring together the disparate policies identified in the KEF and associated actions identified through the KEC process, and will help researchers embed PE into the early conceptualisation of their projects.

The PE Policy will highlight the role of the RCM as a 'civic conservatoire', reaching out to under-represented groups. The PE Policy will offer up new possibilities of working with local communities and organisations to actively address the Industrial Strategy's post-COVID levelling up agenda.

Place is also being addressed through a new [Commercial Hire process](#), promoted to potential users via the <https://www.rcm.ac.uk/hire/> web page which sets out the College's offer for engaging with expert tutors, hiring musicians and the facilities of RCM Studios.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>Further development of RCM Creative Careers Centre activities to support student enterprise and skills development. Our Creative Careers Centre provides a range of employability support for all 920 RCM students, achieving student benefits alongside economic & societal benefits.</p>	<p>Creative Careers Centre staff time</p>	<p>Supports 'ideas and people' pillars by developing student enterprise and skills development.</p>	<p>RCM KE Objective 2: The Creative Careers Centre will continue to support graduate employability, creating economic and societal benefits by preparing students for real life employment situations and self-employment. From 2021, the RCM Accelerate Graduate start-up scheme will offer financial and mentoring support to early-stage graduate businesses.</p>	<p>Ongoing</p> <p>2021 onwards</p>
<p>Digital delivery of public performances, events and exhibitions through livestreaming, online platforms, and other technology-enabled interactions with audiences.</p>	<p>Performance & Programming, Museum, MarComms/Box Office staff time</p>	<p>Supports 'people and place' pillars by improving public access to RCM events and heritage collections, whilst extending our institutional reach to national and international audiences.</p>	<p>RCM KE Objective 1:</p> <p>Building on the popularity of the programme of new and archive performances broadcast during lockdown, online/in person hybrid concerts will continue to be curated to maintain the momentum post-COVID.</p> <p>This model will also apply to the public Music & Ideas research seminar series, and Museum exhibitions.</p>	<p>2021 onwards</p>

Public access to and engagement with RCM heritage assets	RCM Sparks and Museum staff time RCM Museum staff time	Supports ‘ people and place ’ pillars by engaging with under-represented groups in the local community and establishing the new RCM Museum as a cultural destination in the London region.	<p>RCM KE Objective 1: In addition to its general outreach work (see below), the Sparks team is working closely with the Museum to develop a programme of learning and participation events that explore the wonders and historical treasures of the RCM collections. This programme will begin after the museum building reopens in October 2021.</p> <p>Collaborative projects with professional partners for local communities such as people with dementia and carers have also been planned and tested – also in collaboration with Sparks.</p> <p>An intense programme of formal and informal educational activities will be rolled Discovery Centre, I specifically targeting KS1 and 2 and SEND schools, and home educated children, families and visitors with special needs.</p> <p>A new web page has been created to share digital resources developed by the museum over the past year. These include resources for families with children aged between 5-12 and for schools (EYFS, KS1-4, SEND). The Museum will continue to explore possibilities to increase the accessibility of the collection to the public. There are plans to develop resources for public to</p>	2021 onwards

			<p>borrow and access the Museum's collection remotely.</p> <p>Social media also remains an important element of the Museum outreach strategy to connect with diverse audiences and connect with professional museum peers internationally.</p>	
A cultural policy/evaluation agency will be contracted for expert input into the development of a new Public Engagement Strategy.	Contract will be paid from HEIF allocation	Supports the 'Ideas', 'People', and 'Place' pillars by informing the development of the RCM's new Public Engagement Strategy. This external input will ensure industry alignment and contemporary relevance while identifying target areas for RCM audience development, locally, nationally and internationally.	RCM KE Objective 1: The Public Engagement Strategy will support the Industrial Strategy's key aims by bringing together existing initiatives under an overarching strategy.	2021-22
New RCM Public Engagement and Impact Fund	Allocation tbc, likely to be equivalent to KE Projects Fund	Supports the 'Ideas', 'People', and 'Place' pillars. This fund will facilitate implementation of the Public Engagement Strategy.	RCM KE Objectives 1 and 3: The PEIF will give researchers, professorial and professional support staff opportunities to deliver projects and public performances under the aims of the Public Engagement Strategy.	2022 onwards
New Public Engagement Committee	Staff time	Supports the 'Ideas', 'People', and 'Place' pillars. By bringing together key representatives from across the RCM, this committee will monitor and maximise the RCM's potential as a hub for Knowledge	RCM KE Objective 1: A committee with representatives drawn from key public engagement departments will meet termly to deliver the PE Strategy's aims.	2022 onwards

		Exchange activity, bringing benefit to the widest range of external stakeholders.		
New Artistic Strategy	Performance & Programming department staff time	Supports the 'People' and 'Place' pillars by developing artistic programmes that benefit RCM students, audiences and local business. Increased emphasis on designing inclusive performance activities and diversifying audiences will generate benefits for the local community while improving the professional versatility of RCM graduates and contributing to civic life.	RCM KE Objectives 1, 2 and 4: The new Artistic Strategy will support the delivery of the PE Strategy and the 'civic conservatoire' agenda. Cultural partnerships will be developed to give further performance opportunities for students, and co-creation/curation of placemaking activities.	2021-22
Centre for Performance Science Administrator	Staff time	Supports the 'Ideas' pillar by extending the reach and impact of RCM research in Performance Science and related areas.	RCM KE Objective 4: Ongoing administrative support for KE and public research projects, enabling the effective integration of performance science research, teaching and KE for the RCM's strategic partnership with Imperial College.	Ongoing
RCM Knowledge Exchange Projects Fund	Annual £8k allocation from HEIF. Research & KE Manager's time	Supports the 'Ideas' pillar by encouraging the development of new KE initiatives in music.	RCM KE Objectives 3 and 4: The KE Fund will continue to support small scale, pilot projects which are directly related to HEIF aims.	Ongoing
Audience data gathering, analysis and communication	Staff time of MarComms team	Supports the 'People' and 'Place' pillars by developing robust understanding of current RCM audiences, and	RCM KE Objectives 1 and 4: Audience surveys continue to be regularly commissioned by MarComms. A current survey will inform the re-	Ongoing

		<p>using data insights to promote RCM as an inclusive cultural destination.</p> <p>New Learning & Participation Marketing Strategy</p> <p>Extending the reach and impact of RCM research</p>	<p>opening and launch of our new building and courtyard.</p> <p>RCM KE Objective 2: Supports the refreshed Learning & Teaching Strategy</p> <p>RCM KE Objective 4: KE project case studies will be added to the Research web pages, which will demonstrate how RCM expertise is being harnessed to deliver HEIF priorities.</p>	<p>2021/22 onwards</p> <p>2021/22 onwards</p>
<p>Delivery of Sparks Learning and Participation Projects, supported by trained RCM student mentors.</p>	<p>Staff time of Sparks Learning & Participation team</p>	<p>Supports the 'People' and 'Place' pillars by developing inclusivity and diversity outreach to under-represented groups</p>	<p>RCM KE Objective 2: In addition to the core Outreach work with the local community, Sparks provides observation and placement opportunities for undergraduate and postgraduate students. Partnership development, including Tri-Borough Music Hub and other cultural organisations, facilitates sharing of practice in music education.</p>	<p>Ongoing</p>
<p>Development of RCM's commercial venue hire initiative. This will exploit the commercial potential of the RCM's new public spaces (two venues, café and Museum).</p>	<p>Staff time of Head of Events and Venue Hire</p>	<p>Supports the 'place' pillar through audience and partnership development, reinforcing the RCM's position as a cultural destination and partner.</p>	<p>RCM KE Objective 5: The commercial hires policy which was launched in 2020, is bringing cultural organisations into the RCM estate. Hires income will increase as COVID restrictions continue to be lifted.</p>	<p>Ongoing</p>

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

(Max 4 pages of A4)

Overview:

The RCM is identifying effective ways of measuring progress, evaluating outcomes and identifying lessons learned through the strategic objectives set out in Q1, and in line with delivering Government priorities. It is anticipated that the KE Concordat Action Plan will be instrumental in this, as will the new Public Engagement and Artistic Strategies.

Managing HEIF spending, measuring progress, evaluating outcomes and identifying lessons learned

The HEIF allocation is centrally distributed and managed by the Director of Finance.

KE Projects Fund

A discrete annual KE Projects Fund uses £8,000 of HEIF funding, which is managed and monitored by the Research & KE Manager (RKEM). The RKEM reports to the Research & KE Committee quarterly on the KE Projects Fund expenditure, ensuring the projects which are identified for funding meet HEIF and equality, diversity and inclusion criteria. Expenditure on these projects is easily trackable through a dedicated project code on the College's finance system.

The progress of KE projects funded through HEIF is monitored by the RKEM, with project reporting built in to the application process. A series of KE project case studies is being

developed by the RKEM which will demonstrate the successes and challenges involved in these projects, with a view to building broader understanding of KE across the College community.

The following departments use the central allocation to achieve HEIF goals:

Creative Careers Centre

The core aim of the [Creative Careers Centre](#) is: 'to support musicians in bridging the gap between student and professional life, while constantly adapting to the parameters of an increasingly competitive and complex music industry. It strives to develop professional and pioneering partnerships with leading industry specialists, reputable arts organisations, and local communities. These, in turn, deliver unique career-building opportunities, and a direct route into the music industry.'

The Creative Careers Centre's primary goal is to offer a broad range of professional contacts and services, which will enable musicians to discover their own identity, gain hands-on experience and new skills, develop an entrepreneurial mind-set, and ultimately build a successful and fulfilling career.'

Monitoring includes collecting data on the total number of student performance opportunities, how many musicians were involved, which organisations were involved, and testimonials from students and collaborators to inform future programming. The success rate of graduating students' employment is reported through the HESA Graduate Outcomes and the HEBCI returns, which indicates how many of their start-up ventures are still operating.

The Creative Careers Centre recently launched the [RCM Accelerate Scheme](#) to support graduating students through the challenges of starting a post-COVID performing arts career. This scheme provides financial support for innovative and sustainable start-up businesses in music. Case studies will be developed to evidence the impact and benefits of this innovative scheme, which is funded by external donors.

Museum

The Museums' Outreach team carry out regular visitor experience evaluations to monitor how their audiences are interacting with the collections and exhibitions. The Audience Development Plan was developed as part of the 2015-2020 Museum Strategy, aiming to carry out a current visitors' assessment study, carry out visitors' and potential visitors' surveys and develop an audience development plan. The Museum has responded to the pandemic with a survey of the impact of COVID on music museums across the world, which will enable professionals to assess their strategic responses as they start re-opening their doors.

Performance and Programming

As stated previously, the new Artistic Strategy which is being developed in 2021/22 will include monitoring processes, enabling the evaluation of the core business of music performance, and strengthening the evaluation processes of all internal and external activities. The Marketing & Communications team already regularly monitors audience data in collaboration with, for example The Audience Agency. However in order to create a truly civic conservatoire, programming needs to appeal to as wide a demographic as possible, with a focus on the local community as well as international reach. The new, parallel Public Engagement Strategy will also be instrumental in enabling systematic and embedded monitoring and evaluation of HEIF public engagement initiatives.

Sparks Learning & Participation programme

A 2019 external review of the RCM Sparks learning and participation programme called for the Museum, Music Education, Junior Department and the RCM Sparks teams to work more closely together. Opportunities were highlighted in developing the community strand of the programme to grow and deepen through its projects and partnerships, including the partnership with the Tri-Borough Music Hub. Students reported that they wanted to receive more formal training in working in school and community settings. This led to undergraduate and postgraduate programmes being updated to include stronger links between Sparks and the curriculum through increased placement activity. Evaluation of these curriculum initiatives is ongoing through student and provider feedback mechanisms. The outcomes from the report also informed a refresh of the College-wide Learning, Teaching and Assessment Strategy and supporting communications strategy.

A follow-up external evaluation in 2021 will focus on the development of more robust data collection and evaluation of Sparks projects, with a view to embedding more inclusive working practices in all areas of Sparks activity, including RCM student training.

Centre for Performance Science (CPS) Projects Administrator

HEIF funds continue to support the Centre for Performance Science (CPS) Projects Administrator to enable the effective integration of performance science research, teaching and KE for the RCM's strategic partnership with Imperial College. This partnership has included participation in the [MedTechSuperConnector](#) ECR skills development programme, and new initiatives such as the online delivery of a CPD package to UNDP executives across the world.