The Strategic Plan of Manchester’s International Conservatoire
The Royal Northern College of Music has a proud history reaching back to the nineteenth century, when in 1893 under the leadership of Sir Charles Hallé the Royal Manchester College of Music opened its doors to its first students. From a merger with the Northern School of Music in 1973, the RNCM was created.

The essential purpose of our College, then and now, has been to educate and train musicians to the highest professional level, in a stimulating and innovative environment, relevant to the needs and demands of the global music industry. Proud of the important role we play in the cultural life and rich artistic heritage of the City of Manchester, today’s RNCM extends its influence across the UK and internationally, with our alumni holding prestigious positions in all branches of the creative industries worldwide.

RNCM 2020 charts a strategy for the College over the next six years that is ambitious and exciting. We will respond with confidence to the high expectations we are setting ourselves, ensuring that outstanding financial management helps strengthen our future sustainability, extending our global reach and impact, and enhancing the contribution we make to social prosperity in the City of Manchester, the North West, and beyond.

To achieve these aspirations, we will focus on the people who make up the College, our students, staff and audience members, continuing to provide an inspiring and relevant performance-based education that prepares our students for careers in today’s music industry and to undertake the artistic innovation and research that will drive the development of the art form and attract new audiences. We will also increase our external engagement through innovative community outreach and education activities, collaborating with the unique group of artistic organisations in our region and building on our international partner and alumni networks.

The RNCM is a world-renowned conservatoire and one of the UK’s most vibrant and innovative arts centres. We will continue to offer artistic breadth and flexibility to our students and audiences in facilities of the highest quality. With uncompromisingly high standards and levels of ambition, fostered in a supportive, friendly and inclusive environment, we are confident that the RNCM will thrive in the years to 2020 and beyond.
RNCM 2020 will be a conservatoire and performing arts centre of global significance, defined by the quality, breadth and contemporary relevance of its work. It will be a destination of choice for students and staff from across the world, a powerful voice in music education, and a laboratory for creativity and innovation in artistic practice. Proud to be in Manchester, RNCM 2020 will reach out to its local and regional communities, enhancing opportunities and enriching lives. Working with a unique network of world-class partners, it will help shape the music profession of the future.
RNCM 2020 will be a destination of choice for outstanding music students, teachers, researchers and performing artists from across the world, with an artistic programme that attracts large and diverse audiences. It will offer learning opportunities of the highest quality to all who can benefit from them, irrespective of background or circumstance. It will recruit, develop and reward an internationally-regarded teaching body and a highly experienced team of professional staff, passionate to help talented musicians realise their fullest potential and professional aspirations. The RNCM community will be committed to the creation of an inclusive environment characterised by motivation, energy and ambition as well as musical excellence.

We will:

• Enhance the RNCM’s position against its key national and international competitors by responding to evidence from a wide-ranging portfolio of external benchmarking data

• Adopt a strategic approach to student recruitment that is responsive to the external market and enables the College to manage its overall student ecology

• Attract the most talented students to the College by increasing the proportion of staff with high-level professional recognition or professorial standing

• Use data on audience numbers and demographics to guide the development of the College’s artistic programme and grow new audiences

• Work with students as partners, ensuring that the student voice is heard and the College continues to offer an exceptional student experience

• Promote an employer brand which emphasises the opportunities and benefits of working at the RNCM

• Act in response to issues raised in regular staff surveys to enhance levels of staff satisfaction and fulfilment

• Identify and respond to the professional development needs of all staff
OUR GOALS
RNCM EDUCATION

RNCM 2020 will provide a superb performance-based learning experience, cultivating the creativity of the individual and stimulating every student’s intellectual curiosity. It will inspire in students an entrepreneurial and professional ethos that produces graduates who will be successful in the workplace and equipped to pursue leading roles in the music industry. RNCM 2020 pedagogies will be underpinned by research inquiry, professional practice and artistic innovation.

We will:

• Develop flexible programmes of study which respond to demand and to the learning aspirations of the individual

• Diversify the curriculum to embrace the broadest spectrum of musical styles from early and classical music to jazz and popular genres, encouraging students to develop their individual artistic identities

• Develop entrepreneurship, professional placement and project-based learning opportunities across the curriculum

• Enable students to develop the breadth of skills needed to establish and sustain freelance careers in the music industry

• Strengthen connections between learning and teaching, research and the College’s artistic programme

• Develop a Professional Mentoring Scheme to engage students with alumni, raise aspiration and build important networking opportunities

• Use graduate destination data to inform curriculum design and development

• Embed music industry feedback into annual and periodic programme reviews

RNCM ALUMNI

STEPHEN HOUGH, INTERNATIONAL CHAIR IN PIANO STUDIES AND PROFESSOR AT THE COLLEGE
RNCM 2020 will have creativity at its heart, and will be a laboratory for innovation in artistic practice, helping to develop the discipline of music. It will be recognised as a cultural leader, and will be attentive to the positive impact of its activities in wider society. An ambitious, relevant and risk-taking artistic programme will complement world-class research, focussed on the investigation of the creation and practice of music. Both performance and research will be fully integrated with all aspects of students’ learning.

We will:

- Reposition the RNCM arts centre, developing its artistic offer to raise profile, grow audience numbers and increase ticket sales
- Drive innovation in artistic practice through research
- Maximise the impact of artistic innovation and research on the wider community
- Establish an RNCM Music Industry Advisory Panel to provide artistic input and peer review for the arts centre operation and programming strategy
- Increase RNCM research that is world-leading, internationally excellent, and is practice-led
- Develop networks of researchers and initiate collaborative research projects that will attract external research funding
- Grow RNCM research degree programmes so as to be ready to apply for Research Degree-Awarding Powers by 2020
OUR GOALS

RNCM ENGAGEMENT

RNCM 2020 will maintain strong connections with its professional, alumni, community and stakeholder networks — in Manchester, regionally, nationally and internationally — to enhance the impact of its work. It will continually develop the quality and breadth of its partnership activities in a collaborative spirit. RNCM 2020 will offer community access to, and participation in, high quality musical and educational experiences, and will attract new audiences through a responsive and innovative arts centre programme. An extensive range of international artistic, educational and business partnerships will extend its reach at a global level. It will have an influential voice in policy-making through its position among key national and international bodies concerned with music education and performance. Its spirit of engagement will foster a sense of social responsibility throughout the RNCM community.

We will:

• Be an influential voice within key policy-making bodies nationally and internationally

• Lead educational and cultural provision in the City of Manchester and the North West through active engagement with key regional bodies and cultural organisations

• Position RNCM Engage as a locus for outreach activity, maximising the impact of the College’s work in the community and promoting social cohesion and prosperity

• Establish an RNCM Community Liaison Group representative of regional stakeholder organisations to inform the work of RNCM Engage

• Expand opportunities for young musicians across Manchester and the North West by further developing the Junior RNCM and Young Projects

• Play a major role in the strategic development of Music Education Hubs in England

• Enhance the RNCM’s international agenda through the establishment of an RNCM International Advisory Group

• Extend the RNCM’s international reach through targeted collaborations and project-based activities with key overseas partners

• Develop a robust alumni strategy to re-connect former students with the College and build a strong network of supporters
RNCM SUSTAINING EXCELLENCE
RNCM 2020 will sustain the excellence of its work through the implementation of a clear financial strategy designed to generate growth in income, annual surpluses and reserves. A vigorous approach to philanthropy and astute management of the RNCM’s endowment fund will further add to the resources available to the College to deliver its strategic vision.

RNCM MARKETING AND COMMUNICATIONS
RNCM 2020 will communicate in a clear, open and succinct manner, ensuring that internal and external stakeholders receive appropriate and timely information. It will be an institution that understands the expectations of students, staff, audiences and the wider music profession, and uses this understanding to promote high quality teaching, research, and an imaginative events programme that will engage performers and attract new audiences. It will build its reputation as a world-class conservatoire and one of the UK’s leading arts centres, refining its online presence and continually reviewing its web and digital output to develop a vibrant digital community to support its education, artistic and research offers.

RNCM FACILITIES
RNCM 2020 will offer inspiring, open and sustainable environments and facilities of a professional quality that will reflect the RNCM’s position as an international conservatoire and as a major arts centre. Innovative technology will be available to support curriculum needs, performance requirements, business processes and carbon reduction. Advice and support will be offered to students and staff to maximise their use of facilities and technology.

RNCM DIVERSITY
RNCM 2020 will be an inclusive environment that embraces diversity and promotes equality of opportunity across all of its activities. It will be a working, learning, teaching, performing and research environment ensuring dignity and respect and free from discrimination and unfair treatment.
### Key Measures of Success

<table>
<thead>
<tr>
<th>Key Measure</th>
<th>Goal</th>
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<tbody>
<tr>
<td><strong>Institutional Ranking</strong></td>
<td></td>
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<tr>
<td>Specialist Higher Education Institutions</td>
<td>Top 10</td>
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<tr>
<td>Performing Rights Society UK Music Venue</td>
<td>Top 10</td>
</tr>
<tr>
<td><strong>Destination of Choice</strong></td>
<td></td>
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<tr>
<td>Student Satisfaction</td>
<td>90% Overall satisfaction</td>
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<tr>
<td>Student Retention</td>
<td>95%</td>
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<tr>
<td>Students going into work or further study</td>
<td>95%</td>
</tr>
<tr>
<td>Staff Satisfaction Survey</td>
<td>&gt;90% Staff Satisfaction Survey</td>
</tr>
<tr>
<td><strong>World Class Partners Global Significance</strong></td>
<td></td>
</tr>
<tr>
<td>Key Regional, National and International Partners</td>
<td>&gt;50</td>
</tr>
<tr>
<td><strong>Ambitious Contemporary Performing Arts Centre</strong></td>
<td>Up 30% by 2020</td>
</tr>
<tr>
<td><strong>Sustaining Excellence</strong></td>
<td></td>
</tr>
<tr>
<td>Historic Cost Surplus as a % of Turnover</td>
<td>8%</td>
</tr>
<tr>
<td>Net liquidity days</td>
<td>90</td>
</tr>
<tr>
<td>Borrowing as % of income</td>
<td>20%</td>
</tr>
<tr>
<td>Growth in Philanthropy/Sponsorship</td>
<td>100%</td>
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RNCM STUDENTS PERFORMING AS PART OF SOUND HISTORIES AT LONDON’S BRITISH MUSEUM, JULY 2013
The aspirations and ambitions of RNCM 2020 will be realised through the:

- Learning and Teaching Strategy
- Research Strategy
- Artistic Strategy
- International Strategy
- Student Recruitment Strategy
- Widening Participation Strategy
- Financial Sustainability Strategy
- Marketing and Communications Strategy (to include Alumni Strategy)
- Facilities Strategy
- Human Resources Strategy
- Development Strategy