

Section A: Knowledge exchange strategy

The Strategy

1. Summarise the key aspects of your five year KE strategy, including:
 - a. Priority objectives.
 - b. How your KE strategy relates to the wider institutional mission and individual corporate strategies.
 - c. Key trends and drivers creating opportunities and challenges.
 - d. Likely key barriers and enablers to implementing your strategy.
 - e. The key activities by which you will realise your objectives, such as contract research, enterprise education, continuing professional development.

A: Priority Objectives

The priority objectives for the RCM's KE Strategy are:

To engage members of the public, organisations and industry with the core expertise and facilities of the RCM as a centre of excellence in teaching and research.

To promote and support collaborations and partnerships across the institution and with external partners locally, nationally and globally to enhance research excellence and support knowledge exchange.

To build on existing partnerships and develop new collaborations to promote the benefits of music as a driver in social, health, and economic development in the locality and the rest of the UK.

To embed knowledge exchange across the institution as a mechanism for delivering and tracking the impact of our research.

To continue to seek new ways of bringing knowledge from industry partners back to our researchers and students, to stimulate innovation and maintain links with the world outside the conservatoire 'bubble.'

B: How KE strategy relates to the wider institutional mission and individual corporate strategies

The RCM KE Strategy relates to the following wider institutional mission and individual corporate strategies:

The [Strategic Plan 2007-17](#) states:

'Whilst the Western Art Music tradition remains central to the vision, RCM 2017 has broadened its horizons to become a musical hub that welcomes a broad range of visitors, stimulating public engagement and widening participation.

Opportunities for lifelong learning and a vigorous outreach programme invite as wide as possible a range of individuals to benefit from this inspirational learning experience. Well-established fundraising strategies continue to address the development of the RCM estate, taking account of the potential for generating commercial income'

The [RCM Corporate Planning Statement \(2015-16\)](#) aims to:

'Increase the strategic impact of the RCM's knowledge exchange activity' and 'Develop third-

The RCM [Research Strategy 2015-2021](#) incorporates knowledge exchange and:

'Aims to support researchers to articulate and disseminate their knowledge both directly in their work as teachers and professional musical practitioners and, where relevant, in broader applications of musical knowledge to the benefit of society at large, as follows:

Maximise the impact and dissemination of RCM research and knowledge resources to the widest range of beneficiaries both within and beyond the institution. Integrate knowledge exchange within all RCM research projects.

Disseminate and share research in progress between RCM students and staff, RCM and external researchers, and other music practitioners and the wider public

Develop new research projects based in RCM outreach and public engagement centres such as RCM Creative Careers Centre; RCM Sparks; etc.

Absorb Knowledge Exchange and the responsibilities of the former RCM Knowledge Exchange Committee within the remit of Research Committee

Create a review process for all new projects, whether externally or internally funded, that set out credible plans for knowledge exchange and other forms of dissemination.

Draw on the resources of the College's extensive knowledge exchange and outreach resources in the design of research projects, including Artistic Programming, Studios, RCM Sparks, the RCM Creative Careers Centre, etc.

Draw on the full range of the RCM's extensive cultural industries connections for advice and support in maximising the impact of research; include non-academic advisors or partners in medium and large-scale research projects.

Inaugurate and further develop the regular public presentation and discussion series, 'Music and Ideas' and review audience feedback.

Maintain the organisation and hosting of a range of conferences and seminars that provide platforms for the international contextualisation of RCM research.

Video-record all public presentations and conferences and make available through RCM Youtube channel, and RCMStream, the College's video streaming technology.

C: Key trends and drivers creating opportunities and challenges

The September 2016 '[Measuring Music](#)' report states:

'Music contributed £4.1 billion to the UK economy in 2015. Music's huge export value and footprint must be supported and protected in the wake of Brexit. Another core challenge facing the British music industry has been adapting to new patterns of music consumption. Over the past four years we have seen a massive shift from ownership to streaming. The streaming market is a strong and growing part of the music economy. Subscription streaming is now

A key to the continued success of the industry and the value of paid services jumped from £168m in 2014 to £251m in 2015.'

The Government's [Creative Industries Strategy 2013-16](#) seeks to foster:

'Cross-sector innovation, encourage and support innovation between the creative industries and other sectors of the UK economy, such as health, energy and cities.'

Major trends cited include:

'the continued digitisation of the sector, audience fragmentation, convergence and disintermediation – all of which have contributed to the emergence of a digital landscape of increased connectivity, complexity and growth... compelling content that attracts consumers and audiences, and which gives creative businesses the opportunity to transact over digital platforms, using data to maximise value.'

The Stern Review (28.7.16) recommends:

'that the definition of impact be 'broadened and deepened' to include impacts on 'public engagement and understanding', and on 'cultural life'

Recommendation 5 states:

'Institutions should be given more flexibility to showcase their interdisciplinary and collaborative impacts by submitting 'institutional' level impact case studies, part of a new institutional level assessment'

The Open Access agenda is another driver which has the potential to create interest in the RCM's expertise, for example through the College's participation as a pilot institution in, JSC's Research Data Management Shared Service Pilot (January 2016–February 2018) which seeks to preserve, protect and disseminate research data for academic and non-academic audiences.

D: Likely key barriers and enablers to implementing your strategy

Barriers

Capacity issues: both researchers and the Research Office have multiple demands on their time, which limits the time dedicated to KE development.

The outcome of the RCM's collaborative AHRC Block Grant Partnership Round 3 bid will not be known until early in 2018. If unsuccessful, collaborative training opportunities for doctoral students to work with external organisations could be limited if the RCM is not part of a successful bid. . Building work on the More Music Courtyard development project will be from 2017 to 2019; this will temporarily affect the capacity of the Studios and Museum to upscale commercial activities/public engagement. The Museum has been closed to the public since December 2015 and this will have a major effect on public engagement figures for the next HEBCI return.

Selling practice-based, performing arts research expertise to a non-conservatoire audience is challenging through the RCM website (currently being rebuilt), which is primarily focussed on student recruitment and events.

The RCM's KE offer needs to be clearly articulated and appropriately communicated in business-friendly language; we currently have no centralised pool of KE case studies.

Enablers

Office space issues will be resolved when the Research/KE office moves to a new building in 2019, which will provide additional space for researchers to focus on KE, and for the Research/KE office to recruit further support staff. KE as it intersects with the College's research activity is regularly reviewed by the Research Committee, which includes within its remit engaging and developing academic staff, and a new research and knowledge exchange planning and appraisal process for academic staff.

A new BPG partnership will bring give RCM doctoral students enhanced participation opportunities with access to a range of disciplinary expertise and external engagement, to develop their professional skills and thus increase their employability in the Cultural Industries and beyond.

[More Music](#), a major development campaign focussing on the rebuilding of the RCM Museum and new performance spaces will create new opportunities for commercial activities and public engagement.

A new RCM website will be launched in 2017 with a strong emphasis on user journeys that will give external users clear pathways through to the RCM's KE expertise, including KE case studies. The latest research outputs will be pushed out from the RCM's EPrints Research Repository as part of JSC's [Research Data Management Shared Services Pilot](#).

E: The key activities by which you will realise your objectives, such as contract research, enterprise education, continuing professional development

Key activities will include: Public engagement, enterprise education, continuing professional development, and knowledge exchange events such as publicly-facing, interactive workshops showcasing the RCM's collections and expertise.

Enterprise education: in 2015 the Creative Careers Centre collaborated with 315 different institutions and individuals. Students are given professional opportunities to perform at venues through the RCM Gateway scheme, and are hired to perform at events through our Professional Engagements Service. Most RCM graduates have self-employed portfolio careers, where they need to operate as a small business, together and individually.

Continuing Professional Development will be realised through the continuance and development of the Imperial Executive Education experiential learning partnership with the Centre for Performance Science, which will create new opportunities for KE.

Public engagement as stated above, the More Music project will increase footfall to the RCM facilities by giving members of the public easier access and improved infrastructure.

The RCM is a partner in the BBC's Blue Room initiative, providing advice on the use of music technology such as Avid's Pro Tools and Sibelius. We work with Abbey Road Studios as part of the [Abbey Road Institute](#) professional development programme, providing musicians and orchestras for the Advanced Diploma in Music Production and Sound Engineering.

KE projects with nationwide reach

The Centre for Performance Science's ground-breaking Performance Simulator features an on-stage and back-stage area and virtual reality audiences, to help manage the stress of performing in front of large groups of people by recreating the conditions of a concert hall or audition room. A partnership with Imperial Executive Education established in 2015 is using the technology to help business executives on the two year Executive MBA hone their skills in public speaking. Experiential learning techniques are employed for participants on short courses of between two to five days. Participants from Imperial College and businesses across the UK (and beyond) are videoed and monitored while they perform, and then work with IC

C: Particular types or groups of organisations

Creative Industries engagement includes museums, galleries, arts-based HEIs, performing arts organisations and venues, broadcasters, the recording industry and community arts organisations. This is demonstrated through our AHRC funded Cultural Engagement project in 2016, '[Exile Estates and Music Restitution: The Musical Legacy of Conductor/Composer Peter Gellhorn](#)', during which we collaborated with the Jewish Music Institute, the Liberal Jewish Synagogue, the Centre for Suppressed Music and the British Library on a series of public events to promote the music of émigré composer Peter Gellhorn.

Post-Brexit, the RCM has joined the Creative Industries Federation to ensure we have a voice feeding into, and responding to our industry's needs. The Creative Careers Centre is in contact with many RCM graduates who are now sole traders across the UK.

The Health sector includes local authorities, health trusts and hospitals such as Chelsea and Westminster CW+, and charities such as Tenovus Cancer Choirs.

Through its partnership with Imperial Executive Education, The Centre for Performance Science focusses on four cross-cutting themes; 1. Finance, 2. Management, Strategy and Leadership, 3. Innovation, Entrepreneurship and Marketing, 4. Health.

Business types range from multinationals (Panasonic, BT, KPMG, Shell), through to NHS trusts and start-ups through the Enterprise Lab programme. Technology providers are also partners in ongoing programmes, such as Visual Acuity, the technology partner for the Enterprise Lab at Imperial.

Student Entrepreneurship

Out of RCM alumni who graduated in 2015, 100% of those who responded to the HESA survey reported that they had moved into employment or further study six months after graduating. This is the third consecutive year the RCM has scored 100%, a unique achievement among all UK universities and conservatoires in the latest study.

<http://www.rcm.ac.uk/about/news/all/hesa.aspx>

Widening participation/public engagement with RCM Sparks

"Just seen one of our regular students at our homework club and he was so enthusiastic about this weekend's

'This type of class certainly takes a bit of getting used to as it is unusual but it is SO special. I loved the sensitivity of the teacher to the babies and how they were the focus. The way we could get lost in the songs as they were repeated faster, slower, louder, quieter. I enjoyed when we stood and swayed or rocked to the songs. I liked how spontaneous the class felt. I feel (the workshop leader) really went with the flow rather than sticking to a rigid plan. I liked how engaged the babies were with each other and how that was encouraged and given time. I loved seeing the babies grow and develop over the weeks. I loved the instruments, especially the drums. I loved how the babies were encouraged to play the instruments, even the big drum.'

'Unique, relaxed and joyful singing classes, as much for mother as baby.'

'Professional teacher, interesting people, magic of creating music and give colour again to my life, learning new ways to calm my baby and bond with her, see my baby happy & relaxed after the classes.'

4. Provide details of the main intended outcomes and impacts of your strategy.

Extending the Reach and Impact of Our Research (P) (E) (A) (B) (C) (D) (E) (F) (G) (H) (I) (J) (K) (L) (M) (N) (O) (P) (Q) (R) (S) (T) (U) (V) (W) (X) (Y) (Z) (rs C)-860638.8705.28 T

is crucial for the push and pull of knowledge from within and into the RCM so our researchers and students can respond effectively to the rapidly changing marketplace for music in the UK and beyond. KE is an essential part of demonstrating and delivering impact for the RCM.

Skills development

The Creative Careers Centre will continue to give our students practical skills in dealing with clients, communication, negotiating fees and invoicing through its Teaching Service (instrumental lessons for adults and children) and Professional Engagement Scheme. The Museum's MIN IM project will have a major KE impact among the major collections of musical instruments in the UK, in particular towards sharing methodological, technical and content-based approaches and skills.

Student entrepreneurship

The College is responding to the needs of the sector by developing its services for students by embedding new entrepreneurship modules in the Bachelor of Music (BMus) and Master of Music (MMus) programmes; 'Introduction to Developing a Business Idea' and 'Creative Project Management' The Creative Careers Centre remains the only department of its kind among conservatoires in the UK offering such industry-related hands-on training and practical experience. Paris C82.464 718r(82.464 74(e)4()-2(w)-6(i)5(t)4(h)-3()-2(e)-7(a)6(c)-16(h)-3()-2(o)5(t)ri)6(n)-3(h.464 718r(

In 2015 a total audience of 27.7 million attended live music events in the UK.

Internal capacity building and coordination

As stated in Question 1, the RCM's KE capacity will be exp

Section B: Use of HEIF 2016-17 allocation and future HEIF priorities

9. Please complete Table A of Annex A2 (available to download as an Excel file at www.hefce.ac.uk/pubs/year/2016/201616/) with the attribution of HE-BCI outputs to infrastructure categories, and to HEIF inputs.
10. Please complete Table B of Annex A2 (available to download as an Excel file at www.hefce.ac.uk/pubs/year/2016/201616/) with the breakdown of how you are using HEIF in 2016-17 by expenditure and infrastructure categories.
11. Please add any explanatory notes here on how you have completed Table A and B that will help in aggregating your information with that received from other HEIs to form a sector-level database and overview.

Information has been taken from the 2014-15 HEBCI report.

12. How is your HEIF 2016-17 allocation being used to deliver the strategy set out in Section A, and what are your anticipated priorities for use of HEIF in future years?

The RCM's HEIF allocation is used to deliver embedded knowledge exchange across multi

Section C: Additional information

13. Please summarise the institutional equality and diversity policies that relate to knowledge exchange activities, and provide web links to any published policies.

RCM Access, Disabilities and Equal Opportunities Agreement 2016-17

<http://www.rcm.ac.uk/about/governance/strategy/accessdisabilitiesandequalopportunities/Royal%20College%20of%20Music%20Access%20Agreement%202016-17.pdf>

RCM Sparks is the Royal College of Music's learning and participation programme, providing opportunities for everyone to make or learn about music at the RCM, regardless of musical ability. From weekend workshops for children to holiday courses for teenagers, vocal days for families to opera matinees for schools, RCM Sparks offers a musically enriching experience for all. RCM Sparks projects aim to break down barriers, real or perceived, and unlock musical opportunity to those who otherwise would have little or no experience of live music.

14. Please give any additional comments on any matter related to KE strategy and/or the use of HEIF.