



Strategic Plan

2018–2021

ICMP

The Institute
of Contemporary
Music Performance



Background

ICMP has in recent times been going through a period of significant change, investment and consolidation. This has been designed to ensure the student learning environment and experience continues to be enhanced; that the student and taxpayer interest is properly protected; and that the regulatory requirements of the Office for Students, the new sector regulator, are properly met. Our focus has therefore been on creating a sound foundation for any future development of the institution.



The external regulatory and political environment is likely to continue to be challenging for some considerable time. This is being driven primarily by the following key elements:

1. A changing competitive environment, with both new and existing providers taking the lead in defining the sector offer and approach to recruitment, with more aggressive university recruitment overall as a result of the removal of the sector numbers cap.
2. The constantly changing nature of the music industry which impacts on graduate employability and successful artistic outcomes.
3. A changing political environment following the outcome of the 2016 referendum and the 2017 general election, and a changed regulatory environment following the publication of the new Higher Education and Research Act (HERA), the transition to the new 'Office for Students' (OfS) and the inevitable uncertainties that now surround UK HE.
4. BREXIT, which may have a significant impact on our ability to recruit European students, combined with future uncertainty over the international student (Tier 4 visa) regime.
5. The changing needs and expectations of prospective students, as the full impact of student loans and debt, more pertinent consumer legislation and the growing awareness of the student as consumer takes effect.
6. The need to redevelop and ultimately extend the estates at 1b Dyne Road
7. A constantly evolving and expanding need to submit data and information to the OfS and its designated bodies, which is increasingly publicly available and creates pressure to meet a range of identified regulatory benchmarks.

Strategically therefore the focus for the next three years will be on continued internal stability and progress – the consolidation and continued development of demand for ICMP's core provision; improving financial performance of the business to ensure sustainability and student protection; further improving student engagement,

satisfaction and outcomes; engaging fully with the developing regulatory environment; improving staff satisfaction; and redeveloping the facilities at 1b Dyne Road. This will ensure a strong and stable business platform is maintained to be able to take advantage of any future opportunities and defend against future threats.



Vision, Mission and Values

ICMP's core vision, mission and values will continue to drive our provision and our business model.

Vision

ICMP graduates shaping the future of music.

This vision will continue to drive all elements of our provision and our strategic and operational planning. Graduates who go on to achieve success after they have left ICMP will have successfully completed their course of study; they will have gained from the connections and opportunities for development that we provide; and they will have acquired life and employability skills. The vision implies a leadership element will be present in their future success, which establishes clearly our responsibility to support their development not just as great musicians, writers or entrepreneurs, but as individuals who are able to change the future in some way to the wider benefit of society.

Mission

To inspire, encourage and equip our students to succeed by delivering a relevant and innovative educational experience of the highest quality.

This mission will continue to drive our behaviours and our attitudes internally, ensuring we create pathways of learning and development in a creative and inspirational environment that lead to student and graduate success. Our provision will need to constantly evolve to ensure it stays close to an ever-changing music industry; we will seek ways to continually improve and innovate the way we provide opportunities for learning and development; and we will retain our focus on the highest quality and standards. This will ensure that our students receive great value for their investment with us in time and money and that we continue to meet increasingly demanding external regulatory requirements.

Values

During the strategic plan period, it is likely that we will revisit our stated values as a team and with student and other stakeholder engagement, to ensure that they remain consistent with our educational and business goals and aligned with our stated objectives. However, for the start of the plan period they will remain as currently stated, namely:

- We place our students at the heart of everything we do.
- We take pride in achieving the highest quality at all times.
- We are ambitious, passionate and driven to succeed.
- We act professionally in all situations.
- We are creative, innovative and open minded.
- We build open, trusting and honest relationships with good communication.
- We are committed to building a positive team and a supportive environment.
- We believe in equal opportunities for all.



Strategic Plan

Our strategy focuses on the following six key themes which have been devised to ensure that the needs of a wide range of stakeholders are met, with a particular focus on constantly improving and enhancing student outcomes.

A.
Highest standards of leadership and governance

B.
Highest quality of teaching and learning

C.
Inspirational and motivational environment

D.
Degree Awarding Powers and university title

E.
Outstanding societal outputs

F.
Institutional growth and development

A

Strategic objective: To continue to develop a sustainable and progressive operational model with the highest standards of leadership and governance

ICMP has a long and widely-recognised track-record in the development and implementation of business and governance practice of the highest standards and has consistently been at the forefront of the 'alternative provider' (AP) sector in this regard. This plan will build on this past success and recognition by executing the following strategies:

1. Ensure the business is financially sustainable and able to properly commit to and complete the redevelopment of the facilities at 1b Dyne Road; make further planned future investments; and guarantee student protection into the future.
2. Further develop core business processes to ensure consistency and progression of good practice, knowledge and experience across the business.
3. Further build on the current governance strategy to deploy and demonstrate a transparent, balanced and effective governance model.
4. Engage fully and successfully with the new 'Office for Students' (OfS) and the developing regulatory environment.
5. Engage with sector representative bodies and take a leading position in the regulatory and political development of the HE and wider education sector.



B

Strategic objective: To achieve the highest quality of teaching and learning and deliver outstanding student and graduate outputs

Through the achievement of the strategies detailed below, we will ensure we continue to deliver an outstanding student experience and outcomes. This will be measured primarily in terms of retention, achievement and success, satisfaction through the National Student Survey (NSS), the Teaching Excellence Framework (TEF) and the Destination of Leavers survey for HE (DLHE) and Graduate Outcomes metrics.

We will continue to focus our provision around the needs of the student, the needs of the complex music industry that our graduates enter, and the demands of the regulatory system as it evolves. Our approach will be data and feedback driven, and will be centred around the following core strategies:

- I. Further develop our portfolio of courses to ensure they are commercially successful, informed by the realities and needs of the music industry and relevant to identified skill and creative development and graduate outcomes.
2. Further enhance the student experience to ensure that ICMP continues to be a destination of choice for aspiring musicians, writers, producers and music business entrepreneurs.
3. Constantly improve outcomes in terms of Retention, Achievement and Success.
4. Constantly improve outcomes in terms of the National Student Survey (NSS).
5. Constantly improve outcomes in terms of Destination of Leavers of Higher Education (DLHE) and Graduate Outcomes.
6. TEF awards. We have engaged with 'Year 2' of the TEF from 2017/18 and continue to set progressive goals to reach the highest levels of the TEF ratings over time.
7. Research and scholarly practice. Ensure teaching and learning is properly informed by and staff are appropriately engaged with research and scholarly practice in the context of ICMP's role as primarily a teaching institution.
8. QAA review (or its successor methodology). We will continue to develop and embed best QAE practice, deepening and strengthening institutional knowledge and ability.
9. Awarding body outcomes. We will develop our relationship management capability with all current and future academic partners to ensure these relationships continue to be positive.
10. Student support and wellbeing. We will continue to support the needs and wellbeing of our student body, build their resilience and ensure adherence to legislative and statutory requirements.
- II. Programme support. We will continue to develop our programme support teams to ensure we provide a high-quality programme administration that supports both students and teaching staff efficiently and effectively and meets awarding body needs.

C

Strategic objective: Deploy quality staff operating in an inspirational and motivational environment

Central to the achievement of the goals of this plan will be the continued creation of a cohesive, motivated, engaged and supportive staff community, with stability and continuity achieved through recruiting, retaining and rewarding talented and committed staff who share our values.

We will achieve this goal by pursuing the following strategies:

1. Conducting an audit of staff deployment and structure at all levels during 2018/19, to identify any skills gaps or structural deficiencies that may be present.
2. Conducting a review of key roles to ensure sufficient capability is engaged and time is available for operational and/or managerial duties, CPD and the achievement of a positive work/life balance.
3. Identifying and implementing a digital HR system to facilitate improved staff management processes and procedures.
4. Improving the working environment primarily through the redevelopment of the facilities at I b Dyne Road.
5. Conducting annual staff satisfaction surveys to formally assess staff perception of our approach to their management and development.
6. Continuing to develop a competitive pay and reward package.
7. Further developing recruitment practices across all roles to ensure the process is transparent, robust and effective.
8. Reviewing the current Performance Appraisal process during 2018/19 in light of wider sector/business practices.
9. Implementing formal succession planning.
10. Continuing to enhance the induction and re-induction processes.



D

Strategic objective: Achieve Degree Awarding Powers and University title

Following recent regulatory and political developments, which have made the achievement of 'Degree Awarding Powers' (DAPs) and University Title more attainable, it is a natural ambition for ICMP to achieve both.

While ultimately the final decision to make an application for DAPs (in the first instance) and subsequently University title will rest with the Corporate Board, our strategic approach to these goals will be as follows:

1. Conduct an assessment of readiness during early 2018 to establish an appropriate timeframe for application. This will lead to a refined project and action plan, with costings, to be operationalised from 2018/19 onwards subject to any final decision to proceed.
2. Continue to build an appropriate record of performance that will enhance any future application.
3. Continue to strengthen the company's financial position and performance.
4. Continue to build external relationships and external sector knowledge.
5. Continue to successfully undergo relevant QAA reviews to establish the core track-record of quality of provision prior to making any application.



E

Strategic objective: Deliver outstanding societal outputs

ICMP recognises that it is part of wider civic society and as such has responsibilities to that society beyond its own core interests. ICMP also recognises that there is a perception of UK Higher Education as being a provider of ‘public good’ and as a result we will endeavour to build the institution to meet both the actual and perceived expectations of a wide range of stakeholders.

Further, as ICMP applies to participate in the ‘approved fee cap’ category, it will be necessary to develop and implement an ‘Access and Participation Plan’ with the OfS. This plan will articulate key areas of investment and activity to enhance access and participation, with clearly defined objectives and metrics to be achieved.

In this regard, and with appropriate engagement with identified stakeholders to understand what specific activities we might consider, we will develop the following core strategies:

1. Through our primary educational provision, we will ensure access to ICMP courses is driven by merit; deliver excellent graduate outcomes; keep focused on delivery costs, ensuring we meet the highest quality standards and student expectations while keeping delivery efficiency optimised; continue to train and develop our teaching staff to enable them to provide high quality teaching elsewhere when their contracts allow.
2. Aligned with our ‘Access and Participation Plan’ we will develop further and implement our ‘Equality and Diversity’ policies and plans to ensure equal opportunity and a diverse and integrated staff and student body; identify and agree targeted demographic sectors of disadvantaged students aligned with OfS priorities and provide a range of support and activities to ensure they can access, succeed in and progress from our courses; allocate an appropriate level of resource to these activities, monitor and report on progress and engaged effectively with the Director for Fair Access; and meet identified targets as defined in each annual plan.
3. Through the development of a ‘Corporate Social Responsibility’ statement we will clarify our role in terms of wider society and consider such activities as identifying community groups that will benefit from listening to and engaging with music and engage with them through our staff and students; making our facilities available outside of timetabled hours to local charities or other groups that would benefit from their use; engaging with both local and national music hubs (previously music services); identifying and ‘adopting’ a local or national charity or charities, utilising our events programme and other activities for fundraising and awareness raising of that organisation; developing a ‘volunteering’ programme; and developing deeper understanding of our position with regard to environmental concerns and implementing initiatives accordingly.

F Strategic objective: develop opportunities for further institutional growth and development

While this plan focuses on the core business model which will deliver a strong foundation, it will likely be desirable to consider beneficial growth opportunities as they arise. However, to ensure any future developments are sustainable and do not prejudice the current provision and student protections, any such developments will be only be sanctioned following thorough review and risk assessment by both the Corporate and Academic Boards.

At this stage it is impossible to predict what these opportunities will be and therefore the management and leadership teams will constantly review the changing sector and student needs over time. It is likely that the learning environment will need to be further developed and, depending on demand for our provision, possibly further extended. It may also be that the mode of delivery will change over time, as students consider other ways to engage

with Higher Education such as distance or online learning. In all cases, any institutional development opportunities will focus on improving the learning environment and student and graduate outcomes, improving efficiency of delivery to maximise value to both the student and the taxpayer, and will respond to the changing needs of graduates based on sector or music industry changes.





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