

ICMP

The Institute  
of Contemporary  
Music Performance

# Strategic Plan

## 2022-2026



Over 30 years of pioneering music education

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# Background

The future of Higher Education (HE) will be different to the past and ICMP aspires to continue to lead the development of the sector by creating a 'University for the Future'. The recent pandemic, combined with rapid technological development and societal change, has highlighted a number of opportunities for agile and forward-thinking HE providers and we will therefore be looking to further improve our provision in the coming years, enhancing both choice and value to students and other key stakeholders while enabling continued institutional growth and sustainability.

In this regard, ICMP has a well-developed, integrated planning process that ensures the institution is both financially and operationally sustainable while keeping focused on a range of future objectives to enhance and improve the quality and breadth of our provision. We have recently concluded our new strategic plan following extensive consultations with staff and students, and this plan will now serve as the guiding direction for our activities into the future.

We are committed to sharing this plan as widely as possible and we are delighted therefore to be able to now publish it here.



# Vision, Mission and Values

ICMP's vision, mission and values will drive our provision and our business model, as follows:

## VISION

### **ICMP graduates shaping the future of music**

This vision will continue to drive all elements of our provision and our 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; they will have acquired life and employability skills; and they will be more likely to speak positively about their experience at ICMP and recommend us to their own networks.

This vision 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 benefit of wider 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

Developed collectively through consultation and engagement with staff and students during 2021, ICMPs values will continue to drive our approach to everything we do, as follows:

**1. Empowering successful and creative futures**

We enable our staff and students to forge dynamic, creative and rewarding careers while taking personal and institutional pride in their achievements.

**2. Educating in harmony with industry**

Providing innovative and progressive teaching of the highest standards in technical, creative, professional and entrepreneurial practice to create successful career outcomes for all our graduates.

**3. Championing inclusivity and diversity**

We wouldn't be where we are today without recognising our internal and external responsibilities to be both inclusive and diverse, leading by example across all aspects of our organisational practices.

**4. Encouraging and recognising excellence**

Each and every member of the ICMP team is always striving for the highest quality in our endeavours, working professionally as one team to cultivate a supportive, resilient and collaborative culture, with a focus on accountability, responsibility, transparency and respect.

**5. Being socially responsible**

Constantly considering our environmental, our social and our community responsibilities, locally, nationally and globally, to create a better future for all – we know it's the least you'd expect.

# Creating a University for the Future

We have developed six strategic objectives in this plan which will enable us to create a progressive, growing HE institution that embraces future opportunities while building on the foundations of the past and present.

We aim to create an institution centred in London but with truly global reach, building on our musical heritage and providing an enhanced range of choices to our students, effectively utilising current and future technology while retaining our core values of personalised contact and engagement and with in-built growth opportunities.

**We call this a 'University for the future'.**





## Strategic Objective A:

Develop attractive, flexible and high-quality provision underpinned by outstanding teaching and the highest academic standards

The quality of the student experience will remain at the heart of our strategic academic development, with increased attention on the flexibility and personalisation today's students need to succeed. The combination of our improved digital capability, and a refocus

on our approach to personal tutoring, will be fully exploited to provide students with an academic offer and delivery model that maximises personalisation and flexibility, while minimising the risks of students disengaging and failing to achieve good outcomes.

**Our strategy will be focused on the following core objectives:**

1. Enhance student choice and enrich course content.
2. Focus on continual improvement to maintain the highest academic standards.
3. Develop a structure of discrete specialist 'schools'.
4. Enhance personalisation and flexibility of our provision.
5. Continually enhance learning, teaching and assessment activity.

# Strategic Objective B:

Achieve excellent student and graduate outcomes

Ultimately, everything we do is focused on the success and wellbeing of our students. We will build on our current activities to better monitor and enhance this success, meeting both regulatory, student and other stakeholder expectations in this regard.

**Specifically, our strategy will be focused around the following core objectives:**

1. Further develop and enhance our admissions processes and practices.
2. Continually enhance equality, diversity and inclusivity across the student body.
3. Focus on continual improvement in established and developing regulatory metrics.
4. Further enhance our connectivity with industry.
5. Continue the development of our internal careers and employability service.





# Strategic Objective C:

To continue to develop a sustainable and innovative institutional model with excellence in leadership and governance

ICMP has a long and widely recognised track record in the development and implementation of academic, business and governance practices of the highest standards and quality, as recognised by successive external regulatory reviews and the awarding of DAPs from the summer of 2021.

**This plan will build on this past success and recognition through the following core strategies:**

1. Carefully manage growth to ensure sustainable margins and continued investment in our staff, our provision and our facilities.
2. Further develop core business processes to ensure consistency and progression of good practice, knowledge and experience across the institution.
3. Further build on the current governance strategy.
4. Continue to take a leading position in the regulatory and political development of the sector.
5. Consolidate our institutional status and name with the award of our own DAPs from the autumn of 2021, securing indefinite DAPs and applying for University Title thereafter.







## Strategic Objective D:

Build and develop teams with strong professional standards and values working in a collaborative and motivational environment

Central to the achievement of the goals of this plan will be the continued creation of a professional, 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 these goals by pursuing the following core strategies:**

1. Regularly reviewing staff roles and structure at all levels to identify any skills gaps or structural deficiencies, ensuring the staff body is appropriately diverse.
2. Conducting annual staff engagement surveys with focus on improving staff wellbeing and work/life balance and overall productivity.
3. Continually improving HR processes and using technology enhancements to enhance staff flexibility and wellbeing.
4. Continuing to develop a competitive pay and reward package.
5. Further developing recruitment and performance appraisal practices.
6. Continue the implementation of a progressive programme of continuous professional development.

# Strategic Objective E:

## Deliver excellent societal and environmental outputs

ICMP recognises that it is part of wider society and as such has responsibilities to that society beyond its own core interests. This strategic objective therefore encompasses three key areas of ICMP activity and planning, namely: the development of our provision in the context of being perceived as a

‘public good’; the focus on widening access and participation for underrepresented or disadvantaged groups; and the development of a fair, equal, diverse and inclusive working and learning environment for our staff, our students and other stakeholders.

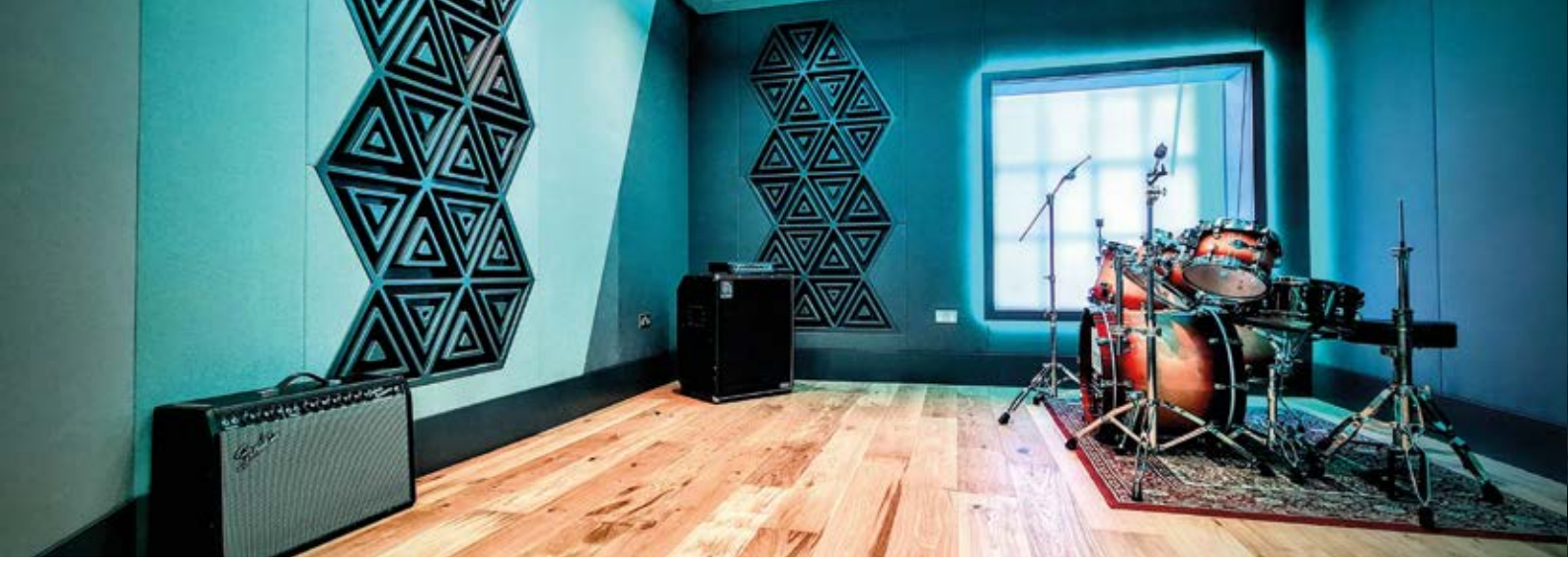
**In this regard, and with appropriate engagement with identified stakeholders to understand what specific activities we might consider, we will implement the following core strategies:**

1. Further develop an integrated approach to Equality, Diversity and Inclusivity (EDI) across both the staff and student body.
2. Establish a ‘Sustainability and Environmental’ strategy, policies and values and ensure that sustainability and environmental impact become a key consideration in all decision making.
3. Develop an effective outreach and community engagement plan.
4. Continually develop, implement, monitor and evaluate a comprehensive Access and Participation Plan.
5. Continue to deliver excellent value to key stakeholders including students, our local community and the creative industries.









## Strategic Objective F:

Develop a progressive and technologically enhanced learning, working and business environment

In recent years, the world around us has been progressively moving to a more digitised approach to everything from working practices to socialising and dating to shopping and engaging with leisure pursuits. The recent pandemic has clearly served to highlight how useful a digitised and flexible operating environment can be in the event of an

external crisis; however, it has also provided the opportunity for a 'cultural shift' in the way progressive education can be delivered. With an established HE sector still operating on a largely traditional basis, this therefore presents an opportunity for ICMP to accelerate our own shift to digital.

**ICMP will therefore adopt a more progressive and effective approach to its digital transformation, both in terms of academic delivery and the delivery of support and administrative services, through the following core strategies:**

1. Further investing in a connected and efficient digital infrastructure and developing digital delivery mechanisms for our courses, enhancing student choice and enriching their experience.
2. Establishing an effective and influential ICT Committee and embedding this in our established governance structure.
3. Developing highly effective distance learning pathways and establishing ICMP's pedagogic approach to technology enhanced learning.
4. Further enhancing staff CPD where relevant, with the development of an internal 'centre of digital excellence'.
5. Using digital tools for more efficient and beneficial staffing arrangements.







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