



ROYAL  
COLLEGE  
OF MUSIC

*London*

# ROYAL COLLEGE OF MUSIC

2022/23 SUSTAINABILITY REPORT

'THE RCM IS  
COMMITTED TO  
DELIVERING A  
SUSTAINABLE  
FUTURE'

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The Royal College of Music is fully committed to a sustainable future. This means both minimising any negative environmental, social and economic impacts that arise from our operations, and maximising all opportunities for us to have a positive environmental impact. These themes have been brought together in our RCM Strategic Plan and Sustainability Strategy, which sets out our key commitments between 2023 and 2035.

The College has adopted seven of the United Nations' Sustainable Development Goals (SDGs) as focus areas for its strategy whilst actively supporting the remaining SDGs, aspiring to be the leader in sustainable development in the conservatoire sector.

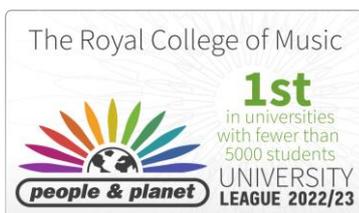
## Scope and boundaries

This Sustainability Report provides an account of the management approach and performance trends of the material environmental, social and governance issues for the Royal College of Music. The reporting period is the 2022/23 academic year but the Report also includes historical performance data. This Report includes the activities and impacts that are under the control or significant influence of the Royal College of Music. This Report contains some of standard disclosures from the Global Reporting Initiative Standards and key metrics requested by the People and Planet University League.

## Cautionary statement

This Report may contain forward-looking statements which are made in good faith and are based on current expectations or beliefs, as well as assumptions about future events. You can sometimes, but not always, identify these statements by the use of a date in the future or such words as "will", "anticipate", "estimate", "expect", "project", "intend", "plan", "should", "may", "assume" and other similar words. By their nature, forward-looking statements are inherently predictive and speculative and involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. You should not place undue reliance on these forward-looking statements, which are not a guarantee of future performance and are subject to factors that could cause our actual results to differ materially from those expressed or implied by these statements. The College undertakes no obligation to update any forward-looking statements contained in this Report, whether as a result of new information, future events or otherwise.

## Recognition



The RCM has achieved 1st place for universities with fewer than 5000 students in the 2022/23 People & Planet University League table. People & Planet assess higher education establishments based on carbon emissions performance, resource usage, staff engagement and policy documentation.



The People & Planet league also confirms that the RCM met and surpassed the higher education sector emission reduction targets set in 2005. Since 2005 we have reduced our carbon emissions by 79%.



Since 2014 the RCM has maintained its ISO14001 certification, considered the gold standard in demonstrating a commitment to environmental management.

# WELCOME FROM OUR DIRECTOR

The Royal College of Music is committed to embedding the highest standards of environmental and social practices in everything we do, from our teaching and research to our campus operations and supply chain.



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I am delighted to introduce the Royal College of Music's first comprehensive report on our sustainability strategy. We have well-established programmes in place to reduce our environmental impact and support good social practices, but this is the first time these themes have been brought together into a single, focussed strategy.

The Royal College of Music is well placed as a sustainability leader. Values such as stewardship and 'preserving for the future' are a core part of what our conservatoire is about. Our success in living these values, ensuring a sustainable future for music and music education is why the College is the world's leading higher education provider for the performing arts. It is also why the College has world-leading community engagement programmes and enviable library and museum collections.

At the heart of this strategy is the ambition to contribute to a better world for our students, staff and audiences; everyone who is involved in our activities as an organisation and beyond. The College will champion the power of music and the Arts to move, educate and inspire positive change.

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I particularly want to draw your attention to some of the milestones we've achieved this year.

Firstly, the outstanding progress we've made reviewing and incorporating sustainability into our masters courses. This is a significant undertaking and is building an excellent foundation for continued success.

The wonderful work being done on inclusion and diversity also brings me immense pleasure.

I'd also like to highlight the exceptional work being done on our net zero carbon programme. The scale of enthusiasm and ambition our estates team are showing is an inspiration to us all.

Finally, the breadth of the team's work on sustainability is tremendous, and the continued recognition the College has received through the People and Planet University League is a testament to my colleagues' hard work.

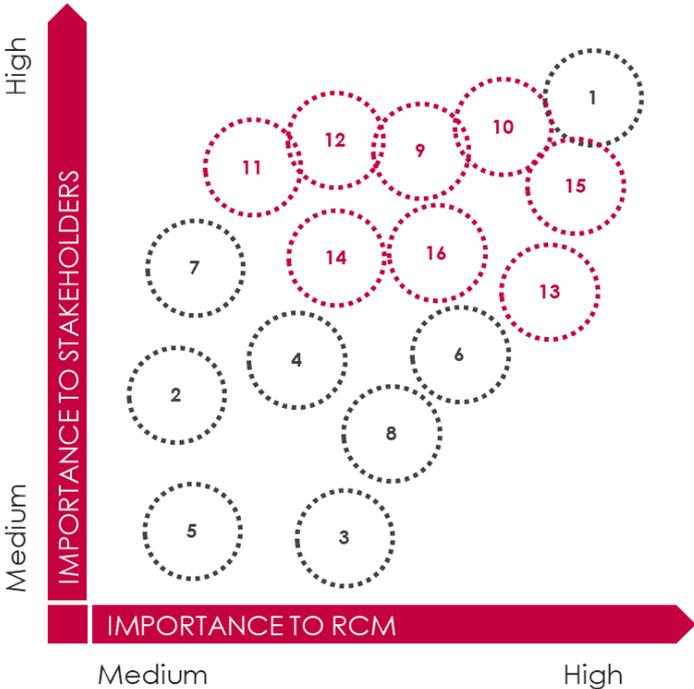
**Professor Colin Lawson, Director**  
CBE, MA (Oxon), MA, PhD, DMus,  
FRCM, FRNCM, FLCM, HonRAM



# OUR SUSTAINABILITY PRIORITIES

We have identified the most important environmental and social themes for the College using a materiality process. We have considered the issues where we have the largest impact as well as those that impact us to define our priorities.

Our three most important issues are climate change and carbon emissions, supporting diversity and inclusion, and our cultural contribution.



**Environmental**

- 1. Carbon Emissions
- 2. Biodiversity
- 3. Construction and Refurbishment
- 4. Staff and Student Awareness
- 5. Travel and Transport
- 6. Sustainable Procurement
- 7. Responsible Neighbour
- 8. Sustainability in the Curriculum

**Social**

- 9. Health and Safety
- 10. Diversity and Social Inclusion
- 11. Support and Wellbeing
- 12. Growth and Opportunity
- 13. Accountability and Communication
- 14. Community Engagement
- 15. Fair Access and Equity
- 16. Cultural Contribution

# OUR SUSTAINABILITY STRATEGY

We aim to be the UK's most sustainable conservatoire, embedding leading environmental and social practices in everything we do.

Our sustainability strategy is focussed on five key themes and underpinned by a commitment to robust governance and transparency.

## FIND OUT MORE

[Download our sustainability strategy](#)

### SUSTAINABILITY IN TEACHING AND RESEARCH

As a higher education provider, integrating sustainability into the mission of the RCM means to educate new generations of musicians and sustainability stewards to carry on the institution's core values.

### SUPPORT MUSIC, CULTURE AND DIVERSITY

The long-term success of the RCM's mission is underpinned by the ability to continue to foster talent, ensure equitable access to opportunity and inspire sustained enthusiasm for classical music.

### SUSTAINABLE OPERATIONS

In adopting a sustainability strategy, the RCM must take responsibility for the College's environmental and social impacts and place sustainability at the centre of all operations

### SUSTAINABLE PARTNERS AND SUPPLIERS

Tying sustainability into the terms and conditions for collaborating with others signals the RCM's commitment to environmental and social responsibility and helps promote good practices elsewhere.

### HEALTH AND WELLBEING

Caring for the safety and ongoing wellbeing of students, staff and alumni is fundamental to sustaining a resilient, passionate and supportive environment in which no-one is left behind.

## ALIGNMENT WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

Protecting the planet, human health and the health of the natural world is necessary to ensure strong institutions and strong culture. All organisations have a part to play in limiting their environmental impacts and in being ambassadors for the planet.

Through our work, projects and partners, the RCM actively supports all 17 of the UN sustainable development goals and our strategy focuses on the following seven: Good Health and Well-being, Quality Education, Gender Equality, Decent Work and Economic Growth, Reduced Inequalities, Responsible Consumption and Production, and Climate Action.





# SUSTAINABILITY IN TEACHING AND RESEARCH

Our aim is to embed sustainability into our formal and informal teaching and research and prepare our students as 21<sup>st</sup> Century citizens, providing knowledge and opportunities to use their musical skills to connect with global sustainability issues.

As a conservatoire we provide specialist music teaching and research, predominantly focussed on performance. Sustainability is still relevant to the formal and informal learning opportunities for students; we have a duty to make sure that students graduate with an understanding of global themes such as climate change, diversity and inclusion, and how they are relevant to their lives and careers.

We will incorporate sustainability into our curriculum and provide informal learning opportunities including student initiatives and societies. We will provide staff training on sustainability issues to help them incorporate sustainability into their teaching and take action to minimise impact from student travel and commuting.

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## KEY AREAS

- Incorporate sustainability themes into formal and informal teaching and research, including creative careers
- Support student sustainability initiatives and societies
- Staff training on sustainability themes
- Minimise impact from student travel and commuting

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## VISION

By 2025 we will:

- review how sustainability issues can be formally embedded in both curricular and extra-curricular activities and incorporate those factors into course designs

By 2028 we will:

- have a comprehensive programme in place that encourages our students to see themselves as artist-citizens of the future, providing opportunities for them to use their musical skills to connect with global sustainability issues.

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## KEY SUPPORTING STRATEGIES

Royal College of Music Education for Sustainable Development (ESD) Strategy

# Sustainability in the curriculum

Whilst the RCM specialises in musical performance and composition, we recognise that we have a wider duty to prepare our students as 21<sup>st</sup> century citizens which includes awareness and knowledge of global issues. This is delivered through our Education for Sustainable Development (ESD) strategy which includes lectures and seminars, Faculty artistic projects, Student projects, and Living Lab projects.

RCM is uniquely positioned to champion sustainability and, in particular, to provide an environment that promotes the role of the arts in creating a more sustainable world. We aim for all our students to be equipped as 'global artist-citizens' and to be able to contribute to the development of a better future for the planet through music, their careers and their everyday lives.

In June 2022, we published our ESD strategy in line with the QAA and AdvanceHE Education for Sustainable Development Guidance, which sets out our approach and targets.

## FOCUS SUSTAINABILITY THEMES

- 01** Understanding the environmental impacts of music making
- 02** Examining the use of natural resources in the manufacture and maintenance of musical instruments
- 03** Examining the cultural and social impacts of music making, including social justice; inclusive practices (SEND); diversity, equality and inclusion; music therapy; and performance health and wellbeing
- 04** Creating and sharing music that engages with representations of society and the natural world and the role of music in commentary, communication and activism
- 05** Research and study of music and sound and its meaning within cultures

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## IMPLEMENTING OUR STRATEGY

### Annual and periodic programme review

From 2022, ESD is included as a review criterion for all periodic programme reviews and new programme validations course reviews in order to evaluate and enhance how ESD knowledge, competencies and abilities are taught through the College's degree programmes.

### Artistic projects

Artistic projects are excellent vehicles for embedding ESD, especially in the conservatoire environment, as they provide an opportunity to explore sustainable development themes in depth using various artistic approaches.

### Student projects

Through self-directed student projects such as the BMus Open Project and the Masters Professional Project, the College provides resources and mentoring for students to devise and develop their own new work.

### Supporting staff

We will provide staff with the support and resources needed to teach sustainability by connecting with external organisations and networks.

'ONCE WE EMBEDDED SUSTAINABILITY AS AN ELEMENT OF OUR COURSE REVIEWS, WE SAW THE MYRIAD WAYS IN WHICH THE COLLEGE'S CURRICULUM CAN STRENGTHEN STUDENTS' UNDERSTANDING OF THEIR RESPONSIBILITIES TO CREATE A MORE SUSTAINABLE FUTURE.'

Dr Diana Salazar, Director of Programmes

# Progress update

## INCORPORATING SUSTAINABILITY INTO COURSE DESIGN AND VALIDATION

During the 2022/23 academic year, we introduced an Education for Sustainable Development component as part of our periodic programme review of the Masters (MMus, MPerf and MComp) programmes. We are currently preparing the validation documentation for a new Master of Music Education (Teaching Musician) programme with reference to ESD criteria.

Our new Masters Professional Portfolio Seminar Series was developed as part of the periodic Masters Review. The MMus, MPerf and MComp programmes will now all include a session on Artistic Planning in spring 2023-24 that considers sustainable festival development and touring.

## SUSTAINABILITY THEMES IN STUDENT RESEARCH

Increasingly students are choosing to explore sustainability as part of their self-directed research projects.

This year, MMus student Katie Bunney was awarded a distinction for her project titled 'Nature, Nostalgia and Nat King Cole: How the crooning voice promoted fossil fuels in television advertising campaigns by Shell and SSE'

## SUSTAINABILITY THEMES IN OUR TEACHING

We currently offer a range of core and elective modules that explore areas of artistic citizenship, offering students to the opportunity to explore a range of the UN SDGs including BMus 1 (core) Healthy Musician

- BMus 1 (core) Music Leadership
- BMus (elective) L5 Musical Care Throughout the Life Course
- BMus (elective) L5 Education and Teaching Placement
- BMus (elective) L5 Women and Music
- BMus (elective) L6 Workshop Leadership
- BMus (Global Conservatoire) Music and Racism (delivered by our partner MDW in Vienna)
- BMus (Global Conservatoire) Engaging with Audiences and Communities (delivered by our partner MDW in Vienna)
- Masters (elective) L7 Women and Music

The key UN SDGs addressed are (3) Good health and wellbeing, (4) Quality education, (5) Gender equality, (10) Reduced inequalities, and (16) Peace, justice and strong institutions.



### FIND OUT MORE

[Download our education for sustainable development strategy](#)

# Sustainability in informal teaching

We support our students to engage with sustainability themes through a variety of co-curricular and informal routes.

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## CREATIVE CAREERS

Our world-leading careers support and talent agency provide students with advice, workshops and presentations to help develop our students and recent graduates develop their professional skills and provide performance experience. We include sustainability within the annual support programme, running at least one event per year focussed on sustainability in the music profession.

## GREEN WEEK AND OTHER STUDENT EVENTS

The College and Students' Union run a comprehensive green week annually, running events and presentations on key environmental and social themes.

These events act as platforms for student engagement with sustainability themes in both musical and everyday-life contexts.

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## 2023 GREEN WEEK

Our annual green week ran from 27 February to 3 March and aimed to highlight the College's commitment to sustainable operations and the achievements so far.

Green Week activities for students and staff included a forum with the Director of Estates giving an opportunity to share questions and ideas, and a Lunch & Learn with Recorra, the company that manage RCM's waste. Other events included bicycle maintenance and a session of Forest Bathing in Hyde Park, and an initiative to encourage sustainable cooking run by the Students' Union.

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## CLUBS AND SOCIETIES

Our students can join RCM clubs and societies as well as those from our neighbour, Imperial College. These offer a wide range of opportunities to learn and engage with key environmental and social topics.

## AWARENESS RAISING INITIATIVES FROM THE COLLEGE AND STUDENT UNION

The College and SU run communication campaigns over the course of the year which showcase important sustainability issues for the College.



*Recorra, the RCM's waste management company, gives a Lunch & Learn presentation about how the College's waste is managed.*

## Sustainability education training for staff

With sustainability forming an important part of our enhanced learning criteria, we ensure that academic staff are provided with all the tools, knowledge and skills needed to provide engaging ESD opportunities for our students.

To provide all staff with the appropriate skills and knowledge to incorporate ESD into their teaching, we include an introduction to ESD and the RCM's ESD plan in all staff inductions, and provide training on how to identify and include relevant ESD factors in the way courses are designed and assessed, and the methodology of the assessment.



Image: Alex Schroder, 2023

## Sustainable student travel and commuting

Student travel and commuting, including travel at the start and end of term makes up an important component of our carbon footprint.

We are committed to supporting more sustainable travel options for students, and will support carbon reduction through our carbon management plan, which supports active travelling options (running, walking, cycling) as well as public transport.

Find out more about our carbon management plan on page 29.

### RCM AT THE AEC CONFERENCE: GREEN TRANSITION IN HIGHER EDUCATION

In November 2023, Tymon Zgorzelski (SU President) and the Director of Programmes attended a training session at the Royal Conservatoire, The Hague as part of the AEC Annual Congress, 'Toward the green transition in higher music education', delivered by the AEC Goes Green Working Group

### RCM GLOBAL CONSERVATOIRE

The [Global Conservatoire](#) provides RCM students with the opportunity to experience transnational learning in an online setting without needing to travel on a full exchange to another country. During 2022/23 this initiative offered RCM students the opportunity to study one of eight different online courses delivered by world class conservatoires in Copenhagen, Vienna, or New York, without leaving London. The Global Conservatoire Consortium recently expanded to welcome a fifth partner, the Conservatorium van Amsterdam.

# Progress on our targets

	Target	Progress
01	By the end of year 2022/23, include sustainability as a parameter in all periodic programme reviews, commencing with the Masters Review 2022	<b>Completed</b> We incorporate ESD factors into our course design and validation processes
02	Deliver at least one Creative Careers event every year with a focus on sustainability	<b>On track</b> During panel discussions students were introduced to Play Outdoors Perspectives, a production company championing new pieces in the outdoors by diverse composers, and the Corelia Project, an organisation whose mission is to elevate the voices of women and all marginalised genders in classical music.
03	Provide regular opportunities for student-led projects that engage creatively with sustainability issues	<b>On track</b> Research projects in 2022/23 included sustainability topics
04	Provide teaching staff with training on Education for Sustainable Development	<b>On track</b> The Director of Programmes and the SU President attended a training session delivered by the AEC Goes Green Working Group and the College is actively engaging with non-profit organisation Julie's Bicycle to deliver development training for teaching staff.





# SUPPORT MUSIC, CULTURE AND DIVERSITY

The long-term success of the RCM’s mission is underpinned by our ability to continually foster talent, ensure equitable access to opportunity, and inspire sustained enthusiasm for classical music. We support talent regardless of a musician’s background, support cultural contributions at the local, national and global level, and expand access to classical music.

We are committed to supporting musical talent regardless of an individual’s background or circumstance. Through our comprehensive access and participation strategy, we aim to increase participation of young people in music and remove barriers for talented students for studying, including through implementing best practice in admissions and recruitment, as well as providing scholarships and financial aid.

We advocate for classical music, supporting initiatives that support music making for young people, and that contribute to our culture at the local, national and global levels.

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## KEY AREAS

- Support music making for young people
- Support musical talent, regardless of background or circumstances
- Fairness and equity in recruitment and admissions
- Provide scholarships and financial aid
- Cultural contributions and collaborations across local, national and global scales

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## VISION

By 2028 we will:

- Deliver our programme to provide young people with access to clear progression routes in music, with a view to improving the diversity of our student recruitment to better reflect wider society.
- Build our bursary and scholarship capacity to ensure that financial circumstances are not a barrier for students from underrepresented groups

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## KEY SUPPORTING STRATEGIES

[Royal College of Music Access and Participation Plan \(2020-21 to 2024-25\)](#)

[Royal College of Music Equality, Diversity and Inclusion policy \(2021\)](#)

[Royal College of Music Artistic Strategy \(with update June 2021\)](#)

# Supporting music making for young people, supporting diversity and increasing access

We support a wide range of opportunities for young people to make music and offer a structured pathway for development. A key part of our ethos is to make music accessible and meaningful to everyone, and deliver an ambitious programme through our equality, diversity and inclusion strategy.

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## PRE-TERTIARY PROGRAMMES

The access trajectory for music conservatoire students begins at a very young age, typically starting between the ages of four and nine. Credible applicants for the BMus will have had access to, and been engaged with, music making throughout their school lives and will usually have reached a high level of attainment by the time they are in their mid-teens. Access to good quality music education for children is not equally distributed, with underserved groups linked to family income, cultural/ethnic background, and disabilities.

Supporting music education and opportunities for young people is therefore a vital component of supporting diversity in our student body and addressing in some part the general decline of music education in schools.

We support music making for young people through a number of key initiatives:

- RCM Sparks, Sparks Juniors and Sparks Mini
- RCM Junior Department
- Community programmes including Family Create, Ignite, Explorers and Springboard
- School outreach programme with collaborative partners, included targeted pipeline initiatives such as the Young Bassoons Programme which will commence in 2023/24.

We also offer bursaries and financial support to minimise the barriers to participation in our programmes.

These schemes are designed to support young people from underrepresented backgrounds, and provide structured, high-quality music and instrumental tuition with a progression pathway from age 0 through to 18.

The RCM has set a long-term target of 50% of children in the final year of the Sparks Juniors programme (age 4–8) progressing to a fully auditioned place at RCMJD (age 8+) by 2024–25, which in turn provides a pathway to higher music education. This target takes into account the likelihood that a proportion of Sparks Juniors may wish to continue their musical education elsewhere (at another conservatoire's junior department or through the Tri-borough Music Hub) or decide that they wish to pursue other interests.

## TERTIARY PROGRAMMES

We are committed to operating a fair and transparent admissions process. The use of contextual data to inform our admissions decisions is widely acknowledged<sup>1</sup> as good practice and is an important step towards increasing equality of opportunity.

We offer an admissions fee waiver scheme for applicants from families with low household income. We also provide a comprehensive disability support programme both during the application process and across a student's time at the College.

In 2021 we completed a £40m development project, More Music. A key element of the project was to make our historic buildings more welcoming and accessible to applicants, students and the wider community.

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<sup>1</sup>: Bull, A. L., Bhachu, D., & Blier-Carruthers, A. (2022). *Slow Train Coming? Equality, Diversity and Inclusion in UK Higher Education*.



FIND OUT MORE  
[www.rcm.ac.uk/sparks](http://www.rcm.ac.uk/sparks)



## Progress update

During 2022-23 the College has strengthened and extended its commitment to Equality, Diversity, and Inclusion in five key areas that reach across all areas of the College's work: access and participation; staff training and recruitment; the artistic programme and curriculum; awareness raising; and governance.

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### ACCESS AND PARTICIPATION

The RCM maintains an Access and Participation Plan, which sets out our targets and activities to address inequality of access to higher education.

Our priorities for 2022-23 were to:

- Continue to monitor our existing targets, with a special focus on Polar 1 recruitment
- Update the College's Access and Participation Plan for 2024 onwards in line with refreshed OfS priorities
- Maintain and develop widening participation partnerships at Junior Department level

At the start of academic year 2023-24 the College is exceeding its target to increase the percentage of RCM's UK domiciled undergraduate new entrants who identify as coming from a Black, Asian or ethnically diverse background from 10% to 14% by 2024-25 (three-year rolling average).

Our current 3-year rolling average is 19.99% against a target of 13.35%, demonstrating excellent progress.

The spend on new scholarships for Black, Asian or ethnically diverse students is expected to increase from £27,750 to £46,250 for 2023-24.

The College also has a target to increase the percentage of UK domiciled undergraduate new entrants from POLAR4 quintile 1 from 4.68% to 9% by 2024-25 (three-year rolling average). Recruitment for 2023/24 has been better than expected in this particularly challenging area. As of the start of 2023-24 we are just short of our 3-year rolling average target of UK domiciled enrolments from POLAR4 quintile 1 students (7.68% compared to a target of 8%). However, we have seen excellent conversion from offer to enrolment and our progress is very strong, despite a challenging environment affected by the cost-of-living crisis, the ongoing impact of the pandemic, and reduced music provision in UK state schools.

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New tuition fee bursaries for POLAR4 quintile 1 students are expected to increase threefold, to £64,750, demonstrating the College's commitment to reducing financial barriers for students from under-represented groups.

At Junior level, close relationships with Nucleo, Future Talent, and Music Masters continue to support the progression of black, Asian, and ethnically diverse students to the Junior Department. During 2022-23, 50% of JD students were black, Asian, or ethnically diverse. The proportion of state educated students at the RCMJD has risen from just 30% in 2013 to just over 50% in 2022/23.

Several senior RCM students from underrepresented backgrounds became mentors to Sparks Juniors and JD students and a new team of student HE advisors (comprised of ex-JD students from a wider variety of ethnic and social backgrounds) were recruited in 2022/23 to provide mentorship for our diverse body of JD students.

The Office for Students has now published its Equality of Opportunity Risk Register, a set of principles that will underpin the next generation of Access and Participation Plans. The RCM will be part of the main cohort submitting plans for approval in spring 2024. Work has commenced to identify the area of most risk to student opportunity at the College and the datasets that could support target-setting and monitoring in these areas. The APP Working Group will take this forward during autumn 2023.

Following streamlining for efficiencies in the Junior Programmes Team, the College has recruited a full-time Learning and Participation Coordinator: Pipeline and Transitions, to coordinate projects that will support the new APP and other priority recruitment areas.

## ARTISTIC PROGRAMME AND CURRICULUM

Our Artistic Programme and Curriculum priorities for 2022-23 were to:

- Continue to deliver an artistic programme that celebrates and promotes diversity amongst performers and performances.
- Collect EDI data on programmed works for reporting at EDI Committee
- Work closely with professional organisations (including orchestras, ABO, MU, and BliM) to learn from industry and promote change
- Continue a focus on diversifying RCM audiences through a range of KE and public engagement activities spanning the Artistic Programme, Sparks, the Museum, Creative Careers, and Research.
- 'Continue the conversation' through termly updates at College and Faculty meetings



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## EQUITY, DIVERSITY AND INCLUSION VISITING ARTIST FUND

During 2022-23 we demonstrated deepening of our commitment to representation through the creation of the Equity, Diversity, and Inclusion Visiting Artists Fund. Established with the generous support of Lady Victoria Robey HonRCM, this initiative enables exceptional musicians, teachers, and leaders from underrepresented backgrounds to work with RCM students.

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## FESTIVALL

This year our annual FestivALL of music by diverse and underrepresented composers coincided with the Great Exhibition Road Festival (GERF), attracting a wide audience of all ages. Curated by Chamber Music Manager, Bethan Lloyd, throughout the day students presented 50 works across ten concerts, including a variety of 'pop-up' performances. A particular highlight of the day was a workshop and performance by the RCM Sparks Family Orchestra, which brought together children and their parents to perform together. The Performance and Programming team received over 40 student proposals for FestivALL, a record number of submissions that demonstrates increased student engagement with diverse repertoire.

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## DIVERSITY IN ARTISTIC PROGRAMME

Most concerts in the Events Guide now include at least one work by an underrepresented composer and the EDI Visiting Artists Fund has supported even more visits by diverse visiting artists. Highlights of the artistic programme during 2022-23 have included masterclasses with Samantha Ege and Weston Sprott, the RCM Jazz Orchestra directed by Georgina Jackson, an Orchestral Masterworks concert conducted by Wayne Marshall, and the RCM Symphony Orchestra concert at the Southbank Centre, conducted by Ryan Bancroft and featuring a work by Hannah Kendall.



## AWARENESS RAISING

Our Awareness Raising priorities for 2022-23 were to:

- Promote and support EDI awareness and understanding among SU Committee members and Student representatives through enhanced training.
- Develop improved collaboration between College management and the SU to encourage whole College engagement with EDI matters and curation of activities/events that resonate with RCM students
- Explore ways of promoting the diversity of participants and activities in College life, for instance through images displayed across the campus and, where appropriate, in externally facing materials.
- Give consideration to the diversity of RCM supporters

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## TRAINING AND WORKSHOPS

In September 2022 the College introduced consent training for all students. The online 'Consent Matters: Boundaries, Respect, and Positive Intervention' course has been developed specifically for students in higher education. The training was introduced to all new students during Induction Week through a presentation on 'Respect at the RCM', which was co-delivered by staff and the Students' Union. The Students' Union also participated in bespoke EDI training delivered by Tonic, a specialist provider of EDI training for arts organisations and the organisation Black Lives in Music was represented at the Freshers' Fair.

All students in the Brass faculty participated in active bystander workshops.

Human Resources have developed and published an EDI calendar which is now available on Learn and Muse

The Students' Union reactivated the QRCM and Feminist Society, and collaborated with Student Services to run a mental health information desk in the RCM café during mental health awareness week.

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## GREATER DIVERSITY IN DONORS

Our development team have made excellent progress to improve the gender balance of donors. During 2022-23, 47% of donations by living donors were by male donors and 45% by female donors (8% unknown gender). There is an enhanced focus on engaging donors with interests in access, inclusion, and advocacy.



## MORE REPRESENTATION ON CAMPUS

We continue to enhance the representation of diverse participants and voices across physical and virtual areas of the College, from a new photo display in the café (see below) to the many hundreds of social media posts during 2022-23 that demonstrated the importance of representation across our concerts, visiting artists, student projects, and research. Our new alumni 'Meet our Alumni' section of the website presents a wide range of alumni and their varied, global careers.

## GOVERNANCE OF EQUITY, DIVERSITY, AND INCLUSION

Our Governance priorities for 2022-23 were to:

- Continue to act on opportunities to further diversify Council and Council committee membership.
- Reflect inclusive practices and terminology across Council's work.

The RCM Council continues to demonstrate its full commitment to the area of EDI through Council representation on the EDI Committee and termly review of progress with the College's EDI action plan at all Council meetings.

Shirley Thompson OBE has joined the Council. A UK composer of Jamaican descent, Shirley is known for her work as a cultural activist, musical leader, and a composer who is committed to innovation in classical music.

The Council effectiveness review provided an opportunity for members to feed back on inclusive practice across Council's work. The Council has agreed that committee chairs will be asked to choose whether they prefer to use the gender-neutral term of Chair, and all relevant documentation will follow this consistently.

## Cultural contribution

The College will continue to make an extensive cultural contribution through its performance programme, events and festivals, as well as its museum and library collections.

In the last years, there has also been a welcome and positive cultural shift, with the long-overdue reassessment of the artistic mainstream, and a rapid and invigorating rebalancing of approaches to inclusivity and diversity in repertoire and performers. There have also been notable changes in the way that music is performed and presented, particularly through technology, and a new strategy will need to reflect these.

The College's aspirations continue to widen, and its responsibilities for fostering open access to all sectors of society become ever more vital. There are many gaps to fill, and the College can only address a part of these. Strategic partnerships, advocacy and leadership become essential, and there need to be access points and significant points of contact beyond enrolled students.



# Progress on our targets

	Target	Progress
05	Continue to support music making for young people	<b>On track</b> RCM Sparks deliver an engaging programme for children in schools and the local community, giving more than 2,700 children and young people a live music experience during the past year.
06	Increase the percentage of students who identify as coming from non-white backgrounds from 10% to 14% by 2024-25	<b>On track</b> The College is exceeding its target. Our current 3-year rolling average is 19.99%.
07	By 2024-25, reduce the gap in participation between the most and least represented socio-economic groups (POLAR4 quintiles 5 and 1) by a third (ratio of 8:1) and double the new entrants from POLAR 1 backgrounds compared to our 2017-18 baseline	<b>Progress made</b> We are making positive progress in this challenging area. Currently we are just short of our 3-year rolling average target - 7.68% compared to a target of 8%.
08	Continue to make a positive cultural contribution at a local, national and global level	<b>On track</b> Through the College's performance programme, research and knowledge exchange programme, RCM Sparks, Museum and more, we are connecting with participants within the local community through to a national and global level.



# SUSTAINABLE OPERATIONS, EVENTS AND PERFORMANCES

Sustainability is embedded in our operations, events and performances.

We have a direct impact on the environment through our campus operations, events and performances and are committed to embedding best practice in the way we operate. Taking action to tackle the climate crisis and mitigate climate risks are a key focus, alongside campus waste, water and energy use. Through our ISO 14001 environmental management system, we will continue to embed good practice environmental management across all campus activities.

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## KEY AREAS

- Carbon emissions and climate change
- Energy, water, and waste
- Construction and refurbishment
- Resource use (incl. paper)
- Digital
- Catering
- Facilities management
- Green urban campus
- Business travel & commuting
- Sustainable events
- Sustainable performances (tickets, programmes, lighting, catering, travel, suppliers)

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## VISION

By 2028 we will:

- Make progress towards our net zero carbon, achieving a 33% reduction from our 2018/19 baseline across scopes 1, 2 and 3;
- Reduce total waste and increase recycling rates;
- Develop our sustainable events offer;
- Improve the sustainability credentials of performances.

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## KEY SUPPORTING STRATEGIES

[Environmental policies](#)

[Royal College of Music Carbon Management Plan](#)

[ISO 14001 Environmental management system action plan](#)

[Sustainable food policy](#)

[RCM Estates Strategy](#)

[South Kensington ZEN+](#)

## Estates and campus operations

The Royal College of Music sits in the heart of cultural quarter of South Kensington. Our vibrant and diverse campus includes both old and new, from the magnificent grade II listed Blomfield building which dates from 1883 to the modern courtyard development, completed in 2021. Combined with our site at RCM Jay Mews and purpose-built student accommodation, Prince Consort Village, our estates and on-site operations both affect and are affected by the environment.

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Carbon emission and climate change are our major priority and we have set the ambitious objectives to be carbon net zero by 2035. We have also set objectives to reduce our energy and water use, as well as reduce our total waste whilst improving recycling rates. We recognise the environmental impact from food choices and we have set our clear objectives to deliver more sustainable catering. Administrative impacts including paper use are also an area of focus for us.

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Construction and major refurbishment projects have both a large direct impact and offer an important opportunity to make decisions to improve our environmental performance in the long-term.

We also have a range of indirect impacts, including our offsite and cloud-base IT infrastructure, business travel and employee commuting. All of which form a pivotal part of our efforts to make our operations more sustainable.



# Environmental Management System

The Royal College of Music operates an Environmental Management System (EMS) certified to ISO 14001:2015.

An EMS is a structured framework to identify and manage an organisation’s significant environmental impacts, risks, opportunities and obligations, and the ISO14001 standard is widely recognised as the leader certification standard.

<b>Policy and leadership</b>	Our approach is governed by our environmental policy and overseen by our Estates Director.
<b>Context and stakeholder expectations</b>	When designing our environmental programmes, we have considered our stakeholders and the relevance of environmental factors across the entire lifecycle of the College’s operations.
<b>Planning</b>	We have mapped our significant areas of environmental impact and identified the key risks and opportunities. We maintain a register of all the applicable legal, contractual and voluntary environmental obligations and taken these into account when setting our objectives, targets, environmental action plan and processes.
<b>Resources, skills and awareness</b>	We allocate appropriate resources to manage environmental issues, and ensure that all staff, students, contractors and suppliers have the right knowledge, skills and technical competencies. We run awareness campaigns and report on our environmental practices and performance both internally and externally.
<b>Managing our operations and emergencies</b>	We have developed a wide range of policies and procedures to ensure we manage environmental issues effectively
<b>Monitoring performance</b>	We monitor our environmental performance closely and have set KPIs for our key areas of impact. We also conduct internal audits of our system and undertake compliance reviews, and report to the leadership team through our sustainability committees. Our management system is externally audited by a UKAS accredited certification body, who issue our ISO 14001 certificate.
<b>Improvement</b>	Through our EMS, we aim to deliver continual improve in our environmental management and performance.  We have a robust procedure in place to identify and manage corrective and preventative actions. This might be in relation to audit findings or any opportunities for improvements that may be identified.

# Energy and carbon emissions

Our action on energy efficiency and carbon reduction is managed through our [Carbon Management Plan](#).

For the first stage we set a target to reduce our carbon emissions from gas and electricity use by 34% by 2020, from a 2004/05 baseline. We significantly exceeded this, reducing our emissions by 60% even while our estate grew.

In line with the Government's climate change targets, in the next stage of our Carbon Management Plan we aim to achieve net zero carbon by 2035. This means that:

- continuing from our 2004/05 baseline, we have set a target to reduce our emissions from gas and electricity use by 73% by 2027 and 100% by 2035; and
- we will meet annual and cumulative emissions budgets that align with these targets, through emissions reductions.

We are ahead of this target, having reduced carbon emissions by 79% in 2022/23 from our 2004/05 baseline, primarily due to switching to a zero-carbon electricity tariff.

In 2022/23 we have continued our work to improve energy efficiency and decarbonise heating and hot water systems. Projects have included:

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## PIR Sensors

We have installed LIR sensors in all corridors in 39 Jay Mews to control lighting automatically, resulting in reduced energy consumption.

## AI energy consumption analysis

We deployed a software system which uses machine learning to analyse data from our gas and electricity meters. The tool has identified consumption patterns and spot signs of energy waste, which can then be used to adjust the behaviour of the building management system.

## Secondary glazing

We have completed phase 1 of fitting secondary glazing to office and practice room windows at 39 Jay Mews. This will aid with heat retention and comfort during colder months.

## Air source heat pump feasibility study

We commissioned a feasibility study to determine the viability of replacing heating water generation, currently using gas boilers, with an air source heat pump (ASHP) solution. It was concluded that the installation of an ASHP system at the Prince Consort Road site would result in an anticipated carbon reduction of approximately 43%. This would increase further with decarbonisation of the electricity grid.

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## Concert Hall lighting upgrade

The tungsten stage lighting in the Amaryllis Fleming Concert Hall was by far the most energy inefficient lighting system in the College.

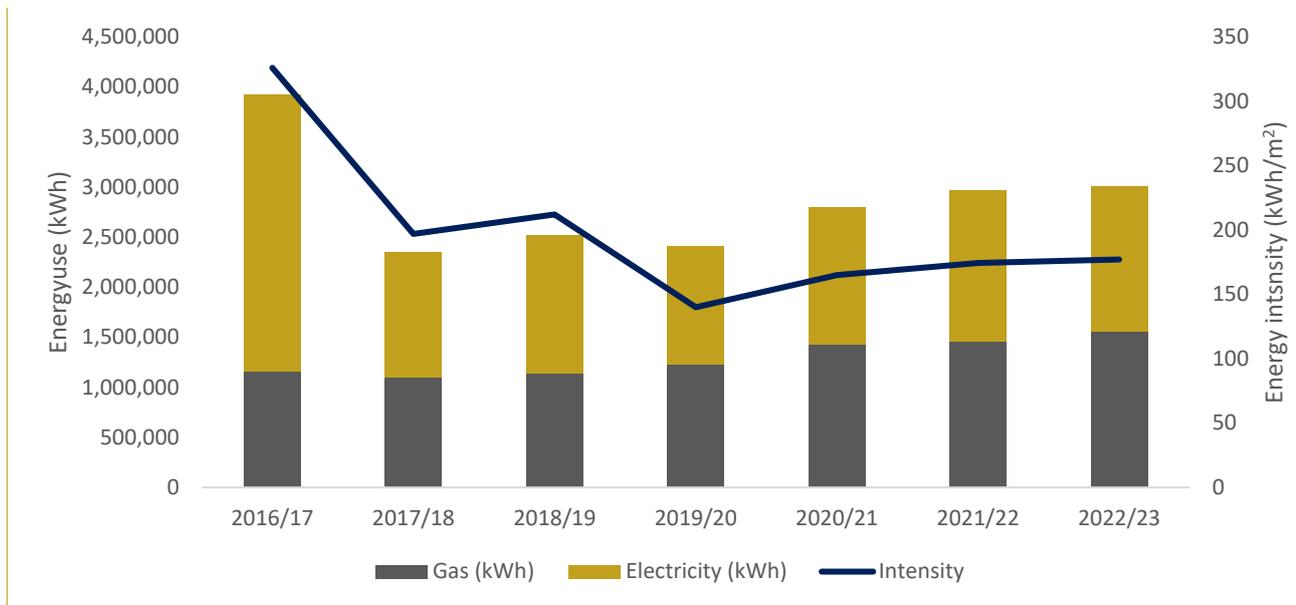
The Digital team have replaced the lighting with new LED fixtures and we have already seen a significant reduction in energy consumption. The new lighting has delivered a 80% reduction in energy use in the concert hall, delivering carbon emissions savings of around 29 tonnes CO<sub>2</sub>e per annum.



## Energy use

We manage energy use through our carbon management plan. Our approach has focussed on taking practical steps to reduce and avoid energy use where possible, and using efficient fittings and equipment. The Estates & Technical Services Manager is responsible for energy management.

In recent years, we have seen a slight uplift in energy usage due to increased activity on site following the Coronavirus pandemic. The expansion of the Estate has also been a driver with more digitally enabled spaces, performance venues, a café bar and commercial kitchen now housed within the Prince Consort Road site, as well as our Jay Mews site. We continue to ensure that our electricity for the entire RCM campus comes from zero-carbon sources.

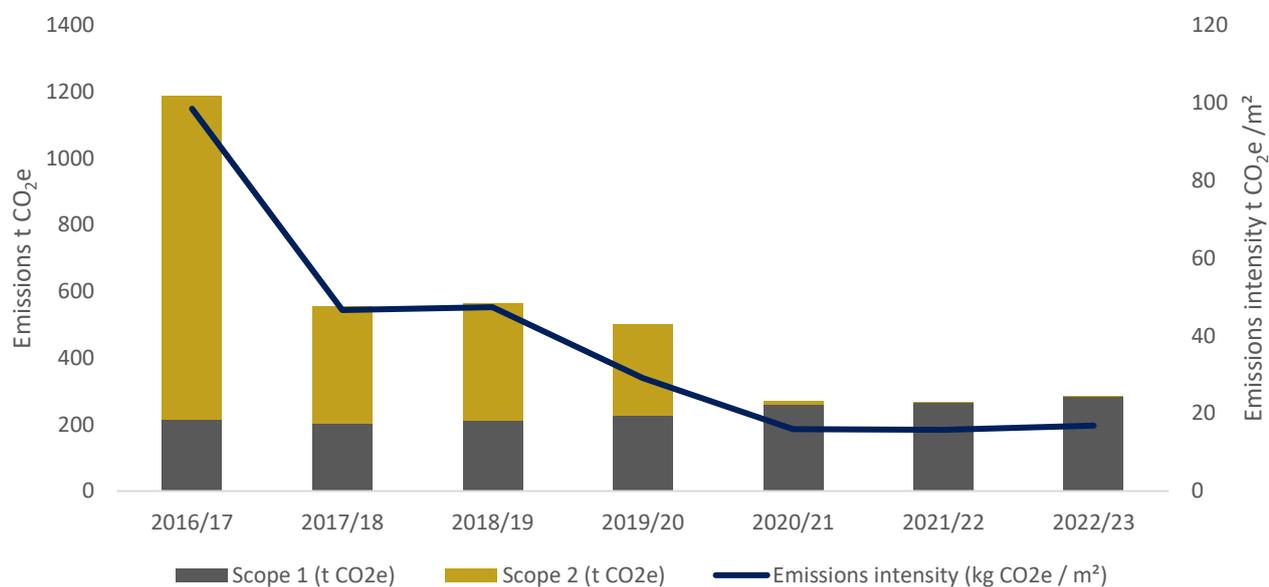


	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Electricity (kWh)	2,763,394	1,247,390	1,383,515	1,177,605	1,370,390	1,509,977	1,447,352
Gas (kWh)	1,163,837	1,097,193	1,142,423	1,235,463	1,427,706	1,449,744	1,562,591
Total (kWh)	3,927,231	2,344,583	2,525,938	2,413,068	2,798,096	2,959,721	3,009,943
Energy Intensity (kWh/m²)	326	197	212	140	165	174	177

# Carbon Emissions

## Scopes 1 and 2

Since 2016/17 we have reduced our scope 1 and 2 emissions by 76%, from 1,185.84 kg CO<sub>2</sub>e per m<sup>2</sup> to 286.49 kg CO<sub>2</sub>e per m<sup>2</sup>. These reductions are calculated using market-based emissions which include our zero-carbon electricity tariffs.



	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Scope 1 (t CO <sub>2</sub> e)	214.34	201.84	210.03	227.16	261.01	265.53	285.27
Scope 2 (t CO <sub>2</sub> e)	971.50	353.10	353.63	274.55	9.96	2.60	1.87
Total (t CO <sub>2</sub> e)	1,185.84	554.94	563.66	501.71	270.97	268.13	287.14
Carbon intensity (kg CO <sub>2</sub> e/m <sup>2</sup> )	98.51	46.62	47.35	29.12	15.94	15.77	16.89

## Scope 3 Emissions

We have reported on our scope 3 of the Greenhouse Gas Protocol. Overall, more than 95% of our emissions occur in scope 3. The vast majority of emissions continue to occur in our supply chain and we will continue to uphold high environmental standards in our supplier selection and work with existing suppliers to encourage them to reduce their environmental impacts.

Scope	Source	Carbon Emissions (t CO <sub>2</sub> e)
Scope 1	Gas use	285.24
Scope 2	Purchased electricity	2.60
Scope 3	Total scope 3	<b>6,028</b>
	Water	0.70
	Wastewater	0.72
	Waste	0.21
	Business Travel	22.07
	Staff and student commuting	*2,251
	Procurement	<b>3,753</b>
	Business services	1,937
	Manufactured products	14
	Food and catering	24
	Construction	64
	IT Services	1,556
	Other procurement	54
	Student accommodation	35.2

\*Commuting figures are based on estimates from a travel survey conducted in June 2022.

Note: We have reported on all of our material emission sources. We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), energy and activity data, and location-based emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2020.

Scope 3 emissions from air travel were calculated from data provided by travel agents and airlines on distance flown, and those for water, wastewater and waste were calculated using DEFRA conversion factors for 2022/23. Student and staff commuting was calculated based on responses to a travel survey completed in 2022 – data for 2023 was not available at time of publishing. Student accommodation was calculated based on the proportion of the equity held in the operating company by the RCM in 2023.

Procurement emissions were estimated using spend data and emissions factors provided by HEPA.

## South Ken ZEN+

The RCM has joined with the 21 other members of the Exhibition Road Cultural Group (ERCG) to form South Ken ZEN+: a partnership of world-leading science and arts institutions in South Kensington committed to tackling the greatest challenge of our age. South Ken ZEN+ is our collective response to the climate and biodiversity crisis.

With the joint aims of becoming a zero emissions (ZE) and nature-positive (N+) neighbourhood, we have joined with our neighbours to deploy our world-leading creativity and expertise in science and the arts to take collective approach to meet our net-zero, nature positive goals for South Kensington.

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### Collaborating to share best practice

Our Director of Estates sits on the working groups for climate change and circular economy to share best practice and collaborate on delivering net zero carbon and nature positive projects.

### Local heat network feasibility

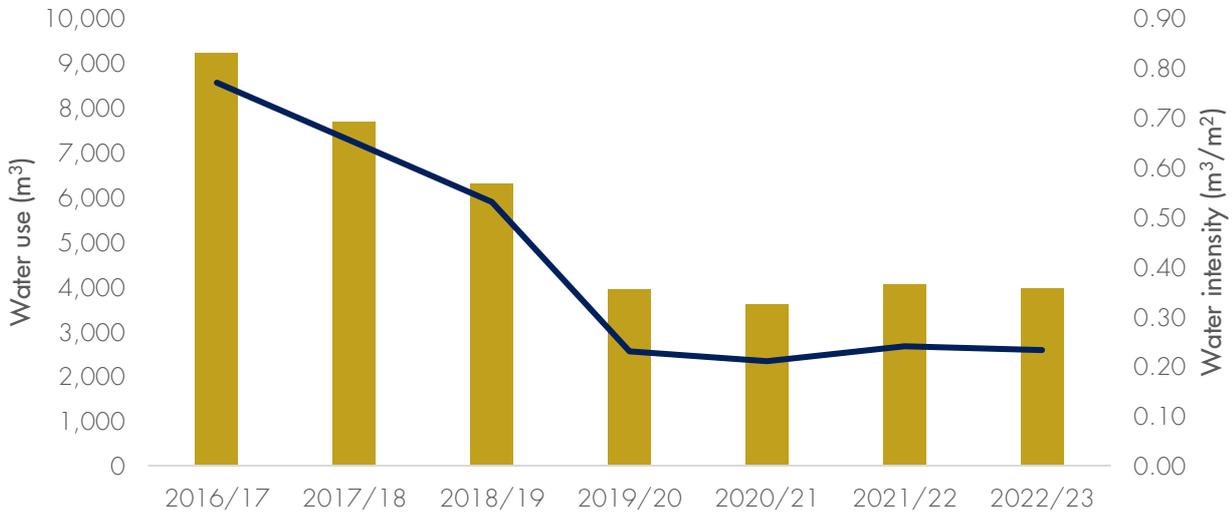
Heat decarbonisation is a key pillar of our net zero roadmap.

We are working closely with Imperial College London and other members of the South Ken ZEN+ community to explore the feasibility of developing a local low carbon heat network.



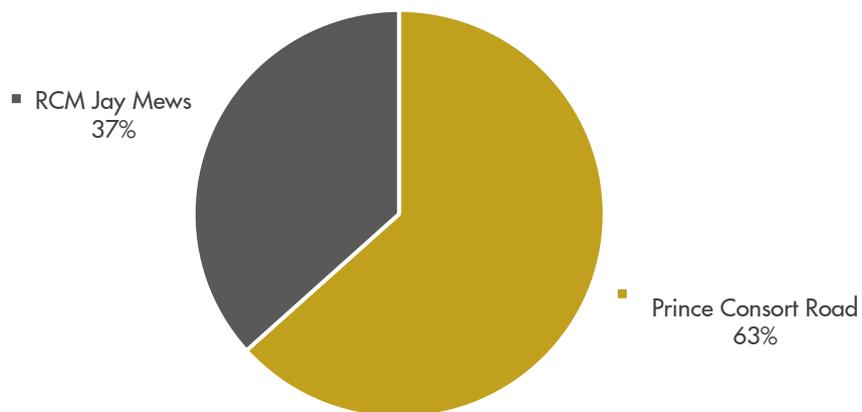
# Water

The RCM has very limited water use on site, restricted to toilets and some catering facilities. Since 2016/17, we have reduced our water use by 57% and our water use per m<sup>2</sup> by 70%. About two thirds of the RCM's water is consumed at Prince Consort Road and about one third at RCM Jay Mews.



	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Water use (m<sup>3</sup>)</b>	9,216	7,681	6,291	3,926	3,603	4,046	3,959
<b>Water intensity (m<sup>3</sup>/m<sup>2</sup>)</b>	0.77	0.65	0.53	0.23	0.21	0.24	0.23

## Water use by site (%)



'RCM Jay Mews' includes 41-43 Jay Mews and 39 Jay Mews.

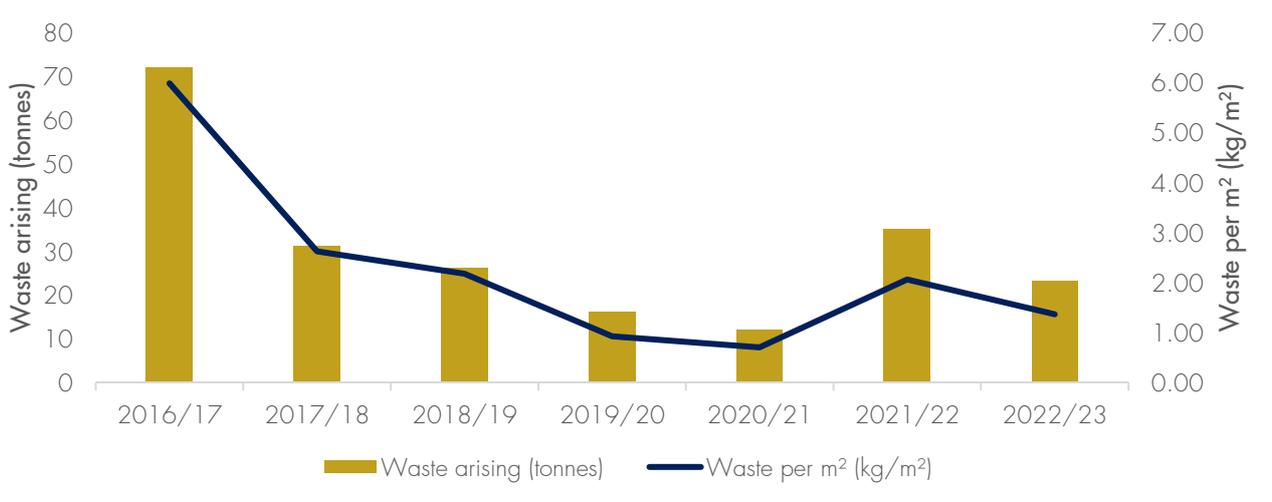
# Waste

The College’s main waste streams are from offices and catering functions. We have some limited hazardous waste from electronics and light fittings, and very small volumes of solvents used in musical instrument conservation and restoration.

In 2022 we introduced a new waste contract. The contract will help us to improve our recycling rate and will also reduce emissions from waste collections, as the contractor also serves a number of our neighbouring institutions.

We introduced a crisp recycling scheme in the café and have joined the Circular economy and sustainable procurement group.

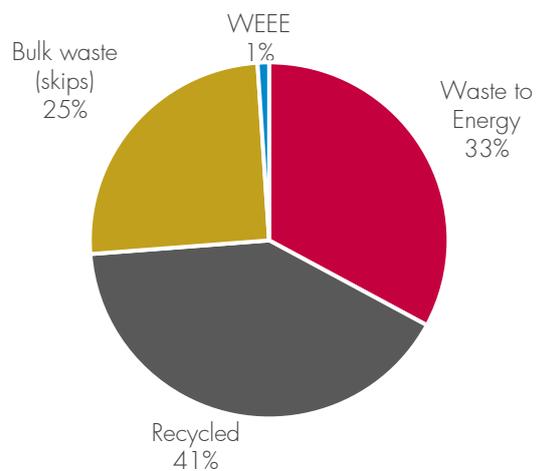
## Waste arising (tonnes)



	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Waste arising (tonnes)	72	31	26	16	12	35	23
Waste per m² (kg/m²)	5.98	2.62	2.17	0.92	0.70	2.06	1.36

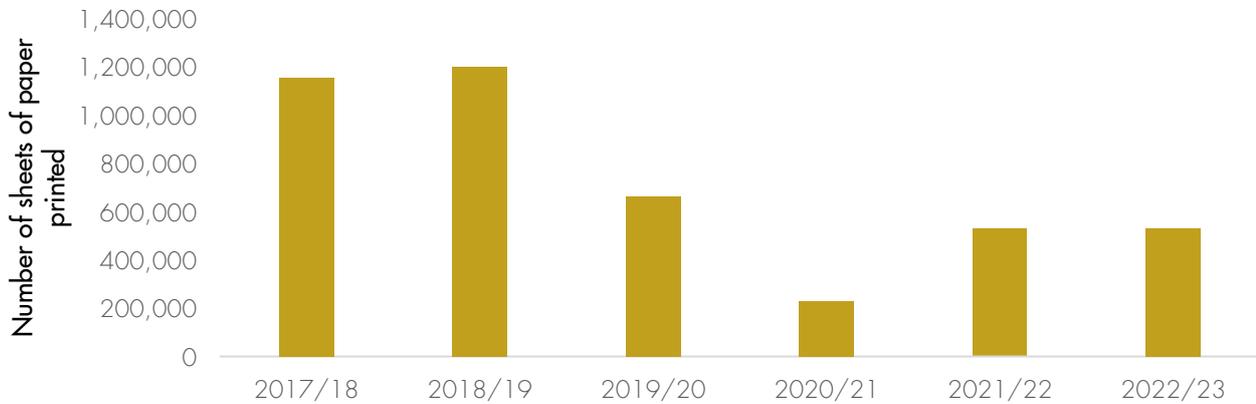
## Waste streams (%)

We will continue to evaluate the best ways to increase recycling rates by improving recycling infrastructure and staff and student awareness.



## Paper

Paper usage from printing has remained at similar levels to 2021/22, significantly reduced from pre-pandemic levels. The digitisation of the finance system, implementation of paperless class registers, move to online meetings and increased use of digital music scores have all reduced printing requirements.



	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Sheets printed	1,155,353	1,199,971	662,353	230,558	532,963	530,892

## Business Travel

The below table shows kilometres travelled by different modes of transport.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Taxi	-	-	-	1763	131	869	50
Personal Car (Expenses)	-	-	-	-	-	-	-
Domestic Air	13,399	9,359	8,928	6,213	-	442	-
Short-Haul Air	95,330	122,920	215,699	105,390	-	31,216	129,668
Long-Haul Air	423,129	449,801	458,363	572,321	22,156	-	454,443
International Air	66,647	67,969	186,619	131,493	-	26,104	164,353
International Rail	18,696	1,730	-	3,325	-	14,895	1,968
Domestic Rail	-	12,213	29,333	15,857	2,006	8,726	26,430
<b>Total</b>	<b>617,201</b>	<b>663,992</b>	<b>898,942</b>	<b>836,362</b>	<b>24,293</b>	<b>82,252</b>	<b>776,912</b>

# Sustainable catering

Sustainable catering is important for us. We have implemented a sustainable food policy which sets out our aims for all catering undertaken on site.

The Sustainable Food Policy and Framework is owned by RCM and outlines the aims, objectives and principles through which sustainability is imbedded in all aspects of catering operations. The policy applies to all outlets and food served at the RCM, forming the basis of relationships with partners and third-party providers including Imperial College London our current catering provider.

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## Advocacy

We aim to raise awareness of how customers can support the Sustainable Food Policy. We provide staff with training and run customers campaigns to highlight key themes. During 2022/23 we ran a customer communication campaign focussed on recyclable packaging, waste and using re-usable containers.

## Net zero

We aim to measure and minimise the carbon emissions associated with food, both from on-site operations and across the value chain. We had planned to measure the carbon footprint of the food served and established a baseline during 2022/23, however this project has been delayed.

## Food

Our aim is for the food served on site to be healthy and reflect the dietary preferences of the 60+ nationalities that make up our student and staff body. We aim to champion the most sustainable options and work towards accreditations such as Food for Life and Menus for change.

We are working with our catering partners at Imperial College to increase the plant-based options available, reduce the amount of beef and lamb that is served and offer non-dairy milks at no extra charge.

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## Procurement

We are working with our catering partners at Imperial College to increase the plant-based options available, reduce the amount of beef and lamb that is served and offer non-dairy milks at no extra charge. We are committed to working with suppliers who share our high ambitions on environmental and social practices, and aim to source seasonal produce and where applicable, purchase products with appropriate certifications, such as Fairtrade, Rainforest Alliance, and the Soil Association. All coffee and bananas are fair trade.

## Waste

We aim to minimise waste and phase out all single-use plastics where possible. Our strategy also seeks to minimise waste overall and support the waste hierarchy (avoid, reduce, re-use, recycle/compost, recovery).

We offer YOYO reward points for customers who purchase food and drinks in re-useable containers and ceramic and metal crockery/cutlery is given by default to customers 'eating in'.



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**FIND OUT MORE**  
[Sustainable food policy](#)

# Construction and refurbishment

We have comprehensive processes in place to management sustainability issues at all stages of construction and refurbishment projects.

We have developed an in-house project management tool that can be used for any project run by the College. Sustainability criteria are embedded at every stage.

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## Design

Sustainability is a key design criterion, and we carefully consider the environmental impacts of both the construction or fitout process as well as the ongoing operational implications and the supply chain impacts.

Wherever possible, we seek to minimise environmental impacts and risks where we can at the design stage.

## Procurement

We are committed to working with suppliers who share our high ambitions on environmental and social practices. We assess a potential supplier's sustainability management practices and their ability to support us in delivering on our sustainability goals.

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## Managing impacts during projects

Our projects team manage sustainability issues closely during the delivery stage. We assign dedicated managers for key projects and liaise with contractors regular on their environmental management and performance, seeking to building trust and a collaborative relationship.

## Monitoring

We monitor the environmental impacts of projects closely and monitor them through the project board. This may include site walks, acoustic monitoring, monitoring waste and energy use, or storage of materials to avoid damage and waste.

## Post occupancy assessments

Once a project is complete, we typically undertake an appropriate post-occupancy assessment. This process helps to ensure that all systems and technologies are working properly and are optimised for efficiency. We also review where we can improve our decision making and processes.

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## Prince Consort Village

Opened in spring 2016, the Royal College of Music's hall of residence, Prince Consort Village, provides high-quality accommodation for more than 400 students.

The building was awarded an Excellent BREEAM In-Use (BIU) rating in October 2022. BIU is an environmental assessment and certification scheme that helps building managers to drive sustainable improvements in the operational performance of a building.





## Replacing seating in the Britten theatre

The Britten theatre was opened in 1986 and contained 400 original 'Hilly Horizon' conventional folding theatre chairs, which had been in use for over 35 years. They had reached the end of their life and a solution was needed that would serve the theatre for the next 35 years.

The project team explored the options available to minimise environmental impacts including completing a repair and refurbishment feasibility survey.

Refurbishment proved not to be a viable option and so the RCM partnered with Audience Systems, a specialist chair supplier who have worked with venues such as the Royal Albert Hall and the Sydney Opera House, to find a replacement that would sit comfortably with the building's interior and heritage, while providing the comforts of a 21st-century design.

Audience Systems aim to be a leader within their industry on environmental management, which was a key consideration for the College during the tendering process for this project. Their products typically have a long lifecycle of over twenty years, are designed to be easy to service and repair, and the majority of components are recyclable at end of life.

Made in a two-tone red fabric in keeping with the heritage of the theatre, the new chairs are durable and designed with a backrest shaped for comfort, as well as having a soft closing mechanism.

'I AM DELIGHTED WITH THE NEW BRITTEN THEATRE SEATS BY AUDIENCE SYSTEMS, WHOSE FITTING TEAM HELPED US COMPLETE THE WORK WITHIN A THREE-WEEK WINDOW DURING THE 2023 SUMMER BREAK.'

Aida Berhamovic, Director of Estates

## Sustainable events

The College offers a unique and inspiring events venue and we are committed to ensuring our events are sustainable.

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We work closely with our events customers to embed sustainability into the planning process, and started to develop a sustainability scorecard to measure and incentivise good environmental practice in events planning. This will help to address key issues such as single-use plastics, energy use and event carbon emissions.

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We will extend our sustainability commitment to our event suppliers, and we will select partners who are both demonstrate excellent sustainability management and performance, as well as offer innovative and sustainable goods and services.





## Sustainable performances

We aim to minimise the impact of performances and measure our impacts better. Performances in the College range from large orchestra concerts or opera performance to less formal chamber music concerts. Our performance also include national and international tours.

We have implemented a range of practical changes to reduce paper use for parts and programmes, such as the adoption of digital scores and performance notes. We have trialled some new technology solutions that have given us better data

We also aim to reduce single-use plastic by encouraging performers to use refillable water bottles and liaison with catering providers for audience refreshments.

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### Digital ticketing and enhanced data

We introduced new ticket scanning technology which allows us not only to offer paperless ticketing but also improves our data on attendees. This helps to ensure we only print the number of programmes needed and also allows us to improve our emissions calculations for performances.

### 80% energy saving from new lighting

The new lighting installed in the concert hall has reduced electricity consumption during rehearsals and performances by 80%.

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### Recycling stage sets

We have embedded principles from the Theatre Green Book sustainable production guide into our set design process. This has helped to reduce the materials used and the amount of waste generated.

We have also appointed a new contractor to help re-use and recycle sets.

## Biodiversity

The Royal College of Music's hall of residence, Prince Consort Village, provides high-quality accommodation for more than 400 students. The building, which is run by a third-party operating company, opened in spring 2016 and comprises studio apartments, en-suite rooms and standard rooms.

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### Green wall and allotments at PCV

As part of Prince Consort Village's sustainability programme, a green wall has been installed along with student allotments.

### Biodiversity on- and off-campus

Whilst our South Kensington campus has a number of constraints which limit the scope for biodiversity projects, we are exploring how we can contribute both on- and off-campus.



# Progress on our targets

	Target	Progress
09	Achieve carbon net zero by 2035	<b>On track</b> The College is firmly committed to this ambitious target and we are making good progress in reducing our carbon footprint across scopes 1, 2 and 3.
10	Reduce carbon emissions from scopes 1 and 2 by 73% by 2026/27 from a 2005 baseline	<b>Ahead of target</b> Scope 1 and 2 emissions have been reduced by 77% since 2005
11	Reduce scope 3 carbon emissions by 40% by 2026/27 from a 2019/20 baseline	<b>On track</b> Scope 3 carbon emissions have so far been reduced by 10% from a 2019/20 baseline.
12	Maintain total waste arising from campus under 25 tonnes per year <sup>1</sup>	<b>Ahead of target</b> We have seen a year on year reduction of 34% between 2021/22 and 2022/23. Total waste for 2022/23 was 23 tonnes.
13	Achieve recycling rate of more than 75% for the year ending 2026/27	<b>On track</b> We ran an engagement campaign to encourage more recycling within our student and staff communities. New bins were introduced across the campus to simplify the recycling options available.
14	Establish a comprehensive and robust sustainable events framework by 2022/2023	<b>Behind target</b> The Events team are in the process of establishing a scorecard that will identify the environmental impact of each event.
15	Reduce the environmental impact from performances	<b>On track</b> We have invested in more efficient digital and lighting equipment and have introduced paperless ticketing. Costumes and stage sets for the College's opera productions are recycled and reused where possible.

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<sup>1</sup> Adjusted target from 15 tonnes to 25 tonnes



# PARTNERSHIPS FOR SUSTAINABILITY IMPACT

We will use the power of music to drive awareness in sustainability. We will collaborate with suppliers, other institutions and investment managers to embed sustainability practices where we have influence.

The College is able to support and influence the sustainability performance of a number of key stakeholder groups, supporting collaboration and shared purpose. This includes our suppliers, investment managers, neighbouring and peer institutions, and staff. We are also able to support awareness of key sustainability themes through performance and alumni engagement.

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## KEY AREAS

- Sustainable procurement
- Sustainable investment
- Engagement with partner institutions
- Supporting wider awareness of environmental themes through performance and alumni engagement
- Supporting sustainable practices for staff and students at home

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## VISION

By 2025 we will:

- embed sustainability into procurement decisions
- For priority suppliers, review sustainability credentials and engage on an ongoing basis

By 2028 we will:

- Engage with all suppliers on sustainability issues based on size and significance, and request key performance metrics

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## KEY SUPPORTING STRATEGIES

[Sustainable procurement policy](#)

[Policy for responsible investment](#)

[HR benefits](#)

# Sustainable procurement

The RCM purchases a wide range of goods and services and we are committed to embedding the highest standards of environmental and social practice across our supply chain. Our sustainable procurement policy sets out our approach and objectives.

Many procurement decisions are made by individuals within the functions and departments across the College, and we manage more significant procurement decisions with our purchasing partners, Ensemble Purchasing – a procurement partnership with other conservatoires. We are a member of the London Universities Purchasing Consortium.

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## POLICY AND ENGAGEMENT

Our sustainable procurement policy sets out our approach to including environmental and social considerations in our decision making.

Over the next 5 years, we aim to expand how we engage with suppliers on sustainability issues, initially focussing on reviewing the sustainability performance of key suppliers, especially those with a significant on-campus presence, and establishing ongoing engagement.

Within 5 years we aim to engage with suppliers regularly to understand their sustainability approach and performance, as well as explore opportunities to collaborate to improve sustainability outcomes. We want all our buyers to consider relevant sustainability factors in all procurement decisions and to have embedded sustainability principles so clearly in our key supply chain partnerships that suppliers proactively engage with us to implement improvements.

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## SUPPLIER PERFORMANCE DATA

Our secondary focus will be to collect sustainability performance data related to the goods and services provided to the RCM, especially in relation to carbon emissions, climate change, the circular economy, working conditions and the London living wage. We calculate our supply chain emissions based on industry emissions factors and spend data, but we have set an objective to increase the supplier specific performance data used.

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## APPOINTING NEW MECHANICAL AND ELECTRICAL MAINTANANCE CONTRACTOR

In 2022 we conducted a tender process to select a new mechanical and electrical maintenance contractor.

Through the process we assessed each company's sustainability credentials and their ability to deliver an effective, collaborative partnership to help us deliver on our Net Zero and sustainability objectives.

Artic Building Services Ltd were appointed based on their excellent track record and comprehensive sustainability service offering.

# Sustainable investment

The Royal College of Music and its students benefit from significant resources invested in permanent endowment and general funds. These funds are managed on our behalf by independent investment managers in line with our policy for responsible investment.

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## POLICY

Our [responsible investment policy](#) sets out our approach to responsible investment. It requires all investment managers to consider Environmental, Social and Governance (ESG) considerations when making investments.

## GOVERNANCE

Our Finance and General Purposes Committee (F&GPC) is responsible for the oversight of our investment arrangements. The F&GPC has appointed an Investment Committee with responsibility to recommend RCM's Investment Strategy and Policy for Responsible Investment. The Investment Committee monitors the performance of RCM's investment portfolios and the investment managers provide ESG updates at least once a year.

The College's permanent endowments (Scholarships & Awards Fund and Junior Department Appeal Fund) are managed by Cazenove Capital and Sarasin & Partners. A portion of the College's general purpose funds is managed by Ruffer. The investment managers all have significant experience in the charity sector.

## ENGAGEMENT WITH INVESTEE COMPANIES AND VOTING

We expect our investment managers to engage and vote on RCM's behalf and to demonstrate how they consider ESG as part of the investment process. The College also expects them to engage with companies where ESG issues are a concern, provide proxy voting on ESG issues and report to the College on their engagement activities. The Investment Committee regularly engages with and challenges the managers on ESG matters.

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## REPORTING AND DISCLOSURE

Each of RCM's investment managers is required to report at least once a year on

- how ESG factors are incorporated into the investment manager's investment process;
- engagement activity and results;
- voting activity;
- the investment manager's approach to mitigating climate change;
- the carbon footprint (scope 1 and 2) of the investment portfolio; and
- the portfolio's exposure to areas that could be of concern such as fossil fuels, as well as sustainable and impact investments.

RCM sets out in its Annual Review and Financial Statements its approach to ethical investments.

# Working with peers and neighbouring institutions

A key component of our sustainability strategy is to work with our peers and neighbours to deliver improvement together.



## AIDA BERHAMOVIC, DIRECTOR OF ESTATES ELECTED EAUC TRUSTEE

In June 2023, Aida Berhamovic was elected to the board of the Environmental Association of Universities and Colleges (EAUC), a leading environmental member-based charity with the mission to embed sustainability at the heart of post-16 education institutions.

The EAUC develops guidance and convenes working groups, training and conferences to share best practice in environmental management for colleges and universities.

## RCM AND PRINCE CONSORT VILLAGE

The RCM has purpose-built student accommodation at Prince Consort Village, which is run by a third-party operator, Campus Living Villages (CLV).

We are working closely with CLV on sustainability initiatives. Solar PV has been installed and a green wall added.

## SOUTH KEN ZEN+

RCM is a member of the South Ken ZEN+ group a partnership of world-leading science and arts institutions in South Kensington committed to tackling the greatest challenge of our age. South Ken ZEN+ is our collective response to the climate and biodiversity crisis.

We are working closely with Imperial College and other group members to explore the options of a low-carbon district heat network.

Read more on page 33.

# Supporting sustainability at home for staff and students

We aim to support staff and students to embed sustainable practices at home.

## COOKING SHOWCASE 2023: GET COOKING

To encourage cooking with plant-based and sustainably sourced produce, the Students’ Union released two vegan recipes on social media during Green Week 2023, while also offering students the opportunity to collect the ingredients from the SU free of charge. Students were encouraged to share their culinary achievements on social media.

## HR BENEFITS

We provide a range of benefits to support sustainable travel. This includes interest-free season ticket loans and the bike to work salary sacrifice scheme.

We are exploring what other benefits are appropriate, including an EV salary sacrifice scheme.

Staff are also entitled to a range of health and wellbeing benefits which include flexible working, eye and hearing tests, employee assistance programme and event tickets.

[rcm.ac.uk/about](http://rcm.ac.uk/about)

# Progress on our targets

	Target	Progress
16	40% of supplier spend to be accounted for using actual emissions data provided to the RCM by suppliers (as opposed to estimates calculated by the RCM) by 2024/25	<b>On track</b> We are engaging with our partners and suppliers to gather the emissions data currently available and to encourage them to share their sustainability performance so far.
17	Implement the Sustainable Procurement Policy and Supplier Code of Conduct across all departments	<b>Complete</b> The Policy has been implemented and is in use across the College.
18	Engage with suppliers to understand and encourage efforts to improve their sustainability credentials	<b>On track</b> Sustainability is a key consideration as part of contract reviews and all RCM partners are required to regularly report on their progress on sustainability.



# HEALTHY, INCLUSIVE AND SUPPORTIVE WORKPLACE

We foster a healthy, inclusive and supportive environment for staff and students

We are committed to making the RCM a great place to work and providing the highest standard of support to all members of staff. This means that we attract and retain talent representative of our entire community, safeguard the health, safety and wellbeing of staff, and provide them with structured support to develop their professional and transferable skills.

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## KEY AREAS

- Diversity and social inclusion
- Staff health, safety and wellbeing
- Professional development

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## VISION

- By 2028 we will:
- Increase the completeness of our diversity data
  - Increase diversity of applicants for academic and professional staff
- Provide enhanced training for staff involved in recruitment

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## KEY SUPPORTING STRATEGIES

[Health and safety policy](#)

[rcm.ac.uk/about/people-equality-diversity](http://rcm.ac.uk/about/people-equality-diversity)

Health and Wellbeing Programme

# Health, safety and wellbeing

We are committed to keeping everyone who works for or with the RCM healthy, safe and supported.

We provide a wide range of health, safety and wellbeing programmes across the RCM.

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## POLICY

Our comprehensive [health and safety policy](#) provides a robust framework and process to identify and management health and safety risks. In addition, RCM has developed a wellbeing policy

## GOVERNANCE

The Council is ultimately responsible for managing health and safety and RCM, and day to day management is delegated to the Estates Director, supported by a health and safety manager.

All members of staff have responsibilities for health and safety, and roles and responsibilities are defined in the health and safety policy.

## HEALTH AND SAFETY CONTROLS

We operate a comprehensive suite of controls to manage health and safety risks effectively. This includes fire; slips, trips and falls; hazardous materials; noise; musculoskeletal; lone working; electricity, plant and vehicles; and food safety.

Appropriate training is provided to staff, risk assessments must be completed, and appropriate records maintained.

Contractors and suppliers are required to submit and obtain approval of risk assessments and method statements for any works carried out.

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## WELLBEING RESOURCES

There is a suite of wellbeing resources available to RCM staff, including:

- Free employee assistance service via email, phone or live chat
- Training on a range of subjects including mental health, menopause, stress, resilience, suicide and autism.
- Mental health first aiders: We have 21 trained mental health first aiders who provide a first point of contact for any member of staff or student
- Mental health champions, with training specifically tailored for higher education institutions
- Weekly meditation and yoga sessions
- Chaplaincy multi-faith centre (Imperial College)
- Ethos gym (Imperial College)
- Electronic resources on Muse (RCM intranet) including resources specifically related to supporting students.

# Staff diversity and inclusion

The Royal College of Music is committed to creating a safe, fair and supportive environment for all. Described at its foundation as an institution whose doors were to be 'thrown open to the whole world', the RCM is an international and diverse community, which aims to ensure that each individual is treated with respect and dignity, and that no student, member of staff or visitor is subjected to direct or indirect unlawful discrimination.

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## STAFF TRAINING AND RECRUITMENT

Our priorities for 2022-23 were to:

- Continue to fill the gaps in our data on staff ethnicity
- Roll out equal opportunities monitoring of visiting faculty and P&P teachers and artists, with annual reporting to the EDI Committee
- Seek feedback on existing EDI training and explore new areas, especially disability and neurodiversity awareness for professors. Monitor engagement with training.
- Embed at least one EDI focused session in all staff development days.
- Explore new initiatives for attracting a more diverse pool of applicants for vacancies, especially in areas where there are known issues of representation

The College's EDI training initiatives continue to grow and are reaching a wider range of staff. In addition to compulsory EDI training for all new staff, during 2022-23 all staff were offered access to training in Unconscious Bias, Being an Active Bystander, Mental Health Awareness, Menopause Awareness, and Men's Mental Health.

Following a call for new Mental Health First Aiders, the number of trained MHFAs increased from 19 to 27.

A new online 'Supporting our Students' Staff Hub on Learn now provides comprehensive information for staff on inclusive teaching practices and support for disabled students. The Student Services Manager has also published two new infographics to guide professors on supporting students with mental health difficulties and supporting neurodiverse learners.

In June 2023, Programmes teaching staff participated in a training session on 'Creating Inclusive Environments', delivered by Tonic, a training provider specialising in EDI in the performing arts.

Following the introduction of remuneration for hourly professors to attend training, we have seen an increase in participation in learning and development training activities. From September 2023 Graduate Teaching Assistants will also have access to staff training.

We continue to monitor closely the diversity of our staff and recognise that this remains a priority. All RCM vacancies are now advertised widely, including on the Black Lives in Music website, to reach a diverse pool of potential applicants.

All JD competitions requiring two or more adjudicators included at least one panel member from an under-represented group in 2022/23 and new adjudicators from under-represented backgrounds were added to the roster of regular JD adjudicators, including Ilmar Gavilan, Linton Stevens and Nicola Hicks.

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### FIND OUT MORE

[rcm.ac.uk/about/](https://rcm.ac.uk/about/)

# Staff development

We invest in the skills and knowledge for our team necessary to deliver a world-class education.



## STAFF TRAINING AND DEVELOPMENT

The RCM offers a range of learning and development opportunities for staff.

Eligible members of staff can also apply for professional development funding to support individual learning activity.

# Progress on our targets

### Target

### Progress

19

Adapt the existing Health and Safety governance structure to include Health and Wellbeing by the end of 2022/23 (including revised terms of reference)

**ACHIEVED**

The terms of reference for the Health and Safety Committee were amended to include Wellbeing in February 2023.

20

Develop a coordinated RCM Health and Wellbeing Programme by the end of 2023/24

**ON TARGET**

A Health and Wellbeing Programme has been developed and is due to be launched in 2023/24.



# ACCOUNTABLE AND TRANSPARENT

We will ensure effective governance practices are in place for our sustainability strategy and will monitor and report on our progress.

Given the importance of environmental and social issues, it is important that we establish robust governance structures to set our direction and ambition and oversee our progress. We must also ensure that we communicate our practices and policies in a clear and consistent way, taking into consideration the needs and expectations of our key stakeholders.

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## KEY AREAS

- Sustainability governance
- Stakeholder engagement
- Partnerships and collaborations
- Trust and transparency
- Performance monitoring
- Proactive communication
- Public sustainability reporting

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## VISION

By 2028 we will:

- Reach and maintain high standards of sustainability governance, communication and stakeholder engagement

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## KEY SUPPORTING STRATEGIES

Health and safety policy

Health and Wellbeing Programme

# SUSTAINABILITY GOVERNANCE

Our sustainability progress is managed by effective governance practices. Our sustainability committee is responsible for overseeing our targets, management practices and performance and will report to Council on a regular basis. Sustainability management is also considered across a number of sub-committees, including Estates Committee, Finance and General Purposes Committee and Audit Committee.

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Overall responsibility for environmental management sits with the RCM's Director of Estates, Aida Berhamovic.

Responsibility and accountability is assigned for all initiatives and tasks, and we will run a range of stakeholder engagement practices to ensure they are comprehensive and effective.

There are two committees with direct responsibility for managing environmental issues:

- The Environmental Management Committee. The committee provides strategic oversight and comprises senior managers from across the RCM;
- The Environment Steering Group. The committee oversees the implementation of projects and day to day management of environmental issues and comprises key managers from across the RCM.

RCM's Council are the body responsible for setting the College's Estates Strategy and Environmental Sustainability Policy. Council meets termly to review and monitor performance to ensure the College is doing all that it can to retain its ISO 14001 accreditation and to meet our carbon emissions reduction targets.

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Central to these targets are the RCM's Carbon Management Plan and Environmental Action Plan, both of which outline in detail the steps being taken to reduce the RCM's carbon footprint and continually improve upon our sustainability performance.

The Estates and Project teams play a large role in this effort through developing the buildings and making systems more energy efficient, however, the onus to provide more sustainable solutions pervades all aspects of the RCM's work right through from procurement to HR policy. Environmental issues are also discussed regularly at the termly meetings with members of the UNISON union.

External auditors visit twice a year to evaluate our progress on all sides and we strive to implement the advice and recommendations of their reports.

All policies, plans and reports are available on the College's website in the Environmental Policy section.

# Communications, reporting and engagement

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## COMMUNICATIONS

We will measure and report on our sustainability practices and performance for internal and external stakeholders. Such reports will be robust and transparent, providing the data and information that is responsive to the needs and expectations of our key stakeholders.

Specifically, we will provide estates data to HESA through the EMR, actively engage with the people and planet green league, and make our policies and procedures available on our website. We will also produce an annual sustainability report which examines our progress towards our targets and communicates changes to practices and our response to emerging management requirements.

## WIDER STAFF AND STUDENT ENGAGEMENT

Wider staff and student involvement Staff and students can act as sustainability champions by joining the Environmental Steering Group. There is currently representation in this group from a range of different College departments.

This year the group have worked collectively to deliver a number of student and staff engagement initiatives such as the paper saving campaign and travel survey and promote these within their individual teams.

All new staff receive a sustainability induction when they start at the College and are invited to join the steering group as part of this induction.

The RCM sustainability strategy is supported by a budget and in 2023/24 this will be spent on a range of decarbonisation and other sustainability projects.

# Our sustainability team

## **Aida Berhamovic, Director of Estates**

Aida is a member of the College's senior leadership team and environmental sustainability features within her portfolio of responsibilities. The Director of Estates reports regularly to the Council on environmental sustainability matters and initiatives.

Aida can be contacted through her assistant Andrea Chang Jones: [andrea.changjones@rcm.ac.uk](mailto:andrea.changjones@rcm.ac.uk)

## **Gethin Lewis, Projects and Environmental Coordinator**

Gethin leads the sustainability programme at the RCM and advises on the College's sustainability strategy and policies. He is responsible for managing the ISO14001:2015 accredited environmental management system and ensures compliance with environmental legislation, RCM sustainability policies and ISO14001. He also delivers a range of sustainability-related projects across carbon management, student and staff engagement and data collection.

Contact: [gethin.lewis@rcm.ac.uk](mailto:gethin.lewis@rcm.ac.uk)

## **Sarah Hanratty, Head of Projects, Facilities and Operations**

Sarah is responsible for managing the facilities and waste contracts. She is responsible for waste management and recycling, including monitoring performance.

Contact: [sarah.hanratty@rcm.ac.uk](mailto:sarah.hanratty@rcm.ac.uk)

## **Brendan Bharadia, Estates and Technical Services Manager**

Brendan leads on the delivery of the carbon management plan through a range of projects designed to improve building insulation and implement more sustainable heating, hot water and electrical infrastructure. He is also responsible for managing energy and water.

Contact: [brendan.bharadia@rcm.ac.uk](mailto:brendan.bharadia@rcm.ac.uk)

## **Leigh Jones, Health and Safety Manager**

Leigh leads the RCM's drive towards achieving the highest possible standards of environmental excellence and sustainability. In her role as Health and Safety manager she actively engages with staff and students to help meet the targets set in the College's environmental policies and promote sustainability in all aspects of the RCM experience. This includes building upon the RCM's ISO 14001 and BREEAM accreditations, the highest standards of environmental excellence in the industry/available to institutions.

Contact: [leigh.jones@rcm.ac.uk](mailto:leigh.jones@rcm.ac.uk)

## **Tymon Zgorzelski, President of the RCM Students' Union**

As a member of the RCM Council, the President of the Students' Union plays an essential role in driving RCM's environmental agenda and promoting its policies among the student body. Tymon sits at all regular meetings of Council and the boards of major projects to advise on sustainable practise and provide input from the student perspective. This guarantees sustained student input in all environmental matters affecting the College and is a key aspect of our Community Involvement Policy and engagement strategy.

Contact: [su.president@rcm.ac.uk](mailto:su.president@rcm.ac.uk)

## Roles and Responsibilities

Executive Lead

Aida Berhamovic, Director of Estates

Environmental Manager

Gethin Lewis, Estates Projects and Environmental Coordinator

Consultant

Darren Chadwick, Managing Partner (Brite Green Ltd.)

Energy and Carbon

Brendan Bharadia, Estates and Technical Services Manager

Waste and Resource Use

Sarah Hanratty, Head of Projects, Facilities and Operations

Construction and Refurbishment

Sarah Hanratty, Head of Projects, Facilities and Operations

Gethin Lewis, Projects and Environmental Coordinator

Events and Performance

Flo Ambrose, Head of Performance, Programming and Faculties

Vicky Moran, Head of Events and Corporate Partnerships

Teaching and Research

Diana Salazar, Director of Programmes

Ingrid Pearson, Senior Academic Tutor (Area Leader MMus in Performance and BSc Programme Leader)

Student Union

Tymon Zgorzelski, SU President

Finance

Rachel Harris, Director of Finance

Digital

Richard Bland, Head of Digital and Production

Birju Patel, Technology Manager

Human Resources

Olivia Towers, Deputy Head of HR

Marketing and communications

Katherine Smith, Head of Marketing

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