ROYAL COLLEGE OF MUSIC London

CARBON MANAGEMENT PLAN

Executive Summary

Climate change is one of the greatest threats facing the world today. Governments all over the world have pledged their commitment to tackle climate change and the UK has a legally binding target to achieve net zero by 2050. Since 2011, the RCM has pursued an interim target that align with this ambition, in line with the sector led by HEFCE. There is considerable expectation for universities to take decisive action on their direct and indirect carbon emissions.

Our action on energy efficiency and carbon reduction has been managed through our Carbon Management Plan (CMP). We have a long-term strategy to decarbonise our estate, aiming for net zero by 2040, following a detailed 2025 energy audit of our Prince Consort Road site.

Progress to date

We've already reduced scope 1 and 2 emissions by 76%.

The College has made good progress against its existing carbon reduction targets. From a baseline of 2004/5, the RCM has reduced scope 1 and 2 emissions (market-based) by 76%, exceeding the 2026/7 target of 73%. These reductions are calculated using market-based emissions which include our zero-carbon electricity tariffs. This has been delivered through a focused programme of energy-efficiency initiatives (including lighting upgrades) and the transition from gas to electric heating and hot water (such as point-of-use hot-water systems).

The College commenced measuring scope 3 emissions in 2019/20. Since this time, data availability and quality have increased, which allowed additional emissions sources to be reported and introduced significant changes in reported emissions for some categories – start/end of term student travelling in particular. To ensure trends are not overly influenced by changes in calculation methodology and data quality, we have recalculated historic scope 3 emissions using the latest methods and assumptions and have updated the 2019/20 baseline and net zero targets.

The revised data shows we are currently ahead of target for scope 3 emissions, emissions have been increasing, placing the college's emissions and target on a converging trend.

The next phase, which runs to 2040, sets out our ambition to play our part in tackling climate change and will require financial and human resources to deliver it. We have established an updated suite of carbon-reduction projects, including further lighting upgrades, improved energy controls, and a phased replacement of gas heating with heat pumps. In addition, we aim to improve the quality of our scope 3 emissions data, especially emissions from purchased goods and services.

Our target is to become net zero carbon by 2040

In line with the Government's climate change targets, we aim to achieve net zero carbon by 2040. We have set science-based short- and long-term emissions reduction targets to deliver this goal:

	Short-term 2029/30	Long-term 2039/40
Scope 1 and 2	We will reduce scope 1 and 2 emissions[1] by 76% by 2029/30 from a 2019/20 baseline	We will reduce scope 1 and 2 emissions[1] by 90% by 2039/40 from a 2019/20 baseline
Scope 3	We will reduce scope 3 emissions by 46% by 2029/30 from a 2019/20 baseline	We will reduce scope 3 emissions by 90% by 2039/40 from a 2019/20 baseline

[1] Market-based

These targets are aligned with our capital programme and the expected end-of-life of plant and equipment, programmes run with neighbouring institutions through the South Ken ZEN+ initiative, and external factors (such as the UK grid electricity decarbonisation forecast).

Our carbon footprint is dominated by our indirect emissions

The main focus on carbon reductions for universities has been scope 1 and 2 emissions, from electricity and gas use. These however make up only 7% of our overall carbon footprint. In line with good practice, our CMP will seek to address indirect scope 3 emissions from sources including procurement, business travel, staff and student commuting, investments, water use and waste. Analysis of our scope 3 emission for 2019/20 shows that procurement emissions contribute over 80% of our overall emissions, principally purchased goods and services, investments and student travel at the start and end of term.

Our plan to reduce emissions

There are three key areas where we will be able to take action to reduce our emissions. They focus on emissions avoidance through efficiency initiatives and changes to fuel sources, supported by policies and supplier partnerships.

- Scope 1: Gas use

  We predominantly use natural gas for heating and hot water, with a small amount used for catering. We will reduce our gas usage by minimising losses (e.g. from pipes) and adopting lower carbon heat sources including heat pumps and point of use water heaters.

- Scope 2: Electricity use

  We will maximise energy efficiency across the estate, deploying tools which include voltage optimisation, air conditioning system rationalisation, lighting replacement and IT infrastructure efficiencies. We will also seek to purchase renewable energy either through bundled energy contracts or through the separate purchase of Energy Attribute Certificates (EACs).

- Scope 3: Indirect emissions

  Our scope 3 emissions are dominated by our supply chain (principally purchased goods and services, investments and student travel at the start and end of term). We will launch a supplier engagement project to improve the granularity of our scope 3 data and deliver progress towards net zero.

Resources are needed to deliver on our promise

Delivering a responsibly set carbon reduction target will require resources, both in terms of finance and people. The capability and responsibility to deliver carbon reductions within our properties has already been established within the estates and project teams, but there will be an important role for those with IT management, procurement and design responsibilities, as well as for all staff and students to contribute.

The financial resources needed can be met in part through existing capital budgets, but further CAPEX and OPEX funding will be needed to deliver the programme. To support this, a key part of our strategy is to secure external funding. Two grant bids have already been submitted to date, and we will work closely with the development team to determine the best approach to fund raise through benefactors, donors and grant-making organisations who would support our efforts.

Introduction

In 2021, the UK Government published the sixth carbon budget, which enacts the Climate Change Committee's recommendation to cut UK carbon emissions by 78% by 2035. This is a world leading commitment, placing the UK decisively on the path to Net Zero by 2050 at the latest, with a trajectory that is consistent with the Paris Agreement.

Against this backdrop, The Royal College of Music has produced a Carbon Management Plan with an aim to be carbon net zero by 2040, with an interim target of reducing direct emissions (scopes 1 and 2) by 76% by 2029/30 from a 20019/20 baseline.

The Royal College of Music's carbon management plan includes the following activities:

Scope 1: Direct emissions from the use of natural gas in boilers and for catering purposes within the buildings RCM occupies.

Scope 2: Indirect emissions from the use of electricity and water within the buildings RCM occupies.

Scope 3: Indirect emissions from:

- Purchased goods and services
- Capital goods including building and refurbishment
- Investments
- Business travel
- Staff/student commuting
- Student accommodation
- Water, waste and wastewater from buildings
- Additional emissions from home working/study

Buildings covered and developments

Our plan covers the main teaching and administrative buildings occupied by the RCM. These are:

Table 1: Main College Buildings

Building		Built	Area (m^2)	Usage
Prince Consort Road Site	Blomfield Building*	1894	5,281	Teaching, research, performance, practice, staff student facilities and administration
	South Building	1965	2,223	Teaching, research, performance, practice, staff student facilities
	Amaryllis Fleming Concert Hall*	1901	1,731	Teaching and performance
	Britten Opera Theatre	1986	1,558	Teaching and performance
	Opera School	1992	322	Teaching
	Courtyard Building	2020	2,500	Performance, visitor services
41-43 Jay Mews		1800s	340	Research and administration
39 Jay Mews*		1884	1,734	Rehearsal and administration

*These buildings are Grade II listed

Planned developments include:

- 41-43 Jay Mews Redevelopment
- Automated Outer Hall Blomfield doors
- South Building lift refurbishment
- Exchange reconfiguration to include two new meeting pods
- Blomfield stairway fire doors refurbishment
- Blomfield lift refurbishment
- 39 Jay Mews decarbonisation

Overview of carbon management strategy

There is a pressing need to take action on climate change. The case to take action is driven by our own values, the expectation of students and wider society, increasing legislation and stakeholder expectation, and the wide-ranging example set by other HEIs across the UK.

Through our Carbon Management Plan (CMP), we aim to take action consistent with the Paris Climate Accord, which seeks to limit climate change to no more than an increase of 1.5 degrees Celsius in global average temperatures.

As a specialist higher education institution, we aim to be a centre of excellence in environmental management within higher education and to promote environmental best practice. In all activities, the RCM will seek innovative ways to meet our environmental objectives and ensure that our values are embedded within our teaching and research, operations, supply chain, community, and our endowment.

Historic energy and emissions performance

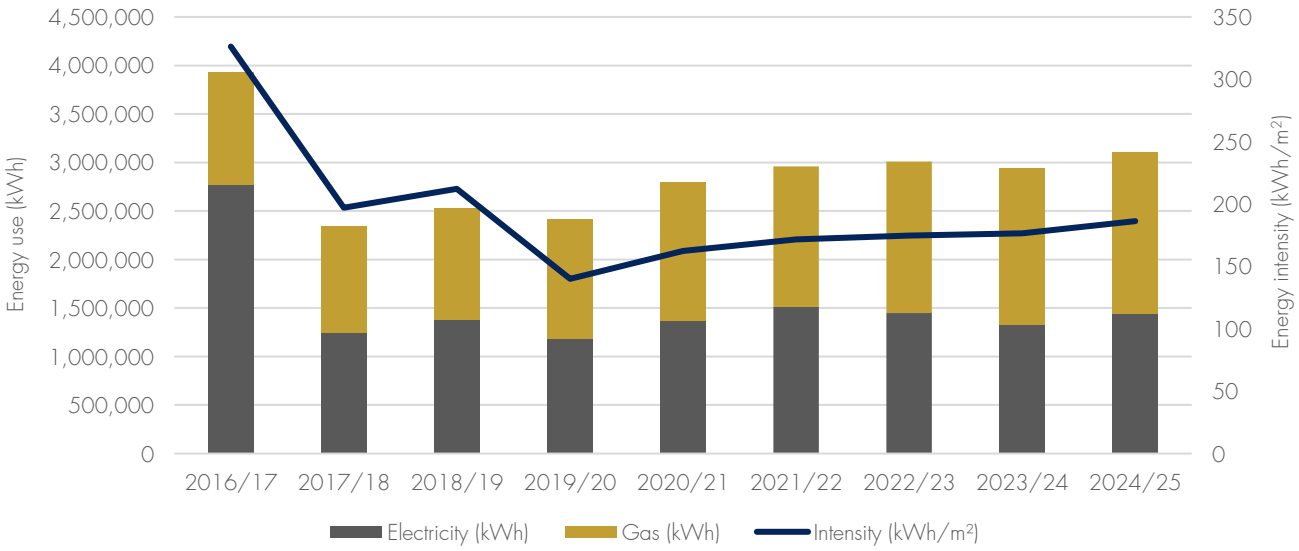
The College has made good progress against its existing carbon reduction targets. From a baseline of 2004/05, the RCM has already reduced scope 1 and 2 emissions (market-based) by 76%, exceeding the 2026/7 target of 73%. This has been delivered through a focused programme of energy efficiency initiatives including lighting upgrades and moving from gas to electrical-based heating sources such as point-of-use hot water systems.

The College commenced measuring scope 3 emissions in 2019/20. Since this time, data availability and quality has increased which allowed additional emissions sources to be reported and better calculation methods to be used. These changes introduced significant changes in reported emissions for some categories, especially emissions for student travelling at the start and end of term. To ensure trends are not overly influenced by changes in calculation methodology and data quality, we have recalculated historic scope 3 emissions using the latest methods and assumptions and have updated the 2019/20 baseline and net zero targets.

The revised data shows we are currently ahead of target for scope 3 emissions, however; our scope 3 emissions have been increasing.

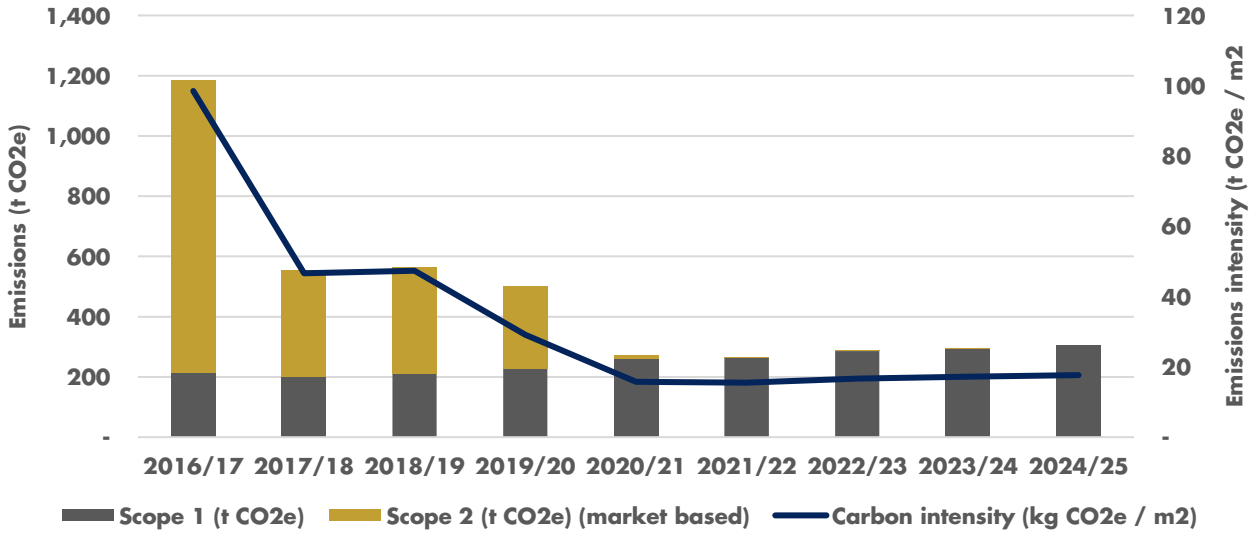
Energy use

The chart below displays our energy use and an energy usage per metre squared of floorspace intensity ratio. Energy use has increased in recent years due to more intensive use of the campus.



Carbon emissions: Scopes 1 and 2

The graph below shows our total carbon emissions along with an intensity ratio of tonnes of CO_2e per metre square of floorspace. We switched to zero carbon electricity in 2020/21.



Carbon emissions: Scope 1, 2 and 3

Our total scope 1, 2 and 3 emissions dropped by 18% in 2024/25. This reduction was primarily driven by a reduction in emissions from purchased goods and services, which reduced by 23% and investments (which reduced by 39%). The reduction from goods and services was in part a result of a reduction in total spend but we also now have supplier carbon data for suppliers that represent around 10% of our total spend – the company specific data was lower than the HEPA average data we have used previously. We did see a number of areas where emissions increased year on year. Notably, our reported emissions from business travel rose by more than 4x due to a range of factors. We conducted an international engagement campaign which included a tour of Singapore, Hong Kong and Sydney in January 2025, and sent a delegation to Shanghai. In addition, travel for doctoral students was also managed through our travel agent, improving the completeness of the travel data.

Overall, we remain ahead of our carbon reduction targets but continue to monitor our progress carefully.

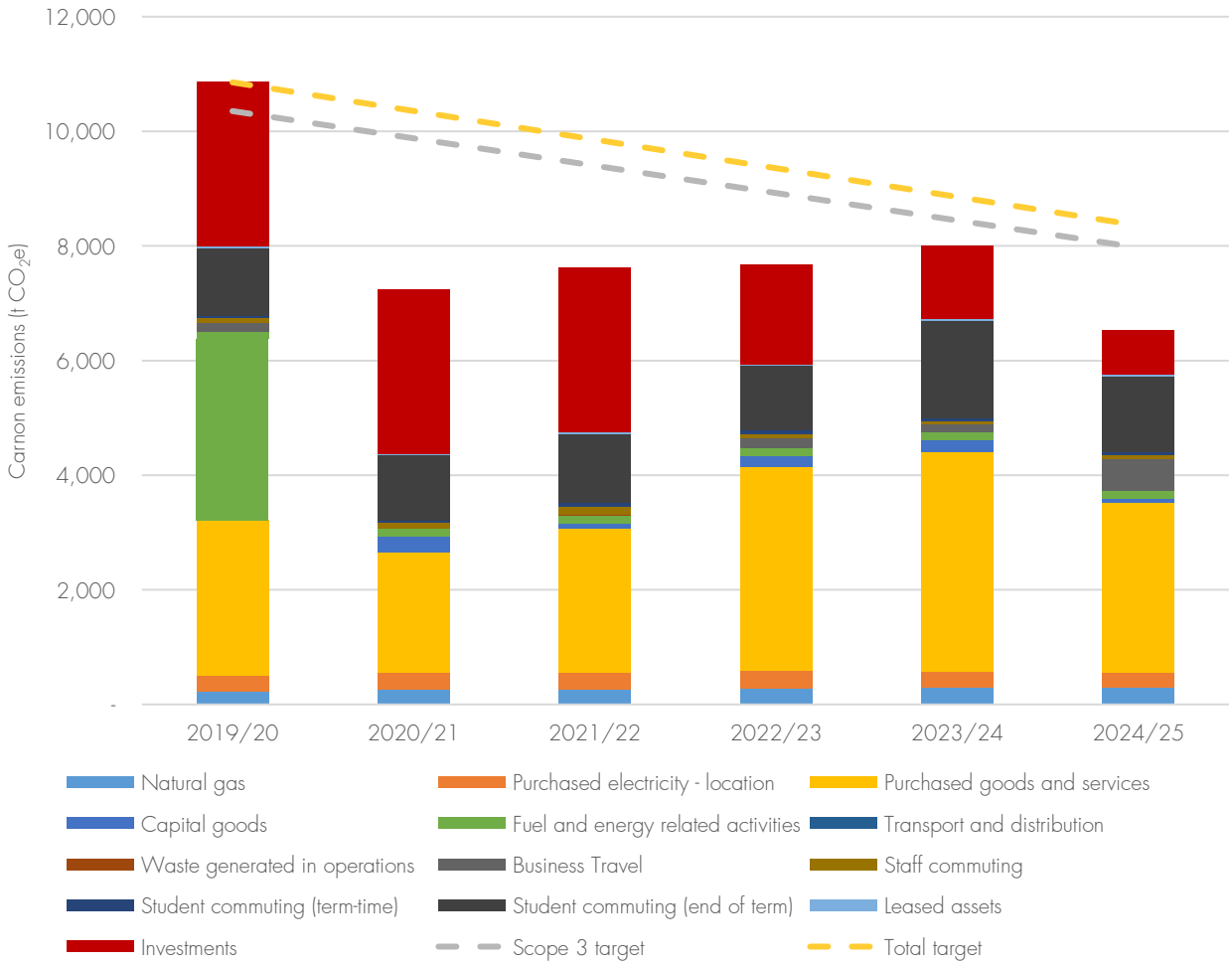


Figure 1: Carbon emissions 2019/20 – 2024/25

	Emissions (kg CO_2e)	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Scope 1	Natural gas	227.2	261.5	264.6	285.8	295.6	304.1
Scope 2	Purchased electricity - location	274.5	291.0	292.0	299.7	275.0	255.6
	Purchased electricity - market	274.5	-	-	-	-	-
Scope 3	Purchased goods and services	2,713.9	2,110.3	2,503.4	3,571.4	3,846.4	2,968.5
	Capital goods	3,162.4	267.5	100.8	174.3	195.3	55.0
	Fuel and energy related activities	119.7	137.2	145.8	141.0	139.4	149.0
	Transport and distribution	-	-	-	-	-	-
	Waste generated in operations	0.3	1.7	2.3	1.7	1.7	1.8
	Business Travel	152.0	4.4	10.3	172.7	127.7	550.3
	Staff commuting	100.3	102.6	135.5	66.7	52.2	59.4
	Student term-time travel	39.9	40.5	53.7	62.0	63.1	69.8
	Student travel (start and end of year)	1,171.0	1,133.0	1,214.2	1,177.6	1,352.7	1,313.2
	Leased assets	29.4	29.4	35.2	35.0	44.0	39.7
	Investments	2,866.0	2,866.0	2,866.0	1,734.0	1,272.0	773.0
Total	Scope 1	227.2	261.5	264.6	285.8	295.6	304.0
	Scope 2 (location-based)	274.5	291.0	292.0	299.7	275.0	255.6
	Scope 3	10,353.0	6,692.6	7,067.1	7,087.5	7,434.0	5,979.7
	Total	**10,854.7**	**7,245.0**	**7,623.8**	**7,673.1**	**8,004.6**	**6,539.3**

Carbon strategy and governance

The College's Carbon Management Plan allows all staff and students to be involved in continual environmental improvement. This is achieved by raising awareness of the gravity of climate change amongst staff, peers and the public, as well as establishing demanding and measurable performance targets, specifically relating to our direct impacts (such as waste, energy, and water use) and those areas where we have control and influence across the life cycle of our operations. This includes our supply chain, our partners, investments and through the impact of our music making and research.

Our strategy consists of four key objectives:

- Establish the governance structures and resources for achieving net zero carbon operations.
- Consistently monitor and report our carbon impact across scopes 1, 2 and 3.
- Deliver energy savings and reduce carbon emissions through our direct action and encouraging action with partners, students, staff and visitors.
- Provide an exemplar model for carbon reductions in a Conservatoire environment.

RCM's Council is responsible for setting the College's Estates Strategy and Environmental Policy. Council meets termly to review and monitor performance to ensure the College is doing all that it can to manage environment issues effectively through our ISO 14001 Environmental Management System.

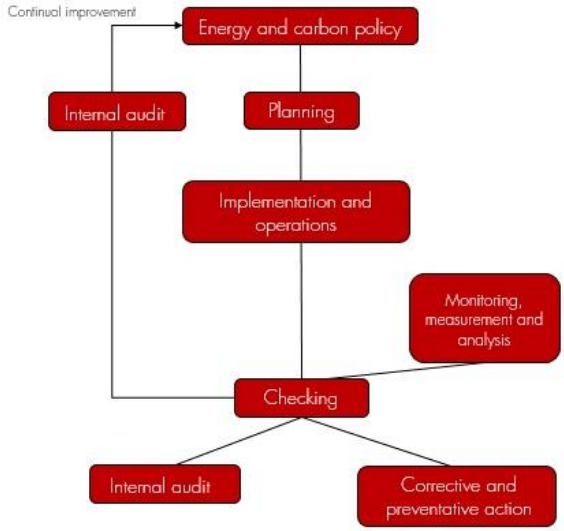
Our environmental objectives are set through the RCM Sustainability Strategy, with more detailed actions set out in the Carbon Management Plan. These outline in detail the steps being taken to reduce the RCM's carbon footprint and improve upon the level of sustainability achieved. The key levers to achieve carbon reduction are:

- Maintain an effective governance structure for carbon management.
- Reduce energy use and move to low carbon energy sources.
- Where we have direct control and influence, take actions that reduce indirect emissions (e.g. through travel, procurement and investment decisions).
- Encourage partners, staff, students and visitors to take actions to reduce energy use and emissions.

The Estates teams play a large role in this effort through developing the buildings and making systems more energy efficient, however, given the importance of emissions from procurement, IT, investments and travel, the onus to provide eco-friendly solutions pervades all aspects of the RCM's work.

Environmental issues are also discussed regularly at the termly meetings with staff and students. External ISO 14001 auditors visit once a year to evaluate our progress on environmental management, and we strive to implement the advice and recommendations in their reports.

Our Carbon Management Process



To allow the College to actively manage energy and carbon emissions, we utilise the carbon management process set out in ISO 50001. This process allows us to monitor and identify areas which require improvement and to manage and respond to changing circumstances and create an establishment where carbon management is a leading factor in its operations. Our carbon management plan is to initially focus on our main sources of energy, gas and electricity, and then take action to reduce our indirect scope 3 emissions.

Plan to reduce emissions

There are three key areas where we will be able to take action to reduce our emissions. They focus on emissions avoidance through efficiency initiatives and changes to fuel sources, supported by policies and supplier partnerships.

- Scope 1: Gas use

  We predominantly use natural gas for heating and hot water, with a small amount used for catering. We will reduce our gas usage by minimising losses (e.g. from pipes) and adopting lower carbon heat sources including heat pumps and point of use water heaters.

- Scope 2: Electricity use

  We will maximise energy efficiency across the estate, deploying tools which include voltage optimisation, air conditioning system rationalisation, lighting replacement and IT infrastructure efficiencies. We will also seek to purchase renewable energy either through bundled energy contracts or through the separate purchase of Energy Attribute Certificates (EACs).

- Scope 3: Indirect emissions

  Our scope 3 emissions are dominated by our supply chain (principally purchased goods and services, investments and student travel at the start and end of term). We will launch a supplier engagement project to improve the granularity of our scope 3 data and deliver progress towards net zero.

In 2025 we undertook a detailed energy audit of our operations at the Prince Consort Road site incorporating the Blomfield Building, South Building and Courtyard Building and the buildings on Jay Mews. The RCM partnered with Brite Green, an environmental consultancy with which the RCM Estates team has worked extensively with on the College's ISO 14001:2015 Environmental Management System. As a result, Brite Green has a strong contextual understanding of the RCM and the Estate.

Working with the Brite Green, we have reviewed and updated our carbon reduction strategy and developed a prioritised carbon reduction roadmap, with an emphasis on projects to reduce scope 1 and 2 emissions.

Reduction plan: Scopes 1 and 2

We completed a detailed energy and carbon audit in 2025 and have defined a programme that has the potential to achieve net zero emissions across scope 1 and 2 by 2039/40.

Figure 3: Summary of Decarbonisation Projects

Project	Electricity Saving (kWh/year)	Gas Saving (kWh/yr)	Cost Saving £/annum	Year Installed
Voltage Optimisation	63,224	-	13,909	2024/25
Britten Theatre commission heat pump coils	(-35,434)	106,303	(-2,055)	2025/26
AFCH Chandelier Lighting to LED	33,767	-	7,429	2025/26
Point of use hot water	(-38,682)	64,470	(-5,029)	2025-27
Britten Theatre Stage Lighting	56,268	-	12,381	2025-27
Energy monitoring and awareness	63,224	53,151	16,779	2025-28
BMS optimisation	82,191	138,193	25,545	2025-30
Smart rooms	4,200	49,231	3,582	2025-30
41-43 Jay Mews Heat Pump	(-15,535)	54,374	(-482)	2026/27
AFCH Remaining Lighting to LED	59,412	-	13,071	2026-28
Thermal Improvements		90,357	4,879	2026-32
Air handling unit efficiency upgrades	108,030	-	23,767	2028-34
39 Jay Mews Heat Pumps	(-88,927)	311,243	(-2,757)	2029-31
Provide heat pumps for AFCH	(-90,357)	271,071	(-5,241)	2032/33
Convert Kitchen to fully electric	(-39,427)	49,284	(-6,013)	2033/34
Courtyard heat pumps	(-26,843)	128,380	1,027	2038-40
Replace central boilers with heat pumps	(-54,387)	290,249	3,701	2033-36
Total	**80,699**	**1,606,306**	**104,494**	

Scope 1: Reducing emissions from natural gas

Replace remaining domestic hot water

Two of the six gas-fired boilers in the central boiler house serving the Prince Consort Road site are used for the provision of domestic hot water (basin taps etc.). There has been a programme of introducing electrical, point-of-use heaters which has reduced the central boiler load and removed inefficient distribution pipework.

There are 38 hot water taps and 1 shower in the south building plus 16 hot water taps in the Britten Theatre toilets still connected to the gas-fired plant. It is proposed to replace them over 2 years with point-of-use heaters (between 25 and 30 required).

BMS Optimisation

The building services at Prince Consort Road site are mostly controlled by a Trend building energy management system (BMS). There is potential to improve the control settings and algorithms to better match the site requirements.

Smart Rooms

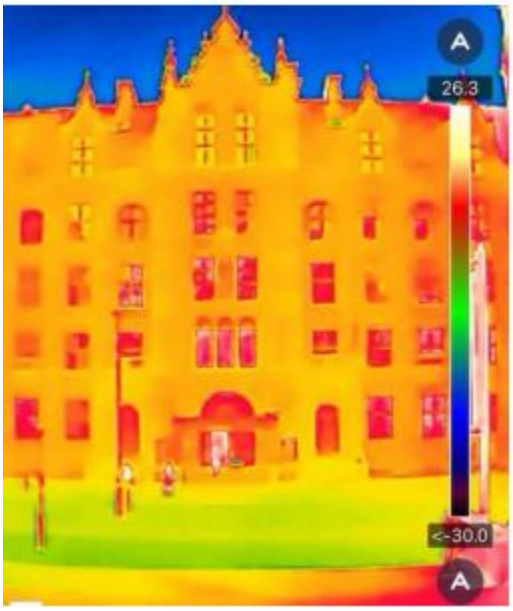
The central heating plant is required to deliver heat irrespective of the level of occupancy of the building. However, individual rooms are intermittently used (for practice/study/offices) and can remain empty for periods of time. There is an reduction opportunity from being able to match the heating requirements of individual rooms to occupancy. Dependent on the orientation of external walls/windows, some rooms will benefit from solar heat gain. Local controls can be installed that can react better to temperatures and level/times of occupancy. For many rooms this would be an electronic or smart radiator thermostat plus a passive infrared (PIR) occupancy control (which could also control lighting). The smart radiator controls would be linked to a central programmer or eventually to room booking systems.

We plan to carry out these works over a five-year period, which could result in a 20% saving of heat loads and a 50% reduction in lighting use.

Thermal Improvements

There are a range of opportunities to improve the thermal efficiency of our buildings. This includes more efficient doors and windows, draft-proofing and improved controls within rooms to prevent overheating and users opening windows.

We plan to carry out these works over a three-year period, potentially leading to an estimated 6.5% saving in gas.



Heat Pumps

As the UK electricity grid decarbonises, emissions from the use of natural gas in buildings will become the dominant source. To fully decarbonise, heating systems will have to move away from gas to low carbon sources, predominantly based on electricity. Heat pumps use electricity to collect heat from the surroundings, typically producing 3-5 kWh of heat for every kWh of electricity it consumes, offering significant advantages over direct heating alternatives.

The approach for RCM is to implement heat pumps after the control and thermal improvements have been carried out and implement for ventilation systems first. This has led to the following strategy:

1. Replacement of 41-43 Jay Mews heating boiler with an air-source heat pump as part of the planned refurbishment works in 2026/27.
2. Over a two-year period (2029 to 2031) introduce air source heat pumps to 39 Jay Mews to allow segregation of heating from the Queen Alexandra's House boiler.
3. In 2032/33 replace the concert hall air handling unit with a heat pump integrated system, allowing for removal of some equipment from the Britten Theatre rooftop.
4. Replace the main Prince Consort Road heating boilers with air source heat pumps over a two-year period 2034-36. We would however recommend that the electrical supply to the site is upgraded earlier in order to secure capacity.
5. Remaining gas removed from site in 2039/40 by replacing Courtyard boilers with air source heat pumps.

Convert Kitchen to Electricity

Gas use for the courtyard catering kitchen has been estimated at around 50,000 kWh, which is 50% of the calculated baseline gas use. The equipment using gas included hobs, ovens and grills. To fully decarbonise, the gas equipment would need to be converted to electric but at present this would lead to additional operating costs. Given that the gas equipment is relatively new, we will replace the equipment at the end of its expected operational life, which is estimated to be by 2033/34.

Scope 2: Reducing emissions from electricity use

Energy Monitoring and Awareness

Our main site has a significant number of electricity submeters installed, allowing us to view energy trends and identify energy waste events. Automatic energy monitoring and targeting systems, when used to drive energy awareness programmes, can help reduce energy use by between 5 and 20%. We plan to undertake a review of our current Energy Monitoring System (EnMS) to ensure that instances of energy waste are promptly identified and effectively addressed.

Voltage Optimisation

Voltage Optimisation equipment reduces over-voltage of the incoming mains, helping to improve energy efficiency and operational life of equipment across the site. The incoming voltage at the RCM is 249V, which is towards the top of the permitted tolerance range in the UK. We expect that Voltage Optimisation will deliver a reduction of between 5% and 9% annually.

Scope 3: Reducing indirect emissions

Scope 3 emissions make up some 95% of our total carbon footprint. They fall within two main categories:

- Those where we exert close control: such as business travel, water use, waste and procurement decisions.
- Those where we can influence such as staff and student travel, investments, supplier emissions, and student accommodation.

Policies will help deliver reductions in other areas we have close control or influence, including business travel, investments and procurement decisions. We will also need to exert influence to align suppliers, partners, staff, students and visitors with our ambitions.

We have partnered with the NETpositive FUTURES and will use their Net Zero Carbon Suppliers Tool as part of a supplier engagement programme. The College is likely to receive several benefits from launching the programme, including:

- Improved accuracy of scope 3 purchased goods and services data, leading to more accurate and comprehensive sustainability reporting.
- An improved year-on-year understanding of our actual scope 3 progress and where to prioritise action.
- Improved ability to make low-carbon procurement decisions.

Investments

The College has a Responsible Investment Policy which requires its investment fund managers to pay appropriate regard to ESG (Environmental, Social and Governance) considerations in the selection, retention and realisation of all fund investments. Our emissions associated with our investments have been decreasing since 2019/20 and we will continue to work with our fund managers to deliver the objectives of our carbon management plan.

Actions to date

Over the last 5 years, we have delivered consistent reductions in energy use and carbon emissions through the carbon management plan.

Some highlights include:

- Reducing scope 1 and 2 emissions by 76% since a 2004/05 baseline.
- Implementation of various energy demand and carbon reduction measures, including voltage optimisation, low energy lighting and heating upgrades.
- Installation of double glazing throughout the RCM to reduce heat losses.
- Reviewing our building management system and upgrading our software and hardware to improve efficiencies.
- Delivery of a campus wide LED replacement programme: more than 1,000 LEDs helped us save 160,000 kWh a year.
- New waste contract was implemented which guarantees all our waste is not sent to landfill.
- Drive towards sustainable catering operations including a reward initiative such as introducing a discount when a drink was purchased using a reusable mug.
- Our catering outlets sold more than 19,000 hot drink purchases using a reusable mug with 50% of hot drink purchases made using reusable mugs.
- All single-use plastic cutlery has been replaced with metal reusable cutlery.
- New waterless urinals installation which helped us save 270,00 litres of water per year.

- Encouragement of sustainable practices such as recycling demolished brickwork for reuse on site whilst successfully managing the impact of noise from the construction.

The RCM's More Music facilities were assessed by BREEAM, the world's leading environmental sustainability assessment method for building projects. We were awarded 'Very Good', which is an excellent achievement for the College and demonstrates our ongoing commitment to protecting the environment.

We have also maintained our ISO 14001:2015 certification for environmental management, recognised internationally as a mark of high environmental standard. Most recent surveillance audit results confirmed RCM's commitment and dedication to systematically manage our environmental responsibilities. Having retained ISO14001: 2015 certification for our EMS for several years, we continue to achieve efficiencies across our campus and place importance on reducing our environmental impact going forward.

Key actions

The Director of Estates is responsible for implementing this plan, with support from the Estates team. The College also has an Environmental Steering Working group and an Environmental Committee with membership from across the RCM. The key actions to deliver the next phase of the carbon management plan are as follows:

- Agree and communicate the carbon reduction targets and assign responsibility for all key functions with a significant carbon footprint.
- Implement energy reduction projects.
- Establish funding for carbon reduction projects and carbon offsets, making use of existing capital and operational budgets, external funding from grants, donors and trusts.
- Source electricity from low/zero carbon energy suppliers.
- Embed carbon considerations into policies and decision-making processes that have a material impact on the RCM's carbon footprint, including procurement, construction, travel, and investment management.
- Monitor and report on our carbon emissions annually both within the RCM and externally.

It is important that a structured carbon management approach is adopted, aiming for best practice. The table below sets out the carbon management matrix, which we will use for review and further develop our goals.

Level	Policy	Responsibility	Performance Measuring	Training	Communication	Investment
Leading	Policy has targets relating to best practice, linked to committed investment & timescales and is under regular review	All stakeholders have carbon management role. Carbon management on agenda of senior management meetings	Targets set for each department/ building	Training included in staff/student inductions and job specific for existing staff.	Both top down and bottom-up communications on performance and opportunities	Carbon management projects prioritised as part of all investment decisions
Managing	Policy has general target and is published	Senior manager identified for carbon management.	Targets set based on analysis of key performance indicators for whole site	Training available - voluntary/ad-hoc	Regular communications top down on carbon performance	Carbon management opportunities reviewed as part of all investment
Basic	General Policy covering aspirations	Some delegation or part-time responsibility of non-senior manager	Overall single target	Training programme for responsible person only	Some ad-hoc communications	Ad-hoc carbon management projects
Yet to start	No Policy	No staff responsible for carbon management	No Targets	No training for carbon management	No system of communication.	No specific investment programme.

Policy

Approach	The carbon management plan includes clear carbon reduction targets and details of the projects that are planned to be implemented. The plan is reviewed annually and progress reported. The CMP is available publicly.
Current status	Leading
Development opportunities	We will us engagement opportunities throughout the year, for example Green Week, to communicate our environmental policies to staff and students.

Responsibility

Approach	Responsibility for carbon management has been assigned to the Director of Estates. The Council are responsible for the approval of the Carbon Management Plan and receive progress updates at least annually. Operational responsibility is assigned to members of the Estates team.
Current status	Leading
Development opportunities	Or Estates Projects and Environmental Coordinator will be responsible for energy monitoring.

Performance Measuring

Approach	We have established scope 1 and 2 reduction targets for the whole campus, using energy consumption data.
Current status	Managing

Development opportunities	We will establish energy and scope 1 and 2 carbon reduction plans for individual buildings and areas, and monitor performance using sub-meter level data.

Training

Approach	General training on environmental management is provided to all staff at induction, and more detailed training provided to members of staff with energy management responsibilities
Current status	Leading/Managing
Development opportunities	Additional training will be planned and delivered for individuals in the Estates team and third-party contractors who have responsibilities for energy management. This will include performance monitoring, energy controls and management of any new equipment installed.

Communication

Approach	We communicate our energy and carbon performance annually through the sustainability report, and publish updates, news articles and guidance to staff and students throughout the year, including during the college's Green Week.
Current status	Leading/Managing
Development opportunities	We will explore how we can share energy and carbon data on a more frequent basis with staff and students, and where possible, share more granular data (e.g. performance within particular buildings/areas) using sub-metered data.

Capital Projects

Approach	Carbon reduction projects have been considered within the existing capital planning process, and carbon reductions are one of the factors that are considered when making capital allocation decisions.
Current status	Managing
Development opportunities	We will seek out additional funding sources to support carbon reduction projects, including grants and support from donors as part of our wider development programme.

Challenges, Risks and Opportunities

Challenges and risks

The key challenges to decarbonisation are as follows:

- 60% of the building stock is over 100 years old and listed, which may limit our ability to act in some cases and adds additional costs in others.
- Buildings are mainly heated by gas-fired boilers which are currently operating within their expected operating life.
- The majority of heating distribution is over 30 years old, and its design and specification have inherent inefficiencies.
- There is limited space for additional plant and for the introduction of renewable energy sources.
- Room occupation is variable.
- The local electricity supply infrastructure imposes an upper limit on electrical demand on site.
- Significant recent expenditure and the impact from COVID has reduced the funds available to implement projects.

Opportunities

- There has been significant grant funding made available by central government for public sector decarbonisation, including the Public Sector Decarbonisation Scheme.
- The carbon management plan offers an opportunity to engage with new donors and provide a clear focus for fundraising.

Monitoring, Reporting and Assurances

The RCM's carbon emissions will be measured and reported annually. As part of our external reporting, we will compile our emissions in line following standards:

- ISO 14064-1:2018 Greenhouse Gases Standard
- Greenhouse Gas Protocol Corporate Standard
- Department for Environment, Food and Rural Affairs (Defra) Environmental Reporting Guidelines

We will consider the most appropriate assurance process for carbon emissions. As there is a change the Universities may be added to the statutory climate reporting, it may be appropriate to include carbon emissions within the financial audit process along with other pertinent non-financial data. Alternatively, a separate assurance audit for either the carbon emissions alone or a wider environmental/sustainability report will be considered.

For any carbon credits or other market instruments we may purchase as part of this programme, we will align our approach with best practice set out by Oxford University (The Oxford Principles for Net Zero Aligned Carbon Offsetting), ensuring that high-quality and appropriate credits are used from verified sources.

Aida Berhamovic

Director of Estates
30 April 2026