



Royal Academy of Music

ESTATES STRATEGY

2013/14 to 2018/19

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1.0 Introduction

The Royal Academy of Music is Britain's oldest conservatoire and is recognised world-wide as one of the most prestigious and forward looking cultural and educational centres. The Academy is at the heart of London, located at the apex of Regency London, alongside Regent's Park on the Marylebone Road. Founded in 1822, and granted Royal Charter in 1830, the Academy moved to its, custom built premises in the Marylebone Road in 1911, with 340 students.

The Academy has an international reputation for excellence with students from more than fifty countries around the world. In 1999 it also became the first conservatoire to be admitted as a full college of the University of London, Britain's largest university

Performance is the essence of the Academy's work and over 400 public events are presented each year. The Academy has trained generations of the most talented students including Arthur Sullivan, Henry Wood, Simon Rattle and Elton John.

The purpose of this Estates Strategy document is to present the performance of the estate and the issues which are driving change, and lays out the proposed development plans, in line with the Royal Academy of Music's Mission Statement and its academic plans. This document reviews the buildings and facilities available, and addresses the issues, in particular the potential shortfalls in space.

A robust Estates Strategy is intended to be used as a practical tool for funding and guiding decisions on key estates issues. However, it is vital that this document is continuously updated and validated with all parties sufficiently engaged with the strategic development proposals. The Estate is managed by the Estates Manager, supported by an in house team and sub-contractors, reporting to the Director of Finance. The team ensures that the estate is maintained to provide the best environment for teaching, learning, research and knowledge transfer. Feedback from students and management is actively encouraged to ensure evolving requirements are actioned appropriately.

2.0 The Academy's Strategy

This document supports the overarching Royal Academy of Music's Strategic Plan, and will be developed in line to support the comprehensive objectives of the Academy.

2.1 Mission Statement

The Royal Academy of Music Mission Statement:

'The Royal Charter requires The Royal Academy of Music to promote the cultivation of the Science of Music and to afford facilities for attaining perfection in it by assisting with general instruction all persons desirous of acquiring knowledge thereof'.

The mission of the Academy is to provide pre-professional, undergraduate and postgraduate musical training of the highest quality and international standards; to engage in concert, operatic and research activities relating to the education of the institution; to create and perform new music; and to preserve and enrich national and international musical culture.

The Academy aims to produce musicians at the highest level as soloists, orchestral and chamber players, singers and composers, with knowledge of the whole art of music – its performance, history, theory and understanding of its context within the humanities.

In order to deliver its mission, the Academy's estate must be able to provide flexible teaching, practice and performance facilities in order to accommodate the evolving needs of the Academy and its future academic plans.

2.2 Portfolio of Programmes Offered

The Academy's programmes are designed to enable students to develop their knowledge, skills and experience that are essential for a successful career in music in the 21st century, reflecting the current professional reality of being a high-level musician, and have the structured flexibility to serve the evolving needs of individual students' ambitions and aspirations. Artistic and intellectual curiosity are given every opportunity and encouragement to flourish.

The Academy offers a range of undergraduate and postgraduate full-time programmes as well as research degrees: the BMus, MA, MMus, PG Diploma, MPhil, PhD. In addition, there are also Foundation year programmes.

The Junior Academy runs various part-time courses for young musicians. These predominantly take place on Saturdays, when juniors from the ages of five to nineteen use the building and its facilities for performance, teaching and practice.

2.3 Student Population

During the next five years it is anticipated that student numbers will increase as follows:

Year:	Total Number of Students:
2012/13	744
2013/14	783
2014/15	785
2015/16	787
2016/17	797
2017/18	804

2.4 Academic and Support Staff

Academic staff numbers are expected to increase in line with the growth of student numbers. However, there are no planned increases in administration and support staff numbers

2.5 Estates Strategy

‘The Academy’s main strategic aim is to continue to develop its estate so that it supports its educational aims.’

Central to this strategic aim will be the implementation of estate strategy that will take into consideration the following external and internal factors:

Statutory Obligations:

Developing the Academy’s physical estate and resources to meet current legislation, encompassing health and safety requirements, including the management and mitigation of risk and addressing environmental issues.

Strategic Initiatives:

To augment the estate to meet the Academy’s developing teaching, learning and research strategies, including the widening participation initiatives, pioneering a raft of improvements, developing sustainable, beneficial, value for money proposals to meet the long-term educational development needs of the Academy.

2.5 The Academy’s main estate objectives

- Continue to improve the Academy’s teaching, learning and practice facilities, as detailed in the Estates department Space Strategy document, including flexible and effective use by staff, students and the public and optimising use
- Actively seek additional individual practice space, within ten minutes walk of the main site
- Secure financial funding and undertake the refurbishments to the theatre and proposed Performance Studio
- Ensure equal access for all at the main entrance through the proposed access plan, which is currently at formal design and pre-planning stage
- Ensure the Academy’s property portfolio is adequately maintained, including provision for a sustainable planned maintenance programme for the next twenty years

- Comply with all current legislation and health and safety requirements, including the management and mitigation of risk, noise legislation and liaison with appropriate authorities
-
- Consider financial and environmental sustainability, in particular to reduce carbon emissions in line with the environmental management policy, reflecting current and future implications of the Carbon Reduction Commitment, together with the likely future costs of carbon
- Actively seek student bed spaces - a continuous project working with local landlords and The University of London.

3 Estate Information

3.1 Overview of Property Portfolio

The Academy is located in the centre of London on one main estate on Marylebone Road in a seven-storey Grade II listed building designed by Sir Ernest George in 1910. Over the last four decades this site has been developed and extended to include a new museum and 150-seat Recital Hall (completed in 2001 as part of the York Gate Development Project), the 400-seat Duke's Hall and the 300-seat Sir Jack Lyons Theatre (added in the 1970s). Additional facilities include a concert room, recital room and recording studio, and rooms for teaching, chamber music and individual practice. These performance spaces are primarily used to promote, through its education programme, the musical arts to the public. The Academy's administration offices and social and catering facilities are also located on the main site.

The Library, located within York Terrace East, houses one of the most important collections in Europe. However, library facilities are limited due to current space and building restrictions. In 2009/10 the final piece of the undeveloped land known as "the void", was developed to provide additional practice space including a small opera studio.

As an island site, the Academy suffers from space restrictions. On-site student accommodation is not possible and the Academy continues to seek dedicated, affordable student accommodation. Furthermore, pressures on space for teaching and practice in the past also meant that space at the Academy was always problematical. The acquisition of the lease of a Grade I listed building adjacent to the Academy at numbers 1-5 York Gate was a huge asset to the Academy and transformed the available space. This included a 'living museum', the creation of a new 150-seat recital hall, a new walk-way link between both sites and space to house the Academy's special collection and archives, as well as rooms for teaching and practice.

The David Josefowitz Recital Hall (DJRH) was built in 2001, incorporating full integration and access across the whole site. The Academy's estate now represents a blend of historic and modern facilities, which has greatly enhanced its teaching and performance abilities.

3.2 Property Description

The Academy site (now fully integrated), encompasses the corner block of Marylebone Road, McFarren Place, York Terrace East and York Gate.

The site consists of four main areas:

3.2.1 The Main Building, Marylebone Road and York Terrace East (including the Dukes Hall, Sir Jack Lyons Theatre and Library)

These buildings date from three periods and are now inextricably linked. The front section is a fine brick- elevated Grade II listed building, completed in 1911. It comprises a basement, ground, and five upper floors, providing the core teaching, administration and social needs of the institution.

The building has two wings, the east of which is the Duke's Hall. York Terrace East dates from 1825 and is a four-storey building converted from Victorian residences. The Library takes up the majority of the floor space within York Terrace East, with the remaining used for offices and teaching. Finally, the central section of the main building was developed between 1970 and 2009, to provide more modern facilities, including the Sir Jack Lyons Theatre.

3.2.2 48 York Terrace East

A self-contained 19th-Century building, comprising basement, ground, first and second floors. This houses the fundraising and publicity department.

3.2.3 York Gate

A Grade I-listed building designed by John Nash in 1821-22. Conversion plans in 1999 included a complete refit of the building, with museum space to house the Academy's collections and archives, as well as additional space for teaching, performance and practice, and the Academy's Music Shop.

3.2.4 Recital Hall

The David Josefowitz Recital Hall, a modern vaulted building with a glass façade, with access between both sites at basement level.

3.3 Size of Operational Estate

The floor areas for the buildings are detailed in the table below:

	Basement	Ground	LG/Mez	First	Second	Third	Fourth	Fifth	Total
Building:									
Main Building	1928	2648		768	659	488	365	282	7138
York Terrace East			1366	578	347				2291
48 York Terrace East	52	52		52	52				208
York Gate	501	501		501	501	529			2533
D J Recital Hall		268							268
2009 T Rooms ("Void")		47	49	68	65				229
Total	2481	3516	1415	1967	1624	1017	365	282	12667

3.4 Ownership

The Academy holds the following leases which account for 100% of the estate. The leases provide for mandatory compliance with full repairing and insuring responsibilities for the three properties:

3.4.1 42-47 York Terrace East

Leased from the Crown Estate Commissioners for 99 years from October 1973, current rent £175,000 p.a. with rent review in October 2015 (and every seven years to 2086)

3.4.2 1-5 York Gate and 48 York Terrace East

Leased from the Crown Estate Commissioners for 99 years from January 1987, current rent £23,000 p.a. doubling in 2037 (and every twenty five years during the lease period, thereafter)

3.4.3 Marylebone Road

Sublet for 99 years from the Trustees of the Marylebone Educational Foundation from October 1974 (head lessee Howard de Walden Estate), current rent £140,000 p.a. with rent review in June 2016 (and every seven years to 2072).

3.5 Benchmarking

3.5.1 Condition

One of the key objectives of the estate strategy has been to update the Academy's planned maintenance programme on an annual basis.

The following Royal Institution of Chartered Surveyors (RICS) building maintenance definitions apply:

A = as new

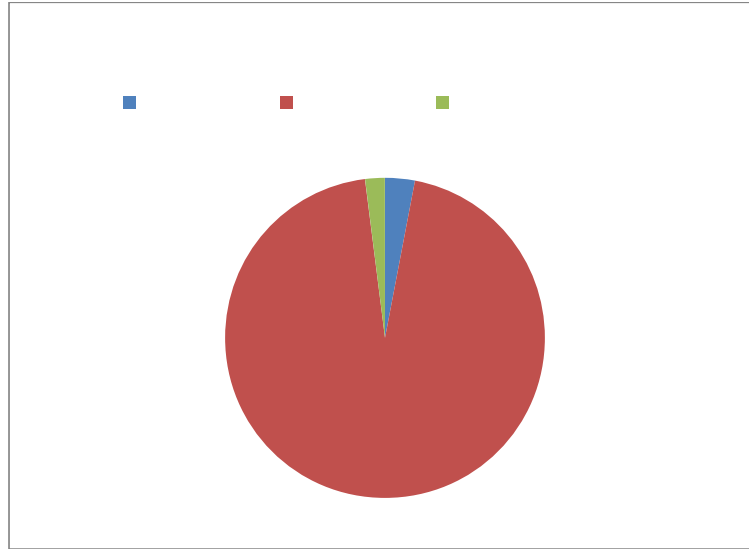
B = sound, operationally safe, exhibiting only minor deterioration

C = operational but major repair or replacement needed soon

D = inoperable or serious risk of failure or breakdown.

HEFCE EMS Data Condition (non-residential)

	% Condition A	% Condition B	% Condition C	% Condition D
Institution				
Royal Academy of Music	3	95	2	0
Royal College of Music	9	81	9.9	0.1
Royal Northern College of Music	0	100	0	0
Trinity Laban Conservatoire of Music and Dance	39.8	51.5	8.7	0
Median aggregate (Music Colleges)	6	88	5.35	0
Median aggregate (ALL Institutions)	16	62.2	16	0



It is the Academy's intention to continue to use a twenty year forward maintenance and refurbishment plan as a working tool, to effectively budget for future maintenance and monitor costs appropriately.

Working closely with the Maintenance Officer and drawing on reports from external consultants where appropriate, the Estates Manager prepares a Long-Term Maintenance Plan (LTM) which is presented for approval by the Director or Finance.

£5m is allocated for Long-Term Maintenance over the period, which may generally be thought of as preventative maintenance - this equates to £250,000 per annum; in addition £83k is budgeted each year for day-to-day, reactive maintenance. Any balance on the LTM provision is carried forward to the following year and is a means of smoothing expenditure between years.

The LTM document is reviewed annually, addressing works as appropriate, ensuring any project activity and any local improvements which have already been planned are taken into account, whilst endeavouring to maximise resources to achieve value for money, for example scaffolding for a second project whilst in situ; refurbishment of adjacent areas.

3.5.2 Space and Space Utilisation

The area provided at the Academy per full-time equivalent (FTE) student is shown in the table below, along with the values for other conservatoires and the sector median (all institutions). The breakdown of the net internal space (NIA) in square metres (m²) across different allocation types is also provided.

Space Utilisation: HEFCC EMS Data

	% Room Occupancy	% Room Occupancy	% Room Occupancy	% Room Occupancy
	2008/09	2009/10	2010/11	2011/12
Institution				
Royal Academy of Music	79	79.1	81.9	87.7
Royal College of Music	65	68	68	68
Royal Northern College of Music	81	26.4	17.4	15.2
Trinity Laban Conservatoire of Music and Dance	90	93.2	93.5	91.7
Median aggregate (ALL Institutions)	49	51	50.7	50
Median aggregate (ALL Institutions)	80	73.55	74.95	77.85

Due to the high level of individual teaching and the need for practice space at the conservatoires, the amount of space required per student is likely to be higher than the sector average. Since the development of practice pods in the 'void', figures indicate that occupancy rates are ever increasing and highlight the need for additional space to meet the demand.

Surveys to review the space available for teaching, administration and social purposes produced the results in the table above (HEFCE Guidelines of Monday to Friday 0900 to 1800 hours). These are generally undertaken twice a year.

The Academy makes good use of all the available floor space within the existing estate and this utilisation is well above the sector average as shown.

3.5.3 Functional Suitability: HEFCE EMS Data Condition (non-residential)

	2010/11 Grade 1 (Excellent)	2010/11 Grade 2 (Good)	2011/12 Grade 1 (Excellent)	2011/12 Grade 2 (Good)
Institution	2010/11		2011/12	
Royal Academy of Music	19	71	19	71
Royal College of Music	32.1	64.5	32.1	64.5
Royal Northern College of Music	0	94.4	0	100
Trinity Laban Conservatoire of Music and Dance	39.7	60.3	39.7	60.3
Music Colleges Median	25.55	67.75	25.55	67.75
All Institutions Median	32.1	49.8	36	49.2

3.5.4 Property Costs: HEFCE EMS Data

	2011/12	2011/12	2011/12
	Area (internal and external) Net Internal Area Total HEI m2	Finance Total Property Costs Total HEI £	Cost per sq m £
Institution			
Royal Academy of Music	7,772.00	3,045,283	£392
Royal College of Music	11,147	1,798,882	£161
Royal Northern College of Music	11,517.00	1,788,601	£155
Trinity Laban Conservatoire of Music and Dance	12,037.00	2,839,540	£236
Median aggregate (Music Colleges)	11,332.00	2,319,211	£205
Median aggregate (ALL Institutions)	87,360.00	12,594,633	£144

3.5.5 Maintenance Cost Ratio to Insurance Replacement Value: HEFCE EMS (non-residential)

	Insurance replacement value £	Total maintenance repair costs £	Maintenance Costs as % of IRV 2010/11	Capital expenditure on estates £	Capital Expenditure on Estates as % of IRV	Insurance replacement value £	Total maintenance repair costs £	Maintenance Costs as % of IRV	Capital expenditure on estates £	Capital Expenditure on Estates as % of IRV
Institution	2010/11					2011/12				
Royal Academy of Music	49,830,215	713,820	1.43%	0	0.00%	53,849,520	754,235	1.40%	0	0.00%
Royal College of Music	65,500,000	368,453	0.56%	155,000	0.24%	65,500,000	595,871	0.91%	71,000	0.11%
Royal Northern College of Music	36,527,920	422,910	1.16%	946,000	2.59%	36,527,920	435,077	1.19%	140,000	0.38%
Trinity Laban Conservatoire of Music and Dance	89,600,324	412,965	0.46%	28,000	0.03%	90,150,492	359,400	0.40%	338,000	0.37%
Music Colleges Median	57,665,108	417,938	0.86%	91,500	0.13%	59,674,760	515,474	1.05%	105,500	0.24%
All Institutions Median	229,756,320	2,694,006	1.17%	6,983,500	3.04%	246,829,030.50	2,851,800	1.16%	6,355,500	2.57%

3.5.6 Recycling: HEFCE EMS Data (non residential)

Comment [J1]: What units are these?

To convert from volume data to mass equivalent, the following conversions have been made to create uniform measurement of Mass as tonnes (1000 kg waste):

Volume (in m³) x Factor = Mass

Volume (litres)/1000 x Factor = Mass

Volume (cubic feet) x 0.028 x Factor = Mass

	Waste Total tonnes Recycled	Waste Total tonnes used to create Energy	Waste Total tonnes Recycled	Waste Total tonnes used to create Energy
Institution	2010/11		2011/12	
Royal Academy of Music	40.69	45.71	37.72	47.87
Royal College of Music	51.00	0.00	52.00	0.00
Royal Northern College of Music	184.22	6.74	185.00	5.32
Trinity Laban Conservatoire of Music and Dance	69.16	0.00	72.65	0.00
Music Colleges Median	60.08	3.37	62.32	2.66
All Institutions Median	283.25	0.00	303.40	0.00

**3.5.7 Combined Energy Emissions, Energy Consumption and Water Consumption per Student:
HEFCE EMS Data (non-residential)**

	Student headcount Total HEI	Energy Emissions per Student kg - CO2e	Energy Consumption per Student kWh	Water Consumption per Student m3	Student headcount Total HEI	Energy Emissions per Student kg - CO2e	Energy Consumption per Student kWh	Water Consumption per Student m3
Institution	2010/11				2011/12			
Royal Academy of Music	695	1,805.4	5,053.1	13.0	745	1,563.5	4,321.5	10.9
Royal College of Music	720	1,167.5	3,299.2	16.9	715	1,107.9	3,280.4	9.0
Royal Northern College of Music	715	2,441.5	7,223.3	14.7	735	2,203.2	6,630.0	12.1
Trinity Laban Conservatoire of Music and Dance	900	1,957.4	5,687.9	26.2	920	1,841.5	5,258.3	33.5
Music Colleges Median	717.5	1,881.4	5,365.0	15.8	740	1,702.5	4,790.0	11.5
All Institutions Median	11,945	675.0	2,005.6	5.1	12620	626.0	1,828.0	4.3

**3.5.8 Combined Energy Emissions, Energy Consumption and Water Consumption per m2 (NIA):
HEFCE EMS Data (non-residential)**

	Net internal area	Energy Emissions per m2 (NIA) kg - CO2e	Energy Consumption per m2 (NIA) kWh	Water Consumption per m2 (NIA) m3	Net internal area	Energy Emissions per m2 (NIA) Kg - CO2e	Energy Consumption per m2 (NIA) kWh	Water Consumption per m2 (NIA) m3
Institution	2010/11				2011/12			
Royal Academy of Music	7,801	160.84	449.3	1.17	7,772	149.87	414.3	1.04
Royal College of Music	8,234	102.09	288.5	1.48	8,234	96.20	248.9	0.78
Royal Northern College of Music	11,528	151.43	448.0	0.91	11,517	140.61	423.1	0.77
Trinity Laban Conservatoire of Music and Dance	12,037	146.35	425.3	1.96	12,037	140.74	401.9	2.56
Music Colleges Median	9,881	148.89	437.0	1.32	9,875	140.57	408.0	0.91
All Institutions Median	67,987	118.61	352.4	0.89	66,796	118.00	345.3	0.81

3.6 Participation

The Academy actively encourages participation from Students and Management. A formal committee structure is in place with the Governing Body, senior management and the president of the Student's Union. Through this involvement and feedback processes, many projects have been highlighted and subsequently actioned. Examples include better humidification for instruments, provision of additional practice rooms and an integrated practice room booking system which is available on-line with dedicated management for support.

4.0 Estate Strategic Objectives Including Proposals and Operating Targets:

The Academy has eight strategic objectives and within these there are operational targets designed to meet the objectives:

4.1 Teaching and Practice Space Requirement

As the space audit results have demonstrated, the Academy makes good use of its teaching and practice space throughout the academic year. With the rise in evening employment commitments for students, more students wish to practice during the day and this has created pressure and demand for space during between the hours of 0900 to 1800. Furthermore, as the majority of teaching takes place during these peak times, competition for space has increased.

The current room booking system will be further enhanced by September 2014, with the incorporation of the ASIMUT system which will encompass teaching and orchestral rooms, together with event bookings. This is an ongoing challenge which is actively managed.

4.2 New Practice Facilities - Cross Keys Close

In response to the demand identified from Students, The Academy has identified a suitable property which is being adapted to create additional practice space. The facilities at Cross Keys Close are within a seven minute walk of the main site. A nine year lease is due to be signed in August 2013, the space is open plan and the demountable pod construction will provide flexibility for the future. Seventeen rooms will have upright pianos; two larger rooms will have grand pianos to accommodate chamber music practice. The facilities will be available from January 2014.

4.3 Refurbishment of the Theatre Space and Creation of a new Performance Studio

Built in 1976 and refurbished in 2001, the Academy intends to transform the Sir Jack Lyons Theatre, and replace it with superb new facilities, designed by the celebrated architect, Ian Ritchie. The new designs incorporate a brilliantly reshaped auditorium, a new balcony, improved sight lines and increase the overall capacity by 40% including six wheelchair places. The new design delivers state-of-the-art stage and recording facilities in an adaptable theatre. The complex will also provide a 100-seat roof-top recital hall with significant improvements to both back and front of house facilities and full accessibility. Planning permission has been granted and the fundraising process has begun.

In-house refurbishment and redecoration programmes are being adjusted to ensure that those areas relevant to the use of the Theatre but not directly included in the larger refurbishment plans, (e.g. Dressing Rooms and Wardrobe) are refurbished at the appropriate time to complement the new facilities.

The Estates team are working closely with the design team to ensure that all the practical and logistical aspects of the operation of the new spaces are considered.

To be built in conjunction with the Theatre, situated on the roof, the exciting new Performance Studio space will be approximately the same dimensions as the theatre stage. This will enable the Theatre to be used for additional activities and ease the necessity of technical work and get-ins while rehearsals continue above.

Subject to funding, the project will commence in 2015.

4.4 Access project

Completed in 1911, the main building is formed of a central block with two projecting wings but does not provide adequate access facilities for staff, students and visitors with mobility issues.

Bickerdike Allen Partners have drawn up proposals to create ramped access in a style appropriate to the building.

Planning permission is currently being sought in order to make the modifications and for the Academy to comply fully with legislation in 2014.

4.5 Long Term Maintenance Plan

The Academy continues to work to a twenty year forward maintenance and refurbishment plan as a working tool, to effectively budget for future maintenance and monitor costs appropriately, and is actioned accordingly. Under the leadership of the Estates Manager, planned maintenance is undertaken (budgeted at c£250,000 per annum); an additional sum of £83,000 has been set aside for reactive services throughout each year.

Projects are continuous: for example the review of all installations to pre-empt legislation and to future-proof the estate, including the recent installation of a new LED stage lighting system for The Duke's Hall, reducing energy costs in this area by 70%, providing overall savings of 11%.

The team ensures that the estate is maintained to provide the best environment for teaching, learning, research and knowledge transfer. Maintenance, legislative compliance and risk management are ongoing, actively managed activities, supporting the ever evolving requirements of the Academy.

4.6 Legislative Requirements

With the recent introduction of further legislation relating directly to noise levels, Estates Department will ensure the Academy complies fully and also works closely with relevant authorities to develop new legislation to appropriately reflect how it will affect professional musicians. The Academy works closely with London Southbank University whereby hearing assessments are undertaken with each student at the commencement and end of their course. This is a continuous review process.

4.7 Sustainability including Environmental and Carbon issues

Sustainability initiatives are ongoing: these include recycling schemes, general awareness, encouraging energy conservation and saving etc. Student participation is actively encouraged. Sustainability issues are always considered as part of any new developments.

Key issues under consideration are improvements to the effective management of the estate, investment in efficient plans, super insulation and the potential to switch to low or zero carbon fuels together with maximising the use of the current space across the estate. This is a continuous process which is actively managed.

The Academy plans to reduce carbon emissions in line with the environmental management policy, reflecting the current and future implications of the Carbon Reduction Commitment together with the likely future costs of carbon. Focus is placed on identifying environmental impacts, including carbon, measuring and taking action to eliminate or minimise implications.

4.8 Student Bed Spaces

As a restricted, island site the Academy does not have the opportunity to provide student hostel accommodation. The Academy's Accommodation Service, run by the Estates Department, has approximately seventy five places within university and independent hostel accommodation throughout London, including the University of London's Intercollegiate Halls. In 2002, the Academy began to lease flats from the Howard de Walden Estate. There are now eleven flats in the Marylebone High Street area available to rent out to thirty one first-year students each year. Despite their higher than average rents on account of location, they are popular with Academy students who appreciate the safe neighbourhood and proximity to the Academy.

The Academy remains in constant dialogue with the University of London in its search for appropriate, affordable residential accommodation for students and in 2015, twenty additional beds will be available within the new University of London's Intercollegiate Halls. Further accommodation is proposed through Head Lease schemes, where The Academy will act as guarantor for students.

**Further information about The Royal Academy of Music and this Estates Strategy
may be obtained from the Estates Manager.**