



## Carbon Management Plan

### 1. Introduction

Scientific evidence shows that greenhouse gas emissions from human activity are causing the climate to change. Although it isn't the only greenhouse gas, carbon dioxide is the most significant. As such, the term 'carbon emissions' is often used to talk about all greenhouse gas emissions.

This Carbon Management Plan details the actions the University has committed to take as part of our Sustainability Action Plan, approved by the University Executive Committee (UEC) in July 2021. To track our progress, we report our carbon emissions annually to HESA, as part of the Estates Management Record (EMR). [HE Provider Data: Estates Management | HESA](#)

In June 2019, the UK became the first major economy to pass legislation that commits the country to net zero emissions by 2050 relative to 1990 levels.

Net zero means cutting greenhouse gas emissions to as close to zero as possible and removing any unavoidable emissions from the atmosphere by methods such as offsetting or carbon capture technologies.

Research suggests that to avoid the worst impacts of climate change and preserve a habitable planet, global warming needs to be limited to 1.5°C above pre-industrial levels. To achieve this, as called for in the Paris Agreement, emissions need to be reduced by 45% by 2030 and reach net zero by 2050.

Many universities and other organisations have declared a 'Climate Emergency' and made public commitments to achieve net zero emissions. Furthermore, the Climate Commission for UK Higher and Further Education is urging every university and college to sign up to the United Nations Race to Zero campaign.

Achieving net zero is a journey with no single route. Different organisations have different starting points, needs, challenges and opportunities. There is no 'off-the-shelf' solution.

#### 1.1 Sustainability Ambition Statement

On 16<sup>th</sup> May 2023, Durham University's Council approved a Sustainability Ambition Statement. This includes a target to achieve **Net Zero by 2035** and **Biodiversity Net Gain by 2032**. The Net Zero target has been developed using Science-Based Targets Initiative (SBTi) methodology and addresses all scope 1 and 2 emissions and some scope 3 emissions as shown in the table below.

The Sustainability Ambition Statement includes the following aims:

1.1 We will embed sustainability at every level in the University, creating a culture where all staff and students can play their part in the University achieving our vision. Sustainability will be a central element of our research, our education, our wider student experience, and our engagement with stakeholders across the city, the region and beyond.

1.2 We will reduce our greenhouse gas emissions (GHG) to achieve Net Zero by 2035, or before. To do this we will reduce the Scope 1 and 2 GHG emissions (those that we directly control) to as close to zero as possible and offset any remaining by active removal from the atmosphere by natural or technological processes.

1.3 Achieving Net Zero by 2035 is aligned to the Science Based Targets for GHG reductions that the latest climate science says is necessary to meet the goals of the Paris Agreement—to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

1.4 Alongside realising our Net Zero 2035 target will be actions that tackle, as quickly as possible, our Scope 3 emissions – with a long-term objective of striving to achieve Absolute Zero emissions by 2050.

### Net Zero Key Metrics

| Activity over which the University has direct control | 2018/19             | Scope*             | 2035 Net Zero target tCO <sub>2</sub> e1 | 2034/35 Science Based Target reduction (%)** |
|-------------------------------------------------------|---------------------|--------------------|------------------------------------------|----------------------------------------------|
|                                                       | tCO <sub>2</sub> e1 |                    |                                          |                                              |
| Estate (Gas, Fleet, Fuel & F-Gas)                     | 13,831              | 1                  | 4,564                                    | 67%                                          |
| Electricity Use                                       | 10,179              | 2                  | 0                                        | 100%***                                      |
| Business travel                                       | 5,732               | 3                  | 3,439                                    | 40%                                          |
| Commuting                                             | 37                  | 3                  | 22                                       | 40%                                          |
| Waste                                                 | 59                  | 3                  | 35                                       | 40%                                          |
| Water                                                 | 412                 | 3                  | 247                                      | 40%                                          |
| <b>Total</b>                                          | <b>30,250</b>       | <b>1,2 &amp; 3</b> | <b>8,308</b>                             | <b>-73%</b>                                  |

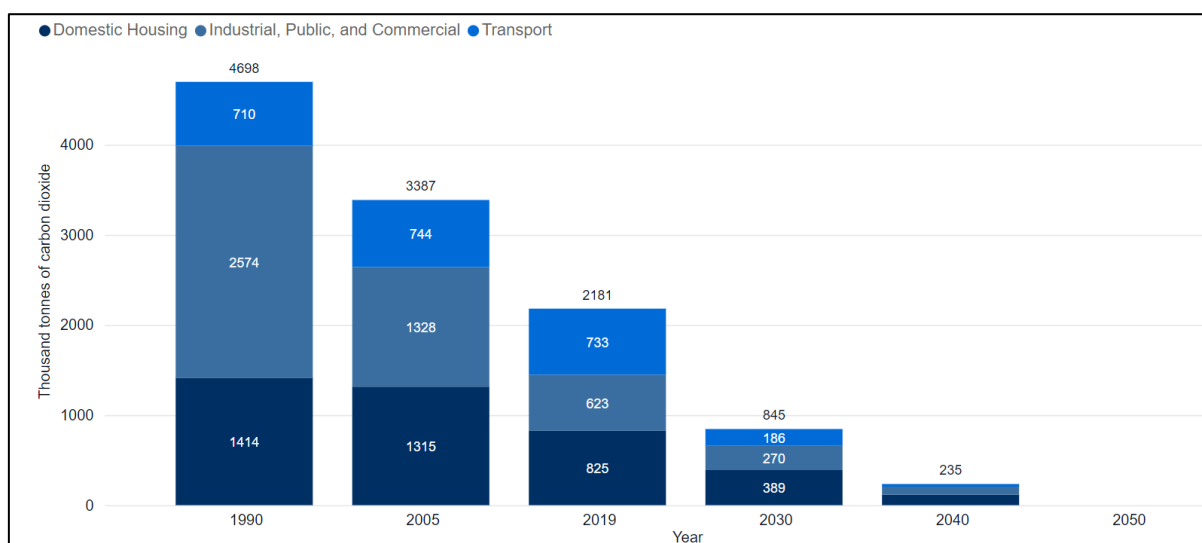
Information about the University's carbon footprint and different emission scopes can be found in [Section 2](#) of this document. Durham University's Biodiversity Strategy can be found at [Enhancing Biodiversity - Durham University](#)

## 1.2 A Carbon Neutral County Durham

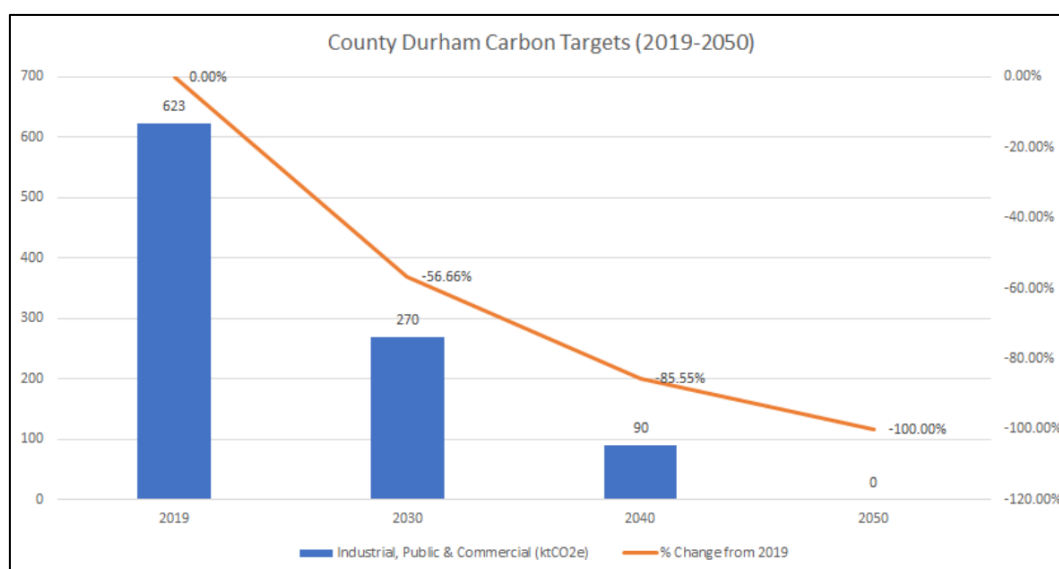
On 20th February 2019, Durham County Council declared a Climate Emergency and adopted targets to reduce emissions from its operations. Following the declaration of a climate emergency, the Council updated its targets and pledged to make County Durham carbon neutral by 2045. The University recognises it has a role to play in making County Durham carbon neutral and will continue to work closely with Durham County Council and others to achieve this.

The graph below shows carbon emissions for County Durham between 1990 and 2019 and target goals for 2030, 2040 and 2050.

**Actual Data and Targets to a Carbon Neutral County Durham<sup>1</sup>**



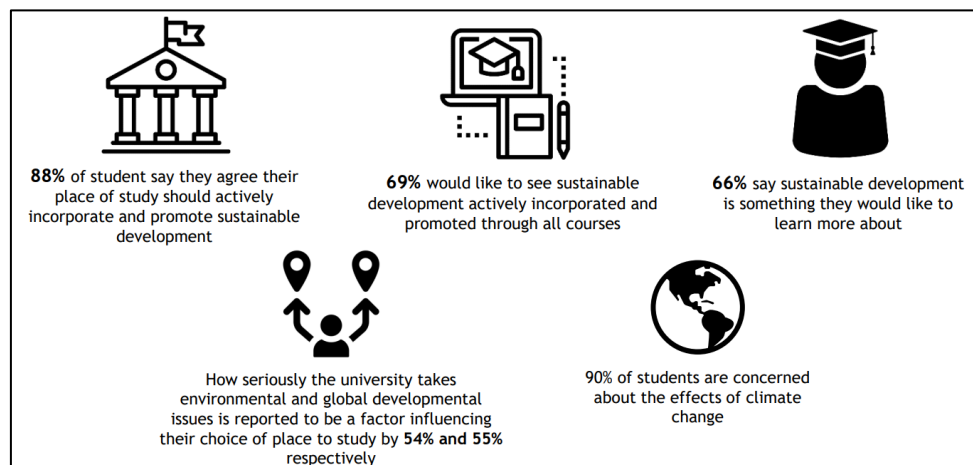
**Actual Data and Targets for Industrial, Public and Commercial Emissions in County Durham**



<sup>1</sup> Durham County Council (2022), *How are we doing*. [Online] Available at: <https://climatecountydurham.org.uk/how-are-we-doing/>

## What do students think about sustainability?

According to the Sustainable Skills Survey 2020-21 carried out by SOS-UK, around 80% of students want their institution to be doing more on sustainability, and around 60% want to learn more about it<sup>2</sup>.



## Climate Resilience

Human activities are estimated to have already caused approximately 1.1°C of global warming above pre-industrial levels<sup>3</sup>. According to UK Climate Projections (UKPC) from the Met Office, within the next ten years the UK is likely to experience warmer and wetter winters and hotter and dryer summers. From the University's perspective, climate change presents risks including:

- Damage to buildings and infrastructure caused by flooding and strong winds.
- Power outages that could affect ICT systems and sensitive research.
- More regular and severe overheating of buildings leading to ill health, reduced productivity, and increased costs.
- Disruption of supply chains due to international climate-related impacts.
- Disruption of transport links.
- Disruption to construction of capital projects.
- Drought conditions adversely affecting playing fields and landscaped areas used for student sports and recreation.

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<sup>2</sup> Students Organising for Sustainability (2021), *Sustainability Skills Survey 2020-21*. [Online] Available at: [https://uploads-ssl.webflow.com/6008334066c47be740656954/60f6908f10bfcc10d2c87d55\\_20210716\\_SOS-UK%20Sustainability%20Skills%202020-21\\_FINAL.pdf](https://uploads-ssl.webflow.com/6008334066c47be740656954/60f6908f10bfcc10d2c87d55_20210716_SOS-UK%20Sustainability%20Skills%202020-21_FINAL.pdf)

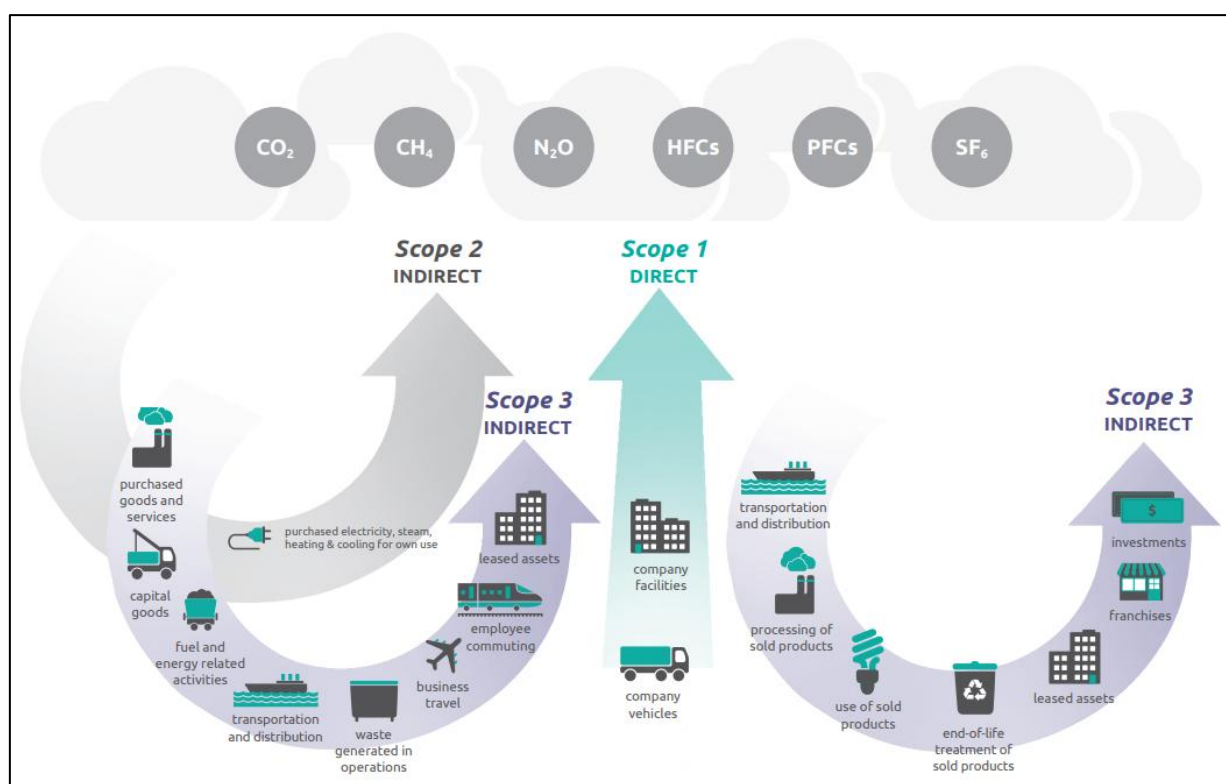
<sup>3</sup> United Nations (2022), *For a Livable Climate: Net-zero commitments must be backed by credible action*. [online] Available at: <https://www.un.org/en/climatechange/net-zero-coalition>

It is important to identify potential risks caused from existing and locked in climate change; understand how these interact with university operations and ensure we account for climate resilience in plans. As well as risks, climate change has also opened opportunities in research, teaching and funding.

## 2. Durham University's Carbon Footprint

Durham University has been collecting and reporting environmental performance data for many years and provides detailed carbon emissions data to the Higher Education Statistics Agency (HESA) in the annual Estates Management Record (EMR). This data is publicly available from the HESA website [HESA - Experts in higher education data and analysis](#).

Under the Greenhouse Gas Protocol, emissions are categorised into three scopes<sup>4</sup>:



**Scope 1:** Direct emissions from sources owned or controlled by the University including:

- Natural gas (boilers and CHP)
- Fuel oil (boilers)
- Petrol and Diesel (university-owned vehicles)

<sup>4</sup> World Resources Institute and World Business Council for Sustainable Development (2011), *Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. [online] Available at: [Corporate-Value-Chain-Accounting-Reporting-Standard\\_041613\\_2.pdf](#) ([ghgprotocol.org](#))

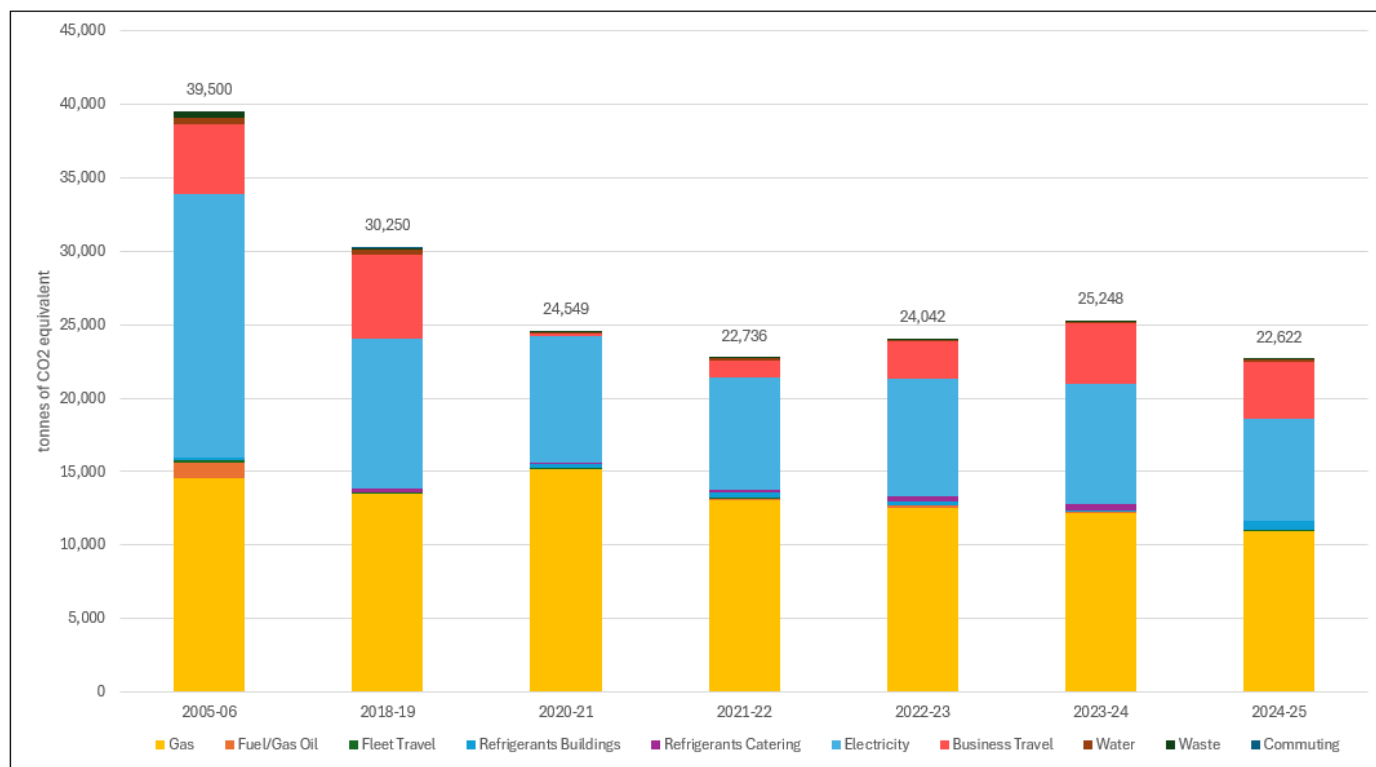
- Fugitive emissions (fluorinated gases found in air conditioning, refrigeration systems and heat pumps).

**Scope 2:** Indirect emissions from the consumption of purchased electricity used by the University.

**Scope 3:** All other indirect emissions occurring in the University's value chain. In 2022 we completed a Scope 3 Screening Exercise with the Carbon Trust; details are included in Section 3.

Emissions have been calculated for each year using conversion factors issued by the UK Government's Department for Business, Energy, and Industrial Strategy (BEIS)<sup>5</sup> and aligned with the Standardised Carbon Emissions Framework (SCEF).

The University's reporting year runs from 1st August to 31st July. Our reported emissions cover the provision of education and research, and the management of buildings, laboratories, and land under the University's control in Durham and Stockton.



<sup>5</sup> Crown Copyright (2020), *Government conversion factors for company reporting of greenhouse gas emissions*. [online] Available at: [Government conversion factors for company reporting of greenhouse gas emissions - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/government-conversion-factors-for-company-reporting-of-greenhouse-gas-emissions)

#### Emissions tCO2e

| Emissions Source       | Emissions Scope | 2005-06 | 2018-19 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------------|-----------------|---------|---------|---------|---------|---------|---------|---------|
| Gas                    | 1               | 14,545  | 13,474  | 15,132  | 13,097  | 12,520  | 12,170  | 10,921  |
| Fuel/Gas Oil           | 1               | 1,079   | 11      | 27      | 44      | 164     | 78      |         |
| Fleet Travel           | 1               | 177     | 139     | 108     | 59      | 34      | 21      | 135     |
| Refrigerants Buildings | 1               | 139     | 10      | 279     | 402     | 245     | 132     | 646     |
| Refrigerants Catering  | 1               | 63      | 197     | 53      | 158     | 323     | 402     |         |
| Electricity            | 2               | 17,889  | 10,179  | 8,650   | 7,633   | 7,997   | 8,156   | 6,931   |
| Business Travel        | 3               | 4717    | 5,732   | 143     | 1,158   | 2,577   | 4,149   | 3,856   |
| Water                  | 3               | 477     | 412     | 121     | 150     | 147     | 130     | 123     |
| Waste                  | 3               | 444     | 59      | 37      | 35      | 35      | 12      | 10      |
| Commuting              | 3               |         | 37      |         |         |         |         |         |
|                        |                 | 39,500  | 30,250  | 24,549  | 22,736  | 24,042  | 25,248  | 22,622  |

#### Emissions summary of most recent reporting year (2024-25)

| Emissions Summary | tCO2e  |
|-------------------|--------|
| Scope 1           | 11,702 |
| Scope 2           | 6,931  |
| Scope 1 + 2       | 18,633 |
| Scope 3           | 3,989  |
| Total Emissions   | 22,622 |

### Scope 3 Emissions: Independent Colleges

Several of our colleges operate as separate legal and financial entities, they employ their own staff and manage their own buildings. Student accommodation at John Snow and South Colleges is operated and managed by Campus Living Villages, a world leading provider of on-campus accommodation in the UK, Australia and the USA. Durham University works closely with partner organisations to monitor and minimise environmental impact, but because the University does not have direct financial or operation control of these assets the associated carbon emissions are reported under Scope 3 in accordance with the Standardised Carbon Emissions Framework<sup>6</sup>. Our partners also include these emissions within their own greenhouse gas reporting.

Scope 3 emissions from independent Colleges are shown below. These include St. John's College, South College and John Snow College.

#### Reporting year 2024-25

| Emissions Summary              | tCO2e |
|--------------------------------|-------|
| Scope 3 (Independent Colleges) | 778   |

<sup>6</sup> EAUC (2023), Standardised Carbon Emissions Framework (SCEF), [online] available at: <https://www.eauc.org.uk/scef>



### Scope 3 Emissions: Supply Chain

The table below shows the most recent data, as reported to HESA, on emissions arising from purchased goods and services and capital goods, including building and refurbishment.

#### Reporting Year 2024/25

|                                                                                                 |                     |        |
|-------------------------------------------------------------------------------------------------|---------------------|--------|
| Scope 3 carbon emissions from supply chain business services (E3SCBS)                           | t CO <sub>2</sub> e | 12,203 |
| Scope 3 carbon emissions from supply chain paper products (E3SCPP)                              | t CO <sub>2</sub> e | 1,191  |
| Scope 3 carbon emissions from supply chain other manufactured products (E3SCMP)                 | t CO <sub>2</sub> e | 5,880  |
| Scope 3 carbon emissions from supply chain manufactured fuels, chemicals, and gases (E3SCMFCG)  | t CO <sub>2</sub> e | 940    |
| Scope 3 carbon emissions from supply chain food and catering (E3SCFC)                           | t CO <sub>2</sub> e | 10,230 |
| Scope 3 carbon emissions from supply chain construction (E3SCCON)                               | t CO <sub>2</sub> e | 6,900  |
| Scope 3 carbon emissions from supply chain information and communication technologies (E3SCICT) | t CO <sub>2</sub> e | 25,136 |
| Scope 3 carbon emissions from supply chain waste and water (E3SCWW)                             | t CO <sub>2</sub> e | 405    |
| Scope 3 carbon emissions from supply chain medical and precision instruments (E3SCMPI)          | t CO <sub>2</sub> e | 3,473  |
| Scope 3 carbon emissions from supply chain other procurement (E3SCOTH)                          | t CO <sub>2</sub> e | 9,785  |
| Scope 3 carbon emissions from supply chain unclassified (E3SCUNC)                               | t CO <sub>2</sub> e | 16     |

76,158

#### 2.1 Sustainable Travel

The University has targets to reduce Scope 3 emissions from business travel and commuting by 40% by 2035 against a 2018-19 baseline. These targets have been published in the University's [Sustainability Ambition Statement](#).

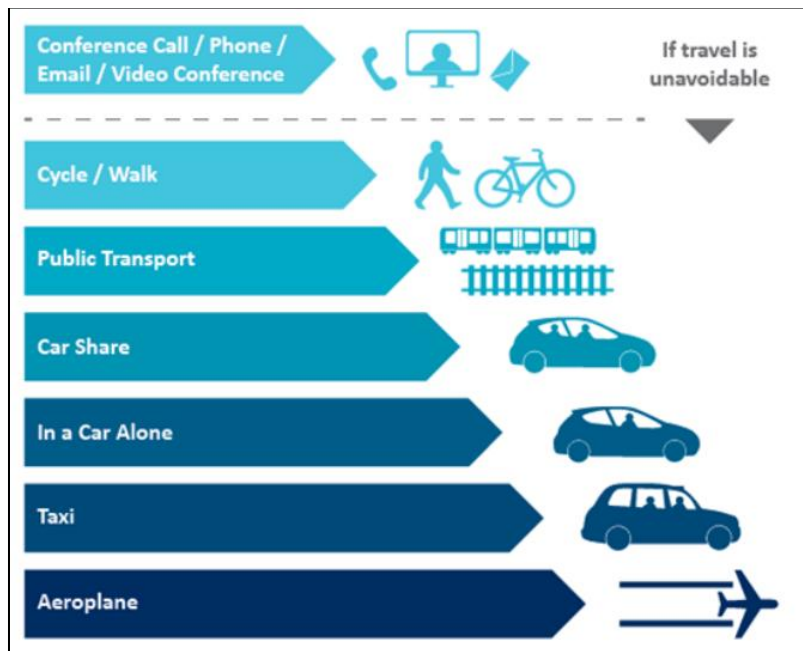
To deliver these targets, the University has developed an [Integrated Sustainable Travel Plan \(ISTP\) 2020-2025](#). The Plan was approved by the Vice Chancellor in 2020 and aims to:

- Actively promote the health and well-being benefits of all forms of sustainable travel and encourage their use.
- Discourage unnecessary travel through the implementation and promotion of alternatives.
- Reduce the carbon emissions arising from all transport connected to Durham University: journeys to work, business travel, and supply chain delivery.
- Co-operate with key stakeholders and the wider community to further these aims.

A detailed action plan is set out in Section 9 of the ISTP.

The University is currently finalising a Business Travel Policy which will build upon the commitments outlined in our last Integrated Sustainable Travel Plan (2020-25) to using a 'business travel hierarchy'. This will broaden good practice already in place, such as our International Team's travel decision tree which seeks to reduce business travel emissions through minimising carbon-intensive travel. This will also be included in the refresh of our Integrated Sustainable Travel Plan to run from 2026.

## Travel Hierarchy



### 3. Net Zero Feasibility

This section contains information about previous work that has informed our approach to climate action.

- Strategic Decarbonisation Review, Buro Happold, 2017
- Scope 1 & 2 Science-Based Targets and Feasibility Analysis, Carbon Trust, 2021
- Scope 3 Screening and Carbon Footprint Measurement, Carbon Trust, 2022
- Heat decarbonisation strategy, Buro Happold, 2024

#### Strategic Decarbonisation Review (2017)

The purpose of the Decarbonisation Review was to consider technologies and approaches that could lead to a significant reduction in Durham University's carbon emissions and/or annual energy costs during the 10-year Masterplan period (2017-2027), whilst also considering a longer-term aspiration to achieve net zero carbon by 2050.

The study compared carbon emissions, energy consumption and energy costs of four different scenarios between 2018-2050.

The four scenarios were:

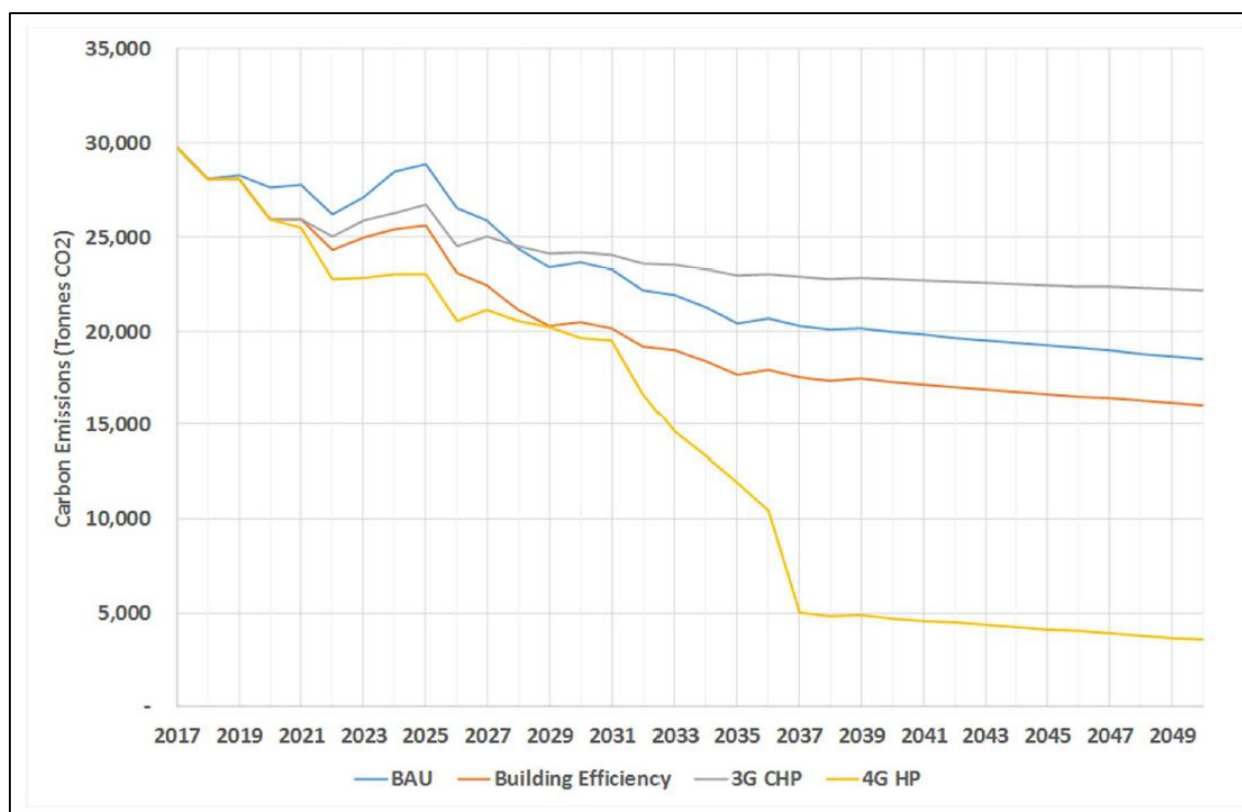
- Business as usual (BAU)
- Building efficiency improvements
- 3G CHP

- 4G Heat Pumps

The study concluded that the 4G heat pump scenario was the best option for achieving net zero by 2050.

Appendix 1. includes a summary of measures recommended by Buro Happold to decarbonise the estate.

**Carbon emissions for each scenario (present – 2050)**



### Scope 1 & 2 Science-Based Targets & Feasibility Analysis (2021)

The University employed the Carbon Trust to carry out a science-based targets and feasibility analysis. Science-based targets provide a pathway for organisations to reduce greenhouse gas emissions in line with the Paris Agreement, which aims to limit global warming to well-below 2°C above pre-industrial levels and to pursue efforts to limit warming to 1.5°C<sup>7</sup>.

A baseline year of 2018/19 was chosen for the science-based targets because it more accurately reflects normal activity on campus. Due to the operational impact of Covid-19, 2019/20 was not used as a baseline.

<sup>7</sup> Science Based Targets (2021), *How it works*. [online] Available at [How it works - Science Based Targets](#)

According to GHG Protocol guidance, there are two ways to report scope 2 emissions<sup>8</sup>. The location-based method uses the average emission factor of the grid. The market-based method involves using an emission factor that is specific to the electricity being purchased.

**Durham University's location-based scope 1 & 2 emissions in 2018/19 were 24,010 tCO<sub>2</sub>e.** To reduce emissions in accordance with the Paris agreement, the University would need to achieve a 46% reduction by 2030 and a 67% reduction by 2035.

*Durham University's 2018/19 Carbon Footprint Baseline*

| Scope 2 Reporting Method | Scope 1 emissions (tCO <sub>2</sub> e) | Scope 2 emissions (tCO <sub>2</sub> e) | Total scope 1&2 emissions (tCO <sub>2</sub> e) |
|--------------------------|----------------------------------------|----------------------------------------|------------------------------------------------|
| Location-based           | 13,831                                 | 10,179                                 | 24,010                                         |
| Market-based             |                                        | 44                                     | 13,875                                         |

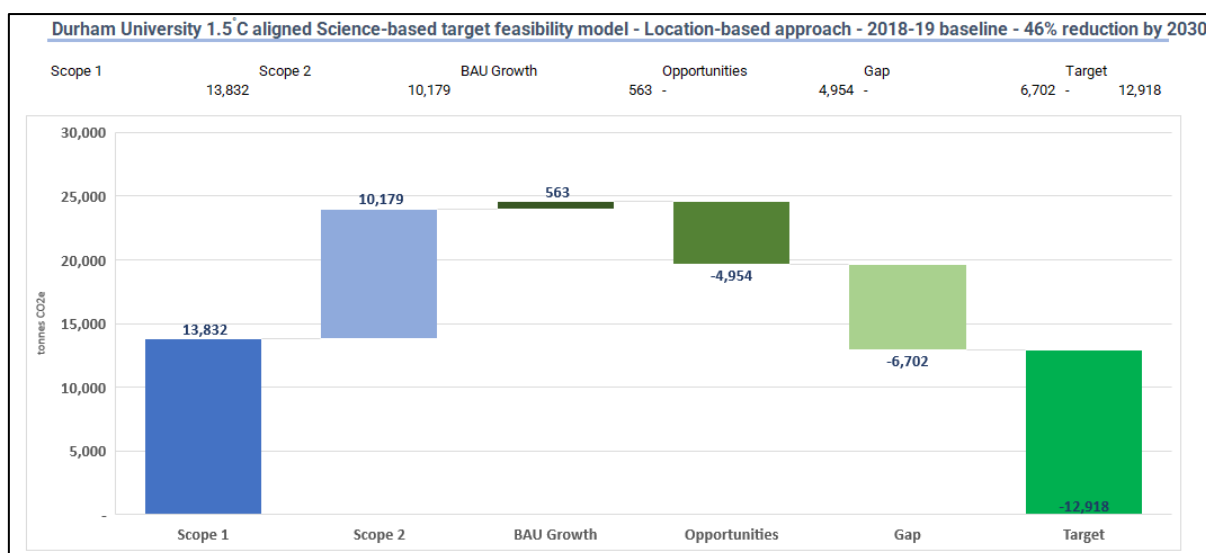
*Proposed science-based carbon reduction targets*

|                | Measure                                       | Unit               | 2018/19 | 2029/30 | 2034/35 |
|----------------|-----------------------------------------------|--------------------|---------|---------|---------|
| Location-based | Scope 1&2 absolute emissions                  | tCO <sub>2</sub> e | 24,010  | 12,918  | 7,876   |
|                | Change in absolute emissions v. baseline year | %                  | N/A     | -46     | -67     |

The feasibility analysis included a workshop with staff from the Estates & Facilities Directorate and the Carbon Trust to produce a list of opportunities for reducing emissions. The opportunities identified would reduce emissions by 4,954 tCO<sub>2</sub>e (21%) against the 2018/19 baseline, which falls short of the 2030 target by 6,702 tCO<sub>2</sub>e.

<sup>8</sup> World Resources Institute (2015), *GHG Protocol Scope 2 Guidance*. [online] Available at: [Scope 2 Guidance Final Sept26.pdf](https://www.ghgprotocol.org/sites/default/files/2019-07/Scope2Guidance-Final-Sept26.pdf) ([ghgprotocol.org](https://www.ghgprotocol.org))

| Priority | Opportunity                                                                        | Scope | Fuel type          | Start year | End year | Energy savings (kWh) | Carbon savings (tCO2e) |
|----------|------------------------------------------------------------------------------------|-------|--------------------|------------|----------|----------------------|------------------------|
| 1        | Energy Management                                                                  | 2     | Electricity        | 2021       | 2030     | 1,191,175            | 278                    |
| 2        | Staff & Student Training                                                           | 2     | Electricity        | 2021       | 2030     | 1,191,175            | 278                    |
| 3        | Utilising off site data storage centres                                            | 2     | Electricity        | 2022       | 2025     | 3,500,000            | 816                    |
| 4        | Complete remaining LED opportunity                                                 | 2     | Electricity        | 2021       | 2027     | 1,786,762            | 417                    |
| 5        | EC Plug fans                                                                       | 2     | Electricity        | 2022       | 2030     | 893,381              | 208                    |
| 6        | Raising DEC rating to minimum 'C' across property portfolio (excludes 'G' banding) | 1     | Gas                | 2019       | 2030     | 4,056,813            | 746                    |
| 7        | Heat Pump                                                                          | 1     | Gas                | 2022       | 2030     | 8,408,185            | 1,546                  |
| 7        | Heat Pump (electricity use increase)                                               | 2     | Electricity        | N/A        | N/A      | -2,802,728           | - 653                  |
| 8        | PV (Large)                                                                         | 2     | Electricity        | 2023       | 2025     | 2,997,286            | 699                    |
| 9        | PV Building                                                                        | 2     | Electricity        | 2023       | 2030     | 1,770,963            | 413                    |
| 10       | Refrigerant gas changes                                                            | 1     | Fugitive emissions | 2022       | 2030     |                      | 207                    |



### Scope 3 Screening and Carbon Footprint Measurement

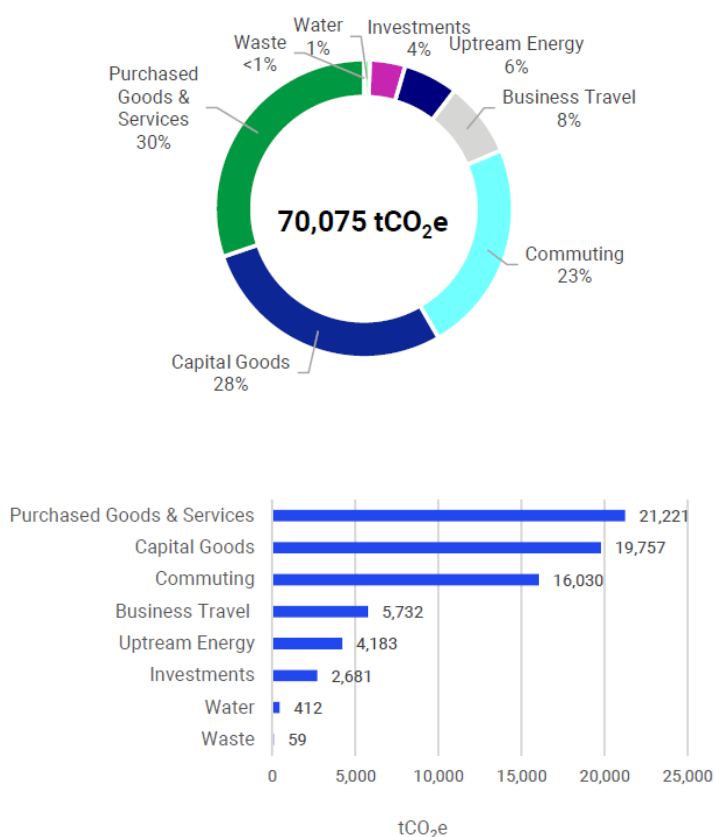
Scope 3 emissions from business travel, water and waste have been reported as part of our Estates Management Record since 2005. Recognising that these are just a few elements of the University's overall scope 3 footprint, we commissioned the Carbon Trust to carry out a more detailed assessment. The study looked at carbon emissions from sources including purchased goods and services, construction, commuting, business travel and investments.

**Durham University's total scope 3 emissions in 2018/19 were 70,075 tCO<sub>2</sub>e.**

The three largest contributors were:

- Purchased Goods and Services, representing 30% (21,221 tCO<sub>2</sub>e)
- Capital Goods (including embodied carbon from construction), contributing 28% (19,757 tCO<sub>2</sub>e)
- Commuting from staff and students contributed 23% (16,030 tCO<sub>2</sub>e). This figure includes estimated emissions from travel by international students to and from their home country.

The remaining 19% of the footprint was formed from Business Travel (transport and accommodation), Upstream Energy (including transmission and distribution), Investments, Waste and Water.



Each of these main categories was analysed further to identify more specific emission 'hot spots'.

The largest contributors within **Purchased Goods & Services** were:

- Food & Drink: 5,043 tCO<sub>2</sub>e (24% of PG&S)
- Estates (maintenance & refurbishment): 4,699 tCO<sub>2</sub>e (22% of PG&S)
- IT: 3,670 tCO<sub>2</sub>e (17% of PG&S)
- Lab supplies: 2,628 tCO<sub>2</sub>e (12% of PG&S)
- Comms services: 930 tCO<sub>2</sub>e (4% of PG&S)



Scope 3 emissions were calculated using Environmentally Extended Input-Output (EEIO) factors and expenditure information. EEIO factors are useful for providing an estimate but are not specific to a particular supplier or product. To improve the accuracy of our scope 3 reporting, we will continue to engage with our suppliers and obtain emission data for products and services.

#### **Heat decarbonisation study, 2024**

In winter 2023/24, Durham University employed Buro Happold to produce a study outlining how Durham University would decarbonise heat at the main part of its estate. A strategic piece of work to consider, building by building, and campus wide, the most effective approach to decarbonising heat in buildings.

Buro Happold concluded that the construction of 3 distinct heat networks at the University would facilitate emissions reduction to reach our Net Zero target by 2035. Heat networks would utilise air source heat pumps to provide heat to buildings, waste heat from the university's data centre could also be salvaged for use around the estate. Energy centres built to serve the heat networks would have potential to utilise novel sources of heat in the future.

To facilitate the construction of these heat networks, the Buro Happold team concluded that the university would need a new electricity supply that would power heat pumps in energy centres. This new supply would also future proof the university for future growth, electric vehicle charging and potential future demand.

## **4. Carbon Reduction**

Reducing emissions as far as possible and removing any unavoidable emissions from the atmosphere are fundamental aspects of our carbon management plan. The actions we will take to reduce our emissions are documented in our Sustainability Action Plan.

#### **Sustainability Action Plan**

The University has a Sustainability Action Plan approved by the University Executive Committee. This has been developed using the EAUC Climate Action Toolkit and contains actions relating to a range of strategic areas including Carbon Emissions, Energy, Leadership & Governance, Research, Construction & Buildings, Travel, Waste and Water.

**A summary of the actions we will take to reduce carbon emissions can be found in Appendix 2.**



## Responsibility

This section contains information about reporting, governance, and funding.

### Carbon Reduction

The Estates & Facilities Senior Leadership Team are responsible for carbon reduction on the University estate. This is led by:

**4.1** Ian Rooney, Director of Estates & Facilities

and includes representation from:

**4.2** Helen Strangward, Director of Accommodation and Commercial Services (in which the Sustainability Team sits);

**4.3** Paul Hammond, Interim Assistant Director of Engineering and Asset Maintenance (and line manager to Energy Manager (Infrastructure));

**4.4** Alison Rutherford, Interim Head of Campus Services (and line manager to Senior Sustainability Manager).

### University Executive Committee (UEC)

The University Executive Committee (UEC) has overall responsibility for the University's performance. The committee make strategic decisions and allocate resources to deliver agreed objectives, including those relating to environmental sustainability.

The Director of Estates and Facilities reports to Professor Mike Shipman, Deputy Vice Chancellor and Provost who sits on the University Executive. Professor Shipman is also responsible for our Strategic Performance Indicator on Total Gross Emissions, a key metric in achieving Net Zero.

### Monitoring Performance

The Energy & Sustainability Team collect carbon emissions data across all scopes. Detailed carbon emissions data is reviewed by the University's Executive Committee and reported in the University's Annual Report.

### The Environmental Sustainability Strategic Planning Group (ESSPG)

The Environmental Sustainability Strategic Planning Group (ESSPG) meet once a term to review the progress of sustainability initiatives and monitor progress against sustainability Key Performance Indicators, including those relating to Carbon Emissions. The ESSPG also carries out the annual Management Review of the environmental management system (EMS). The diverse nature of the University is well represented on the group with membership consisting of both staff and students. Members include representatives from professional services, academic departments, colleges, and other steering groups.



## **University Energy Conservation Working Group**

The Energy Conservation Working Group is responsible for implementing energy saving measures and promoting best practice across the University. The group meets monthly and brings together representatives from academic departments, colleges and professional services. It is chaired by Professor Stefan Przyborski Deputy Provost and reports to Professor Mike Shipman Deputy Vice-Chancellor and Provost, who is a member of the University Executive Committee.

## **Energy & Sustainability Team**

The University's Energy & Sustainability Team are part of the Estates and Facilities Directorate and play a critical hands-on role in the implementation of environmental policies, plans and procedures. The team has a broad remit that includes implementing the University's environmental management system; overseeing compliance with environmental legislation; collecting, monitoring, and reporting energy and carbon data; coordinating engagement with staff and students around sustainability; implementing initiatives relating to active and sustainable travel; maximising recycling and managing the collection and disposal of waste; minimising procurement-related emissions; and protecting and enhancing biodiversity across the estate.

## **Finance & Funding**

In addition to the core funding provided to the Energy and Sustainability Team, £100,000 per year is dedicated to initiatives to reduce emissions through the university's Ring-Fenced Carbon fund. Opportunities to apply for external funding to support decarbonisation will also be considered, as well as partnerships with 3<sup>rd</sup> parties that could facilitate decarbonisation through long term strategic agreements.

## **Durham Energy Institute (DEI)**

DEI produces world-class research for understanding energy decarbonisation and delivers integrated solutions for the climate emergency incorporating social, policy and technical insights.

The DEI brings together researchers from science, social science, and humanities departments across Durham University to build multidisciplinary teams, as evidenced by the National Centre for Energy Systems Integration (CESI), The Customer Led Network Revolution (CLNR), The North East Centre for Energy Materials (NECEM), BritGeothermal and our Centres of Doctoral Training (CDTs).

The work of the DEI contributes to several Sustainable Development Goals. Particularly SDG 7 Affordable and Clean Energy; SDG 11 Sustainable Cities and Communities; SDG 17 Partnerships for the Goals.

## Version Control

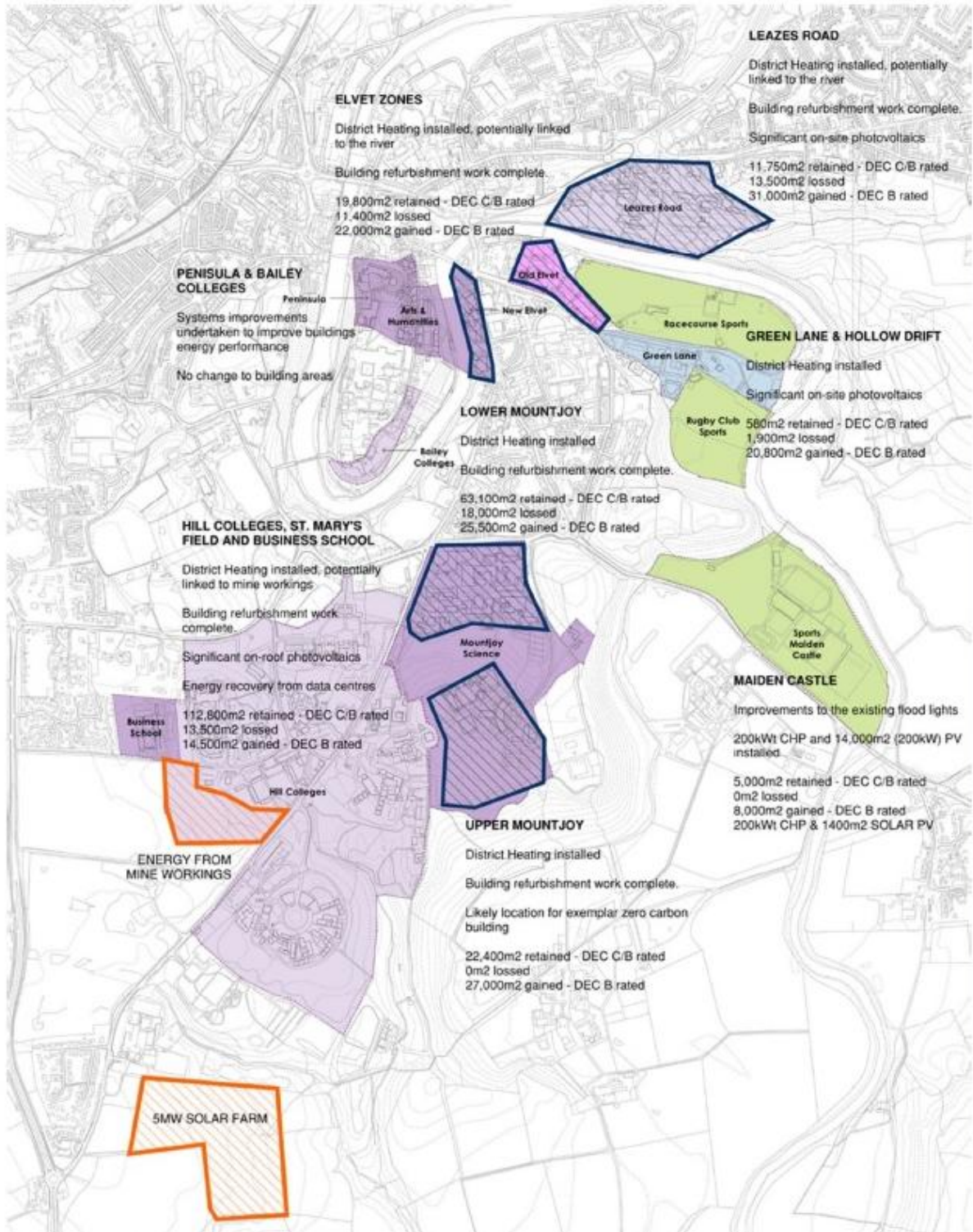
| Date:                       | Version: | Changes:                                                                                                                                   | Author:                                                           | Authorised by:                       |
|-----------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------|
| May 2021                    | 0.1      | First Draft                                                                                                                                | Michael Harkness<br>(Manager)                                     | Simon Park<br>(Senior Manager)       |
| June 2021                   | 1        | Final Draft approved                                                                                                                       | Michael Harkness<br>(Manager)                                     | Simon Park<br>(Senior Manager)       |
| 24 <sup>th</sup> July 2023  | 1        | Updated to include the Sustainability Ambition Statement and Net Zero target and include latest data                                       | Michael Harkness<br>(Manager)                                     | Simon Park<br>(Senior Manager)       |
| 4 <sup>th</sup> July 2024   | 1.1      | Updated to reflect governance changes                                                                                                      | Michael Harkness<br>(Manager)                                     | Tom Bray (Senior Manager)            |
| 10 <sup>th</sup> April 2025 | 1.2      | Updated to reflect governance changes, to correct a data rounding issue, and to include most recent data                                   | Michael Harkness<br>(Manager)                                     | Jane Simmons<br>(Senior Manager)     |
| 16 <sup>th</sup> June 2025  | 1.3      | Updated to include latest plans for the university estate                                                                                  | Tom Bray (Senior Manager)                                         | Paul Hammond<br>(Assistant Director) |
| 5 <sup>th</sup> August      | 1.4      | Update to include Travel Hierarchy, scope 3 emissions for independent colleges and supply chain, and the Energy Conservation Working Group | Michael Harkness<br>(Manager)<br>Jane Simmons<br>(Senior Manager) | Paul Hammond<br>(Assistant Director) |
| 9 <sup>th</sup> July 2026   | 1.5      | Updated to include emissions for 2024-25 reporting year                                                                                    | Michael Harkness<br>(Energy Manager)                              | Jane Simmons<br>(Senior Manager)     |

**Appendix 1: Strategic Decarbonisation Review (Buro Happold, 2017)**

**STAGE TWO, IMPLEMENTING: 2020 to 2027**

| Item                                                                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Install energy centre(s) and district heating                                        | <p>As default the installation will be to a 3G specification (i.e., mature Gas CHP and boiler plant most common heat sources, efficiently achieve flow temperatures of <math>\approx 90^{\circ}\text{C}</math>), unless coupled to the river.</p> <p>Consider designing for 4G (i.e., flow temperature of <math>65^{\circ}\text{C}</math> or below) or ambient heat loops (i.e., ambient temperature for use of local heat pumps).</p> <p>Include a Technology Test Bed within at least one energy centre.</p> |
| Implementation of Design Code                                                        | All buildings are to be strictly developed to meet or better the Design Code.                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Refurbishment and / or retrofit of worst performing buildings (essential work)       | <p>Ensure no buildings are performing outside the minimum requirements (DEC D or better).</p> <p>LED lighting the default throughout the estate.</p> <p>Prepare for lower heating system temperatures.</p> <p>Fabric improvement (e.g., wall and glazing).</p> <p>District energy readiness.</p> <p>Roof photovoltaics installations.</p>                                                                                                                                                                      |
| Commence energy saving building retrofit activities – academic and support buildings | Commence 2019 following the completion of the detailed retrofit studies.                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Commence energy saving building retrofit activities – colleges                       | Commence 2019 following the completion of the detailed retrofit studies.                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Development of an outstanding building to act as a catalyst                          | <p>An outstanding building that will aspire to be very low carbon emitting.</p> <p>Implement measures that are repeatable across the estate.</p> <p>Be prepared to challenge all aspects of the design, construction, and operation.</p>                                                                                                                                                                                                                                                                       |

Figure 6.2: Implementing Stage, 2020 to 2027



### STAGE THREE, REFINING: 2027 TO 2050

| Item                                                                                     | Description                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Progressively lower the operating temperatures of the district heating system (3G to 4G) | Consider switch to 4G operation (i.e., flow temperature of 65C or below) or ambient heat loops (i.e., ambient temperature for use of local heat pumps).<br><br>Technology Test Bed is actively bringing new technologies into the estate. |
| Updated Design Code                                                                      | Continue to evolve the Design Code to reflect the latest developments in building energy efficiency, with a move towards creating zero carbon buildings.                                                                                  |
| Introduction of Smart Grid Technology                                                    | Significant controls retrofit to enable the introduction of smart grid technology.                                                                                                                                                        |
| Further large-scale renewable energy projects                                            | Develop further large-scale renewable energy source (on or off-site), sufficient to close the carbon emissions gap to achieve a zero-carbon estate.                                                                                       |

## Appendix 2: Sustainability Action Plan (UEC Approved July 2021)

### Focus Area: Carbon Emissions

| Sustainability Strategy Area | Focus Area       | Action                    | Action Details                                                                                                                                | Sustainable Development Goal(s) | Target Date | Progress  | Responsible Person               | Reference Number |
|------------------------------|------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------|-----------|----------------------------------|------------------|
| Estate Operations            | Carbon Emissions | Scope 1 & 2 Emissions     | Develop a Science Based Target aligned with the Paris Agreement 1.5oC warming scenario, plus an action plan to hit the target approved by UEC | Climate Action                  | 2022        | Started   | Director of Estates & Facilities | 4.2.1            |
| Estate Operations            | Carbon Emissions | Scope 3 Emissions         | Carry out a Scope 3 Screening exercise to understand our total carbon footprint and identify hotspots for reduction                           | Climate Action                  | 2022        | Completed | Director of Estates & Facilities | 4.2.2            |
| Estate Operations            | Carbon Emissions | Carbon Management Plan    | Produce a Carbon Management Plan detailing how we will reduce Scope 1,2 and 3 emissions by 2030                                               | Climate Action                  | 2022        | Started   | Director of Estates & Facilities | 4.2.3            |
| Estate Operations            | Carbon Emissions | Carbon Management Team    | Establish a Carbon Management Working Group with a mandate to produce an updated Carbon Management Plan                                       | Climate Action                  | 2021        | Completed | Director of Estates & Facilities | 4.2.4            |
| Estate Operations            | Carbon Emissions | Ring Fenced Carbon Budget | Run the 'Ring Fenced Carbon Budget' scheme                                                                                                    | Climate Action                  | 2022        | Started   | Director of Estates & Facilities | 4.2.5            |
| Estate Operations            | Carbon Emissions | Carbon Footprint          | Understand the institutions operational greenhouse gas emissions reporting boundaries and mechanisms to collect this data                     | Climate Action                  | 2021        | Completed | Director of Estates & Facilities | 4.2.6            |
| Estate Operations            | Carbon Emissions | Carbon Offsetting         | Develop a clear offsetting strategy                                                                                                           | Climate Action                  | 2023        | Started   | Director of Estates & Facilities | 4.2.7            |

### Focus Area: Energy

| Sustainability Strategy Area | Focus Area | Action                             | Action Details                                                                                               | Sustainable Development Goal(s)           | Target Date | Progress | Responsible Person               | Reference Number |
|------------------------------|------------|------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------|----------|----------------------------------|------------------|
| Estate Operations            | Energy     | LED Lighting                       | Upgrade the remaining non-LED lighting to LEDs                                                               | Climate Action                            | 2025        | Started  | Director of Estates & Facilities | 4.4.1            |
| Estate Operations            | Energy     | Roof-Mounted Solar PV              | Develop a Solar PV installation programme to install panels on viable roof-spaces across the estate          | Affordable & Clean Energy, Climate Action | 2022        | Started  | Director of Estates & Facilities | 4.4.2            |
| Estate Operations            | Energy     | Ground-Mounted Solar PV            | Look into developing a large-scale ground mounted Solar PV array, either on our estate or close by           | Affordable & Clean Energy, Climate Action | 2023        | Started  | Director of Estates & Facilities | 4.4.3            |
| Estate Operations            | Energy     | Electrifying Catering              | Kitchen re-refurbishments to transition from gas to electric                                                 | Climate Action                            | 2025        | Started  | Director of Estates & Facilities | 4.4.4            |
| Estate Operations            | Energy     | Heat Pumps                         | Move away from traditional gas boilers to electric heat pumps                                                | Affordable & Clean Energy, Climate Action | 2035        | Started  | Director of Estates & Facilities | 4.4.5            |
| Estate Operations            | Energy     | Fugitive Emissions                 | Look to use F-Gases with a GWP of >150                                                                       | Climate Action                            | 2030        | Started  | Director of Estates & Facilities | 4.5.6            |
| Estate Operations            | Energy     | Display Energy Certificate Ratings | Raise Display Energy Certificate ratings to a minimum of a 'C' across the property portfolio                 | Climate Action                            | 2035        | Started  | Director of Estates & Facilities | 4.5.7            |
| Estate Operations            | Energy     | Energy Management                  | Adopt energy management best practice and carry out a gap analysis of our current approach against ISO 50001 | Climate Action                            | 2022        | Started  | Director of Estates & Facilities | 4.5.8            |
| Estate Operations            | Energy     | Staff & Student Training           | Roll out energy management training and promote awareness through regular engagement with staff and students | Climate Action                            | 2022        | Started  | Director of Estates & Facilities | 4.5.9            |

## Focus Area: Leadership & Governance

| Sustainability Strategy Area | Focus Area | Action                          | Action Details                                                                                                                                         | Sustainable Development Goal(s)           | Target Date | Progress    | Responsible Person               | Reference Number |
|------------------------------|------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------|-------------|----------------------------------|------------------|
| Leadership & Governance      | Governance | Sustainability Champion         | Appoint a sustainability champion to University Executive Committee (UEC) and University Council to ensure this agenda is actively promoted            | Partnership for the Goals                 | 2022        | Started     | Vice Chancellor                  | 1.1.1            |
| Leadership & Governance      | Governance | Climate Agenda                  | Ensure climate action is a standing agenda item at appropriate board and committees meetings to ensure regular and consistent consideration and action | Climate Action                            | 2022        | Not Started | Vice Chancellor                  | 1.1.2            |
| Leadership & Governance      | Governance | Strategy Conflicts              | Review policies and strategy to identify conflicts with climate action                                                                                 | Climate Action                            | 2022        | Not Started | Vice Chancellor                  | 1.1.3            |
| Leadership & Governance      | Governance | Environmental Management System | Achieve Platinum award for Eco Campus environmental management system                                                                                  | Partnership for the Goals                 | 2021        | Completed   | Director of Estates & Facilities | 1.1.4            |
| Leadership & Governance      | Leadership | Race to Zero                    | UEC to sign up to the Race to Zero pledge for Universities and Colleges                                                                                | Climate Action                            | 2022        | Not Started | Vice Chancellor                  | 1.2.1            |
| Leadership & Governance      | Leadership | Challenging Targets             | UEC to set challenging targets: sign the Global Climate Letter and commit to the Climate Commission's set targets                                      | Partnership for the Goals                 | 2022        | Started     | Vice Chancellor                  | 1.2.2            |
| Leadership & Governance      | Leadership | Climate Emergency               | University Council and UEC to declare a climate and ecological emergency and engage with Durham County Council's emergency groups                      | Climate Action, Partnership for the Goals | 2022        | Started     | Vice Chancellor                  | 1.2.3            |
| Leadership & Governance      | Leadership | Communication                   | UEC to communicate commitments and targets publicly via their institutional strategy, social media and other relevant platforms                        | Partnership for the Goals                 | 2022        | Started     | Vice Chancellor                  | 1.2.4            |
| Leadership & Governance      | Leadership | Sustainability Training         | Access sustainability training for University Council and UEC                                                                                          | Partnership for the Goals                 | 2023        | Started     | Vice Chancellor                  | 1.2.5            |
| Leadership & Governance      | Leadership | Student Feedback                | Invite student sustainability leaders to present at UEC and Council/Senate meetings                                                                    | Partnership for the Goals                 | 2021        | Completed   | Vice Chancellor                  | 1.2.6            |
| Leadership & Governance      | Leadership | Ethical Investment              | Develop an Ethical Investment Policy that commits to divesting from fossil fuel extracting companies                                                   | Climate Action                            | 2021        | Completed   | Chief Financial Officer          | 1.2.7            |
| Leadership & Governance      | Leadership | Low Carbon Investment           | UEC to build the business case for positive investments in low carbon sectors of the economy                                                           | Climate Action                            | 2022        | Not Started | Chief Financial Officer          | 1.2.8            |

## Focus Area: Research

| Sustainability Strategy Area | Focus Area | Action             | Action Details                                                                                                                                                     | Sustainable Development Goal(s)           | Target Date | Progress    | Responsible Person      | Reference Number |
|------------------------------|------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------|-------------|-------------------------|------------------|
| Teaching & Research          | Research   | Carbon Reduction   | Review research processes to identify opportunities for minimising carbon emissions in research activities                                                         | Climate Action                            | 2023        | Not Started | Vice Provost (Research) | 2.1.1            |
| Teaching & Research          | Research   | Risk Assessment    | Support academics to conduct risk assessment for research activities' impacts on the climate                                                                       | Climate Action                            | 2023        | Not Started | Vice Provost (Research) | 2.1.2            |
| Teaching & Research          | Research   | Climate Research   | Review and orientate the research and KE agenda towards supporting initiatives that provide opportunities for carbon management, climate mitigation and adaptation | Climate Action                            | 2022        | Not Started | Vice Provost (Research) | 2.1.3            |
| Teaching & Research          | Research   | Low Carbon Economy | Map local organisations and industries and identify opportunities to exchange knowledge to advance climate action                                                  | Climate Action, Partnership for the Goals | 2023        | Not Started | Vice Provost (Research) | 2.1.4            |

## Focus Area: Sustainable Construction & Buildings

| Sustainability Strategy Area | Focus Area                           | Action                          | Action Details                                                                                                                                                                      | Sustainable Development Goal(s)       | Target Date | Progress    | Responsible Person               | Reference Number |
|------------------------------|--------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------|-------------|----------------------------------|------------------|
| Estate Operations            | Sustainable Construction & Buildings | Sustainable Construction Policy | Review the Sustainable Construction and Renovation Policy in light of the Science Based Target for Scope 1 & 2 emissions                                                            | Climate Action                        | 2022        | Not Started | Director of Estates & Facilities | 4.7.1            |
| Estate Operations            | Sustainable Construction & Buildings | Metering Strategy               | Review the Energy Metering Strategy and update the Building Services Engineering Design Guide                                                                                       | Climate Action                        | 2022        | Started     | Director of Estates & Facilities | 4.7.2            |
| Estate Operations            | Sustainable Construction & Buildings | Maintenance Programmes          | Non-Residential and Residential Maintenance Programmes to identify opportunities for additional energy efficiency improvements, which can be funded from the Decarbonisation Budget | Climate Action                        | 2022        | Started     | Director of Estates & Facilities | 4.7.3            |
| Estate Operations            | Sustainable Construction & Buildings | Rating Schemes                  | Achieve BREEAM Excellent for all new build projects, BREEAM Very Good for significant refurbishments and SKA Gold for other refurbishments                                          | Sustainable Cities & Communities 2025 |             | Started     | Director of Estates & Facilities | 4.7.4            |

## Focus Area: Teaching

| Sustainability Strategy Area | Focus Area | Action                 | Action Details                                                                                                                          | Sustainable Development Goal(s) | Target Date | Progress    | Responsible Person           | Reference Number |
|------------------------------|------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------|-------------|------------------------------|------------------|
| Teaching & Research          | Teaching   | Curriculum Audit       | Audit curriculum to identify level of sustainability teaching in courses                                                                | Partnership for the Goals       | 2021        | Completed   | Vice Provost (Teaching)      | 2.2.1            |
| Teaching & Research          | Teaching   | Carbon Literacy        | Ensure all staff are carbon literate and have understanding of the Sustainable development goals                                        | Partnership for the Goals       | 2024        | Started     | Vice Provost (Teaching)      | 2.2.11           |
| Teaching & Research          | Teaching   | First Year Open Module | Provide an 'Open Module' covering sustainability to all first year students                                                             | Partnership for the Goals       | 2024        | Started     | Vice Provost (Teaching)      | 2.2.12           |
| Teaching & Research          | Teaching   | Curricula Reform       | Utilise the Education for Sustainable Development Framework to guide curricula reform                                                   | Partnership for the Goals       | 2023        | Started     | Vice Provost (Teaching)      | 2.2.3            |
| Teaching & Research          | Teaching   | Climate Anxiety        | Consider climate anxiety and support students to handle climate anxiety through teaching                                                | Climate Action                  | 2023        | Not Started | Vice Provost (Teaching)      | 2.2.4            |
| Teaching & Research          | Teaching   | SDGs                   | Ensure all courses, including apprenticeships, include the SDGs                                                                         | Partnership for the Goals       | 2023        | Not Started | Vice Provost (Teaching)      | 2.2.6            |
| Teaching & Research          | Teaching   | Field Trip Emissions   | Collect and analyse data on air travel from student field trips                                                                         | Climate Action                  | 2023        | Not Started | Vice Provost (Teaching)      | 2.2.7            |
| Teaching & Research          | Teaching   | Land Based Trips       | Examine the learning objective for courses and develop field trips accessible via ground travel if possible                             | Climate Action                  | 2022        | Started     | Vice Provost (Teaching)      | 2.2.8            |
| Teaching & Research          | Teaching   | Internationalisation   | Liaise with your international teams to review opportunities and challenges in aligning international student recruitment and retention | Climate Action                  | 2023        | Started     | Pro-Vice Chancellor (Global) | 2.2.9            |

## Focus Area: Travel

| Sustainability Strategy Area | Focus Area | Action                             | Action Details                                                                                                                           | Sustainable Development Goal(s)                  | Target Date | Progress  | Responsible Person               | Reference Number |
|------------------------------|------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------|-----------|----------------------------------|------------------|
| Estate Operations            | Travel     | Integrated Sustainable Travel Plan | Develop an Integrated Sustainable Travel Plan from 2020 to 2025 and have this approved by UEC                                            | Sustainable Cities & Communities                 | 2021        | Completed | Director of Estates & Facilities | 4.8.1            |
| Estate Operations            | Travel     | Super Route                        | Complete the £6.5m Super Route to improve walking and cycling infrastructure across the estate                                           | Sustainable Cities & Communities                 | 2021        | Completed | Director of Estates & Facilities | 4.8.2            |
| Estate Operations            | Travel     | Secure Cycle Shelters              | Review cycling provision on the estate and install secure cycle storage where appropriate                                                | Sustainable Cities & Communities                 | 2022        | Started   | Director of Estates & Facilities | 4.8.3            |
| Estate Operations            | Travel     | Electric Vehicle Charging Posts    | Develop a strategy to increase the number of EV charge posts on campus to accommodate for future EV demand                               | Climate Action, Sustainable Cities & Communities | 2022        | Started   | Director of Estates & Facilities | 4.8.4            |
| Estate Operations            | Travel     | Business Travel Policy             | As per the Integrated Sustainable Travel Plan, we will develop a Business Travel Policy to encourage more sustainable modes of transport | Climate Action, Sustainable Cities & Communities | 2022        | Started   | Director of Estates & Facilities | 4.8.5            |

## Focus Area: Waste

| Sustainability Strategy Area | Focus Area | Action                      | Action Details                                                                                                                | Sustainable Development Goal(s)      | Target Date | Progress    | Responsible Person                                  | Reference Number |
|------------------------------|------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------|-------------|-----------------------------------------------------|------------------|
| Estate Operations            | Waste      | Waste Management Strategy   | Produce a Waste Management Strategy outlining how the University will increase recycling rates and reduce waste on our estate | Responsible Consumption & Production | 2021        | Completed   | Director of Estates & Facilities                    | 4.9.1            |
| Estate Operations            | Waste      | Waste Audit                 | Carry out a detailed waste audit to identify areas where we can increase our recycling rates and better segregate materials   | Responsible Consumption & Production | 2021        | Completed   | Director of Estates & Facilities                    | 4.9.2            |
| Estate Operations            | Waste      | Hazardous Waste Review      | Carry out a review of hazardous waste provision to identify opportunities for improvement                                     | Responsible Consumption & Production | 2022        | Started     | Director of Estates & Facilities                    | 4.9.3            |
| Estate Operations            | Waste      | Single Use Plastics in Labs | Work with Technical Managers to identify opportunities to reduce and reuse lab plastics                                       | Responsible Consumption & Production | 2022        | Not Started | Director of Estates & Facilities                    | 4.9.4            |
| Estate Operations            | Waste      | World Heritage Site         | Improve the waste provision at Palace Green to reduce the impact of littering on the World Heritage Site                      | Responsible Consumption & Production | 2022        | Started     | Director of Estates & Facilities                    | 4.9.5            |
| Estate Operations            | Waste      | Litter Picking              | Establish a programme of staff/student volunteering to litter pick in hot spots - Palace Green, Race course and Maiden Castle | Responsible Consumption & Production | 2022        | Started     | Pro-Vice Chancellor (Colleges & Student Experience) | 4.9.6            |



Focus Area: Water

| Sustainability Strategy Area | Focus Area | Action                              | Action Details                                                       | Sustainable Development Goal(s)      | Target Date | Progress    | Responsible Person               | Reference Number |
|------------------------------|------------|-------------------------------------|----------------------------------------------------------------------|--------------------------------------|-------------|-------------|----------------------------------|------------------|
| Estate Operations            | Water      | Water Automatic Meter Readers (AMR) | Agree a contract and roll out AMR for all of our fiscal water meters | Responsible Consumption & Production | 2022        | Started     | Director of Estates & Facilities | 4.10.1           |
| Estate Operations            | Water      | Legionella Flushing                 | Look for alternatives to Legionella flushing that use less water     | Responsible Consumption & Production | 2022        | Not Started | Director of Estates & Facilities | 4.10.2           |