

WE WILL REACH NET ZERO BY 2035 THROUGH OUR ACTION PLAN FOR ACHIEVING THIS

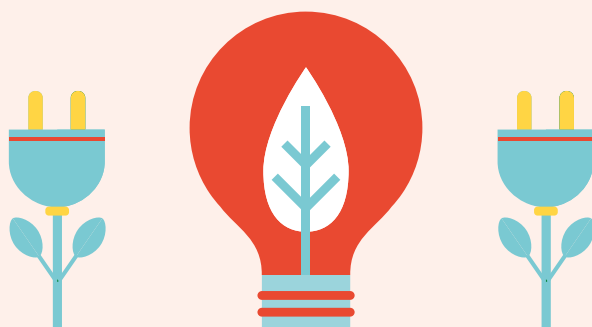
We will achieve this objective through four key areas of activity. Firstly, by setting strong aspirational net zero targets. Secondly, by accurately recording and analysing our emissions annually via excellent carbon accounting. Thirdly, by decarbonising our energy infrastructure; and fourthly by creating a more energy-efficient campus through better insulation and energy use. Our key commitments in this area are summarised below and explained in more detail in the remainder of this section.

KEY COMMITMENTS: DECARBONISING THE ECONOMY

- Set a target of achieving net zero carbon emissions by 2035, with indicative interim targets for 2025 and 2030
- Set an annual carbon reduction target every August to be monitored as a key performance indicator by Council each year from August 2022
- Put in place more robust carbon-accounting practices and achieve Science Based Targets initiative (SBTi) Net Zero Carbon Standard accreditation by August 2023
- Begin to invest in replacing priority fossil fuel dependent infrastructure with lower carbon alternatives by December 2026, with a first step of producing feasibility studies in each of the following areas by December 2021:
 - Replacement of our Combined Heat and Power Plant with a low carbon alternative
 - Expanding our renewable energy production
 - Creating a new sustainable transport hub
 - Upgrading electric vehicle, scooter and bike charging infrastructure
- Reduce our digital emissions through our IT Network Replacement Project and Cloud-First Policy by December 2024
- Improve the energy efficiency of our campus by:
 - High-level auditing of the energy efficiency of all of our estate by December 2021
 - Producing investment opportunity analysis of the 20% of our most poorly performing buildings and business cases for improvements by 2023
 - Upgrading our Building Energy Management



AN ENERGY-EFFICIENT CAMPUS



While it's great to invest in cleaner energy infrastructure as outlined above, reducing overall energy consumption is usually the most cost-effective way of saving carbon and reaching net zero. That is why **improving the energy efficiency of our campus** is the absolute bedrock of our net zero action plan.

That is why we will **undertake an initial high-level audit of the energy efficiency of all of our buildings** to identify the most cost-effective ways of reducing our energy consumption by December 2021. We will do this using our current contract with Sussex Estates and Facilities (SEF). We will then take these findings to prioritise a **more detailed audit of the 20% of the most poorly performing buildings by 2023** and complete a detailed investment opportunity analysis of the entire estate by 2030. For each audited building we will calculate:

- how energy efficient it currently is compared to similar buildings of its type
- the specific measures (such as improved insulation, double glazing or underfloor heating) that could make it more energy efficient
- how much the improvement would cost
- how much carbon the improvements would save; and
- the payback period (i.e. how many years would it take for the improvement to pay for itself in reduced energy costs).

We will use this audit information to **make regular business cases for funding for energy efficiency improvements** to our Capital Programmes Committee and external grant funders, e.g. the Public Sector Decarbonisation Scheme so that these improvements can be best used to support our Climate Change and Energy Efficiency Strategy.