





## **Finances**

Gross budget - £1.042bn per annum

Energy spend – £15million per annum

Year 1 impact of CRC?

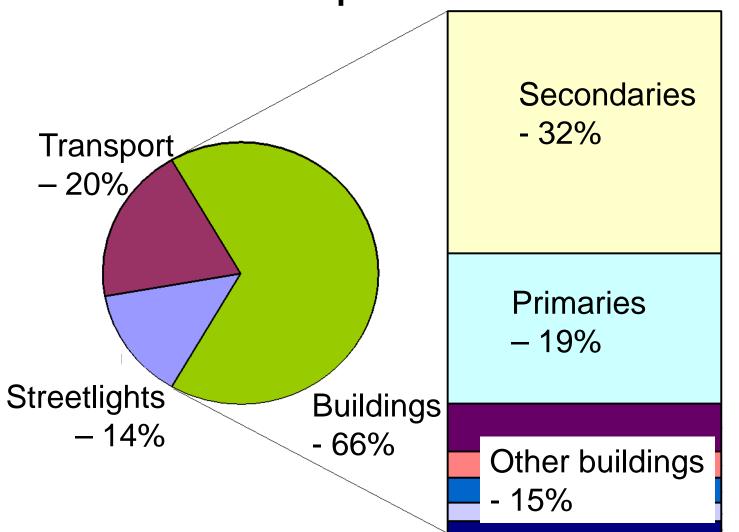


## **Finances**

- Later years effect potentially far greater
  - But combined uncertainty of:
    - level of carbon cap
    - performance of other players
    - oil price trajectory
    - trajectory of alternative fuels
    - technology price trajectory



## Should we be focusing on fixed-point emissions?





## A carbon reduction strategy

- Energy procurement strategy
- Investment appraisal approach
- Funding approach/commercial approach
- Standards new build and refurb
- Communications strategy
- Data strategy
  - Energy consumption
  - Half-hourly data
  - Building condition data
  - Building occupancy data



