



Climate and Sustainability Resilience Action Plan

April 2026



UNIVERSITY OF
GREENWICH

Climate and Sustainability Resilience Action Plan

1. Background

Climate and sustainability risks are a sector-wide concern with many impacts that could affect the university's abilities to deliver services now and increasingly in the future, as the effects of the climate crisis increase.

Across both the UK and the world, increased frequency of extreme weather events, air pollution, natural resource depletion, increased social inequality, assets lost in energy transitions, are just a few of the risks seen with the rises in global temperatures. As 1.5°C of warming above 1990 levels becomes a reality, understanding these impacts and strengthening our ability to anticipate, absorb, adapt to and recover from them becomes increasingly important.

While the university's existing environmental policies focus on reducing our environmental impact, this policy looks at how the changing world will impact our operations and how we build resilience in response to those changes. It should be noted that there is interplay between these two concepts; working towards net zero, reducing waste and water use, and having a restorative impact on the environment around us will all play a role in reducing the risks and impacts identified in this policy too. Identifying and minimising climate and sustainability risks through resilience building and adaptation, in addition to reducing our environmental impact, encourages a more holistic view of sustainability at the University of Greenwich. Acting ahead of these climactic changes by building in resilience and long-term adaptation will yield long-term financial savings for the university, as well as ensuring ongoing student success, continuity of teaching, research and operations, and future-proofed infrastructure.

The university's [Strategic Sustainability Action Plan \(SSAP\)](#) outlines the following statement relating to climate and sustainability risk: *We will deliver a climate and sustainability risk plan to help us deal with issues material to our success.*

This document addresses this need, providing further guidance and a framework for identifying and addressing both ongoing and emerging climate and sustainability risks, and the organisational resilience building that is required to address these risks.

Using the [Environmental Association of Universities and Colleges \(EAUC\) Climate Risk Register Tool](#) and supporting documentation, a university [Climate and Sustainability Risk Register](#) (CSRR) has been created and will be maintained as a means of mapping risks and corresponding actions to take in the short, medium and long term in detail. This action plan and associated CSRR outlines the responsibilities and strategic steps required to ensure the university can continue to withstand, respond, adapt and thrive in a changing and increasingly unpredictable climate. The CSRR is outlined in Appendix

1 and risks are updated on a live version of the spreadsheet held by the Sustainability Team.

1.1. Scope

This Action Plan pertains to all areas of the university's operations and activities, from campus management to international student recruitment, student and staff health and wellbeing to the natural landscape. Climate and sustainability risks and events will have broad impacts. This Action Plan covers these broad risks and details the process to follow in building the university's resilience to their impacts.

Broadly, the risks are split into the following categories for ease of managing the broad range following a methodology created by the EAUC Scotland and used by universities in the UK. Detail related to each item below are included in Tab 4 of the university's CSRR, the framework the university will use to manage key risks.

- **Campus**, including buildings, roads, parking & built landscape, natural landscape, IT services.
- **Infrastructure**, including road access & public transport, utilities.
- **Teaching** including indoor and outdoor, labs, workshops.
- **Operations** including business travel and research, international student recruitment, procurement, finance.

2. Climate and sustainability risks

The CSRR identifies the vulnerability (impact) and exposure (likelihood) of relevant risks that could impact the university's operations, as well as documenting these in a risk matrix, with corresponding mitigation and adaptation measures for each. These range from local factors, such as erosion, flooding, and extreme weather events, to global consequences, such as extreme drought impacting economic growth and human health in areas where we currently focus substantial amounts of student recruitment.

Due to the increasingly unpredictable nature of climate and sustainability risks, these will be kept updated on a more regular basis (see section 2.2.1 below for frequency) via the live resilience register. Broadly, the most substantial risks, in terms of both likelihood and impact on the university's operation are:

- **Flooding** at both the Greenwich and Medway campuses. Winter rainfall is anticipated to increase between 10-20%, leading to increased river and coastal flood risk, as well as surface water flooding. There is a particular risk at Greenwich, where basements are used for both storage and essential service provision. The associated cost of repairing damage to buildings and services will vary campus to campus. Current flood risk maps are available [here](#). Both the

Royal Borough of Greenwich and Medway Council are updating their flood risk assessments.

- **Heatwaves** becoming more frequent in London and Kent. A Heatwave describes a “maximum daytime temperatures exceeding 30 °C for two or more consecutive days [...] In the future (by 2070s), under a high emissions scenario, the frequency of [heatwaves] increases. Rising from an average of 0.20 occurrences per year in the present-day to 4.1 occurrences a year by 2070” ([Met Office, 2022](#)). Coupled with the Urban Heating Effect (UHI), heatwaves could have a significant financial cost, physical risk and health and wellbeing impacts for the university.
 - Loss of productivity, campus shutdowns, university bus service suspension, as well as other public transport issues impacting the mobility of students and staff will all contribute to financial losses for the university.
 - Heatwaves will also have a large impact on student and staff wellbeing. Heat related illnesses will increase as heatwaves become more common. Heatwaves contribute to worsening urban smog, which would have a severe impact on students and staff with respiratory issues and impacts on cardiovascular health.
 - Increased fire risk from the combustion of very dry vegetation or other materials during and after heatwave events.
- **Extended droughts** becoming more common. With a 12-13% decrease in summer rainfall expected by 2070 and maximum summer temperature set to rise 3.5-4°C ([Met Office, 2022](#)), compared to 1981-2000 levels, drought events are likely to increase, especially with the compounded effects of more frequent heatwaves. Drought would reduce the availability of mains water to campuses, which would mean the university could be unable to provide sufficient access to toilets, washing facilities or water for catering usage, leading to campus shutdowns.
- **Extreme weather events and sustainability impacts internationally** (i.e. droughts, biodiversity loss, extreme storms), affecting the economic and social mobility of international students, causing a drop in student recruitment from particularly affected countries ([Chatham House, 2021](#)).
- **Increase in infectious diseases in the UK**, particularly vector-borne diseases, by 2030-2040 in a high-emissions scenario. Mosquitos carrying Zika Virus, West Nile Virus, and Dengue Fever are due to become a much more present issue in the UK ([UK Health Security Agency, 2023](#)). Compounded with other climate events, such as heatwaves, flooding and the Urban Heating Effect, this is likely to

increase poor health outcomes for students and staff, especially as climate change further exacerbates health inequality too.

The scientific evidence for the above points, and any additional impacts referenced in the CSRR, are linked within Tab 3: Exposure (Likelihood).

2.1. How to report sustainability & climate risks or resilience measures for Faculties and Directorates

Where an individual identifies a risk that their area of control or influence is susceptible to and/or an adaptation or mitigation to address a risk, the following steps should be followed:

- Check the [CSRR](#) (see Tab 4: Risk Register) in the first instance, to confirm whether the risk has been identified already. Also check Tab 5: Resilience Plan for any associated actions to be taken.
- If the risk is not included in the current risk register, the mitigation and adaptation plan needs adjusting, or there are some specific impacts that have not been included, contact the [Sustainability Team](#) to discuss the inclusion of these. A meeting may be necessary to determine the next steps forward.
- From inclusion in the CSRR, the risks will be integrated into the existing university risk management processes (see section 2.1.1 below)

2.1.1 Integrating climate and sustainability risk into existing university strategic risk management processes

The risks in the CSRR will be integrated into existing university risk management strategies. The CSRR uses a '5 by 5' risk matrix to grade the significance of the risks identified, so the risks can be easily included in the university's risk management processes across various levels. Climate resilience is a risk included in the Estates and Facilities Directorate Corporate Risk Register.

Most of the identified risks are operational, relating to the day-to-day function of the university. These will be managed using the Environmental Management System (EMS) and updated and managed using dates of review as necessary. If these are related to any particular Faculty or Directorate, they will be communicated for inclusion in that Faculty or Directorate's risk register and/or Business Continuity Plan with their associated mitigation and adaptation plans.

Any risks that are deemed to fall under the sub or enabling strategies will be raised to the appropriate responsible team for discussion to be brought into the sub or enabling strategy risk registers. These teams or forums may include: Sustainable Management Committee, Strategy Programme Board – Estates and Digital, and Health, Safety, Safeguarding and Wellbeing Board

Any catastrophic risks that threaten the strategic objectives of the university will be raised with the University Secretary for discussion and potential inclusion in the Strategic Risk Register, which is reviewed quarterly by Vice-Chancellor's Executive (VCE) and the Audit and Risk Committee.

2.1.1.1 Emergency preparedness

Some of the identified risks are ones that would be considered emergencies, such as surface water flooding which can happen very quickly. For these risks, the responsible owner identified in the Resilience Plan (Tab 5 of [CSRR](#)) will include Health and Safety Services (HSS), as well as those managing the long-term risk and mitigations and adaptations. Any major updates to risks that would require an emergency response will be communicated to HSS as soon as they are added to the CSRR so appropriate further actions can be discussed, such as updating the Emergency Response Plan, via approval from VCE.

The CSRR spreadsheet will be reviewed by the Estates and Facilities Directorate Senior Leadership Team once a year via the EMS Management Meeting.

2.2 Ongoing risk identification and resilience building

The CSRR spreadsheet is a live document, that will be reviewed monthly as part of everyday duties for the Sustainable Development Unit based on new expertise, local and national climate emergency planning, and sectoral knowledge. This continual update will be the responsibility of the Sustainable Development Unit, seeking support from wider university teams or individuals where necessary. Additional risks and resilience measures identified by individuals or faculties will also be updated in the CSRR when raised, if appropriate.

2.2.1 Frequency for reviewing risk and resilience plans

Activity	Team responsible	Frequency – if any major changes or updates occur
Policy changes, additional data or expertise, or any other additions to the CSRR	Sustainable Development Unit	Quarterly
Review of all climate and sustainability risks and corresponding resilience measures	Sustainable Development Unit to Estates and Facilities Senior Leadership Team	Annually
Emergency climate & sustainability risk reporting to Health & Safety Services	Sustainable Development Unit reporting to Health and Safety Services, and vice-versa.	As soon as possible

(e.g. surface water flooding)		
Reporting of operational climate and sustainability risks and implementation of resilience projects for Faculties and Directorates	Sustainable Development Unit reporting to affected Faculties and/or Directorates and Professional Services Group when necessary.	As necessary when major changes occur, or annually – whichever comes first.
Reporting of climate and sustainability risks and resilience measures impacting sub- or enabling strategies	Sustainable Development Unit reporting to Sustainable Management Committee, Strategy Programme Board – Estates and Digital, and Health, Safety, Safeguarding and Wellbeing Board	As necessary
Reporting of climate and sustainability risks and resilience measures impacting the strategic objectives of the university	Sustainable Development Unit reporting to VCE and Audit and Risk Committee.	As necessary

3 Resilience building

For each identified risk, adaptation and/or mitigation actions to build organisational resilience will be collated in a separate section of the [CSRR](#) (see Tab 5: Resilience Plan). This tab will identify appropriate mitigation or adaptation actions to take against the risks in the short, medium and long term, assigned to a responsible individual or team. These mitigation or adaptation strategies could include:

- Assessing services in areas of high risk of flooding and planning a programme of work to move these to higher areas/areas at a lower risk of flooding.
- Creating a campus management plan for heatwaves events that ensures student and staff health and wellbeing and minimises loss of time.
- Improving online teaching offerings to target countries that the university typically recruits from which experience acute climate impacts.

From a climate and sustainability risk perspective, it is generally considered more costly to not take mitigation or adaptive action, than to get ahead of the climate and sustainability impacts that are becoming increasingly common. All suggested actions that have significant cost will be reviewed on a case-by-case basis and work in these areas will be identified as a priority based on their risk rating in the CSRR.

3.1 Examples of climate and sustainability resilience plans for university functions

- Capital Projects: integrating heat management adaptations into proposed building development or retrofitting projects.
- IFM and Campus Management: ensuring there are emergency processes and resources in place for loss of power or loss of water on campus.
- Communications: ensuring messaging is appropriate and shared effectively when major climate events occur.
- Human Resources: providing guidance regarding working in heatwaves or changes in processes for people needing to work from home more often.
- Health and Wellbeing: providing appropriate support for students and staff studying or working through climate or sustainability events.
- Student Recruitment: awareness of potential climate-related risks for key countries student are recruited from.
- Health and Safety Services: include consideration of climate and sustainability risks within standard risk assessment templates and guidance.
- Procurement: consider geographic diversification of supply chains, ensuring climate resilience of key items procured regularly
- Finance: integrate climate and sustainability risks into financial planning, both in terms of delivering climate resilient campuses and teaching, and in response to increased climate events affecting infrastructure, student recruitment etc.

3.2 Developing resilience plans

Climate risks identified in the [CSRR](#) have corresponding resilience measures alongside them (see Tab 5: Resilience Plan). These have been identified by the Sustainable Development Unit, drawing on sector-wide expertise.

Where useful, tabletop scenario planning workshops will be arranged with Faculties and Directorates to map what climate and sustainability risks certain areas of the university's operations are exposed to and what resilience measures can be taken now, in the near-term and long-term futures to ensure business continuity and student success. These will be delivered in workshop style sessions with actions that can be taken away and implemented, as well as updated in the [CSRR](#), Tab 5: Resilience Plan.

If an individual, team, department or Faculty or Directorate would like to arrange one of these sessions, they should contact the Sustainable Development Unit.

4 Stakeholder engagement

A broad, multi-stakeholder approach to resilience building is the preferred route to addressing the impacts of climate and sustainability risk. Ensuring the university's academics, professional staff, students, partners and contractors are engaged with and involved in this work is key to developing a resilient and robust response to the climate and sustainability risks faced by the university as a whole.

Other agencies that would benefit from involvement in the ongoing management of climate and sustainability risk include: the Royal Borough of Greenwich and Medway Borough Council, the Environment Agency, the local emergency services for each campus, suppliers of essential services (energy, water, telephony, servers etc.) to all three campuses. It is also worth including key suppliers within the mitigation and adaptation plans for each risk (i.e. emergency provision of portable toilets if water supplies are disrupted) and establishing a relationship with them for ease of emergency provision if needed (i.e. setting a company up as an approved supplier via Procurement).

Additionally, any suppliers the university works with currently should have similar plans and resources in place for climate and sustainability risks and impacts. Where they do not, the university should be able to assist with sharing its knowledge and plans to ensure safer working practices for all on site or conducting work for the university.

4.1 Involving the community

To maintain an ongoing conversation about climate and sustainability risks, the SDU will host an annual roundtable to consult with the key members of the university's staff, students and contractors delivering essential services (i.e. Facilities Management and Catering). This will act as an opportunity for a holistic review of the university's operations and ensure the CSRR is representative of the broad activities, and therefore risks, the university is exposed to.

4.1.1 Local community resilience

It is also worth noting that any climate or sustainability events (i.e. heatwaves or flooding causing a lack of toilet provision in the area) may have a significant impact on our local communities. Ensuring the University is keeping in contact with and providing assistance to its local authorities and local resident groups may become vital for community resilience. The University will seek to engage with these groups regarding climate and sustainability risk planning, to ensure we are supportive and responsible within our local communities, sharing both knowledge and access to vital resources where necessary.

4.2 Collaboration with Sector Partners

To ensure we remain on top of emerging risks and their methods of management, the Sustainable Development Unit will continue to attend the EAUC and AUDE Climate Risk

Communities of Practice, which is a network of professionals across the sector who meet twice a year to share knowledge and best practice. In addition, any industry, London-specific or otherwise related expertise will be sought out on at least a yearly basis for the purposes of keeping the CSRR updated.

5 Communication and reporting

5.1 Transparency

As mentioned in Section 2.1, resilience building progress will be regularly reported annually at the Environmental Management System (EMS) Management Review Meetings for oversight by senior leaders with the University.

This action plan will sit as a publicly available document on the University's webpages, and the CSRR should be shared where requested, with the removal of any commercially sensitive information as needed.

5.2 Sharing insights

As mentioned above, the EAUC and AUDE Climate Risk Communities of Practice are fora for sharing knowledge and the Sustainable Development Unit will continue to engage with this network and its individual members. Additionally, this action plan and the ongoing resilience work is likely to be of benefit to surrounding educational settings, so exploring partnerships with local schools and colleges will also be beneficial.

5.3 Continuous improvement & review

Climate risks are very likely to increase over time, as global warming continues. As a result, this plan needs a regular review to ensure all climate and sustainability risks are captured and corresponding resilience action still fit for purpose. Any feedback or input from stakeholders and other agencies should be captured and acted upon, and the CSRR should be reviewed at the appropriate senior level to ensure risks are considered and resourced appropriately. Resilience building is an ongoing effort requiring regular updates and improvements.

Climate and sustainability risk is a changing field of study, particularly as global warming produces an increased uncertainty around extreme weather events. To ensure this action plan remains up to date and based on the most scientific and sectoral knowledge, it will be reviewed on a 3 yearly basis, or if there are any major policy changes in this area, whichever comes first. The CSRR, as mentioned in Section 2.2.1 'Frequency for reviewing risks, adaptation and mitigation plans', will be updated on a quarterly basis where needed, and forms part of the day-to-day activities of the Sustainable Development Unit.

Appendix A – Climate and Sustainability Risk Register										
Category	Area	Risk Description	Consequence	Inherent Risk			Mitigants & Controls (Existing)	Residual Risk		
				Like-lihood	Impact	Risk Rating		Like-lihood	Impact	Risk Rating
Campus	Buildings (own)	Heavy rain causes water ingress to buildings	Impact on fabric of buildings, services, equipment, furniture; risk to student & staff safety and potential closure of buildings.	3	2	6	Monitoring drainage, continuing roof repairs, regular gutter maintenance/clearing.	2	2	4
		Wind damage to buildings during storms	External damage to buildings: risk to student & staff safety and potential resultant closure of areas of campus/buildings.	2	2	4	Maintenance of existing building envelope, regular condition checks, monitoring of weather warnings - precautionary actions, maintain on-campus trees etc.	1	2	2
		Flooding in buildings	Impact on fabric of buildings, equipment, services, furniture; risk to student & staff safety and closure of buildings.	3	2	6	Flood risk assessments, flood warning updates, preparedness for flood events (e.g. sandbag storage etc), Thames flood defences, maintaining submersible pumps in good order	2	2	4
	Buildings (Leased)	Heavy rain causes water ingress to buildings	Impact on fabric of buildings, services, equipment, furniture; risk to student & staff safety and potential closure of buildings.	3	2	6	Monitoring drainage, continuing roof repairs, regular gutter maintenance/clearing.	2	2	4

		Wind damage to buildings during storms	External damage to buildings: risk to student & staff safety and potential resultant closure of areas of campus/buildings.	2	2	4	Maintenance of existing building envelope, regular condition checks, monitoring of weather warnings - precautionary actions, maintain on-campus trees etc.	1	2	2
		Flooding in buildings	Impact on fabric of buildings, equipment, services, furniture; risk to student & staff safety and closure of buildings.	3	2	6	Flood risk assessments, flood warning updates, preparedness for flood events (e.g. sandbag storage etc), Thames flood defences, maintaining submersible pumps in good order	2	2	4
	Roads, parking & built landscape	Heatwave temperatures cause tar surfaces to melt	Damage to roadways (e.g. ridging) and some paths which may become unpassable.	3	2	6	Remote working practices, campus closure to prevent damage to tar surfaces	2	2	4
		Heavy rain causes surface water build up	Some outdoors areas are unusable or unpassable.	3	2	6	External drainage maintenance	2	2	4
		Wind-blown debris (e.g. branches)	Some outdoors areas are unusable or unpassable.	2	1	2	Preventative building inspections, tree maintenance to prevent presence of loose materials	1	1	1
		Heatwave disrupts travel	Staff and students are delayed or prevented from travelling into work or between campuses. Risk to student & staff safety and closure of buildings.	4	2	8	Remote working practices, rescheduling curriculum where on campus teaching required.	2	2	4
	Natural Landscape	Extreme temperatures and changing growing season cause damage to plants	The University's green spaces are affected, becoming less attractive and impacting biodiversity.	2	1	2	Maintenance of planted areas, watering, irrigation, utilising resilient plant species for new planting,	1	1	1

		Lack of rainfall/drought causes damage to plants	The University's green spaces are affected, becoming less attractive and impacting biodiversity.	3	1	3	Maintenance planted areas, watering, irrigation, utilising resilient plant species for new planting,	2	1	2
		Trees are damaged by strong winds/storms	Risks of falling branches/trees and threat to student & staff safety, plus further risk of damage to buildings and vehicles.	3	1	3	Maintenance of existing trees, regular condition checks, monitoring of weather warnings. Campus closures and remote working where required.	2	1	2
		Plants are affected by pests/disease	The University's green spaces are affected, becoming less attractive and impacting biodiversity.	2	1	2	Planting of resilient species, pest control	1	1	1
	IT Services	Storms interrupt power supply to campus	Risk of disruption to digital communications, including student and staff access to data and internet, preventing work on campus	2	2	4	Data centres/servers are stored offsite, with secondary connection provided by external supplier	1	2	2
		Flooding event causes damage to communications infrastructure on campus	Risk of disruption to digital communications, including student and staff access to data and internet, preventing work on campus	2	2	4	Data centres/servers are stored offsite, with secondary connection provided by external supplier	1	2	2
		Extreme temperatures cause overheating of digital infrastructure on campus	Risk of disruption to digital infrastructure hosted in comms room on campus including Wi-Fi, VOIP, wired networks - causing disruption to teaching and work.	2	2	4	Servers hosted offsite with cooling provided. Equipment rooms have additional air conditioning capacity for remaining infrastructure, following removal of servers for campus.	1	2	2
Infrastructure	Road Access & Public Transport	Heatwave causes road disruption and rail cancellations.	Staff and students are delayed or prevented from travelling.	3	3	9	Remote working practices, rescheduling curriculum where on campus teaching required.	2	3	6

		Flooding blocks rail and road links	Staff and students are delayed or prevented from travelling.	3	2	6	Remote working practices, rescheduling curriculum where on campus teaching required.	2	2	4
		Storms disrupt travel	Staff and students are delayed or prevented from travelling.	3	2	6	Remote working practices, rescheduling curriculum where on campus teaching required.	2	2	4
		Snow/ice disrupts travel	Staff and students are delayed or prevented from travelling.	2	1	2	Remote working practices, rescheduling curriculum where on campus teaching required.	1	1	1
	Utilities	Storms interrupt power supply to campus	Disruption to all campus operations and students living in halls	3	2	6	Remote working practices, rescheduling curriculum where on campus teaching required.	2	2	4
		Flooding compromises water supply	Interrupted water supply for campus buildings, staff and students unable to attend	3	2	6	Remote working practices, rescheduling curriculum where on campus teaching required.	2	2	4
		Drought compromises water supply	Interrupted water supply for campus buildings, staff and students unable to attend	3	2	6	Remote working practices, rescheduling curriculum where on campus teaching required.	2	2	4
Teaching	Indoor	Storms/flooding affects classrooms, labs or workshops	Locations on campus cannot be used for teaching or research, potential risk to safety	2	2	4	Remote working practices, rescheduling curriculum where on campus teaching required.	2	2	4
		Heatwave causes overheating of classrooms, labs, or workshops	Locations on campus become too hot for staff and students to use, potential risk to safety.	3	2	6	Utilisation of areas with existing air-conditioning, remote working practices where required	2	2	4
	Outdoor	Heatwave makes work outside unsafe	Disruption to outdoor teaching, volunteering programmes and groundwork	3	2	6	Provision of appropriate PPE (suncream, sun protective clothing), postponement of outdoor works	2	2	4
		Storms/flooding make work outside unsafe	Disruption to outdoor teaching, volunteering	2	2	4	Provision of appropriate PPE (waterproofs and warm clothing etc),	1	2	2

			programmes and groundwork				postponement of outdoor works			
		Drought conditions affect plants/crops	Disruption to horticultural teaching. Edible Garden and associated volunteering programme affected. Any collection of rainwater affected too.	3	1	3	Watering, irrigation where possible, postponement of works	2	1	2
		Changes to growing season impacts plants/crops	Disruption to horticultural teaching. Edible Garden and associated volunteering programme affected.	3	1	3	Maintenance planted areas, watering, irrigation, utilising resilient plant species for new planting,	2	1	2
		Pests and disease impacts plants/crops	Disruption to agricultural/horticultural teaching.	2	1	2	Planting of resilient species, pest control	1	1	1
Operations	International Student Recruitment	Climate impacts in countries of targeted student recruitment felt acutely (drought, flooding, extreme weather events, crop failure etc.)	Reduced international student numbers due to reduced economic power	4	3	12	Remote working practices where possible, improve online teaching offering, include climate change drivers and impacts in teaching	3	3	9
	Business Travel	Heatwave causes road disruption and rail cancellations.	Staff and students are delayed or prevented from travelling.	4	2	8	Remote working practices until conditions improve	2	2	4
		Flooding blocks rail and road links	Staff and students are delayed or prevented from travelling.	3	1	3	Remote working practices until conditions improve	2	1	2
		Storms disrupt travel	Staff and students are delayed or prevented from travelling. Impact on international travel for research.	3	2	6	Remote working practices until conditions improve	2	2	4

	Procurement	Heatwave causes disruption to deliveries	Melting road surfaces causes delays and disruption to deliveries.	3	2	6	Maintain essential stocks where possible, remote working practices where required	2	2	4
		Flooding causes road closures and disruption to deliveries	Flooding causes road closures, delays and disruption to deliveries.	3	1	3	Maintain essential stocks where possible, remote working practices where required	2	1	2
		Storms disrupt deliveries	Storms cause road closures, delays and disruption to deliveries.	3	2	6	Maintain essential stocks where possible, remote working practices where required	2	2	4
		Seasonal changes affect food availability	Changing growing conditions and weather events make certain foodstuffs more expensive/harder to supply	3	2	6	Amending menus to suit availability	2	2	4
	Finance	Increasing cost of cooling	Increasing temperatures increase demand for cooling on campus and associated energy costs	3	2	6	Spaces utilised based on cooling capacity, online working practices until conditions improve	2	2	4
		Increased solar irradiation	Increased output from solar PV system up to a point, risk of solar PV system overload	2	1	2	Regular schedule of servicing PV panels, upgrades to PV panels when needed	1	1	1
		Increasing cost of insurance/property damage	More extreme weather and resultant damage causes increases costs to repair and higher insurance payments	4	3	12	Implement actions outlined above to reduce risk and costs, work with insurers to ensure climate resiliency work is implemented	2	3	6