Professional Services Sustainability Plan 2025/26-27/28

Introduction

Sustainability is core to who we are at the University of Exeter, and within Strategy 2030 we have committed to leading meaningful action against the climate emergency and ecological crisis, and we have ambitious target to be net zero and nature positive.

This plan underpins our commitment and supports the implementation of our Climate Emergency Policy and supporting strategies.

As Professional Services we play a critical role in realising these commitments, from understanding our individual roles, to changing our systems, facilitating others to create change and changing how we do business.

Our professional services are made up of ten divisions:
- PS Connect
- Office of Senior Vice-President and Registrar & Secretary
- Education and Academic Services
- Research
- Exeter Innovation
- External Engagement and Global
- Human Resources
- Finance, Infrastructure and Commercial Services
- IT Services
- Digital Transformation

This plan is owned and delivered by all in Professional Services and the Professional Services Sustainability Committee is accountable for developing and revising this Plan, communicating and championing this Plan across Professional Service Divisions and monitoring and reporting progress.

This plan covers the 3-year period 2025/26 – 2027/28 and will be reviewed and adapted every year.

Commitments

As a collective of professional service areas, we are committed to realising our Purpose, "*to use the power of education and research to create a sustainable, healthy and socially just future*" and in doing so will continually improve our sustainability performance.

This means we will play our part in:
- reducing operational carbon emissions and energy use
- reducing our business travel emissions by 10% between 24/25 and 25/26 as part of our target under the University's Performance Framework
- becoming a nature positive university
- increasing our work with local sustainable suppliers
- embedding sustainability within our procurement practices
- supporting the implementation of our equality, diversity and inclusivity (EDI) initiatives; and
- becoming a circular economy organisation.

To make a positive sustained change we must work collaboratively across professional services and also across the University. We will work with Faculties, linking this Plan with their own sustainability plans.

Guiding principles

Our approach to sustainability is guided by the following Principles, aligned with each of the University's values. These principles guide the trajectory, focus and decision-making associated with the professional services approach to sustainability.

We aim to bring to life our institutional philosophy; we are a global climate leading University, and we will live that in our Professional Service practices.

- We will CHALLENGE THE STATUS QUO by challenging existing behaviours and processes. *(Discovery)*

- Our activities and actions will be IMPACTFUL; they will make a real difference. We will move forward with pace but with sensitivity to our context. We will create momentum with small actions but also tackle the big impacts. *(Excellence)*

- We will be HOLISTIC in our scope and approach, taking into account the whole-life cost related to all of our decisions. *(Discovery and Excellence)*

- Our approach will be built on the foundations of COLLABORATION and EMPOWERMENT. We will work together across PS Divisions and Faculties, with external partners and suppliers. We will support everyone to have the right tools and knowledge to embed sustainability into their roles. *(Community and Respect)*

- We will be TRANSPARENT and EFFECTIVE, creating efficiency in our systems and processes. This Plan and subsequent work will provide CLARITY of direction and be ACCESSIBLE to all. *(Inclusion)*

This plan focuses on the areas which are of material impact within the scope of Professional Services:

For ease of presentation and planning these areas have been outlined individually below. However, these areas do not exist in isolation and there is significant interaction between them. These interactions have been considered during the writing of this plan and will continue to be included as the plan develops.

Each area includes:
- University-wide actions - the role of Professional Services in delivering university-wide initiatives supporting sustainability i.e. how can sustainability be embedded within service delivery?
- Local action – enhancing the sustainability performance of Professional Services itself i.e. how we work, our policies and processes and how we make decisions.
- Culture change – embedding sustainability into the culture of Professional Services and the wider university community.

Procurement

PS Sustainability Committee Lead: Dave Burchill

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Launch Responsible Procurement Strategy, comms rollout, embed training & SLAs	Strategic Procurement Team	Launch, comms & training	Monitor & review Measure impact	Ongoing improvement Measure impact	
University-wide	Clarify approach to centralised purchasing and cost-recovery (which is possible)	Strategy Procurement Team	Speak to Research Finance Team to clarify what is allowed Work with Research Cluster Teams to communicate to research groups about what is possible. Ensure that we are efficient in current ways of working (faculty stores etc)	Actions dependent on outcomes of work in year 1	Actions dependent on outcomes of work in year 1	We have centralised purchasing methods already in place for IT
University-wide	Embedding sustainability in the buying model for spend below £50,000	Strategic and Operational Procurement Teams	Continue review of current buying model Embed sustainability questions into quotation processes between £25,000 - £50,000 Flag sustainable products in Advance to encourage sustainable purchasing Consider excluding non-sustainable options from	Scale up to include lower value purchases	Fully centralised buying model with all requisitions filtering through ops team where reuse of current stock is prioritised	Monitor compliance and impact. Training needs to be addressed Change management required for cultural/behavioural change and staff education

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
			Advance (price will be a factor on this) Communication/case studies to bust the myth that the sustainable option is always more expensive			
University-wide	Achieve ISO20400:2017-Sustainable Procurement standard alignment	Strategic Procurement Team	Continue alignment activities - Integrate key principles (governance, process, enablers)	Work toward formal recognition or full alignment with external audit	Maintain alignment	Although certification isn't formalised, alignment strengthens overall approach and can support stakeholder confidence
University-wide	Deep-dive workshops with priority suppliers to understand their approach and how they align with our values. They will also be used to share experience and celebrate success stories	Strategic Procurement Team	Host quarterly webinars on RP Host Online Supply Chain Event Track social value delivery	Host quarterly webinars on RP Host In-person Supply Chain event Track social value delivery	Maintain engagement activities	Use lessons learnt to increase or decrease frequency and topic focus of events
Local action	Promote 'buying-less' across PS *Links to Circular Economy section*	PS Sustainability Committee	Promote Warp-It and the Repair Cafe Embedded into non-pay savings review Data analysis to identify trends and areas of purchasing that could be consolidated across PS	Promote Warp-It and the Repair Cafe	Promote Warp-It and the Repair Cafe	

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
Local action	Centralisation of stores for everyday products	Strategic Procurement Team	Scope current usage and storage patterns. Trial pilot store for stationery	Lessons learnt from stationery pilot, use to implement furniture store	Implement lab equipment store	Links to reduced deliveries, packaging, emissions, reduced spending, space saving

Energy and climate
PS Sustainability Committee Lead: Jo Chamberlain

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Delivery of University Infrastructure Decarbonisation Masterplan (IDM) *Links to Space and Assets section*	Sustainability & Estates Teams	Decision on preferred option for decarbonising heat Penryn wind turbine LED lighting replacement programme PV on roofs and car park canopies programme Metering upgrades	Delivery of heat decarbonisation programme. LED lighting replacement programme PV on roofs and car park canopies programme Metering upgrades	Delivery of heat decarbonisation programme. LED lighting replacement programme PV on roofs and car park canopies programme Metering upgrades	
University-wide	Implementing green accreditations in all relevant specialist spaces from wet laboratories to digital spaces, dry labs and workshops	Technical Strategy & Operations	3-year plan for LEAF accreditation agreed. Agreed accreditations for other types of specialist space	Monitor percentage of space with relevant accreditations	Monitor percentage of space with relevant accreditations Target: All wet labs LEAF Gold accredited by 2027	

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University - wide	Delivery of Sustainable Labs Action Plan *[Link to be added when published]*	Technical Strategy and Operations	Delivery of action plan	Delivery of action plan	Delivery of action plan	
University-wide	Coordinate activity to deliver on commitments in the Concordat for the Environmental Sustainability of Research and Innovation Practice	Sustainability Team	Delivery of workplan Annual report to CEC Board and RIEC	Delivery of workplan Annual report to CEC Board and RIEC	Delivery of workplan Annual report to CEC Board and RIEC	
University - wide	Increase proportion of electric vehicles within the University's fleet.	Transport Team, CRC	69% of Exeter fleet currently electric Seek electric options as part of vehicle replacement programme	Seek electric options as part of vehicle replacement programme.	Target 100% of university fleet	Pool cars are being considered as part of non-pay savings review.
University-wide	Review of electric charging infrastructure	Transport Team, CRC Sustainability Team	Communication around existing charging infrastructure Review of charging infrastructure and analysis of options	Actions dependant on outcomes of review of charging infrastructure	Actions dependant on outcomes of review of charging infrastructure	
Local action	Promote reduction in electricity use by equipment, for example through: • Switch off protocol • High energy consuming equipment	PS Sustainability Committee	Switch off protocol in place, including understanding when to switch off – will be part of overall Culture Change Programme	Equipment replacement – as identified in programme Rationalise and reduce the number of applications in use across the estate Move some High-Performance Computing	Equipment replacement continues as appropriate	Centralisation of IT hardware budget and an individual's IT equipment is currently replaced every 6 years (recently extended from 5 years)

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
	replacement schedule *Link to shared space activity and circular economy section*		Develop equipment replacement programme (IT) Provide guidance and support on email and digital storage use IT kit return programme for leavers, including support for managers to ensure simple process Reduction of WEEE waste and review of WEEE disposal processes and contracts Communication to remind staff how to report issues with energy use in buildings	(HPC) to Cloud as part of a hybrid solution.		IT Services carbon impact assessment for all new solutions and technical suppliers Need visual representation of savings/ goal that is a consistent/ permanent celebration of what's achieved
Culture change	Engagement campaign promoting behaviours to save energy. *Will also be embedded into university-wide culture change programme.*	PS Sustainability Committee	Engagement campaign Hold PS-wide focus group to harness passion and commitment around how to reduce environmental impact of PS. Sharing local data and progress	Sharing local data and progress	Sharing local data and progress	

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
			Develop practical tips and hints for staff			

Nature positive
PS Sustainability Committee Lead: Dave Evans

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Delivery of Nature Positive Strategy supported by the Nature Positive Task and Finish Group.	Sustainability Manager Biodiversity (Ros Shaw)	Annual report on progress to CEC Board Monitoring plan in place Review of campus specific action plans Delivery of Lower Hoopern Valley project Ensure that biodiversity is suitably reflected in revised Sustainable Design Standard Biodiversity footprint assessment complete Review the nighttime lighting on campus and take action to reduce it, or replace with wildlife-friendly lighting, while still maintaining safety standards	Annual report on progress to CEC Board Delivery of campus biodiversity action plans	Annual report on progress to CEC Board Delivery of campus biodiversity action plans	Campus Biodiversity always goes very well with staff and students. Continue to highlight in corporate comms.

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
Local action	Nature positive PS Team activities.	PS Sustainability Committee: coordinate with Sustainability Team & Grounds Team	Team-building activities that support achievement of Nature Positive Objectives (e.g. tree planting; RSPB Big Garden Bird Watch) Promote nature-based opportunity at local level across the University, including the use of community garden Outdoor spaces promoted via Grounds website and Instagram Promote, to staff and students, the link between green spaces and wellbeing Explore potential to link University Volunteering days to nature projects	Continuation of activities from year 1	Continuation of activities from year 1	Dave Burchill to explore potential tie in with procurement social value. There are increasing calls for formal outdoor learning spaces.

Travel

PS Sustainability Committee Lead: James Smith

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	PS Connect Travel Project: review of end-to-end travel policies, processes and procedures.	PS Connect Team	Travel review set up by central Travel team, reviewing end to end process for travel arrangement (business & fieldtrips) bookings, policy and compliance Report settings out findings and recommendations	Delivery of agreed recommendations from Travel Project report. Measure impact of changes	Delivery of agreed recommendations from Travel Project report. Measure impact of changes	Action for central travel project to review: explore benefits and implications of funding rail cards PS Connect Travel project is considering embedding a carbon calculator to inform individual travel decisions. This calculator is also to be made available to students Tool to understand cost vs benefit of travel - business need is there in some cases but not all
University-wide	Global Strategy and Sustainability	Head of Global Partnerships (James Smith)	Paper developed for Global Engagement Committee and the Climate and Environmental Crisis (CEC) Board Move forward with implementation recommendations from this paper Share discussion/thoughts and demonstrate how	Ongoing support to exec and global team to understand & work through possible tensions Measure impact of any changes	Ongoing support to exec and global team to understand & work through possible tensions Measure impact of any changes	

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
			impacts decision-making across PS & Faculties			
University-wide	University wide data collection and dashboard	Sustainability Manager Data and Analysis (Tim Dennett)	Dashboard in place and shared with Faculties and PS Quarterly analysis of data and progress	Quarterly analysis of data and progress	Quarterly analysis of data and progress	
University-wide	Delivery of Sustainable Transport Strategy	Sustainability Manager Travel and Transport (Giovanni Currado)	Annual report on progress to CEC Board	Annual report on progress to CEC Board	Annual report on progress to CEC Board	
Local action	Business travel emissions. Achieve reductions at least in line with target within University Performance Framework (10% in 25/26)	PS Sustainability Committee	Dashboard available to all PS Raise awareness across PS of target Identify high travel areas and users Discussion at PSDLT about potential to reduce travel emissions and determine actions Agree actions across PS teams, incorporating PWC Sustainability Advisory recommendations Share experience and good practice amongst PS staff and with faculties	Travel actions to be inserted as agreed in year 1 Share experience and good practice with faculties	Travel actions to be inserted as agreed in year 1 & 2 Reduction measured and reported. Share experience and good practice with faculties	Develop principles by rigorously check if business travel required and institutional approach to alternative at meetings/conferences

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
Local action	Develop an efficient process for arranging car sharing between Penryn and Exeter	PS Sustainability Committee	Being considered through the non-pay savings review			
Culture change	Awareness raising and engagement relating to business travel and commuting *Will also be embedded into university-wide culture change programme.*	PS Sustainability Committee	Travel incorporated into induction Travel pop up events, including active travel breakfast, travel booking trouble shooting Travel incorporated into staff training plan, including understanding what is needed, by who and when	Best practice updates Performance shared across PS Pop up events Measure knowledge and understanding	Best practice updates Performance shared across PS Pop up events Measure knowledge and understanding	

People

PS Sustainability Committee Lead: Sam Campbell

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Creation of staff sustainability training *Links to Culture Change Programme*	Head of Sustainability Engagement (Nikki Buckley) & Dean of Professional Education (Stuart Robinson)	Training developed and piloted Training made available to all staff List of daily activities people can do to make a difference	Measure impact Seek approval to make training mandatory Consider need for more in-depth sustainability training	Measure impact	Training to be interactive

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Identify the need for role-specific sustainability training	Head of Sustainability Engagement (Nikki Buckley) & HR Team		Identify key roles and type of training (for example, procurers, lab users etc) Training developed and delivered	Monitoring attendance at identified training Review training effectiveness and in line with plan & commitments	Lab induction will include sustainability training to be launched summer 25
University-wide	Create a Sustainability Impact Assessment to sit alongside the Equality Impact Assessment	Sustainability Team working with Charlotte Woollam and Emma Hilton (HR)	SIA process developed and embedded within the process map for Policy Creation	SIAs undertaken with support from Sustainability Team as part of the creation/review of policies	SIAs undertaken with support from Sustainability Team as part of the creation/review of policies	
University-wide	Review of key people policies in relation to sustainability, for example, flexible working, promotion, reward and recognition, staff benefits)	HR Team / Sustainability Team	PS Sustainability Committee to identify key HR policies with material positive or negative sustainability impacts Understand when these key policies are due for review and discuss whether this should be bought forward (depending on current schedule and scale of sustainability impacts)	Policies reviewed in line with HR cycle	Policies reviewed in line with HR cycle	Should include consideration of SWARM allowance for sustainability roles
Local action	Consider how to embed sustainability into staff development programmes (e.g. TIDE, Leadership Difference)	L&D Team / Sustainability Team	Embedded into TIDE and Leadership Difference Programmes Use of TIDE Project Bank for Sustainability Projects	Consideration of other staff development where sustainability should be embedded		
Local action	Consider a mechanism for recognising PS staff for	PS Sustainability Committee	Identify and evaluate options for recognising PS			

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
	undertaking sustainability roles		staff for undertaking sustainability roles			

Space and assets

PS Sustainability Committee Lead: Helen Wallace

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Delivery of teaching space to enable C4C and student number growth by repurposing space within the existing estate	Estates & EAS	Project Tardis	Project Tardis	Project Tardis	Year 2 + we need to consider research space – approach TBC
University-wide	Understand and improve estate utilisation	Estates & IT	Roll out Kadence booking system. Monitoring real time use of space	Roll out Kadence booking system.		
University-wide	Optimise energy usage – generation and consumption	Estates & Sustainability	Smart campus programme	Smart campus programme	Smart campus programme	To include review of battery storage solutions and smart building systems linked to occupancy
Local action	Consider how PS space is used. Space design to support collaborative working, shared space, wellbeing and sustainability (energy and travel options).	PSDLT and Estates	Initial discussion at PSDLT to agree principles and approach.			How confidently can we plan our future workplace requirements in PS and establish a flexible roadmap?

Circular economy and resources

PS Sustainability Committee Lead: Peter Rayment

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Enhance University equipment reuse system, including electronics and furniture.	IT and Sustainability	Promotion of Warp It (staff and students) and Repair cafe Uni green scheme. Continued exploration of the potential to deliver the objectives of Project RESCUE (covering all Exeter campuses)	Share lessons from PS shared approach across university Measure impact of changes	Measure impact of changes	
University-wide	Delivery of Circular Economy and Sustainable Resource Management Strategy 2024-2030	Sustainability Manager Circular Economy (Nigel Morris)	Delivery of action plan and reporting of progress to ACT	Delivery of action plan and reporting of progress to ACT	Delivery of action plan and reporting of progress to ACT	
Local action	Increased sharing and re-use within PS.	PS Sustainability Committee	Equipment and stationery amnesty across PS. Sort and store ready for reuse	Set up central stationery store(s) of PS - Explore options for collaborative consumption	Measure impact Actions depend on outcomes of actions in years 1 and 2	Also need to focus on furniture – see what comes out of non-pay savings review before determining actions
University-wide	Review with the Research Cluster teams how we can incentivise re-use and sharing of equipment	PS Sustainability Committee	Discussions with Research Cluster Team to understand issues and then identify actions	Actions depend on outcomes of discussions in year 1	Actions depend on outcomes of discussions in year 1	

	Links to sustainable procurement section.					
Culture Change	Awareness raising and engagement relating to reuse of resources *Will also be embedded into university-wide culture change programme.*	PS Sustainability Committee	Promotion of Warp It (staff and students) and Repair café Publicise success stories	Promotion of Warp It (staff and students) and Repair café Publicise success stories	Promotion of Warp It (staff and students) and Repair café Publicise success stories	

Food and events

PS Sustainability Committee Lead: Simon Law

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Delivery of University Sustainable Food Policy, aiming to provide healthy, seasonal, local and responsibly sourced food	Director of Catering, Retail Services and Commercial Development (Simon Law)	Revise University Sustainable Food Policy Action Plan Implement Sustainable Food Policy Action Plan Include sustainability in approved suppliers' selection – for all campuses.	Annual review of Action Plan including measuring impact Implement Sustainable Food Policy Action Plan	Annual review of Action Plan Implement Sustainable Food Policy Action Plan	Three key themes: Sourcing; Environment and Society Further detail on commitments within our catering and achievements.
Local action	Improve sustainability of catering provided at PS events and meetings.	PS Sustainability Committee	Baseline/base activity identified (including high food users), and specific/focused actions agreed PSDLT to consider whether to have a PS policy to order	Measure and report progress Review actions	Measure and report progress Review actions	

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
			vegetarian/vegan food as standard for any internal and external events organised by PS. If meat is to be offered, then attendees need to opt-in Guide to sustainable events for PS, including use of consumables, avoiding food and other wastes etc developed			
Culture change	Awareness raising and engagement relating to sustainable food *Will also be embedded into university-wide culture change programme.*	Director of Catering, Retail Services and Commercial Development (Simon Law) Head of Sustainability Engagement (Nikki Buckley)	Greater awareness raising of what is already happening under the Sustainable Food Policy Use Storytelling to share experience. Publicise case stories of events where only vegan/vegetarian catering has been provided Publicise the use of Too Good to Go App on campus			Consider all behavioural economic techniques- gamifying, nudging, framing, social norming etc Use of nudge-tactics Address over-ordering

Behaviour and culture change

PS Sustainability Committee Lead: Nikki Buckley

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	Development and delivery of university-wide culture change programme	Head of Sustainability	University-wide Task and Finish Group to develop	Delivery of Culture Change Programme	Delivery of Culture Change Programme	Recognise each campus is at a different starting point + has

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
		Engagement (Nikki Buckley)	Culture Change Programme.	Develop processes and training to above areas of material impact with regards to identifying the behaviour change needed and the comms and plans to support it		different operating end users especially Cornwall/ FX Plus Link in with other change programmes Consider gamification, incentivisation and rewards as part of the Culture Change Task and Finish Group
Local action	Run Climate Fresk workshop for PS staff.	Sustainability Team (Sara Agenbro is a trained facilitator)	Run one workshop and then review.	Run further workshops dependent on feedback from earlier workshops.	Run further workshops dependent on feedback from earlier workshops.	

Governance, data and reporting

PS Sustainability Committee Lead: Jo Chamberlain

Area	Activity	Responsibility	Year 1 (25/26)	Year 2 (26/27)	Year 3 (27/28)	Commentary
University-wide	PS and Faculty Sustainability Plans to be published online. Public reporting of progress against plans to be included in the University's Annual Sustainability Report	Head of Sustainability Engagement (Nikki Buckley)	Publication of plans online Reporting of progress in Annual Sustainability Report	Reporting of progress in Annual Sustainability Report	Reporting of progress in Annual Sustainability Report	
Local action	Report to ACT (Verbally termly and written report annually in November)	Chair of PS Sustainability Committee	Plan agreed by PSDLT and presented to ACT Annual Report	Annual Report & Review	Annual Report & Review	

		(Donna Fitzgerald)				
Local action	Termly reporting to PSDLT	Chair of PS Sustainability Committee (Donna Fitzgerald)	Termly report	Termly report	Termly report	
Local action	EEG Sustainability Committee	Chair of EEC Sustainability Committee (James Smith)	Delivery of local actions Verbal updates made to PS Sustainability Committee	Delivery of local actions Verbal updates made to PS Sustainability Committee	Delivery of local actions Verbal updates made to PS Sustainability Committee	
Local action	IT Sustainability Committee	Chair of IT Sustainability Committee (Peter Rayment)	Delivery of local actions Verbal updates made to PS Sustainability Committee	Delivery of local actions Verbal updates made to PS Sustainability Committee	Delivery of local actions Verbal updates made to PS Sustainability Committee	
Local action	Include business travel metric in PS dashboard	Director of PS Connect (Donna Fitzgerald)	Business travel metric included in PS dashboard. Dashboard is regularly reviewed by PSDLT	Business travel metric included in PS dashboard. Dashboard is regularly reviewed by PSDLT	Business travel metric included in PS dashboard. Dashboard is regularly reviewed by PSDLT	Consider how to segment different purposes for travel
Local action	PS representatives on Faculty Sustainability Committees to join up between faculty and PS activities	PS Sustainability Committee	Representatives in place and report verbally to PS Sustainability Committee	Representatives in place and report verbally to PS Sustainability Committee	Representatives in place and report verbally to PS Sustainability Committee	PS already on faculties committees