

# Sustainability Plan 2017-2020

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*Our goal: To be a sustainable  
university (Griffith 2020)*



*Sustainability  
Plan  
2017-2020*



# *Maturing our commitment to sustainability*

## **SUSTAINABILITY AT GRIFFITH**

Griffith University enrolled its first undergraduate students in 1975 with a strong commitment to research and teaching in environmental sciences. Since then, the University has broadened its commitment to sustainability across all of its activities. The guiding principles are that a commitment to sustainability is an investment in a better tomorrow, and that the University is an exemplar to the wider community.

The goal 'To be a sustainable university' is one of five key goals identified in the Griffith 2020 strategy that sets the direction of the University. The Griffith University Sustainability Policy was approved by University Council on 3 October 2011 and the initial Sustainability Plan 2013–2015 was approved on 5 December 2012 by Executive Group. The Sustainability Report 2013–2015 provides an overview of the progress made under the Plan. See the report at [griffith.edu.au/sustainability](http://griffith.edu.au/sustainability)

The Griffith Sustainability Policy expresses the University's intention to embed sustainability across all elements of the University and informs the Sustainability Plan. The policy can be read in the University's Policy Library at [griffith.edu.au/sustainability-policy](http://griffith.edu.au/sustainability-policy)

The Sustainability Plan 2017–2020 builds on our experience with the initial Plan and further refines our goals, setting out a strategic framework to continue delivering the University's sustainability agenda.

## **DEFINING SUSTAINABILITY**

A widely accepted definition of sustainability is 'Meeting the needs of the present without compromising the ability of future generations to meet their own needs' (Brundtland Report, 1987). Thus, sustainability encompasses environmental, social and economic dimensions.

Social responsibility, also referred to as Corporate Social Responsibility (CSR) recognises the principles of accountability, responsibility, integrity and human rights. The principles reflect an expectation that organisations will understand and take into account the direct and indirect impacts of their operations and those of their suppliers. Engagement with internal and external stakeholders brings about positive benefits for organisations themselves, for society at large and for the environment.

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development—adopted by world leaders in September 2015 at an historic United Nations (UN) Summit—officially came into force. Goal 4 is to ensure inclusive and quality education for all and promote lifelong learning.

Griffith's Strategic Plan refers to the principles of sustainability that inform our corporate, operational and workforce policies and practices and the prudent management of our financial affairs. Economic efficiency and environmental sustainability are equally reflected in building design, in energy and water use and in waste management. The University pursues constraint in per capita costs and resource use while maintaining high quality services.

Griffith seeks to incorporate these principles and values into its planning, decision-making processes and actions.

# PROGRESS SO FAR AND FUTURE DIRECTIONS

*The Sustainability Plan 2017-2020 is a sign of the University's maturing sustainability commitment, building on past experience.*

The University website at [griffith.edu.au/sustainability](http://griffith.edu.au/sustainability) contains a comprehensive list of the many past initiatives and current activities across the five campuses that illustrate our commitment to, and practical support for, the principles of sustainability.

Located on the Nathan campus and occupied in July 2013, the Sir Samuel Griffith Centre is Griffith's capstone project in its 40-year history as a leader in environmental science. The 6-star green star building, powered by solar and hydrogen storage technology, is an outstanding example of alternative sustainable energy sources.

In the next few years, the University will pursue further improvements in areas such as waste reduction, energy management (for example through the Green Labs program), a Sustainable Transport Plan and communications/engagement strategies in relation to sustainability.

Respondents to a Sustainability Survey in 2015 indicated the top three actions or improvements they would like to see in their workplace as:

- awareness and training
- management support and staff involvement
- composting, recycling and waste management.

These issues are addressed in this Plan.

# GOVERNANCE FRAMEWORK

Griffith's sustainability program has been developed and implemented through a framework supported by the University's governance and management arrangements, formalised processes and engagement.

A broadly representative Sustainability Sub Committee, chaired by the Deputy Vice Chancellor (Engagement) and reporting to Executive Group, has oversight of the Sustainability Plan.

A complementary Carbon Management Plan enables a coherent and quantifiable effort to reduce our carbon footprint over the long term.

Sustainability goals have been included in all University plans and concerted effort has been made to cascade sustainability goals into all operational plans.

Committees established in academic and administrative elements of the University formulate local strategies embedding sustainability.

# GOALS

Griffith University values its reputation for promoting and exemplifying sustainable practices. It is active in research and teaching to address risks such as climate change, energy demand, water scarcity, population growth, food security and ecosystem decline and seeks to take a lead role in addressing these and other contemporary issues. Relevant goals, objectives, key initiatives, performance outcomes and strategies have been developed to progress the sustainability agenda in teaching, research, community engagement and operational areas. Financial viability is an important allied principle.

While goals, objectives and performance outcomes are specific to each element, the overarching goal of the Plan is to ensure coordination and coherency.

## Sustainability

- Sustainability is a one of five high-level goals in the University's Strategic Plan
- Griffith aims to produce graduates who understand the challenges facing the world today, with superior skills in creating practical solutions
- Research in local and global sustainability challenges is a priority
- The University is committed to fostering a sustainable society



# EXECUTIVE MANAGEMENT

The Sustainability Sub Committee advises Executive Group on relevant plans, policies, programs and communication strategies.

The University's sustainability values are reinforced through its management approach. The University strategically invests in teaching and research directed at achieving international excellence, as well as applying environmentally sensitive practices to reduce costs and environmental impact.

*Goal: Griffith University is recognised as embedding principles of sustainability that support the University's goals and strategies.*

## Objectives

- Integrate and embed principles of sustainability into University plans, policies, processes and procedures.
- Monitor performance.
- Recognise staff for positive contributions to the University's sustainability agenda.

Key initiatives	Performance outcomes	Accountabilities	When
Appropriate policies and procedures in place to support the University's sustainability commitment	All relevant policies and procedures identified, revised or developed	DVC Engagement	Ongoing
Adoption by groups/divisions of the core elements of this Plan	Appropriate sustainability KPIs incorporated in each group/division's operational plan	Executive	Ongoing
Regularly report on sustainability to the University Executive Group and Council	Annual reports identify sustainability, plus progress reports on this Plan	DVC Engagement	Ongoing
Sustainability Award for staff established; website updated and monitored	The Sustainability Award was launched in 2013. The first award was made in 2014 and every two years thereafter. An interactive website is established and regularly updated	DVC Engagement	Awards made every two years; website managed

Strategies	Accountabilities	When
Identify gaps in current policies and procedures and develop new policies and procedures as required, including appropriate monitoring and reporting protocols	DVC Engagement; Executive	Ongoing
Formulate documents and sub plans to ensure priorities are identified, approved and resourced	Executive	Ongoing
PVCs and VPs to identify and incorporate sustainability KPIs in their operational plans	Executive	Ongoing
The Sustainability Sub Committee oversees a University-wide sustainability reporting process to capture sustainability performance	DVC Engagement; Sustainability Sub Committee	Ongoing
A Sustainability Award for staff recognises innovative and effective approaches to sustainable practice. Awards are used only for relevant sustainability-focussed activities in the University or through outside engagement. Website actively managed	DVC Engagement; Sustainability Sub Committee; occasional panel members invited to judge awards.	2018, 2020
Strengthen the link between strategic goals, operational goals and actions at the local level	Executive	Ongoing

# HUMAN RESOURCES

Griffith's sustainability commitment will be realised by embedding sustainability in its culture, practices and external engagement.

One of the key strategies in support of the University's core goals is to ensure that staff and students actively contribute to the betterment of society. A key finding of a 2015 staff survey was that further awareness and training would enable staff to undertake more sustainability activities in their workplace. Incorporating principles of sustainability in recruitment and induction processes and staff development ensures the workforce is informed, educated and engaged in advancing all of the University's goals and strategies.

The University invests in workforce programs linked to sustainability including staff wellbeing and flexible working arrangements.

**Goal: To foster understanding of, and commitment to, the principles of sustainability.**

## Objectives

- All existing and new staff to be made aware of Griffith's sustainability commitment.
- Sustainability principles to be incorporated in relevant staff training and development programs.

Key Initiatives	Performance outcomes	Accountabilities	When
Continue to promote the University's commitment through diverse channels	Increase the proportion of staff training and development programs that incorporate sustainability principles and practices; ensure responsibilities for environmental compliance are incorporated in the position description template; continued monitoring and review of the staff induction program	Director HRM	2017
	Targeted communications using a variety of digital platforms; raise brand recognition through increased awareness of our success in relation to sustainability with staff and the broader community	OMC	Ongoing
Ensure the sustainability of the University's greatest asset—its workforce	Develop a holistic approach to workforce sustainability through the employee lifecycle with particular focus on: <ul style="list-style-type: none"> <li>• building an inclusive and participative workplace culture to maximise engagement and contribution</li> <li>• developing a staff wellbeing program</li> </ul>	Director HRM	2017

Strategies	Accountabilities	When
Develop and implement communications strategies to ensure staff are informed, for example, regular newsletters; staff surveys conducted to inform review of plans; continued enhancement of the Sustainability Week program; website management	Director HRM; DVC Engagement	Established; ongoing
Continue to evolve the staff induction program and training and development programs that raise awareness of inclusion and sustainability action among staff and students	Director HRM	Established; ongoing
Develop a comprehensive staff wellbeing program and increase the proportion of staff participating in the program each year	Director HRM	2017 and ongoing

# LEARNING AND TEACHING

Griffith's Academic Plan articulates the core objectives of learning and teaching as meeting the needs of local communities for higher education, providing an excellent learning experience for students and supporting staff to excel in their teaching. We develop capacities for global citizenship and work-readiness and prepare students for success on graduation.

Griffith aims to produce graduates who understand contemporary challenges facing the world, with superior skills in creating practical solutions. Among our degrees, we offer interdisciplinary undergraduate and postgraduate programs that make the connections between economic, social, political and environmental conditions. Our sustainability agenda will incorporate sustainability into relevant parts of the academic program.

*Goal: Through inclusion of sustainability principles in learning and teaching programs we will deepen our students' understanding of sustainability at local and global levels.*

## Objectives

- Embed principles of sustainability in academic programs.
- Practice sustainability in course and program delivery.

Key initiatives	Performance outcomes	Accountabilities	When
Wherever relevant, teaching programs/courses include interdisciplinary knowledge in sustainability	Teaching programs/courses include interdisciplinary knowledge in sustainability	DVC Academic; PVCs; Deans L&T	2017-2020
Strengthen the sustainability element in graduate attributes	Sustainability is included as an example of social awareness and ethical practice in graduate attributes	DVC Academic	2017
Sustainability incorporated in program delivery and teaching practice	To be identified by academic groups to include in new program planning and existing program delivery	PVCs, Deans L&T	2017-2020

Strategies	Accountabilities	When
School and group learning and teaching committees and the University-wide network identify where sustainability teaching initiatives can be implemented at undergraduate and postgraduate levels	PVCs; Deans L&T	2017-2020
Maintain and broaden a network of academic staff involved in sustainability teaching programs to foster collaboration and innovation	PVCs	Ongoing
Develop and deploy University-wide resources to support innovative sustainability teaching in all schools and discipline areas; implement Sustainability Teaching Hub; monitor and upgrade Hub content material	PVCs, Deans L&T	Ongoing
Maximise use of digital scholarly resources in new and revised programs and courses	PVCs; Deans L&T; PVC INS	Ongoing

# RESEARCH

Griffith is among the top three per cent of the world's universities and among the top 50 universities under 50 years old. It has a rapidly growing national and international profile in innovative and interdisciplinary research. It is a core commitment of the Griffith 2020 agenda to selectively invest in areas of research that offer the best opportunities for achieving international excellence and delivering the best outcomes for society at large.

Areas of specialisation include the response to climate change, medical sciences, environmental sciences, sustainable tourism, criminology, and public policy. Since 2000, there have been at least 490 research outputs indexed in the Web of Science produced at Griffith with the word 'sustainable' or 'sustainability' in the title or abstract. Research into sustainability at Griffith accelerated from around 2008 and again in 2015 with this trend continuing in 2016. The 490 articles have been cited 5,544 times (11.31 citations per paper), which is higher than the Griffith average. Environmental sustainability is easily the most highly cited, reinforcing Griffith's 40-year tradition of excellence

in this field. The subject areas (Web of Science classifications) with the highest publishing frequency are environmental studies, tourism, environmental sciences, management, environmental engineering, educational research, and energy and water resources. Griffith climbed from eighth to fourth nationally for publications in sustainability-related research between 2000 and 2016. Our researchers collaborate with others in institutes in Australia and overseas, for example in the Chinese Academy of Sciences. Outside the sciences, other Griffith research areas in which sustainability is a key theme include music and cultural continuity and urban research.

**Goal: Maintain a profile of excellence in world-class research relevant to sustainability.**

## Objectives

- Continue to encourage research that explores sustainability as a key theme.
- Embed the principles of sustainability in the way that research projects are designed and managed on campus and with external collaborators.

Key initiatives	Performance outcomes	Accountabilities	When
Quality research recognised leading to maximum level of translation	To maintain and increase the influence of Griffith research on sustainability with sources of funding and end users	Senior DVC; PVCs; VPs; Office for Research; OMC	Ongoing
Appropriate procedures and processes developed to embed sustainability principles in research	• Extend Green Labs Program; engage researchers, PhD students, supervisors and Laboratory managers	Senior DVC; PVCs; VPs; Laboratory managers	Ongoing

Strategies	Accountabilities	When
Collect and report data on University-wide and external research relevant to sustainability themes	Senior DVC; Office for Research	Ongoing
Develop and implement a communications strategy to publicise Griffith research relevant to sustainability within the University community and more widely, including with other institutions and possible funding sources	Senior DVC; DVC Engagement; Office for Research; VP Global; OMC	Ongoing
Promote processes and practices that incorporate sustainability principles in projects	Senior DVC; PVCs; VPs	Ongoing
Extend the Green Labs project	PVCs; Director Campus Life; Green Labs committee; DVC Engagement	Ongoing
Link researchers with practical sustainability challenges and initiatives by identifying complementary projects of benefit	PVCs; VPs; Office for Research; Griffith Enterprise	Ongoing

# ENGAGEMENT STRATEGIES

Griffith University has a deep commitment to engagement and values its partnerships with its local communities, business, industry and government at regional, national and global levels. Our commitment is reflected in the University's senior position of Deputy Vice Chancellor (Engagement).

Engagement will contribute to a robust, equitable and environmentally sustainable society and promote local and global citizenship.

Griffith University's Engagement Plan 2015–2018 outlines the strategies through which academic groups and support areas practise engagement.

- In Arts, Education and Law (AEL) engagement with local, national and global arts and cultural partners occurs through the Queensland Conservatorium, Queensland College of Art and Griffith Film School. Griffith Law School has a commitment to social justice.
- In Business, leadership in sustainable business practices and emerging fields of tourism and entrepreneurship is based on partnerships and engagement with local, national and international organisations, with a strong focus on the Asia–Pacific region.
- In Sciences, programs in water, environmental sciences and planning engage research partners in government institutions and business at home and overseas. These illustrate our commitment to global challenges such as climate change, population growth and urban development.

- Through our Health programs the University influences health policy and anticipates future health challenges.
- ICT and Engineering programs are critical to Australia's future economy—renewable energy is just one example.
- Griffith's EcoCentre at Nathan campus promotes sustainability through collaborative public awareness and education programs with industry, government and other partners. The Toohey Forest Environmental Education Centre, a partnership between the Queensland Department of Education and Training and Griffith, is located in the EcoCentre and provides environmental education programs for schools and students.
- Griffith's Logan campus is renowned as a showcase for social inclusion in higher education through innovative partnerships, industry engagement and degree pathways, with a strong focus on health, education, and business development.

Griffith's internationalisation strategy focuses on partnerships, student experience, curriculum and research. One of the primary goals is: 'A cohesive and co-ordinated approach to the interculturalisation of the curriculum, ensuring graduates have the appropriate competencies and proficiencies to take their role as global citizens.'

Alumni engagement encourages a meaningful connection between the University and its alumni and students.

***Goal: Contribute to a robust, equitable and environmentally sustainable society by fostering partnerships and engagement opportunities that are focused on sustainability.***

## Objectives

- Develop a profile of engagement with stakeholders in regard to sustainability.
- Be an exemplar to the wider community by demonstrating best practice with regard to environmental, social and economic sustainability.

Key initiatives	Performance outcomes	Accountabilities	When
Significant partnerships related to sustainability are documented, reported to Executive Group on a regular basis	Reports provide a transparent and frank assessment of activities and progress	PVCs; DVC Engagement; VPs	Ongoing
Strategies for broadening and deepening the engagement portfolio	Quantifiable increase in stakeholder engagement. Stakeholders recognise that student attributes and research performance are consistent with goals	DVC Engagement; PVCs, VPs	Ongoing

Strategies	Accountabilities	When
Maintain a register of current partnerships with regard to sustainability	PVCs, VP.	Ongoing
Build on established partnerships in sustainability and seek out new opportunities to strengthen outcomes	DVC Engagement; PVCs, VPs	Ongoing
Encourage local and global citizenship by promoting opportunities and avenues for staff and students to be aware of, and take part in, local and global activities in sustainability	PVCs, VPs, DVC Engagement; elements including: EcoCentre, Centre for Coastal Management, Centre for Sustainable Enterprise	Ongoing



# Operations

The University's Strategic Plan includes a value statement for a robust, equitable and environmentally sustainable society and a commitment that environmental sustainability is reflected in building design as well as energy, water, transport and waste management practices. Griffith's sustainability commitment is reflected in our corporate and operational practices. For example, the University's libraries are implementing a comprehensive digital resources strategy.

Griffith's campuses are located in a biodiversity 'hotspot' in South East Queensland. This sub-tropical region is one of Australia's most diverse as well as one of the most rapidly growing urban environments. The diversity of landscapes and the presence of many large reserves mean that people living in this area share their environment with more fauna species than any other location in Australia (and many unique species of flora). The University makes every effort to preserve and protect its own natural environment.



# BIODIVERSITY

Biodiversity refers to all of the animals and plants present in an area. The healthy functioning of ecosystems requires interaction between all participating species—large and microscopic, stationary and mobile, seen and unseen. Attempting to understand biodiversity requires an appreciation of the varieties of life and the intricate ways they relate.

Griffith University’s five campuses exhibit very different physical characteristics, each in their own way exemplifying how the University marries the principles of sustainability with the practical demands of providing a world-class educational experience. South Bank is situated in a densely populated and vibrant urban setting adjacent to the Brisbane CBD, but also close to extensive parklands. Mount Gravatt and Nathan are situated wholly within an area of natural forest and activities on these campuses are only undertaken with due regard to the sensitivity of this environment. Logan is situated in an emerging community growth area in an open park-like setting, and future development will seek to preserve this character. The Gold Coast is the University’s largest, most comprehensive and most densely developed campus: the University sets aside significant areas of land to preserve the unique ecosystems on both the Parklands and Smith Street campuses. This campus has an integrated vegetation management strategy with plantings of endangered and rare South East Queensland species.

The University’s areas of bushland are actively managed through effective weed management, conducted in conjunction with Brisbane City Council at the Nathan and Mt Gravatt campuses. The water quality of creeks and ponds is maintained by controlling erosion and run off and prohibiting the use of fertilisers and pesticides.

*Goal: To apply best practice in managing our natural settings while providing excellent facilities to meet the operational demands of the University.*

## Objective

To ensure that relevant University plans, policies and procedures consider biodiversity values on each of our campuses.

Key initiatives	Performance outcomes	Accountabilities	When
To consider the effects on natural habitat during development	EMPs undertaken for all new buildings	Director Campus Life	Ongoing
Ongoing native species (appropriate to the local region) to be used in campus landscaping.	Landscaping throughout the built environment to be considerate of regional ecosystems	Director Campus Life	Ongoing
Bushfire management plans incorporate exclusion zones and identify burn plans to facilitate the protection of native species	Wildlife preserved with fauna able to relocate within the natural habitat	Director Campus Life	Ongoing

Strategies	Accountabilities	When
Campus Master Planning takes into consideration ecological issues in informing design, and particularly the Gold Coast campus with reference to the vegetation strategy	Director Campus Life	Ongoing

# GREENHOUSE GAS EMISSIONS AND ENERGY

The University is committed to the reduction of greenhouse gas emissions. This will be achieved through systematically improving the energy efficiency and use of resources by continuing to embed sustainable practices in our corporate strategies, policies and operational procedures and by raising awareness of environmental issues among staff, students and the wider community.

The University has developed a comprehensive Carbon Management Plan to ensure a consistent and measurable effort to reduce our carbon footprint over the long term. The activity areas targeted include electricity, waste and space. The University submits an annual report on its Scope 1 and 2 greenhouse gas emissions (natural gas, transport fuels, stationary fuels and purchased electricity) to the Australian Government.



# ENERGY

With growth, energy demand rises and energy efficiency becomes a high priority. Gross Floor Area (GFA) has significantly increased under our Capital Works program. Over the last five years (2011–2016), inclusive GFA has increased by approximately 95,000 sqm, equating to an additional 3.37 sqm per EFTSL. Many of these new facilities have complex research and teaching functions and thus higher than average energy needs, creating a challenge to develop strategies that reduce per capital consumption. A particular focus for this Plan will be the implementation of energy efficient technologies and integration of systems to facilitate energy reduction.

**Goal: To minimise energy consumption while providing best practice facilities for teaching and research.**

## Objectives

- To apply measures and practices that will increase energy efficiency.
- To apply appropriate technologies to reduce energy consumption.

Key initiatives	Performance outcomes	Accountabilities	When
Manage energy consumption per m2 GFA	In line with or better than sector average	Director Campus Life	Ongoing
Manage CO2 emissions per m2 GFA	In line with or better than sector average	Director Campus Life	Ongoing

Strategies	Accountabilities	When
Develop guidelines aimed at reducing energy consumption; Monitor existing buildings and investigate increases in energy use or changes in pattern	VP Corporate Services; Director Campus Life; Sustainability Sub Committee; Laboratory managers in Health and Science Groups	2017 and ongoing
Carbon Management Plan implemented. Priorities: • monitoring and analysis of energy consumption to identify energy efficiency opportunities • schedule energy audits and implement identified projects in the CLF AMP • implement measures identified • trial pilots for the Green Labs project and roll out to laboratories	VP Corporate Services; Director Campus Life; Laboratory managers in Health and Science groups	2017 and ongoing
Continually review and update design guidelines where the adoption of new technologies would result in energy savings	Director Campus Life	Ongoing
Target energy reduction measures in refurbishments	PVC INS; Director Campus Life	Ongoing
Develop and implement an energy reduction awareness program	PVC INS; Director Campus Life; Laboratory managers in Health and Science groups; OMC	Ongoing

# WATER AND WATER QUALITY

Griffith University is committed to maintaining an appropriate balance between reducing water consumption while ensuring water quality is maintained within our buildings and grounds.

Griffith University's water saving initiatives include harvesting, storage and reuse of rainwater, wastewater, and use of air conditioning condensate (if approved by local authorities) for toilet flushing and landscape watering. Water efficient appliances, fittings and tapware are installed in all ablution areas.

The University monitors, records and reports its water usage for the purpose of benchmarking and identifying leaks and other water saving opportunities.

*Goal: Manage our water sustainability by monitoring water quality in recreational lakes and managing water use and quality.*

## Objectives

- Maintain a comprehensive water-saving program on all campuses
- Manage water quality.

Key initiative	Performance outcomes	Accountabilities	When
Manage water use Monitor water quality	Maintain water consumption below sector average Compliance with legislation	Director Campus Life	Ongoing

Strategies	Accountabilities	When
Continue to collect water consumption data to identify leaks and other water saving opportunities	Director Campus Life	Ongoing
Continue to apply water conservation measures in all refurbishment and new building projects including landscaping	Director Campus Life	Ongoing
Promote the purchase of water efficient appliances and equipment; for example install and promote water points on campuses to reduce bottled water use	Chief Financial Officer; Director Campus Life	Ongoing
Promote water conservation practices	Director Campus Life; Laboratory managers in Health and Science groups; OMC	Ongoing
Continue to monitor the Logan Lake in accordance with the Guidelines for Fresh and Marine Water Quality	Director Campus Life	Ongoing
Conduct water quality preventative maintenance program	Director Campus Life	Ongoing

# RECYCLING AND WASTE

Griffith University's waste management program includes recycling paper, cardboard, polystyrene, commingled (glass, plastics and cans) fluorescent tubes, books, e-waste, furniture, metal, printer cartridges, mobile phones and batteries.

The University has had systems and partnerships in place for many years; for example, a green partnership with Ricoh for a Toner Cartridge Takeback program since 2004. Griffith and Dell Computers ran Queensland's first public e-waste collection day at the Nathan campus on 13 May 2006. In 2011, Griffith was appointed as the Australia and New Zealand sub-regional secretariat of a UN global partnership on waste management. The International Partnership for Expanding Waste Management Services to Local Authorities aims to develop public-private partnerships to tackle community waste.

The University is continually seeking to improve its waste management practices and reduce waste going to landfill from its campuses. An e-waste collection point is included in annual Sustainability Week activities.

**Goal: To apply effective waste minimisation strategies in line with waste hierarchy (avoid, reduce, reuse, recycle, disposal).**

## Objective

Reduce waste to landfill and improve waste management processes.

Key initiative	Performance outcome	Accountabilities	When
Reduce waste to landfill by diverting from site and increasing recycling	5% reduction in waste to landfill per EFTSL per annum	Director Campus Life, PVC INS	Ongoing

Strategies	Accountabilities	When
Develop and monitor practices that will reduce waste to landfill and increase recycling	Director Campus Life, Sustainability Sub Committee	Ongoing
Carbon Management Plan implemented. Priorities: <ul style="list-style-type: none"> <li>improve waste data information from waste contractor and organic waste collection data</li> <li>review recycle and waste bin distribution and capacity</li> <li>conduct waste audits on all general and co-mix bins</li> <li>remove personal bins from offices and replace with mini-bins and centrally located large bins</li> <li>encourage use of re-fill mugs for beverages</li> <li>majority of administrative documentation available in electronic format</li> </ul>	Director Campus Life; PVC INS; Chief Financial Officer	Ongoing
Implement and monitor a waste reduction awareness program, including plastics	Director Campus Life; PVC INS; Chief Financial Officer; Laboratory managers in Health and Science groups	Ongoing

# PLANNING AND DEVELOPMENT

Griffith University has a deserved reputation for environmental responsibility and leadership. The University's Campus Master Plans ensure campus expansion is sensitive to the natural environment and preserves as much as possible of the surrounding ecosystems. Griffith University also applies environmentally sustainable design to all new buildings and refurbishments. The University's Design Guidelines include a section on Designing for Sustainability. Sustainable building features include:

- sun directional studies conducted prior to construction and buildings are orientated and well insulated to reduce heat load/heat loss
- energy management systems control air conditioning and lights to ensure energy efficiency
- motion detector sensors control air conditioning systems and lighting at the individual level
- low energy lighting
- environmentally preferable materials including low or no volatile organic components
- solar or waste heat water heating
- harvesting, storage and reuse of rainwater
- use of recycled and recyclable materials
- water efficient fittings.

A major achievement was the construction of the Sir Samuel Griffith Centre on the Nathan campus. This 6-star green star building is a self-powered teaching and research building driven by sustainable energy with hydrogen-metal hydride storage and solar technologies. It is a remarkably innovative building, reflecting one of the University's strengths as an institution looking at practical solutions to contemporary issues. Griffith will continue to construct buildings that target green star qualities, such as the Gold Coast carpark with its innovative energy generation system.

***Goal: All planning and development considers the environmental sensitivities of our campuses and incorporates principles of sustainability.***

## Objective

Design guidelines incorporate principles of sustainability.

Key initiative	Performance outcomes	Accountabilities	When
New and refurbished buildings incorporate principles of sustainability	New buildings achieve a kWh/sqm rating in accordance with best practice for equivalent building stock or a kWh/sqm rating in the upper quartile of GU new building stock  Refurbished buildings deliver an improvement over previous energy intensity	Director Campus Life	Ongoing

Strategies	Accountabilities	When
Energy consumption considered in new building design	Director Campus Life	Ongoing
Continually review Design Guidelines to achieve greater sustainability	Director Campus Life	Ongoing
All major projects require a sustainability matrix to be completed to demonstrate all sustainability issues have been explored in the design solution	Director Campus Life	Ongoing
Encourage furniture reuse where possible	Director Campus Life	Ongoing
Use recycled and/or recyclable materials where possible	Director Campus Life	Ongoing
Continually review space allocation and use to avoid building excess space	Director Campus Life	Ongoing

# PROCUREMENT

Griffith is committed to raising awareness of sustainable purchasing. We encourage procurement that offers reduced environmental impacts over the life cycle of goods or services. Sustainable procurement means that when buying goods and services, consideration is given to avoiding unnecessary consumption; demand management; minimising the environmental impacts of goods and services over the whole-of-life cycle; and buying locally. Considerations include the source of raw materials, production, manufacturing, packaging, distribution, potential for reuse and recycling, operation, maintenance or disposal of the product.

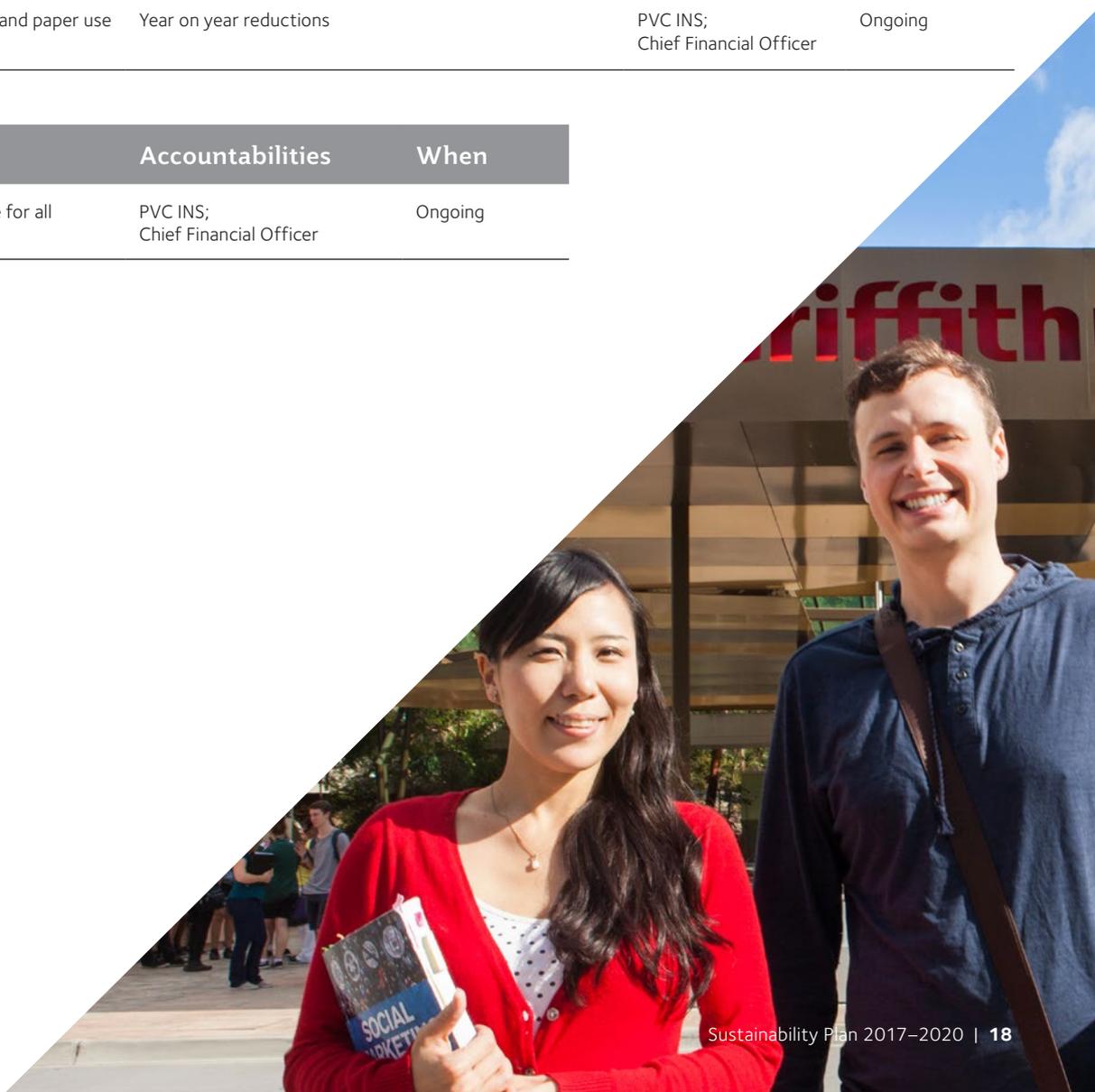
**Goal: Integrate principles of sustainability in the University's procurement processes.**

### Objective

Give priority where possible to expenditure on goods and services that demonstrate improved sustainability outcomes.

Key initiatives	Performance outcomes	Accountabilities	When
Procurement Policy reflects principles of sustainability	Procurement practices in accord with Procurement Policy guidelines	Chief Financial Officer	Ongoing
Continued reduction in printer and paper use	Year on year reductions	PVC INS; Chief Financial Officer	Ongoing

Strategies	Accountabilities	When
Monitoring procedures in place for all procurement activity	PVC INS; Chief Financial Officer	Ongoing



# TRANSPORT

Griffith University encourages its staff and students to think about the sustainability of transport modes. There are challenges because of the University's multi-campus profile, where different conditions and constraints apply in each case. The collaborative nature of university work involves interstate and international institutions, and this means travel can be a necessary part of everyday work. To overcome these constraints and to reduce carbon emissions, public transport, carpooling and cycling are encouraged as alternatives to private cars and the University invests heavily in video technologies to reduce inter-campus travel.

A draft Sustainable Transport Plan has been prepared for consultation and to allow analysis of campus-specific options.

An intercampus bus provides services between Nathan and Mt Gravatt campuses and a subsidised bus, operated by the Student Guild, runs between the Gold Coast and Nathan campuses. Improved public transport options are continually sought to support our sustainable transport agenda. In particular, the new light rail system, completed in mid-2014, connects the Gold Coast campus with Southport, Surfers Paradise and Broadbeach and the extension of the light rail to meet up with a heavy rail connection at Helensvale is about to begin construction.

Better use of technology also helps to reduce our carbon emissions related to travel. Hybrid vehicles have proven to reduce carbon emissions by up to 40% over petrol only burning vehicles. Griffith has now replaced 30% of its car pool fleet with hybrid vehicles and will phase out all petrol-only burning cars in the future. Other technologies like teleconferencing and video conferencing facilities reduce trips between campuses. The University has installed a CISCO phone system that makes videoconferencing and collaboration easy to use, improving staff productivity with a reliable service. The system has many user-friendly features, including cost effective calls, single number connectivity, document sharing, chatting online and voicemail. Staff are able to attend meetings (both audio and video) from anywhere in the world using their desktop, laptop or mobile phone.

**Goal: Maximise the use of sustainable transport options.**

## Objective

To reduce staff travel, and have optimum travel and communications options for staff and students.

Key initiatives	Performance outcomes	Accountabilities	When
Sustainable Transport Plan implemented	Options investigated and appropriate actions taken	Sustainability Sub Committee; DVC Engagement; Director Campus Life; Chief Financial Officer	2017
Replace petrol-only vehicles with four cylinder hybrids	100% of car pool vehicles hybrids	Chief Financial Officer	2018, ongoing

Strategies	Accountabilities	When
Finalise Sustainable Transport Plan	Sustainability Sub Committee	2017
Priorities: <ul style="list-style-type: none"> <li>• continue to work with ministers, Translink and local governments to improve public transport accessibility for all campuses</li> <li>• investigate strategies to support the use of public transport and carpooling by staff and students</li> <li>• continue to replace petrol only vehicles with hybrid cars in the pool vehicle fleet</li> <li>• continue to provide additional end of trip facilities</li> <li>• promote the use of teleconferencing and videoconferencing solutions.</li> </ul>	Executive Group members as appropriate; DVC Engagement; Director Campus Life, PVC INS; Chief Financial Officer	Ongoing
Promote sustainable transport options to staff and students	OMC; Director Campus Life; Chief Financial Officer; PVC INS	Ongoing

# TRANSFORMING PROCESSES

As part of its Information Management Framework, Griffith has been transitioning towards a Born Digital – Stay Digital regime for key business processes, with the aim of streamlining workflow processes and reducing the need to capture hard copy records. This has a number of flow-on effects including easier access to information, a reduction in printing and paper requirements, reduction in off-site storage costs and efficiency gains across the board.

**Goal: Implement digital workflows for key University processes and minimise paper-based records.**

## Objectives

- To streamline and digitise University administrative processes wherever possible.
- To transform the University to a digital record-keeping system.

Key initiatives	Performance outcomes	Accountabilities	When
Implement digital signatures solution	Key processes and contracts to be authorised or signed digitally	PVC INS; Chief Financial Officer	2017
Administrative processes automated	Identify and transform paper-intensive business process to digital workflow	VP Corporate Services; PVC INS	2017
Digital Committee Paper Solution implemented	Key University committees transferred to a paper-light environment	PVC INS; VP Corporate Services; Academic Services	2017
Expense management	Lodgement and expense management fully digital	VP Corporate Services; Chief Financial Officer	2017

Strategies	Accountabilities	When
Review key processes to determine which can be moved to digital	PVCs; VPs; Chief Financial Officer	Ongoing
Identify records groups that can be targeted to be digitised	PVC INS	Ongoing



# DIGITAL SCHOLARLY RESOURCES

Griffith is committed to improving the student experience and reducing the environmental impacts associated with procuring and managing traditional scholarly print resources. By preferring electronic access and acquisition of scholarly resources over print, Griffith provides students with anywhere, anytime access to information, facilitating their learning and improving their overall student experience.

*Goal: To reduce the environmental impacts associated with traditional scholarly print resources*

## Objective

Promote use of digital resources

Key Initiatives	Performance Outcomes	Accountabilities	When
Promote eResources over print	Continuous annual reduction in expenditure on acquisition of print resources	Director, Library and Learning Services	Ongoing
Required and recommended readings available online	95% or more of required and recommended readings available online	Director, Library and Learning Services	2018 and ongoing

Strategies	Accountabilities	When
Implement the Scholarly Resource Strategy	Director, Library and Learning Services	Ongoing



## Sustainability reporting and review

Sustainability reporting is important as long as it provides clear information about performance against targets. The Sustainability Plan 2017–2020 is a framework for progressing the University's sustainability agenda and its objectives and targets will be reviewed annually to assess progress.

Sustainability KPIs are incorporated into University KPIs at group, faculty and school/department level, group operational plan templates and group plan budgets. The Sustainability Sub Committee reviews and summarises the performance against sustainability KPIs/targets and will regularly report on sustainability to Executive Group.

## Communication and engagement

An annual Sustainability Communications Plan is developed and implemented to raise the visibility of Griffith's sustainability commitment and to engage staff and students. The Sustainability Website is actively managed with new information as appropriate.

## Definitions

**CO2** – Carbon dioxide emissions

**DVC** – Deputy Vice Chancellor

**EFTSL** – Equivalent Full Time Student Load

**EFTSU** – Equivalent Full Time Student Unit

**GFA** – Gross Floor Area as defined by Tertiary Education Facilities Management Association (TEFMA)

**HRM** – Human Resource Management

**INS** – Information Services

**KPIs** – Key performance indicators

**L&T** – Learning and Teaching

**OMC** – Office of Marketing and Communications

**PVC** – Pro Vice Chancellor

**Sustainability** – refer to 'Defining sustainability' section

**VP** – Vice President

