



La Trobe University Sustainability Plan 2015–2017

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La Trobe University Sustainability Vision and Principles

Sustainability Vision

La Trobe University will be at the forefront of addressing key global issues and developing graduates with the skills and knowledge required to address social, environmental and economic sustainability challenges in their chosen field.

Our Sustainability Vision is informed by the University's Strategic Plan and our Sustainability Principles.

Because sustainable development is a key global issue of our times, we believe our success in realising our sustainability principles will be central to how we are judged.

Sustainability Principles

The University will seek to develop responsible leaders, professionals and citizens by:

Recognising that sustainability encompasses economic, social and environmental dimensions;

Integrating sustainability across all operations, curriculum and research;

Embedding sustainability in the culture and practices of the University, through the broadest engagement with staff, students, employers and partners in the community and in government; and

Becoming known as the leading sustainable university in Australia and a leader internationally.

Sustainability Mission

In developing plans for the future, we are mindful of the influence universities have on equipping graduates for leadership, professional and other roles in society, and the important role of academic research in developing solutions to pressing global issues such as climate change, world poverty, food security and other sustainability challenges.

We will focus on our most substantial impacts, to:

- engage with students on contemporary social and environmental issues through a distinctive curriculum framework, the La Trobe Framework, which will emphasise breadth of learning and systematic exposure to the major challenges students will face over their lifetimes;
- develop our interdisciplinary research capabilities through the cross-disciplinary Research Focus Areas which address some of the most pressing questions affecting the future of human societies and their environments;
- ensure that we offer opportunities to students from a diverse range of backgrounds and actively promote social inclusion and cultural tolerance;
- develop curriculum on social and environmental sustainability issues as part of all degrees to ensure every graduate has the capability to address major current social, economic, technological and political issues and be able to adapt and apply their learning to the challenges of the future; and
- minimise any adverse impact on the environment, manage our resources effectively and efficiently and consider carefully our ethical choices and everyday practices.

Background

La Trobe University's vision is to be:

'...a University known for its excellence and innovation in relation to the big issues of our time, and for its enthusiasm to make a difference. La Trobe will be one of the top three Universities in Victoria, one of the top dozen nationally and one of the top 500 internationally by 2017'.¹

When La Trobe University was established in 1967, its constitution embedded within the University a culture of social responsibility and care for the local community. The University's founding mission was 'to serve the community through improving access of higher education'. Today, this responsibility resonates in the University's commitment to sustainability and in its ambition to be a leading sustainable and ethical university by 2017 developing graduates "renowned for their employability and for their deep understanding of some of the most pressing challenges facing the global community, and for their ability to address those challenges intelligently and decisively."²

La Trobe inspires future generations to lead by example, challenge the status quo, and make a difference on issues of social justice and environmental sustainability. We will embed social and environmental sustainability into our operations, curriculum and research, reduce our environmental footprint, maintain principles of equality and diversity, and provide a responsible and viable economic presence to support and contribute to our communities.

Globally, universities and other organisations must respond to pressing sustainability issues in economic, environmental and social arenas, and not only through education and research:

- ▶ *economic* — universities have a role in promoting good governance and management for cooperation, benefit sharing and poverty alleviation, investing financial resources and in recognising and taking advantage of opportunities in a low carbon economy
- ▶ *environmental* — as part of the built environment, universities affect and are responsible for waste and natural resource management, and energy generation and consumption
- ▶ *social* — universities can make a difference in promoting social justice, peace and equality, health and wellbeing, and good design of human settlements and the associated infrastructure

In recognition of these sustainability imperatives and the role of Universities in addressing them, the University committed to Sustainable Practices of Higher Education

¹ www.latrobe.edu.au/about/vision

² www.latrobe.edu.au/about/vision/learning-and-teaching

Institutions³; signed the Talloires Declaration⁴; participates in the UN Global Compact⁵ and is a member of the Australasian Campuses Towards Sustainability (ACTS)⁶ network.

Sustainability Plan

The University's Strategic Plan, Future Ready, highlights the importance of sustainability to La Trobe, noting that:

We will nurture and renew our intellectual, physical and financial resources so that future generations of scholars and students can continue the advancement of knowledge for the public good. The University's response to climate change, and to sustainability more broadly, requires us to carefully consider our ethical choices and everyday practices. We will minimise any adverse effects on the environment, manage our resources effectively and efficiently, and actively promote social inclusion and cultural tolerance. The University will ensure that it remains financially sustainable and builds sufficient operating margins to allow it to reinvest in teaching and learning and research.

This Sustainability Plan provides more specification of the actions the University will take in relation to sustainability in all areas of its operation. The Plan has been developed with input from across the University and has been approved by the University's Sustainability Policy and Planning Group and the Planning and Resources Committee. The Plan is supported by the University's [Environmental Sustainability Policy](#), [Waste Minimisation Policy](#), [Energy Reduction Policy](#), [Sustainable Travel Policy](#) and [Fair Trade Policy](#).

The Plan will help us achieve our vision, goals and targets. It is divided into sections addressing each of our key sustainability impact areas:

- sustainability management and governance
- education for future generations
- research for future generations
- our environmental impact
- our social impact
- our economic and supply chain impacts.

The actions within this Plan will be embedded within the relevant Portfolio and Division Business Plans to facilitate progress monitoring and reporting.

³sustainabledevelopment.un.org

⁴www.ulsf.org/programs_talloires_td.html

⁵ www.unglobalcompact.org

⁶ www.acts.asn.au

Sustainability Governance and Management

Our sustainability governance and commitments are outlined on our website, at <http://www.latrobe.edu.au/sustainability/about>. They are designed to facilitate achievement of our Sustainability Principles.

This Plan is just one example of how the University has – and continues to – embed sustainability into planning, policies and processes.

Reporting and Monitoring

Year	Action		Responsibility
2015	1	Integrate environmental sustainability performance reporting into La Trobe's Annual Report to State Government	Executive Director, Planning and Governance
2015, 2016, 2017	2	Deliver annual 'Communication on Progress' report to the United Nations in fulfilment of Talloires	Executive Director, Infrastructure & Operations
2015	3	Develop a standard template to communicate La Trobe performance against environmental sustainability targets quarterly and annually on www.latrobe.edu.au/sustainability	Executive Director, Infrastructure & Operations

Stakeholder engagement and communication

Year	Action		Responsibility
2015	4	Develop a sustainability communications plan to support achieving environmental sustainability and Fair Trade targets	Executive Director, Infrastructure & Operations
2016	5	Develop a sustainability walking tour on the Melbourne campus	Executive Director, Infrastructure & Operations
2016, 2017	6	Facilitate an increase in the proportion of staff actively participating in the staff volunteering scheme (pending funding)	Executive Director, Human Resources

Sustainability risk management

Year	Action		Responsibility
2015	7	Obtain a license from Melbourne Water for extraction of moat water for use on the Melbourne campus	Executive Director, Infrastructure & Operations
2015	8	Develop a Cultural Heritage Management Plan for the Melbourne campus	Executive Director,

			Infrastructure & Operations
2016	9	Develop a University-wide mechanism to capture environmental incidents and continual improvement opportunities	Director, Risk Management
2016	10	Develop a climate change adaptation plan for the University.	Director, Risk Management

Education for Future Generations

The **La Trobe Framework** has been designed to integrate elements contributing to the development of distinctive capabilities of our graduates and to provide them with the opportunity to develop knowledge and skills so that they are work-ready, world-ready and future-ready. La Trobe University recognises the importance of developing sustainability-literate graduates to prepare them for life as professionals and citizens. Sustainability literacy is imparted through the La Trobe Framework through the essentials, learning enrichment and specific programs.

The **essentials** are three vital areas of learning to foster the skills and knowledge needed to become future-ready in the workplace and beyond. Engagement with the **Essentials** is a prerequisite for graduates to make a meaningful contribution to the debate and decision-making needed in rapidly changing global environments. The **essentials** are: *global citizenship, innovation and entrepreneurship* and *sustainability thinking*, which develop graduates capabilities to think about making the human interaction with the world's environment and social systems more sustainable and developing thought processes to address these problems in innovative ways.

Enrichment opportunities are being developed to support curriculum with programs that provide for skills development and demonstration in leadership, volunteering and work placements related to sustainability to provide practical opportunities to complement academic studies.

The University commissioned market research to identify gaps in sustainability education and employer skills needs, and supported academic staff to embed sustainability in the curriculum through the Generations Grants program. Sustainability is considered in the Graduate Certificate in Higher Education Curriculum, Teaching and Learning offered to academic staff, and progress is being made in developing cross-disciplinary sustainability majors and a Masters in Sustainability Leadership. We will develop new interdisciplinary undergraduate and postgraduate sustainability courses and embed *Sustainability Thinking* into existing courses. This development will be undertaken in consultation with employers and students.

Year	Action		Responsibility
2016	11	All Schools to offer at least one interdisciplinary Sustainability Thinking essential with another school	Senior Deputy Vice-Chancellor

2016	12	Launch a 'shell' subject that allows students to undertake a sustainability related placement or internship as part of their studies in any La Trobe undergraduate course	College Pro Vice-Chancellors
2016	13	All undergraduate students have the opportunity to undertake a Sustainability Thinking La Trobe Essential subject as part of their studies	Senior Deputy Vice-Chancellor
2017	14	All graduating Bachelor students have undertaken a Sustainability Thinking essential as part of their course	Senior Deputy Vice-Chancellor

Research for Future Generations

Future Ready signals the importance of increasing multidisciplinary research and defines the Research Focus Areas (RFAs) as a key strategy to progress this objective. *Future Ready* identifies that the focus of research funding and growth is expected to be through the RFAs and Discipline Research Programs (DRPs). Five RFAs have been established:

- Securing Food, Water and the Environment
- Sport, Exercise and Rehabilitation
- Understanding Disease
- Building Healthy Communities, and
- Transforming Human Societies

Each RFA has included sustainability, either through improving environmental sustainability, a more sustainable human society or both in their RFA Plans. RFAs, particularly in areas related to sustainability research, have research projects that add to sustainability research outcomes.

The University has proposed five overall means for RFAs to achieve these goals:

- improve international standing in underlying disciplinary strength;
- expand research income, publications and higher degree enrolments;
- attract and retain significant external partnerships;
- improve researchers' experiences with the aim of improving retention rates and developing skills; and
- link research with innovative Hallmark degree programs.

Year	Action		Responsibility
Annually	15	Annual growth in value of funded research in sustainability-related RFAs	Deputy Vice-Chancellor (Research)
Annually	16	Annual growth in number of publications by members of sustainability-related RFAs	Deputy Vice-Chancellor (Research)
Annually	17	Engage in at least one sustainability research activity per year with a clear benefit to regional Victoria	Research Focus Area Directors

Our Environmental Impact

The University is committed to sustainability through a number of policies, including: Environmental Sustainability; Energy Efficiency; Waste Minimisation and Sustainable Travel. An Environmental Management System has been developed for the Infrastructure & Operations Group, aligning with the ISO14001 standard. OH&S and Quality systems to international standards are also under development to ensure best practice approaches to all construction, operations and maintenance works.

The University is committed to a range of quantified environmental targets for the period 2015-2022 and these are shown in Appendix 1. These targets are based on 2010 baseline data and have been reviewed and updated following a thorough review of environmental targets in other Australian universities, the most recent Tertiary Education Facilities Management Association benchmarking survey outcomes, and the trend in the University's performance against targets from 2011-2014. The University is confident that the actions in this Plan and the Infrastructure and Operation Group's commitment to proposed capital and operational sustainability projects will support achievement of the targets.

The University reports its performance against environmental targets annually. More information can be found at: www.latrobe.edu.au/sustainability/report.

Greenhouse gas emissions, energy production and consumption

Year	Action		Responsibility
2015	18	Investigate solar photovoltaic opportunities for sustainable energy production on all campuses	Executive Director, Infrastructure & Operations
2016	19	Install electricity and gas submeters on the Melbourne, Bendigo and Albury-Wodonga campuses (Year 1 of I&O's 'Energy Efficiency Priorities' 4-year capital program)	Executive Director, Infrastructure & Operations
2017	20	Optimise air handling units, pump variable speed drives and cooling towers on the Melbourne, Bendigo and Albury-Wodonga campuses (Year 2 of I&O's 'Energy Efficiency Priorities' 4-year capital program)	Executive Director, Infrastructure & Operations
2017	21	Modernise the building management systems on the Melbourne and Bendigo campuses (Years 2 and 3 of I&O's 'Energy Efficiency Priorities' 4-year capital program)	Executive Director, Infrastructure & Operations

Built environment

Year	Action		Responsibility
2015	22	Install a green wall as a pilot project to establish maintenance needs and aesthetic value on the Melbourne campus	Executive Director, Infrastructure & Operations
2016	23	Review one building's performance under the Green Building Council of Australia's 'Green Star – Performance' rating tool	Executive Director, Infrastructure & Operations
2017	24	Following the successful implementation of the green wall pilot, install one green wall on a building on the Melbourne campus as part of an energy reduction strategy	Executive Director, Infrastructure & Operations

Water

Year	Action		Responsibility
2016	25	Install water submeters on the Melbourne, Bendigo and Albury-Wodonga campuses (Year 1 of I&O's 'Energy Efficiency Priorities' 4-year capital program)	Executive Director, Infrastructure & Operations
2016	26	Install water meters at each extraction point within the moat on the Melbourne campus to inform consumption and annual billing	Executive Director, Infrastructure & Operations
2017	27	Deliver water conservation projects on the Melbourne campus (Year 3 of I&O's 'Energy Efficiency Priorities' 4-year capital program)	Executive Director, Infrastructure & Operations

Transport

Year	Action		Responsibility
2015	28	Develop a 'Transport Strategy' for the Bendigo campus	Executive Director, Infrastructure & Operations
2015	29	Develop and implement an annual online transport survey to all staff and students to meet State Government annual reporting requirements	Executive Director, Infrastructure & Operations
2015	30	Deliver improved free campus bus (Glider) services on the Melbourne campus	Executive Director, Infrastructure & Operations
2016	31	Deliver an improved car parking management system on the Melbourne campus	Executive Director, Infrastructure & Operations

2016	32	Commence 18-month 'express shuttle bus' pilot with Public Transport Victoria from Reservoir Train Station to the Melbourne campus	Executive Director, Infrastructure & Operations
2016	33	Deliver a new bus stop at Thomas Cherry/Science Drive on the Melbourne campus	Executive Director, Infrastructure & Operations
2016	34	Identify opportunities on the Melbourne and Bendigo campuses to increase bicycle storage and change facilities to encourage active transport	Executive Director, Infrastructure & Operations
2016	35	Develop a program of works to improve bike lane access to and within the Melbourne campus	Executive Director, Infrastructure & Operations
2016, 2017	36	Continue to lobby State Government for public transport improvements to Melbourne, Bendigo and regional campuses	Executive Director, Infrastructure & Operations
2017	37	Roll out car parking management system to Bendigo following successful launch at Melbourne campus	Executive Director, Infrastructure & Operations

Paper and printing

Year	Action		Responsibility
2015	38	Further encourage the use of Adobe Acrobat Pro for creation and mark up of PDF documents to reduce printing	Chief Information Officer
2016	39	Make printers only available in general office locations or student areas such as libraries	Chief Information Officer
2017	40	Program all printers to release print jobs on demand through staff/student card swiping to reduce energy, ink and paper usage	Chief Information Officer

Waste and recycling

Year	Action		Responsibility
2015	41	Deliver an organics pilot project with two retailers within the Agora on the Melbourne campus	Executive Director, Infrastructure & Operations
2016	42	Review learnings from the organics pilot project and expand the program across the Agora retailers on the Melbourne campus	Executive Director, Infrastructure & Operations

2017	43	Investigate the use of resource recovery technologies that can process waste on campus and recover usable resources.	Executive Director, Infrastructure & Operations
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Biodiversity

Year	Action	Responsibility	
2016	44	Desilt programmed sections of the moat on the Melbourne campus	Executive Director, Infrastructure & Operations
2015	45	Map areas of high biodiversity on the Melbourne campus	Executive Director, Infrastructure & Operations
2016	46	Implement a program to remove predators and confirm the La Trobe Wildlife Sanctuary is predator-free	Executive Director, Infrastructure & Operations
2017	47	Develop a program for the introduction of endangered species into the La Trobe Wildlife Sanctuary following consultation with relevant agencies and appropriate Endangered Species Recovery Teams	Executive Director, Infrastructure & Operations

Our Social Impact

Staff benefits, development and performance

The University has been working on a number of initiatives to support staff development and benefits, including a new integrated staff Performance and Development Process, and the Metlink Commuter Club allowing staff to purchase discounted annual public transport tickets via their fortnightly pay. Work has also commenced on incorporating sustainability into the induction program for new staff (including encouraging academics to include sustainability in their curriculum), incorporating leadership and responsibility for sustainable development into core job descriptions/responsibilities, and reviewing the travel allowances/benefits for senior employees to ensure the promotion of more sustainable travel choices.

Staff recruitment and promotion

Year	Action	Responsibility	
2016, 2017	48	Develop and implement an organisational People Strategy that incorporates corresponding Workforce Planning strategies developed to address potential issues and risks related to staff age group diversity/balance	Executive Director, Human Resources
2016, 2017	49	Implement a leadership program that encourages emerging leaders	Executive Director, Human Resources

Staff engagement and satisfaction

Year	Action		Responsibility
2016, 2017	50	Develop and promote a staff volunteering program concerned with social (justice) and environmental sustainability	Executive Director, Human Resources

Occupational health and safety

The University Council and Management recognises and are strongly committed to ensuring that La Trobe University is a healthy and safe place to work, study, research and live for students, staff, contractors and visitors. It is one of the University's primary aims to ensure that each of its campuses provides a healthy, safe and secure environment and that this concern for health and safety extends to wherever staff and students are travelling and working on University business.

Year	Action		Responsibility
2015-17	51	Develop a safety culture which is supported by a health and safety management system to improve the management of health and safety risks and issues across the University	Executive Director, Human Resources
2015	52	Improve arrangements by which health and safety is operationally managed within the University	Executive Director, Human Resources
2015-16	53	Develop a strategic wellbeing framework targeted at minimising injuries and health and safety risks across the University	Executive Director, Human Resources

Staff equity and diversity

The University is committed to a workplace that values equality and diversity, working to ensuring that these values are embedded in our representative, recruitment and promotional processes. The University has been working to maximise employment opportunities for Indigenous Australians, including through communicating University employment opportunities to our Indigenous students and broader Indigenous Australian communities and networks.

Year	Action		Responsibility
Ongoing	54	Monitor achievement of targets for women on University management and governance committees	Vice-Chancellor
Ongoing	55	Develop career advancement opportunities for women, including leadership training and mentoring programs	Executive Director, Human Resources

Our social impact — students

The University participates in a number of national and institutional surveys to see student feedback and uses this information for quality improvement. The University has

been working to increase the access and success of students from diverse social backgrounds, and is focused on ensuring a high quality student experience

Year	Action		Responsibility
2017	56	Increase participation rate of low socioeconomic students and Indigenous students to meet targets in Strategic Plan	Senior Deputy Vice-Chancellor

Our Economic and Supply Chain Impact

La Trobe has been a Fair Trade accredited university since 2009⁷, underlining our commitment to sustainable procurement. All tea and coffee options available to staff through our procurement supplier are Fairtrade Certified, and we are continually working with food vendors at our campuses to move them to offering Fairtrade products. Sustainability is included in our supplier selection criteria, and all procurement staff consider sustainability in procurement decisions. We invest through two major external investment funds, both of which have comprehensive environmental, social and governance policies to guide their investment decisions.

Procurement

Year	Action		Responsibility
Ongoing	57	Train staff who make major purchasing decisions in sustainable and responsible procurement	Director, Strategic Sourcing & Procurement
Ongoing	58	Communicate the 'locally produced' aspects of the procurement policy, particularly the requirements for use of food produced locally (where available) in contracts with food service vendors and in residential colleges and child care	Director, Service Businesses

Fair Trade

Year	Action		Responsibility
Ongoing	59	As University retail outlet lease contracts are created or renewed, ensure that supply of Fairtrade products is a condition within leasing contracts	Executive Director, Infrastructure & Operations
Ongoing	60	Continue to encourage the purchase of Fairtrade products for events (such as Open Days) and corporate gifts, where Fairtrade Certified products are available	Director, Strategic Sourcing & Procurement
Ongoing	61	Increase the number of retailers offering Fair Trade products and the range of products offered	Executive Director, Infrastructure & Operations

⁷ www.fta.org.au/fair-trade-universities.html

2016, 2017, 2018	62	Promote Fair Trade annually through the delivery of 'Fair Trade Fortnight' events on the Melbourne and Bendigo campuses.	Executive Director, Infrastructure & Operations
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Direct and indirect economic impacts

Year	Action		Responsibility
Ongoing	63	Improve course flexibility of educational offering to regional communities	Senior Deputy Vice-Chancellor

Appendix 1: Quantified Environmental Sustainability Targets

	2010 (Baseline)	2015 ¹	2016	2017	2018	2019	2020	2021	2022
Greenhouse Gas Emissions (Scope 1 & 2) (tCO2-e)	55,136.30	19% ▼	20% ▼	21% ▼	22% ▼	22% ▼	23% ▼	24% ▼	25% ▼
Facility Greenhouse Gas Emissions (tCO2-e/GFA)	0.18	19% ▼	20% ▼	21% ▼	22% ▼	22% ▼	23% ▼	24% ▼	25% ▼
Staff Business Travel Greenhouse Gas Emissions (tCO2-e/FTE)	2.45	20% ▼	21% ▼	23% ▼	24% ▼	26% ▼	27% ▼	29% ▼	30% ▼
Energy Consumption (GJ/m2 of GFA)	1.63	15% ▼	17% ▼	19% ▼	21% ▼	23% ▼	26% ▼	28% ▼	30% ▼
Commuting by Vehicle, Single Occupant (Staff and Students)	46%	13% ▼	14% ▼	15% ▼	16% ▼	17% ▼	18% ▼	19% ▼	20% ▼
Water use (kilolitres per EFTPL)	8.72	7% ▼	7% ▼	8% ▼	8% ▼	9% ▼	9% ▼	10% ▼	10% ▼
General Waste to Landfill (kilograms per EFTPL)	34.54	16% ▼	19% ▼	23% ▼	26% ▼	30% ▼	33% ▼	37% ▼	40% ▼
Recycling (% of combined recycling and landfill waste)	28%	16% ▲	19% ▲	23% ▲	26% ▲	30% ▲	33% ▲	37% ▲	40% ▲
Paper use (reams per EFTPL)	3.19	34% ▼	38% ▼	41% ▼	45% ▼	49% ▼	53% ▼	56% ▼	60% ▼

1. Targets were revised, commencing in 2015, as an outcome of the Sustainability Plan 2015-2017 update.