



CQUniversity Australia

SUSTAINABILITY FRAMEWORK



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1 INTRODUCTION

Sustainability is a different way of looking at how we do business from top to bottom. It is defined as a commitment to better long-term business performance through improved social, economic and environmental practices. A sustainable enterprise looks beyond revenues and while working for all round social and economic development through ethical business practices, creates consumer loyalty and brand image which hold good in the long term. For our University it includes helping build a better ecology, society, and better use of resources.

The “[Strategic Plan 2019-2023](#) Our Future is You” includes Sustainability as one of the six pillars, and provides a significant opportunity to align this Sustainability Framework with the new Strategic Plan. CQUniversity is looking to strengthen its long-term strategy, that started with the development of this framework in 2016, with continued improvement until 2030. We see it our responsibility to safeguard the environment. As an educational institution operating across Australia and now internationally, we are in a strong position to convey a message on conservation and sustainability while we pursue our educational and economic targets to bring about lasting change.

CQUniversity, the largest regional Australian university, is proud to be recognised as a most inclusive university with some of the highest ratios of students from disadvantaged, mature age, Aboriginal and Torres Strait Islander, and first-in-family backgrounds. CQUniversity places a strong emphasis on social and environmental commitments and fosters sustainability practices with the help of our communities, and industry, government partners, both in Australia and overseas. Sustainability is a commitment to long-term business performance through improved social, economic and environmental practices.

OUR future is you.

A strategic plan for our shared future 2019–2023.



PILLAR	GOAL	KPIs
 <p>OUR SUSTAINABILITY</p> <p>To remain agile and responsive in an ever-changing and complex global environment, we will create a progressive organisation that is socially, culturally and environmentally responsible, whilst maintaining financial sustainability.</p> <p>We are committed to embedding sustainable practice in our operations, interactions and relationships, underpinned by the United Nations Sustainable Development Goals.</p>	Maintain and responsibly manage the long-term financial sustainability of the University.	<ul style="list-style-type: none"> ➤ Improve the overall financial position of the University. <ul style="list-style-type: none"> – Increase other external income by 50%. (currently \$10,000,000) – Have a Current Ratio of 1.5:1. (currently 1.5:1) – EBITDA target of 10% of turnover. (currently 6.3%)
	Improve our efficiency through the optimisation of our human, asset and financial resources.	<ul style="list-style-type: none"> ➤ Improve the overall financial position of the University. <ul style="list-style-type: none"> – Have a Current Ratio of 1.5:1. (currently 1.5:1) – EBITDA target of 10% of turnover. (currently 6.3%)
	Operate more sustainably to reduce the University's adverse impact on the environment.	<ul style="list-style-type: none"> ➤ Reduce energy usage across CQUniversity. <ul style="list-style-type: none"> – Reduce energy usage across the University by 20%. (current Reduction Target 6%) ➤ Reduce waste across our campus footprint. <ul style="list-style-type: none"> – All capital Projects to meet a design of at least 5-star, green star rating for new buildings by 2022. (current average 3.5 star for new building)
	Identify opportunities to diversify sustainable income streams.	<ul style="list-style-type: none"> ➤ Improve the overall financial position of the University. <ul style="list-style-type: none"> – Have a Current Ratio of 1.5:1. (currently 1.5:1) – EBITDA target of 10% of turnover. (currently 6.3%) ➤ Increase other externally sourced income. <ul style="list-style-type: none"> – Increase other external income by 50%. (currently \$10,000,000)
	Use the levers of price, gender balance, country of origin and location of study to maintain or increase our international student income, whilst reducing our risk exposure.	<ul style="list-style-type: none"> ➤ Improve the overall financial position of the University. <ul style="list-style-type: none"> – Have a Current Ratio of 1.5:1. (currently 1.5:1) – EBITDA target of 10% of turnover. (currently 6.3%)
Return at least 1% of our annual turnover to the communities we serve in targeted ways which are designed to make our communities more sustainable.	<ul style="list-style-type: none"> ➤ Maintain and increase our Giving Back commitment to our communities. <ul style="list-style-type: none"> – At least 1% of our turnover returned to the communities we serve. (currently 1% of Turnover) 	

Figure 1: Sustainability KPIs

Considering the current issues in the world and the amount of waste Australia produces, the University is moving to adopt the concept of a “**circular economy**” model. It is a model that is aimed at minimizing waste and making the most of resources. In a circular system resource input and waste, emission, and energy leakage are minimized by slowing, closing, and narrowing energy and material loops; this can be achieved through long-lasting design, maintenance, repair, reuse, remanufacturing, refurbishing and recycling.

In addressing current real world issues our Framework contains strong targets for reduction and elimination of “single use plastics across our campuses by end of 2020. This type of target can change the thinking and actions of many people the University engages with providing a positive and long lasting impact to our planet.

2 BACKGROUND

Australia is one of the largest producers of waste on the planet with the average Australian producing 2.7 tonnes of waste per year.

- According to the National Waste Report, Australia as a nation produces 64 million tons per year.
- Much of this is household waste like plastic packaging and food waste.
- As our population grows our consumption increases, and the more we consume the more we tend to ‘throw away’.

The year 2015 was a turning point for sustainability in global undertakings as the [Sustainable Development Goals](#) (SDGs) proposed by the United Nations Development Programme were officially adopted by world leaders during the Paris COP21 Summit. SDGs are accompanied by targets elaborated through indicators focused on measurable outcomes. They are action-oriented, global in nature and universally applicable. They take into account different national realities, capacities and levels of development.

CQUniversity adopted a Sustainability Policy applicable to all its campuses throughout Australia. The Policy sets a clear turning point about the image it is portraying and various benchmarks the University is set for its teachers, students, employees, service providers and stakeholders about the sustainability of its activities.

Translating the Policy into action is this Framework, which provides direction towards specific goals. The goals are set against 2015 as the benchmark with the understanding that adjustments to these benchmarks may be added on a continual basis to reflect the reality of situations. This Framework is based on the premise that sustainability is a factor for all the University’s operations, teaching and research activities as noted in the Policy.

3 FRAMEWORK

The Directorate of Facilities Management (DFM) is responsible for driving sustainability across the University. Having support and direction from the [Strategic Plan 2019-2023](#) is a significant change and will ensure the University sustainability journey, through this Framework, delivers results through involvement of our employees and students. It will be implemented through the following strategies:

- engage and empower our employees, students and the community on sustainability issues
- establish University-wide targets to reduce energy and water usage, and the production of waste and pollutants
- fulfil our commitment to sustainable building designs and facilities
- develop sustainable campuses, and
- promote sustainability topics for teaching and research as interrelated components in all fields offered at our University.

CQUniversity is committed for sustainability initiative based on a triple bottom line approach. The commitment is clearly exemplified through this Framework.

Our core service being tertiary education, therefore, this Framework closely supports excellence in research and scholarship, vocational, undergraduate and postgraduate education, and public engagement by operationalising sustainability at all levels. Climate-positive policies and development will open new opportunities for research and interdepartmental study.

Below are the six pillars that comprise the Strategic Plan. These are supported by an underlying foundation of sustainability.

1. Our Students
2. Our Research
3. Our People
4. Our Communities
5. Our Reputation
6. Our Sustainability

At the heart of this Framework is an awareness program that encompasses all sites, employees and students. Intrinsic to this is a stewardship role in the University's engagement strategies with its internal and external stakeholders. It calls for a paradigm shift in its understanding of the new 'culture' of sustainability. Sustainable development is focused on balancing social, economic and environmental needs.

Endeavouring to practice sustainable development, challenges us to manage our activities with a long term lens as compared to immediate short term gains. This Framework recognises the practical difficulties and challenges in adopting a sustainable approach and seeks to stimulate incremental, manageable and tangible improvements.

The overarching guiding principle for this Framework is stewardship. For growth to be sustainable, it will take place within this Framework that promotes the attainment of progressively higher degrees of the unity of vision and action among its participants. Each step forward becomes part of a collective process, in the spirit of collaboration; of learning by which our campuses, departments and individuals advance together in understanding and action. In this Framework, ideas and suggestions do not belong to a single person or entity. Nor does their ultimate success or failure. Rather, proposals and insights belong to the organisation, which adopts, revises, or discards them as needed.

4 SUSTAINABILITY ELEMENTS

CQUniversity sustainability elements are holistic through interconnecting elements to signify that one's actions are connected to the larger picture. The nine elements (Figure 2) were created based in the 17 SDGs to be simpler and relate in a clearer way to our business. To mitigate the adverse impacts and ensure ones' actions are in line with tested systems, we are guided by this Framework.

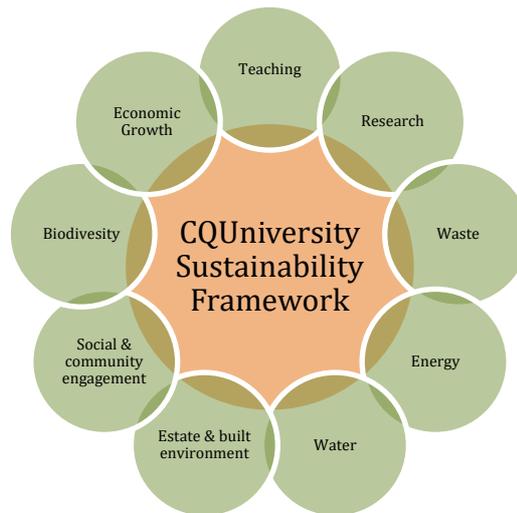


Figure 2: Sustainability Elements Circle

To strategise and implement the various interrelated aspects of sustainability, this Framework builds upon nine specific 'Elements' to provide a holistic approach to managing sustainability at CQUniversity. The table below further demonstrates how the CQUniversity nine elements link to the 17 SDG's.

CQUniversity sustainability Framework								
TEACHING	RESEARCH	WASTE	ENERGY	WATER	ESTATE & BUILT ENVIRONMENTS	COMMUNITY ENGAGEMENTS	BIODIVERSITY	ECONOMIC GROWTH

Figure 3: Matrix for United Nations SDGs vs CQUniversity Sustainability Elements

Teaching

Holistic, Progressive, Applicable



Objectives

“We will produce graduates who have the knowledge, skills and drive to apply global and sustainable thinking to address complex social, economic and environmental challenges.”

Universities and colleges worldwide are now recognising their central role in addressing the challenges of sustainability. In response, many educational institutions are rapidly advancing a suite of collaborations, strategies, programs and curricula pathways. CQUniversity understands that education for sustainable development encompasses more than just environmental factors. It also includes social, economic, ethical and ‘cultural’ values.

It needs to be highlighted here that sustainable learning styles include the importance of critical thinking, interdisciplinary, multi-method approaches to assessment and challenging approaches to, and ideas about, teaching and learning.

A topic as nebulous as sustainability needs a long-term evolving process of engagement with a widening circle of key players within the University Schools and Divisions, students and the community. The Framework is the basis of our approach to making implicit connections to sustainability, more explicit. We will achieve this through the Education for Sustainability (EfS).

EfS is more than providing content. It also encourages learning skills, perspectives and values that guide and motivate people to continue learning after they graduate, to contribute to a sustainable livelihood and live in a society that is forward-looking. EfS aims to go beyond individual behaviour change or single actions often associated with education for the environment. It seeks to implement systemic change through influencing the community, institutions, local, state and national government and industry.

The focus is to promote concepts of sustainability where appropriate in all levels of teaching from certificate to higher research degree.

Current status

We play a key role in educating future generations of citizens, consumers, investors, entrepreneurs, leaders, and decision-makers within Queensland, Australia and globally.

We recognise our responsibilities towards promoting sustainable development and social justice as a provider of quality tertiary education and research throughout Australia. We are in an ongoing process of ensuring that sustainability principles are promoted where appropriate in teaching and learning, thereby empowering our students and graduates to contribute towards a more sustainable, equitable and cohesive society.

Targets

Short to medium term goals (2019 – 2023)

- Introduce the concept of innovative circular economy aspects to our students.
- At CQUniversity Open Days, organise a desk for information dissemination on sustainability activities.
- Organise discussion forums and speakers in sustainability topics at various CQUniversity campuses.
- Encourage student involvement to a point where students are helping drive the direction of our sustainability framework.
- Provide options for student-initiated projects, where appropriate.

Long term goals

- Encourage holistic approach to sustainability through inclusion of circular economy concepts in relevant courses where academic expertise exists.
- Deliver sustainability related content, where relevant and where academic expertise exists.
- Encourage student initiatives and projects in sustainability, where relevant and appropriate.

Key performance indicators

- By end of 2021 have an active student champion at eight of our campuses in Australia.

Research

Innovative, collaborative, practical



Objectives

CQUniversity is fast becoming a well-known and respected research based university. As an institution, we value our interactions with society, particularly in terms of direct and indirect knowledge exchange. As our research portfolio grows in the future, we should be cognisant of sustainability principles and practices that may be included in research projects to better support all communities.

Current status

Researchers at CQUniversity are involved in a variety of research projects that, on the whole, aspire to improve the functioning, welfare and productivity of our communities. Committed to excellence and innovation, CQUniversity is proud to play an important role in various research initiatives with business, government and the community. Our Clean Energy Academy has research focus in the field of renewable energy technologies which we can use to educate and influence others in the benefits of this growing technology.

Research endeavour is monitored by relevant ethics, biosafety and academic committees, ensuring that CQUniversity projects are conducted in accordance with the relevant guidelines, policies and procedures.

Targets

Short to medium term goals (2019 – 2023)

- Create awareness among CQUniversity research and academic employees of the focus on research that addresses sustainability issues within our society, environment and industry, through regular communication and practice.
- Promote the applied research and subsequent innovative outcomes undertaken by CQUniversity that has improved the sustainability of our society, environment and quality of life.
- Work with the University's Clean Energy Academy to increase opportunity for sustainability focussed research and education for our communities.

Long term goals

- CQUniversity is recognised for its innovative applied research that makes a difference and improves the sustainability of our world.
- Embedded sustainability research approach in relevant fields.

- Potential that CQUniversity research can influence our own decision making in develop a sustainable future for the University.

Key performance indicators

- The number of community-engaged research and social innovation projects aimed at improving the local community, environment and global sustainability (consider two projects a year by 2023).
- Adoption of research outcomes into the normal operations of the University.

Waste

Reduce, reuse and recycle



Objectives

In 2018 CQUniversity created approximately 723 tonne of solid waste (based on the University Waste Services Report), of which 24% was recycled. With a target to grow our student population it would be expected this figure would also grow. We are committed to reduce waste production through a variety of methods while also increasing our recycling efforts across our campuses. Based on the [National Waste Policy 2018](#) of the Department of Agriculture, Water and the Environment, CQUniversity will adopt the following guidelines:

- Avoid the generation of waste, reduce the amount of waste (including hazardous waste) for disposal.
- Manage waste as a resource.
- Seek to increase use of recycled and renewable materials.
- Ensure that waste treatment, disposal, recovery and re-use is undertaken in a safe, scientific and environmentally sound manner.
- Contribute to the reduction in greenhouse gas emissions, energy conservation and production, water efficiency and the productivity of the land.
- Increase the use of recycled and renewable materials.

Current status

With learning outcomes from the Mackay campus Pilot Recycling Program (2017), DFM has approved a waste management rollout plan. This effort has continued to include Townsville, Sydney, Melbourne, Perth, Emerald and Bundaberg campuses.

In 2019, CQUniversity became a signatory of the Lighting Council Australia's EXITCYCLE program. Under this program our focus will be to nullify impact of battery waste on the environment.

In 2017 CQUniversity joined the iconic Clean Up Australia Day as a platinum member, making most use of our reach across the country. For two years now we have had 12 campuses participate each year across our footprint cleaning up areas outside our campuses within the communities we are part of. We work with the local councils to organise suitable locations to provide maximum benefit to the community. Further to this, the University is extending our partnership with Clean Up Australia to include circular economy concept. The opportunity to work with Clean Up Australia on circular economy at a national level will help promote our beliefs and support in this growing concept of sustainable development.

Targets

Short to medium term goals (2019 – 2023)

- Implement a program to stop use of “single use plastics” across the University by end of 2020.
- Liaise with the various local councils to develop recycling programs for each campus. Have all University campuses with basic recycling (Stage 1) in place by 2022.
- Reduce landfill waste to 15% (108.5 tonnes based on 2018 figures) by 2023 and divert landfill waste to other streams such as waste to Energy, organic biogas, etc.
- Establish a baseline for waste to allow benchmarking and annual reporting (2019).
- Initiate a robust waste reduction, reuse and recycling awareness campaign.

Long term goals

- Work on long term strategy to zero landfill waste. Develop a strategy for approval by end of 2022.
- Recover 85% recyclables by end of 2030.
- Recover 100% of compostable from total waste generated and Feasibility study for the on-campus composting system (regional campuses only).
- Adopt the end of a life assessment plan for capital major and minor projects.

Key performance indicators

- Increase our recycling to 35% of total waste by end of 2023.
- Successful implementation of program to stop the use of single use plastics across the University, with a review in 2021.
- Steady reduction of total waste going to landfill annually (measured against employees and EFTSL) to meet 15% reduction by end of 2023.

Energy

Avoid, Reduce, Produce



Objectives

CQUniversity is committed to a policy of energy efficiency and conservation in its facilities and operations. This Framework identifies energy conservation as a significant issue for the campuses and outlines steps to conserve energy and achieve sustainable goals of the University.

Our guiding principles are:

- To reduce energy usage incrementally over the years by utilising alternative methods of energy conservation.
- To encourage energy-saving behaviour on campus through technical assistance, awareness campaigns and studies. The University will implement this Framework through active and passive measures:
 - active measures include asking the University’s community to close doors, turn off lights and engage in other, general conservation activities, and education (i.e. employee forum, administrative forum, faculty meetings, student interest groups and outreach), and

- passive measures include installing energy-saving devices, designing new infrastructure with a goal of energy conservation, operating existing facilities in the most feasible energy-efficient manner, and developing procurement guidelines that incorporate energy-awareness.

Current status

Energy reduction targets were established in 2015 for an initial period of five years through to 2020 with a target reduction of 12% based on 2015 figures. The new Strategic Plan has set a target reduction of 20% by end of 2023.

CQUniversity's corporate greenhouse gas (GHG) emission is currently under the reportable threshold, 50 kiloton or 200 TJ energy usage, however we will continue to monitor it and report internally via the Annual Sustainability Report.

We have a plan in place with the adoption of renewable energy sources. In coming years, we will work on base load reduction methods through installation of solar photo voltaic (PV), LED lighting, variable speed drive heating ventilation air-conditioning (VSD HVAC) systems, etc. With changes in the Design Manual, our carbon footprint will reduce. It is planned to gradually replace existing fixtures with low energy dependent globes and install energy efficient lights and equipment in all building projects.

Targets

The targets below are aligned to the CQUniversity Strategic Plan.

ENERGY EFFICIENCY TARGETS												
Measure	2018		2019		2020		2021		2022		2023	
	% target	value										
GJ/m2	6	0.498	9	0.482	12	0.466	15	0.451	17	0.436	20	0.424

Short to medium term goals (2019 – 2023)

- Introduce energy monitoring equipment to allow for measurement and targeted saving areas.
- Engage employees, students, and service providers in a robust awareness campaign on effective electricity and fuel saving tips.
- Continue to introduce energy efficient equipment such as LED lights and energy efficient chillers.
- Identify “after the meter” opportunities to develop renewable energy on our campuses, such as Emerald.
- Reduce energy use by 20% by end of 2023 (based on 2015 benchmark).
- Introduce electric cars to the university vehicle fleet.
- Reduce the cost of energy through identifying new opportunities.

Long term goals

- Utilise maximum renewable energy source through power punches arrangements.
- Centralised chilled water plants and thermal storage, combined with solar power or a geothermal source.

Key performance indicators

- Annual University energy targets.
- Use 2015 as a benchmark year for reporting methods.

Water

Avoid, Reduce, Recycle and Capture



Objectives

CQUniversity campuses will efficiently use water and minimize any wastage as one of our most precious resources.

Current status

In 2018, CQUniversity used just over 120ML of water (excluding metros and residential properties). This is a combination of town water and harvested sources, with town water making up around 90% of the total. We are committed to reducing our water use and dependency on town water. We have made changes in our design manuals, ensuring refits and new builds will be 5-star water efficiency equipment, to replicate our commitments.

Targets

Short to medium term goals (2019 – 2023)

- Develop and implement an awareness campaign on water conservation tips with students, teachers, employees and visitors.
- Establish a baseline usage of water consumption for CQUniversity.
- Implement 5-star water efficiency rated equipment to all new campus buildings and upgrade of existing building stock to reduce water demand.
- Actively check and adjust irrigation systems to minimise wasted water.

Long term goals

- Offset the usage of council supplied potable water by devising water conserving landscapes and buildings.
- Increase the capture of rainwater through various techniques like rainwater tanks.
- Install water recycling plants and the use of grey water for appropriate use.
- Convert a major sporting ground to synthetic turf, eliminating the need for watering and mowing. Install catchment of the runoffs water into underground tanks.

Key performance indicators

- Capture water consumption through annual reports supplied via benchmarking activities with the Tertiary Education Facilities Management Association (TEFMA).
- Increased rainwater tank capacity.
- The capacity of greywater treatment measured annually.

Estate and built environment

Green Buildings, Land Management, Campus Planning



Objectives

We will not pursue objectives which imperil our sustainable future.

CQUniversity owns and leases a wide range of land and built environment including sports grounds, buildings, accommodation and office blocks. Our built environment should be resource efficient, operationally cost-effective and provide improved environmental, economic and social benefits to student, staff and surrounding communities.

CQUniversity has been actively growing with new buildings and refurbishments throughout Australia. Constructing or refurbishing to green building standards has many benefits such as longer lifespan, reduced replacement and lower operating costs. Additionally, carbon emissions are reduced out of environmental and social responsibility. Hence, our aim is to reach best practice standards in accordance with the [Green Building Council of Australia](#) (GBCA) frameworks in building design for all future developmental work.

Current status

We are continually introducing sustainable features into buildings and grounds; water harvesting, solar panels and strategic shading are installed in new buildings.

Targets

Short to medium term goals (2019 – 2023)

- Undertake investigations to determine best practice or current benchmarks in this area.
- Create a Sustainability Walk with interpretive signage, and/or a community garden.
- Change light bulbs to LED units gradually and systematically.
- Use sustainable products in projects.
- Design for 5-star green star rating.
- Consider developing End of Trip (EOT) facilities at campuses. This encourages people to walk, run or ride to work.
- Undertake campus master planning with strong consideration of our sustainability framework and policy.
- Increase use of recycled and renewable materials across the University.

Long term goals

- Increase solar PV units to increase capacity.
- Possible link to research activities.

Key performance indicators

- Total annual Solar PV capacity.
- New electrical LED lightings installed or existing ones replaced to more efficient ones.
- Sustainability Walk built and used.
- By 2023 all new buildings will be designed to meet the 5 star green star rating.

Social and community engagement

Community Network, Stakeholders Engagement



Objectives

We will seek to maximise our social impact while reducing our ecological footprint

Engaging with the community is an intrinsic part of the University's mission and values. Our employees, students and alumni are a resource for our whole community. Through community-based learning, engaged leadership programs, research and innovation, teaching and practice, our employees and students combine with the community to build on existing strengths and look forward to sustainable, successful and vibrant futures. The objective is to clearly and emphatically convey a message of sustainability in all its strategies of community engagement.

Current status

CQUniversity is endeavouring to become the most 'engaged university' and sustainability is a global trigger that can help us. Through an active sustainability program, we will be able to increase our engagement agendas to a broader audience and range of current global topics.

DFM will develop an annual sustainability report outlining achievements and compliance to the Strategic Plan.

CQUniversity is the only Australian university member of Clean Up Australia, and also a member of the Australasian Campuses Towards Sustainability (ACTS).

Targets

Short to medium term goals (2019 – 2023)

- Engage stakeholders in a robust awareness campaign that is clear, continual and innovative.
- Proactively network with organisations that have a local, national and international reach.
- Initiate a Sustainability Week to coincide with National Tree Day, Earth Day, Clean Up Australia Day.
- Initiate a Sustainability Champions Program.

Long term goals

- Create activities that showcase CQUniversity as a strong player in educating the community in sustainability issues through sponsorship, networking and educational strategies.

Key performance indicators

- Report membership to organisations.
- Report events that have a strong sustainability focus through annual reporting.

Biodiversity

Natural Environment, Flora, Wildlife



Objectives

This comprises the variety of plants, animals and microbial life at a given location. Biodiversity is a useful indicator of the overall health and viability of natural environments on CQUniversity campuses. Being the largest regional university, it covers land and property that sustains an interesting mix of native and non-native species. This Framework guides our actions to ensure that all natural watercourses and riparian bushland are preserved as much as possible to their original state.

Current status

CQUniversity campuses range from inland dry arid conditions to wet tropical lush rainforests to city landscapes. Our multiple locations harbour various microclimates that support thriving biodiversity with a range of flora and fauna. CQUniversity has constructed building and structures around our rich biodiversity and in some situations have rebuilt and landscaped the surrounding to naturally blend into the existing topography and vegetation.

Targets

Short and medium-term goals (2019 – 2023)

- Identify items that are relevant to each campus. Potentially work with external groups on community projects where the University does not have space.
- ‘Rejuvenate a creek’ campaigns can be fostered to clean up and grow native plants along its banks to abate soil erosion.
- Organise ‘Tree Planting Day’ within various campuses or participate in a larger community effort.
- Develop gardens using native plants that support the local fauna and thrive in the local environmental conditions.
- Involve employees and students in these activities.

Long term goals

- Build a Sustainability Walk with special apps that indicate various plants, trees, flora and fauna native to the location. The Sustainability Walk can be extended over the years with new points of interest.
- Establish a CQUniversity Community Garden. This garden would be open to students, employees and community members who can commit their time on a regular basis.

Key performance indicators

- Expand the use of native species for sustainability and support of local fauna.
- Following master planning for a campus, develop new reporting against the developed plan and percentage of green land and sustainable initiatives.

Economic growth

Efficiency, Profits, Human Resources



Objectives

We will ensure our financial future

CQUniversity operates with a discipline that allows it to stay true to its core business. The core is when we invest the most and generate the greatest returns. As we look to areas where we can make cuts and achieve efficiencies, we should start farthest from the core of teaching and research..

CQUniversity is committed to taking practical steps to help maintain high and stable levels of economic development and employment, not just within the University but also throughout the wider community. We will play our role in contributing towards an economy which is resilient to the negative impacts both of changes in the wider global economy and of climate change.

Current status

CQUniversity over the past few years has operated such that it has been able to accrue a significant amount of funds in its reserve funding and does not have any significant debt. There are various challenges experienced to ensure the University operates in a cash positive manner within its annual revenue predictions, but it is proactive in managing this. As a result of this approach and increased scrutiny of new business cases, the University is in a stable and solid financial position moving towards 2020.

Some items that could affect economic performance include:

- Lack of clarity among Departments about systems and processes towards a sustainable organisation.
- Overly administrative functions.
- Much tiered management structures.
- Not implementing sustainable practices that affect hidden ongoing operational costs vs initial capital costs.

CQUniversity will be adopting [Circular Economy Principles](#). Circular Economy is an economic system aimed at eliminating waste and the continual use of resources. Circular systems employ recycling, reuse, remanufacturing and refurbishment to create a closed system, minimising the use of resource input and the creation of waste.

Targets

Short to medium term goals (2019 – 2023)

- Actively engage suppliers to encourage them to align with our sustainability objectives.
- Encourage good design standards to include sustainability features and not remove them when the budget gets tight.
- Simplify processes to ensure compliance but in an efficient manner.
- Work with internal and external stakeholders on circular economy initiatives.

Long-term goals

- Reassess weak performing activities and make decisions about their future viability and continuation.
- Develop a clear strategy, focused on the core of Learning, Teaching and Research.
- Strategically invest in innovative models.

Key performance indicators

- Annual Report shows sustainability parameters directing future university growth.

5 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Council
Delegated Approval Authority	Strategic Planning and Projects Committee
Advisory Committee	N/A
Administrator	Director Facilities Management
Next Review Date	23/06/2023

Approval and Amendment History	Details
Original Approval Authority and Date	Council 27/04/2016
Amendment Authority and Date	Council 01/05/2019; Council 23/06/2020
Notes	