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CQUNIVERSITY SUSTAINABILITY FRAMEWORK

INTRODUCTION

Sustainability is a new way of looking at the way 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.

CQUniversity is looking at a long-term strategy to phase in a culture of sustainability over 15 years. As suggested in Figure 1, the period 2016-2030 is our Sustainability Epoch (SE). The Epoch is broken into three equal periods of five years, 2016-2020, 2021-2025, 2026-2030. Each with a distinct broad outlook but working towards building 'capacity' in three protagonists of the individual, the community and institutions. The sole aim among these protagonist is to create a strong sustainability culture in the process of generating knowledge and its application. We see it our responsibility to safeguard the environment. As an educational institution, 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.



Figure 1 - CQ Sustainability Epoch 2016-2030

THE GLOBAL CONTENT

The environment and sustainability are common headlines across the world with issues such as Global warming, sustainable growth, pollution, mega tonnes of waste, greenhouse gas emissions and trading schemes being discussed and argued. The year 2015 has been a turning point for sustainability in global undertakings as the Sustainable Development Goals (SDGs) proposed by the United Nations Development Programme are 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.

They respect national policies and priorities. They build on the foundation laid by the Millennium Development Goals (MDGs), seek to complete the unfinished business of the MDGs, and respond to new challenges. These goals constitute an integrated, indivisible set of global priorities for Sustainable Development. Targets are defined as aspirational global targets, with each government setting its own national targets guided by the global level of ambition but taking into account national circumstances. The goals and targets integrate economic, social and environmental aspects and recognize their linkages in achieving sustainable development in all its dimensions. So, it is propitious that in 2015 CQUniversity is adopting its Sustainability Policy and resulting Framework for actions that are in line with these broader global efforts. Further, the adoption of the Framework to be implemented in 2016 for the next 15 years perfectly coincides with the duration until 2030 of the period earmarked for the implementation of the SDGs.

BACKGROUND

In 2015, CQUniversity adopted, in principle, 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 setting for its teachers, students, staff, 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 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.

FRAMEWORK

The Directorate of Facilities Management is the team responsible for Sustainability across the University, utilising the established Community of Practise similar to a committee. Being at the initial stages of the 'sustainability journey', this Framework is an evolving document. It will be implemented through the following strategies:

- Engage and empower staff, students and the community on sustainability issues.
- Establish University-wide targets to reduce energy, water, solid waste and pollutants.
- Fulfil our commitment to sustainable building designs and facilities.
- Developing sustainable Campuses.
- Incorporate sustainability topics for teaching and research as interrelated components in all fields offered at our university.

CQUniversity is committed to leadership in campus sustainability. While degradation from economic, social and environmental activities are reaching global proportions, it is positive action at the local level that is mitigating impacts in reducing the damage already underway. This commitment is clearly exemplified in the bold steps forward by CQUniversity to be a leader in sustainability through all its activities. Further, with the merger of the Vocational Training into its mainstream activities.

CQUniversity is in a strong position to exemplify the role it plays in the region and beyond, particularly with sustainability issues. These initiatives are motivated and driven by the need to ensure that our environmental footprint is minimised as the world enters a precarious period of a global effort to reduce carbon emissions within the next few decades.

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

Below is CQUniversity's Strategic Plan that is based on five pillars. These can be supported by an underlying foundation of sustainability.

1. Growing our engagement and reputation
2. Growing higher education and training
3. Providing a great student experience
4. Undertaking great research
5. Expanding our presence and reach

At the heart of this Framework is an awareness programme that encompasses all site, staff 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 practise 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 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 organization, which adopts, revises, or discards them as needed.

SUSTAINABILITY ELEMENTS

As can be seen from Figure 2, below, sustainability at CQUniversity is holistic through interconnecting elements to signify that one's actions are connected to the larger picture. To mitigate the adverse impacts and ensure ones actions are in line with tested systems, we are guided by this Framework.

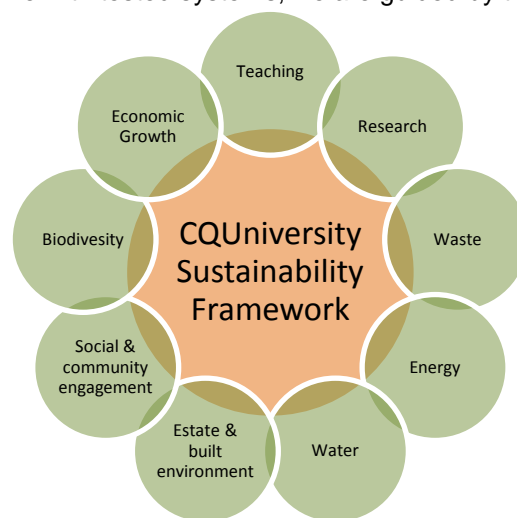


Figure 2 Sustainability Circle

To strategize and implement the various but interrelated aspects of sustainability, this Framework builds upon nine specific 'Elements' to provide a holistic approach to managing Sustainability at CQUniversity.

1. Teaching
2. Research
3. Waste
4. Energy
5. Water
6. Land and built environment
7. Social and community engagement
8. Economic growth
9. Biodiversity

ELEMENT 1 - TEACHING

Holistic, progressive, applicable

Objectives

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 Education for Sustainability (EfS).

EfS is more than providing content. It also addresses 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 eventually embed concepts of sustainability in all aspects of Teaching and to provide a variety of choices for students from the Certificate to Higher Research Degree levels either directly or through interrelated courses on sustainability.

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 environmental protection 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 embedded in a wide range of teaching subjects, and in our practices of learning and teaching, thereby empowering our students and graduates to contribute towards a more sustainable, equitable and cohesive society.

Presently, our courses and modules at undergraduate and postgraduate levels include various levels of sustainability within them. The aim will be to include sustainability content in every course, where relevant, to help develop our students.

Targets

Short to medium term goals

- Review of sustainability content currently contained across CQUniversity programs.
- Plan to increase the number of Sustainability content across all programs.
- At CQUniversity Open Days organise a desk for information dissemination on Sustainability activities.
- Organize discussions and speakers in sustainability topics at various CQUniversity campuses.
- Increase Student involvement to a point where students are helping drive the direction of our sustainability framework. "EfS in action".
- Introduce Student initiated projects.

Long term goals

- As part of curricular development embed sustainability content such that it will bring about a holistic rethinking approach to sustainability.
- Consider delivery of stand-alone Sustainability programs.
- Further develop student initiatives and projects.

Key Performance Indicators

1. Develop authentic assessments which include Sustainability examples.
2. Number of student initiatives and success.

ELEMENT 2 - RESEARCH

Innovative, collaborative, practical

Objectives

CQUniversity is fast becoming a well-known and respected Research 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

Some people devote their careers to researching a particular concept to improve the lives of others, so that we all can enjoy a better quality of life. 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.

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

Presently, there are six research centres and institutes:

- 1 Queensland Centre for Domestic and Family Violence Research (School of Nursing & Midwifery)
- 2 Appleton Institute (School of Health and Human Services)
- 3 Institute for Future Farming Systems (School of Medical and Applied Sciences)
- 4 Centre for Railway Engineering (School of Engineering & Technology)
- 5 Centre for Intelligent Systems (School of Engineering & Technology)
- 6 Centre for Tourism and Regional Development (School of Business and Law)

Targets

Short to medium term goals

- Create awareness among CQUniversity research and academic staff 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

Long term goals

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

Key Performance Indicators

1. The number of research projects delivering tangible outcomes that influence practice and productivity within our communities.
2. The number of community-engaged research projects aimed at improving local community, environment and global sustainability.

ELEMENT 3 - WASTE

Reduce, reuse and recycle

Objectives



Like most large organisations, CQUniversity produces a certain amount of waste. During 2015 on the Rockhampton North campus about 25 tonnes of garbage monthly while 6.6 % is recycled offsite or sent to the city refuse tip. With a growing student population CQUniversity wants to reduce its waste production through a variety of methods and instruments. Based on the National Waste Policy of the Department of 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.
- 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.

Current Status

Some campuses have bins available for either normal waste or recyclable items like cardboard, glass or plastic. These are not as prolific as needed. Additionally, large industrial skip bins are used for internal collection and disposal. In most cases there is no option available for separating the waste into specific items. The introduction of basic bins for recycling of batteries, toners are available in a few locations within some campuses and need to be expanded across all campuses in a planned manner.

Targets

Short to medium term goals

- Liaise with the various local Councils to develop recycling programs for each campus.
- Install recycling bins for printer toners, batteries, mobile phones in all CQUniversity campuses.
- Investigate the benefits of implementing a recycling plant on campuses.
- Initiate a robust Waste reduction, reuse and recycling awareness campaign. Leverage off what has started at the Melbourne campus.

Long term goals

- Design and initiate a model Compost pit at campuses where suitable.
- Possibly install recycling plants at various campuses.
- Adopt and implement a Solid Waste Management Plan.

Key Performance Indicators:

1. Biodegradable material is composted on site.
2. Reduce land fill waste generated by CQU by 5% in 3 years and a further 5% reduction in 4 years following.
3. Amount of material recycled by CQU is increased by 10% in 3 years.

ELEMENT 4 - ENERGY

Avoid, reduce and 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. staff forum, administrative forum, faculty meetings, student interest groups and outreach); 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

Our present energy usage volume does not categorise us into a bracket of reportable entities under the National Greenhouse and Energy Reporting Act 2007. As indicated by the National Greenhouse Gas and Energy Regulator (NGER) all energy production and usage separates greenhouse gas emissions into three different categories, or 'scopes':

1. Scope 1: These are emissions that arise directly from sources that are owned or controlled by the University, for example from fuels used in our boilers or the vehicles that departments and Managers own;
2. Scope 2: These are the emissions generated by purchased electricity consumed by the University;
3. Scope 3: These emissions are a consequence of the activities of an organisation but occur from sources not owned or controlled by the organisation. This includes emissions associated with waste, water, business travel, commuting and procurement.

The NGER threshold for reportable emission is as follows:

Facility threshold

The current threshold is:

- 25 kt or more of greenhouse gases (CO₂-e) (scope 1 and scope 2 emissions)
- production of 100 TJ or more of energy, or
- consumption of 100 TJ or more of energy.

Corporate group thresholds

The current corporate group threshold is:

- 50 kt or more of greenhouse gases (CO₂-e) (scope 1 and scope 2 emissions)
- production of 200 TJ or more of energy, or
- consumption of 200 TJ or more of energy.

Currently CQUniversity uses an annual average of 18,000,000 kWh of electric power, 80,000 litres of diesel and gasoline fuel for transport of people and ancillary utilities. CQU also uses roughly 6 kl of LPG fuel. This totals to 70 TJ of energy which is less than 100 TJ reportable consumable energy threshold and 15,000 CO₂e (carbon dioxide equivalents) which is less than half the 50,000 CO₂e reportable threshold.

Rooftop solar PV systems are installed in the following locations:-

•	Rockhampton North Library	4.0	kW
•	Gladstone City on B Block	20.4	kW
•	Emerald on C Block	10.0	kW
•	Mackay City on A Block	50.4	kW
•	Mackay engineering building	40.0	kW
•	Rockhampton City on E Block	40.8	kW
•	Rockhampton City Q Block	6.0	kW
	Total	171.6	kW

The use of LED lights in the Mackay Engineering Building and the Rockhampton Allied Health Building is a great initiative as the lights save on power but also put out less heat and therefore reduce air conditioning costs. It is planned to gradually replace existing fixtures with low energy dependant globes and install energy efficient lights and equipment in all building projects.

Targets

The targets below are contained in the CQUniversity Strategic Plan.

Measure	2014	2015		2016		2017		2018		2019		2020	
	value	% target	value	% target	value	% target	value	% target	value	% target	value	% target	value
GJ/m ²	0.530	0	0.530	1	0.525	3	0.514	6	0.498	9	0.482	12	0.466

Short to medium term goals

- Introduce energy monitoring equipment to allow for measurement and targeted saving areas.
- Engage staff, students, and service providers in a robust awareness campaign on effective electricity and fuel saving tips.
- Implement controls on electricity and fuel consumption.
- Continue to introduce energy efficient equipment such as LED lights and energy efficient chillers.
- Consider introducing a car pooling register.

Long term goals

- Waste heat recovery.
- Centralised chilled water plants and thermal storage.

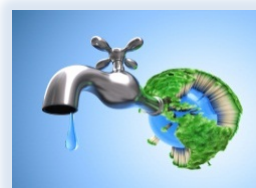
Key Performance Indicators:

1. CQU targets annually.
2. TEFMA 2015 will be used as the starting point for energy comparisons.

ELEMENT 5 - WATER

Avoid, reduce, recycle and capture Objectives

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



Current Status

Based on 2014 data, CQUniversity uses around 113,000 kL (excluding metros, CQ TAFE and residential properties). This is a combination of town water and harvested sources, while town water making up around 80 % of the total. Below is a list of rainwater tanks in various campuses. They are not for potable use but for toilets and irrigation of landscape gardens.

Biloela	2 x 10,000 Lt
Emerald	4 x 25,000 Lt
Gladstone	4 x 25,000 Lt
Mackay	2 x 24000 Lt, 1 x 25000 Lt and 1 x 3000 Lt
Mackay New Engineering Block	3 x 5000 Lt
Rockhampton North	2 x 25,000 Lt
Yeppoon	2 x 25,000 Lt
Rockhampton City	6 x 10,000 Lt and 4 x 5,000 Lt
TOTAL	491,000 Lt

Targets

Short to medium term goals

- CQUniversity will develop a plan to reduce overall water consumption based on industry standard reporting benchmarks.
- Develop and implement an awareness campaign on water conservation tips with students, teachers, staff and visitors.
- Incorporating best-practice efficient design to all new campus buildings and upgrade of existing building stock to reduce water demand.
- Install simpler technologies such as low-flow shower heads, waterless urinals and dual-flush toilets in all new buildings. These simple toilet and shower retrofits can reduce the water consumed in bathrooms by up to 20 per cent.
- 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 rain water through various techniques like rainwater tanks.
- Install water recycling plants and 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:

1. Increased Awareness campaigns on water conservation.
2. Capture water consumption through annual TEFMA reports.
3. Increased rainwater tank capacity.
4. Capacity of grey water treatment measured annually.

ELEMENT 6 - ESTATE AND BUILT ENVIRONMENT

Green buildings, land management, campus planning

Objectives

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 an 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

- Undertake investigations to determine best practice or current benchmarks in this area.
- Create a Sustainability Walk with interpretive signage.
- Change light bulbs to LED units gradually and systematically.
- Use of sustainable products in projects.
- Design for 5 star rating.
- Consider developing End of Trip (EOT) facilities at campuses. This encourages people to walk, run or ride to work.

Long term goals

- Construct future buildings to the Green Star ratings of the GBCA.
- Increase solar PV units to increase capacity
- Possible link to research activities

Key Performance Indicators:

1. Total annual Solar PV capacity.
2. New electrical LED lightings installed or existing ones replaced to more efficient ones.
3. Green Star compliant building are added to the growing inventory of sustainable buildings at CQUniversity.
4. Sustainability Walk built and used.

ELEMENT 7 - SOCIAL AND COMMUNITY ENGAGEMENT



Community network, stakeholders engagement

Objectives

Engaging with the community is an intrinsic part of the University's mission and values. Our staff, students and alumni are a resource for our whole community. Through community-based learning, engaged leadership programs, research and innovation, teaching and practice, our staff 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 more broader audience and range of current global topics.

At the moment CQUniversity does not produce an annual Sustainability Report which would help share the message and highlight the good things we are doing and will do in the future.

CQUniversity is not yet a member of any environmental sustainable focused network or group, but are planning to improve this during 2016 as many other Universities are also embedding Sustainability in all aspects of their functioning, teaching and research activities.

Targets

Short to medium term goals

- Engage stakeholders in a robust awareness campaign that is clear, continual and innovative.
- Proactively network with organizations that have a local, national and international reach.
- Initiate a Sustainability Week to coincide with National Tree Day, Earth Day Clean Up Australia Day, or another auspicious environmentally focused event.
- Initiate a Sustainability Champions program.
- Consider membership of the Talloires Declaration or a similar group.

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:

1. Report membership to organisations.
2. Report events that have a strong sustainability focus.
3. Annual reporting.

ELEMENT 8 - ECONOMIC GROWTH

Efficiency, profits, human resources



Objectives

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. Cut from the outside in, and build from the inside out.

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 with in its annual revenue predictions but it is proactive in managing this. As a result of this approach and an 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 are summarized below:

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

Targets

Short to medium term goals

- 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.

Long-term goals

- Reassess weak performing activities and take 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:

1. Annual Report shows sustainability parameters directing future university growth

ELEMENT 9 - 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 water courses and riparian bush land 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 micro climates 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

- Identify items that are relevant to each campus. Potentially work with external groups on community projects where CQU does not have the space.
- 'Rejuvenate a creek' campaigns can be fostered to clean up and grow native plants along its banks to abate soil erosion.
- Organize '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 staff 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, teachers and staff and community members who can commit their time on a regular basis.

Key Performance Indicators:

1. Expand use of native species for sustainability and support of local fauna.
2. Staff and student involvement.
3. Reporting against a developed plan.

APPENDIX 1

Sustainability Principles

1. Increase reporting on social, economic and environmental indicators in the annual report.
2. Actively involve staff, students and the local community.
3. Continue to grow courses offering sustainability as a core or elective.
4. Increase awareness of sustainability among our CQUniversity Community.
5. Promote sustainability research.
6. Have a universally accepted definition of sustainability across CQUniversity.
7. Engage with policy makers to encourage more EfS in VET and Higher Education courses.
8. Reduce CQUniversity Greenhouse Gas emissions and waste production.
9. Reduce CQUniversity vehicle fleet emissions.
10. Encourage staff patronage of public transport or carpooling.
11. Construct new buildings and retrofit existing buildings to reduce energy, waste and water consumption.
12. Construct Community Garden in CQUniversity campuses.

Approval and Review	Details
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Advisory Committee to Approval Authority	Planning and Resources Committee
Administrator	Director, Facilities Management
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Approval and Amendment History	Details
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