

# SUSTAINABILITY

## Action Plan



**PLANNING**  
FOR A GREENER FUTURE

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### Accountability

# Scope

This action plan addresses all relevant aspects of the operation of RMIT University – encompassing all metropolitan, regional and international campuses, institutional activities and the delivery of services, such as:

- offices, teaching and research spaces on all campuses
- planning for infrastructure and development
- facilities operations and asset management
- public spaces
- policy / legislation / regulation activities
- key programs being implemented
- delivery of education and training
- research
- student activities
- delivery of campaigns / programs / grants
- major events
- our relationship with our local communities.

# Purpose

The purpose of this document is to embed sustainability across all aspects of RMIT life. The document aims to reduce resource consumption, establish RMIT as a leader in sustainable practice, education and research, whilst ensuring the University is able to adapt to future sustainability issues.

The development of this document was initiated by the formation of the Sustainability Committee and RMIT's commitment to the ResourceSmart Program developed by the Department of Sustainability and Environment.

This first draft is the start of a fluid process to review all aspects of RMIT's processes and procedures to look at the wider sustainability implications of being a global university of technology and design **with its heart in the city**. This will be a living document which will be updated, reviewed, endorsed and continually improved.

## About RMIT

Australia's largest dual sector tertiary institution, RMIT offers an extensive range of postgraduate, undergraduate and vocational programs. Learning pathways between higher education and VET provide students with flexible entry opportunities, or the option of dual sector qualifications combining the best of both sectors.

RMIT is recognised as an educational leader in the fields of architecture and design, creative arts, communication, information technology, business and engineering. RMIT prides itself on the strong industry links it has forged over the University's 122-year history. Collaboration with industry is integral to the University's leadership in applied research and education, and to the development of highly skilled, globally focused graduates. As a result, RMIT graduates are valued by employers around the world for their leadership skills and work readiness.

Under its work-integrated learning policy, RMIT courses include work, studio or clinical experience, industry projects, internships and opportunities for overseas study and placements, ensuring that graduates are equipped with the skills and insight that employers value in the ever-changing global economy. A range of scholarships are also available to students.

RMIT has three Melbourne campuses – in the central business district and in Brunswick and Bundoora in the city's northern suburbs – and two campuses in Vietnam. With significant teaching partnerships in Hong Kong, China, Malaysia and Singapore, RMIT has a strong educational presence in the Asia-Pacific region. The RMIT community is diverse. The University's total student population of 71,628 includes 27,500 international students, of whom more than 16,000 are taught offshore (5,000 at RMIT Vietnam). Students benefit from a learning environment which is intellectually stimulating and distinctive, and which has strong connections with contemporary professional practice.

	2008	2009	2010
<b>Enrolment (headcount) by sector</b>			
HE	47,641	50,496	53,353
VET	22,604	21,132	20,554
<b>By Type</b>			
Domestic	44,469	44,119	44,742
International:			
Onshore	10,077	11,148	11,915
Offshore	11,735	11,444	11,585
Vietnam	3,964	4,893	5,665
<b>Staff</b>			
Total FTE* RMIT University	3,529.8	3,615.0	3,639.2
Total FTE* RMIT Vietnam	291.0	421.8	484.1

RMIT University offers 1467 programs of study in twenty-four schools across the three academic colleges:

- The College of Design and Social Context
- The College of Science, Engineering and Health
- The College of Business

<b>Courses with scheduled classes and enrolments in 2010</b>	
TAFE	3496
Undergraduate	2263
Postgraduate	1158
Research	350

# Executive Message



Professor Margaret Gardner AO  
Vice-Chancellor and President of RMIT

Universities have an influential role to play in helping fashion a sustainable future. As one of the largest universities in Australia, RMIT University is committed to transforming itself into a sustainable institution – modelling university-wide achievement and excellence in sustainability. Based on its situational context, RMIT is well-positioned to make a significant contribution to national and global efforts to embed sustainability in higher education. For this commitment, it invites the active engagement of all staff, students and partner institutions and organisations, as well as local, regional and global communities.

This action plan has been determined in the light of increasing evidence that the cumulative impact of human actions and decisions is generating a fundamentally unsustainable planetary condition. The condition is marked by a global ecological crisis - in which climate change is the most potentially destructive aspect - and by parallel and interconnected challenges in the cultural, economic, environmental, health, social and personal areas within human society.

RMIT acknowledges that sustainability is currently concerned with:

- Ensuring a legacy for future generations, human and non-human, so they enjoy at least an equal level of well-being and life prospect, as do present generations;
- Fostering an alertness to the serious threats posed by human action to life-sustaining natural environments and, hence, to human society, and developing individual citizens and communities that are prepared to contribute proactively to effecting necessary lifestyle and livelihood changes;

- Enabling all people to realise their potential in ways that do not harm, but rather protect, and even enhance, the planet's life support systems;
- Living and learning within an understanding that all dimensions of human experience – cultural, economic, environmental, health and social – are radically and dynamically interconnected, therefore mutually impacting;
- Appreciating that equity and social justice across present generations, and between present and future generations, as well as environmental justice and responsibility, are essential prerequisites for a healthy and peaceful human condition.

RMIT recognises its responsibilities as an institution of higher education on each of these counts. As a major employer, we recognise that our decisions and actions have a profound impact on cultural, economic, environmental and social sustainability prospects in our spheres of influence, including urban, regional, national and international. We recognise that as a key contributor to the knowledge economy, we are educating and preparing professionals of the future. RMIT students will assume leadership positions in business, government and society. As citizens and in their personal lives, they will also be called upon to make responsible and sustainability-minded life decisions, in conditions of increasing uncertainty and complexity. RMIT fully embraces the importance of affording students, as well as staff, the opportunity to experience and help foster a university environment in which the sustainability agenda is thoroughly embedded and continuously and rigorously explored.

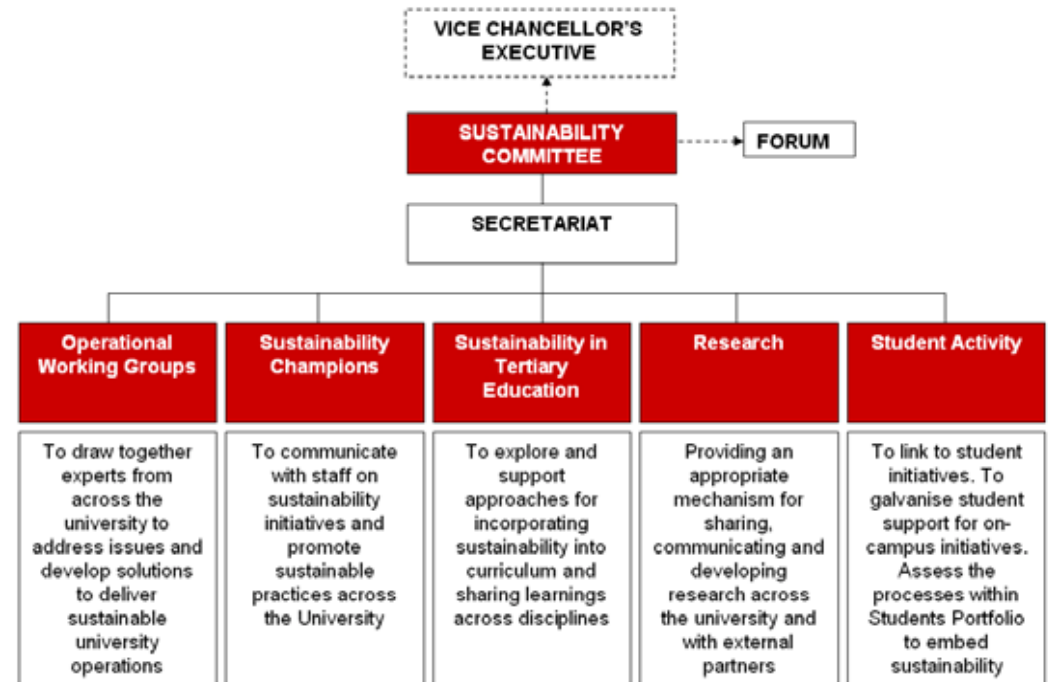
# Governance

RMIT has established a Sustainability Committee to provide leadership, and coordination in integrating sustainability principles and practices throughout the University's core learning and teaching, research and operational activities. The Sustainability Committee will have a global outlook, working closely with RMIT Vietnam and international partners.

## Responsibilities of Committee

The RMIT Sustainability Committee will:

- 1) Report to VCE on the status of the University's sustainability performance, including its observance of external commitments and obligations;
- 2) Review and make recommendations to VCE in relation to further development of sustainability-related commitments, policies and strategies, including establishment of University-wide performance targets;
- 3) Develop and coordinate communication strategies and mechanisms to effectively promote and engage the University community (staff and students) around sustainability;
- 4) Advise on the development and implementation of cultural change programs to embed sustainability throughout the areas of University activity;
- 5) Advise on sustainability-related teaching and research and facilitate collaboration across disciplines and functions to integrate sustainability consistently into the University's teaching, training and research activities;
- 6) Support the sustainability-related initiatives and activities of RMIT students;
- 7) Incorporate sustainability practices into the University's operational performance to ensure that it meets its external obligations; and
- 8) Oversee and streamline the University's reporting to external agencies on sustainability performance and facilitate improvements to data collection and sharing processes to enhance the timeliness and quality of sustainability reporting.



## Operational Working Groups

Established as a mechanism to bring together staff with relevant experience to address the opportunities and challenges for RMIT posed by legislation, policy and local sustainability issues.

The current working groups are:

- Climate Change Risk Assessment
- Carbon Management
- Sustainable Infrastructure
- Green Office
- Sustainable Marketing
- Sustainable Procurement
- Sustainable Vietnam

# Commitments

## Declaration of Commitment to Local, National and Global Sustainability. Australian Technology Network (ATN)

- 1) Promoting learning and teaching which addresses sustainability issues and principles.
- 2) Promoting and creating opportunities for social outreach and community engagement, promoting the relevance of sustainability to all aspects of our lives in a process of lifelong learning.
- 3) Integrating sustainability principles into the decision making, management and operation of university business.
- 4) Fostering a culture of continuous improvement in sustainability practices across the ATN universities.
- 5) Creating university communities that can proudly declare they actively contribute to a sustainable workplace.
- 6) Collaborating with each other, industry and government, locally globally to further research in sustainability.

## Greenhouse Gas Emission Reduction Commitment Australian Technology Network (ATN)

All ATN universities have made a commitment to reduce direct greenhouse gas emissions by 25% by 2020 based on a 2007 baseline.

## Talloires Declaration

### University Leaders for a Sustainable Future (ULSF)

- 1) Use every opportunity to raise public, government, industry, foundation, and university awareness by openly addressing the urgent need to move toward an environmentally sustainable future.
- 2) Encourage all universities to engage in education, research, policy formation, and information exchange on population, environment, and development, to move toward a sustainable future.
- 3) Establish programs to produce expertise in environmental management, sustainable economic development, population, and related fields to

ensure that all university graduates are environmentally literate, and have the awareness and understanding to be ecologically responsible citizens.

- 4) Create programs to develop the capability of university faculty to teach environmental literacy to all undergraduate, graduate, and professional students.
- 5) Set an example of environmental responsibility by establishing institutional ecology policies and practices of programs of resource conservation, recycling, waste reduction and environmentally sound operations.
- 6) Encourage the involvement of government, foundations, and industry in supporting interdisciplinary research, education, policy formation, and information exchange in environmentally sustainable development. Expand work with community and nongovernmental organisations to assist in finding collaborative solutions to environmental problems.
- 7) Convene university faculty and administrators with environmental practitioners to develop curricula, research initiatives, operational systems, and outreach activities to support an environmentally sustainable future.
- 8) Establish partnerships with primary and secondary schools to help develop the capability for interdisciplinary teaching about population, environment, and sustainable development issues.
- 9) Work with national and international organisations to promote a worldwide university effort toward a sustainable future.
- 10) Establish a secretariat and a steering committee to continue this momentum and to inform and support each other's efforts in carrying out this declaration.

## TAFE Performance Agreement

### Skills Victoria

RMIT has gone beyond compliance with the TAFE Performance Agreement and currently purchase 20% of the entire University's electricity from certified GreenPower™.

## RMIT Infrastructure Plan – Property Property Services 2010 - 2014

To achieve RMIT’s sustainable development objectives, the approach to upgrading and developing facilities is based on:

- Allocating space in accordance with RMIT’s space standards, managing and monitoring effective usage of all space.
- Incorporating disabled access facilities into all new developments and progressively upgrading existing facilities to improve access.
- Respecting and preserving the heritage buildings on the City campus and the redgum heritage landscape predominantly located on the western portion of the Bundoora West site.
- Incorporating environmentally sustainable best practice design and technologies into all development, and refurbishments.
- Continuing to enhance our facilities services operations to improve RMIT's environmental sustainability performance.
- Progressively implementing projects included in RMIT’s Water Management Plan.
- Setting a target of a minimum of 4 star Green Star rating for all major building refurbishments.
- Setting a target of a minimum of 5 star Green Star rating for all new building developments.
- Encouragement of commuter cycling by students and staff through the provision of ample bike storage and for change and shower facilities on campus.

## Membership

RMIT University is committed to sharing best practice and collaborating with partner organisations. Below is a list of just some of the networks RMIT supports:

- Australian Technology Network (ATN)
- Sustainable Campus Group (SCG)
- Australian Campuses Towards Sustainability (ACTS)
- Tertiary Education Facilities Management Association (TEFMA)
- Vocational Education Training Facilities Management (VETFM)
- ResourceSmart
- Greener Government Buildings Program
- 1200 Buildings Program

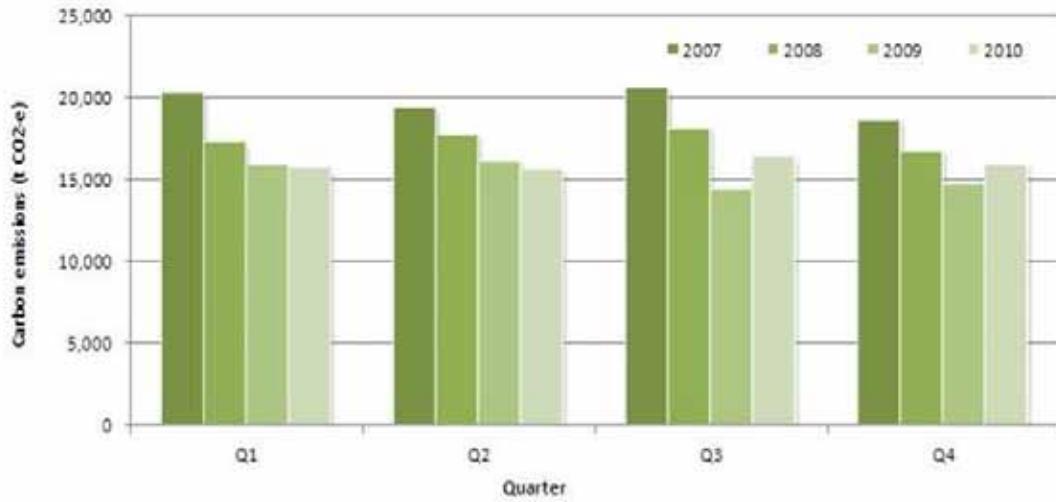
## Reporting

RMIT undertakes mandatory and voluntary reporting of sustainability performance throughout the year:

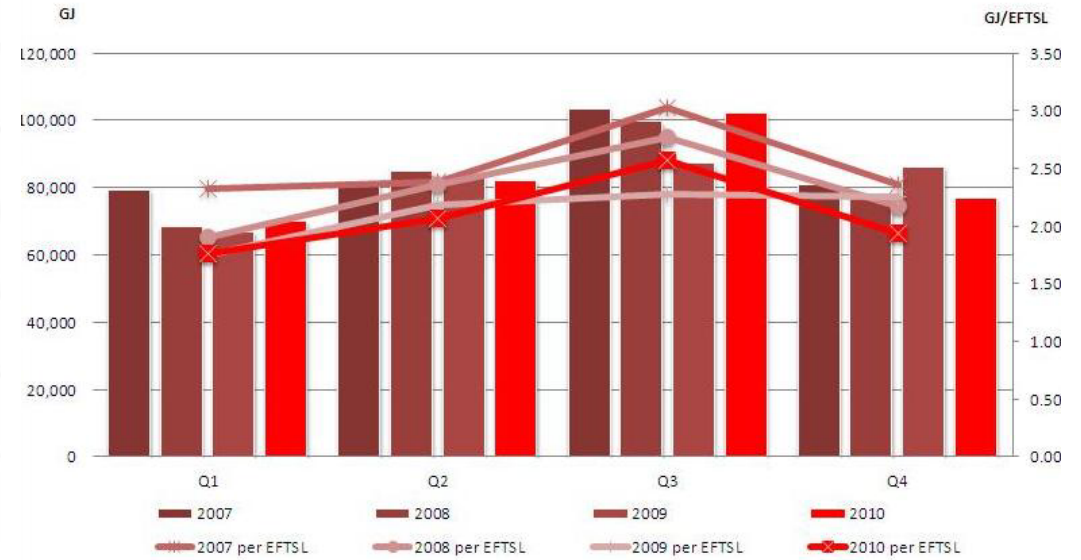
National Greenhouse and Energy Reporting	October	Mandatory
Environment Resource Efficiency Plan	March	Mandatory
WaterMAPs	October	Mandatory
Australian Technology Network Report	October	Voluntary
Sustainable Campus Group Report	July	Voluntary
ResourceSmart	October	Mandatory (TAFE)
TEFMA	April	Voluntary
Skills Victoria	April	Mandatory (TAFE)
RMIT Annual Report	March	Mandatory
Property Services Annual Report	June	Voluntary
Vice Chancellors Executive Update	Quarterly	Voluntary

# Baseline

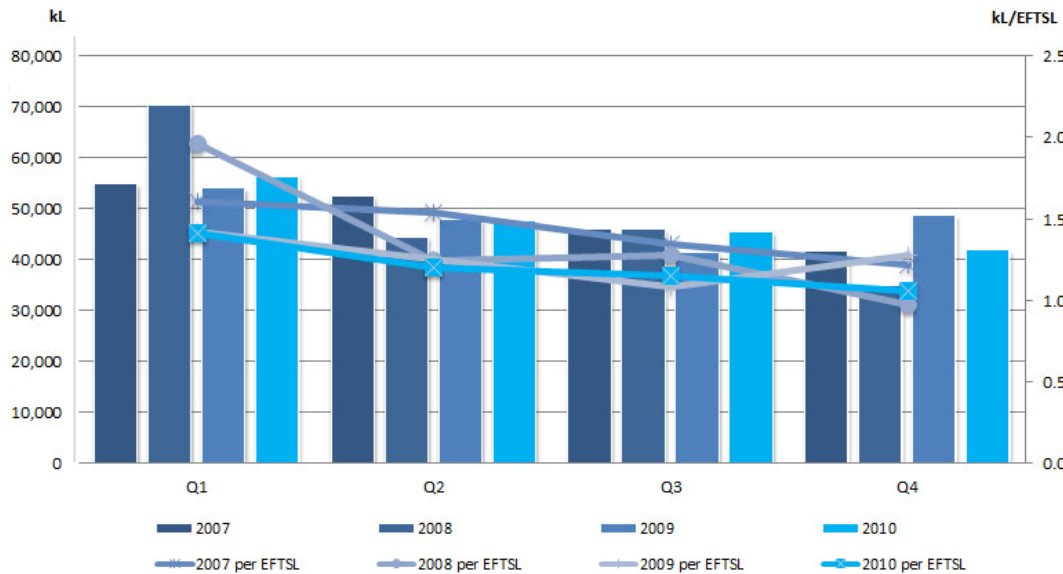
## RMIT Carbon Emissions



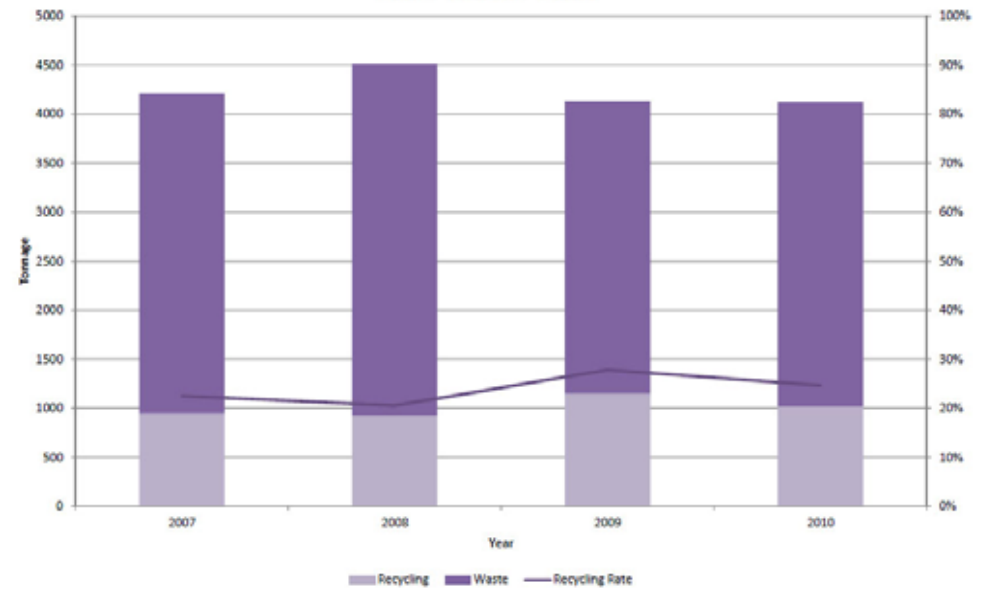
## RMIT Energy Usage



## RMIT Water Consumption



## RMIT Waste Profile





## Statistics

	2007	2008	2009	2010	Change from Baseline
<b>Learning and Teaching</b>					
RMIT Programs with a sustainability capability			54%		Cert III and above
Courses with a sustainability focus			1775		
Courses with an environmental economic focus			1717		
<b>Research</b>					
Sustainability research and consultancy grants			\$5 million	\$ 8 million	+\$3m
<b>Resources</b>					
Average energy consumption per EFTSL (GJ)	10.1	9.2	8.5	8.3	-1.8
Water consumption per EFTSL (KL)	5.7	5.5	5.1	4.9	-0.8
Greenhouse gas emissions (t CO2-e)	79,124	70,548	61,414	63,890	-15,237
GreenPower consumption (MWh)	1,072	8,648	11,329	11,953	+10,881
GreenPower as a percentage of total electricity	2%	15%	20%	20%	
Waste sent to landfill (tonnes)	3,269	3,586	2,986	3,110	-159
Waste recycled (tonnes)	950	926	1,150	1,017	+67
Recycling rate	23%	21%	28%	25%	
Virgin paper (reams)			68,697	60,484	-8,213
Recycled content paper (reams)			34,002	33,906	-96

## Targets

The following is a summary of key targets outlined and informed by the action plan:

- Sustainability Policy approved by May 2011
- Learning and Teaching sustainability audit verified by March 2011
- Sustainability in Research Audit scoping completed by May 2011
- Key Performance Indicators for Senior Leadership developed by August 2011
- Sustainability Champions Network established by August 2011
- A professional development sustainability plan developed by June 2011
- Create a spend profile of organisation spend to identify priorities based on value and impact of spend items by July 2011
- 25% reduction in greenhouse gas emissions by 2020 (ATN target based on 2007 baseline)
- Reduce waste to landfill by 20% by 2012 (based on 2010 audit data)
- Reduce water consumption by 5% by 2012 (based on 2010 baseline) - Achieved an 8% reduction in 2010 from a 2006 baseline

## Action Plan – Culture

Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
1 Embedding Sustainability							
1.1 Establish a university wide Sustainability Committee							Completed
1.2 Ensure that sustainability is an embedded theme throughout the RMIT Strategic Plan	X			Chair	Sustainability Committee	Evidence of sustainability in Strategic Plan	Completed
1.3 Integrate sustainability into the RMIT Business Plan	X			Chair	Sustainability Committee	Evidence of sustainability in Business Plan	Completed
1.4 Expand management and governance processes throughout the RMIT leadership group				Chair	Sustainability Committee	TBC	
1.5 Develop key performance indicators for all members of the RMIT Senior Leadership Team	X			Executive Director	Human Resources	All Senior Leadership have sustainability KPIs	
1.6 Have sustainability as a key principle in the RMIT Code of Conduct	X			Snr Advisor, Organisational Development	Human Resources	TBC	Completed
1.7 Identify key job roles that should have sustainability within the position description	X			Executive Director	Human Resources	TBC	
1.8 Work with RMIT Vietnam to embed sustainability principles	X			Chair	Sustainability Committee	TBC	

## Action Plan – Education and Training

Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
2.1 Students - Teaching and Learning							
2.1.1 Conduct desktop audit to determine the current extent of sustainability presence in programs (Cert III to HE undergraduate)							Completed
2.1.2 Validate audit findings in all schools on the ways and extent that sustainability is present in their programs	X			Co-Convenors Tertiary Education Cluster	Sustainability Committee	100% schools responded to audit of sustainability in the curriculum (Cert III to HE undergraduate)	95% of schools responded
2.1.3 Incorporate sustainability capability into all programs in line with discipline context		X		Co-Convenors Tertiary Education Cluster Program Leaders	Sustainability Committee Learning and Teaching Unit, HOS	100% of programs (Cert III to HE undergraduate) with sustainability capability incorporated in line with discipline context	
2.1.4 Increase Green Skills training through implementing new Training Packages that have sustainability as core units including: Electro technology, Telecommunications and Building and Construction	X			Program Leaders	School Engineering TAFE	Training Packages implemented	
2.1.5 Integrate RMIT's sustainability graduate attribute into all programs (Cert III to HE undergraduate degree)		X		Program Leaders Senior Advisor, Strategic Initiatives	Learning and Teaching Unit, HOS	100% of programs have RMIT's sustainability graduate attribute by end of 2012	
2.1.6 Lead the learning and teaching aspects of the Greening Government Buildings Program	X			Co-Convenors Tertiary Education Cluster	Sustainability Committee	Support for learning and teaching aspects of the Greening Government Buildings Program provided	
2.1.7 Increase green skills through teaching practice and the training on environmentally sustainable equipment	X			Program Leaders	School Fashion & Textiles	Equipment sustainable equipment in place and utilised	

Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
2.1.8 Open Day marketing to include participation and engagement of all programs in Sustainability Hub	X			Co-Convenors Tertiary Education Cluster / Assistant Director, Marketing and Student	Sustainability Committee / University Marketing	75% of programs with a sustainability presence represented in the Sustainability Hub	
2.2 Staff Education and Training							
2.2.1 Develop module to assist staff to integrate sustainability into their teaching							Completed
2.2.2 Identify the range of ways in which environmental, social and economic sustainability is present at RMIT and compiled in a database							Completed
2.2.3 Provide all staff with the opportunity to undertake a professional development workshop on education for sustainability so that they can embed sustainability into disciplinary programs and courses in meaningful ways	X			RMIT Open Program, Co-Convenors Tertiary Education Cluster	Sustainability Committee	100% of academic and teaching staff provided with the opportunity to undertake a an introductory workshop on education for sustainability	
2.2.4 Explore development of core EFS course within the Graduate Tertiary Teaching and Learning (with curriculum from key EFS scholars)	X			Chair, SC Co-Convenors Tertiary Education Cluster, Head of School Education	Sustainability Committee	Determination made regarding development of core EFS course within the Graduate Tertiary Teaching and Learning	
2.2.5 Explore dedicated EFS award within the annual RMIT Teaching and Research Awards	X			Chair, SC Co-Convenors Tertiary Education Cluster, DVC (A)	Sustainability Committee DVC (A)	Determination made regarding dedicated EFS award within the annual RMIT Teaching and Research Awards	
2.2.6 Explore EFS category within Learning and Teaching Investment Funding priorities, inviting EFS curriculum and professional development proposals	X			Chair, SC Co-Convenors Tertiary Education Cluster, / DVC (A)	Sustainability Committee / DVC (A)	Determination made regarding EFS category within Learning and Teaching Investment Funding priorities, inviting EFS curriculum and professional development proposals	

Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
2.2.7 Explore opportunities for building staff capability in teaching 'sustainability skills' from internal and external funding sources including 2011 TAFE Transition Funding TAFE Development Centre VET Workforce Development funding	X			Chair, SC Co-Convenors Tertiary Education Cluster, Director TAFE	Sustainability Committee  Office of Director TAFE	Determination made regarding available funding opportunities from all sources.	Funding opportunities identified and applied for
2.2.8 Identify location for the ongoing facilitation of a sustainability community of practice	X			Co-Chair Tertiary Education Cluster	Sustainability Committee	Location determined for the ongoing facilitation of a sustainability community of practice	
2.2.9 Identify RMIT L&T sustainability champions	X			Co-Chairs Tertiary Education Cluster	Sustainability Committee	1 sustainability champion per school	
2.2.10 Explore mechanism and responsibility for tagging all sustainability electives through Academic Registrars Group	X			Chair, SC Co-Convenors Tertiary Education Cluster	Sustainability Committee	Mechanism determined to tag all sustainability electives courses	
2.2.11 Series of industry engagement forums to network and explore sustainability directions in industry and informing curriculum	X			Co-Convenors Tertiary Education Cluster	Sustainability Committee	6 industry forums offered (2 per College)	
2.3 Communication							
2.3.1 Develop sustainability learning and teaching website	X			Co-Convenors Tertiary Education Cluster	Sustainability Committee	Website developed (Sustainability learning and teaching)	
2.3.2 Explore / engaging alumnus to collaborate and promote sustainability	X			Chair, SC Co-Convenors Tertiary Education Cluster, RMIT Alumni	Sustainability Committee Alumni Relations Office	Determination made regarding engagement with alumnus	

## Action Plan – Research

Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
3. Leading Sustainable Research							
3.1 Conduct an audit of research performance (grants and publications) relating to sustainability	X	X	X	Professor of Sustainability	Colleges of Business and Design & Social Context	Audit completed 2002-2010 Audit completed annually	
3.2 Develop and maintain a network of sustainability researchers across RMIT	X			Professor of Sustainability	Colleges of Business and Design & Social Context	4 Network meetings and 4 newsletters/year	
3.3 Develop and implement a research communication strategy	X			Professor of Sustainability	Colleges of Business and Design & Social Context	Strategy completed % increase in media reports of RMIT Sustainability research % increase in industry and public approaches to RMIT Sustainability researchers	
3.4 Develop opportunities to undertake research activities with internal and external stakeholders	X	X	X	Professor of Sustainability	Colleges of Business and Design & Social Context	% increase in Sustainability research income % increase in Sustainability research publications	

## Action Plan – Community and Partnerships

Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
4. Building a Sustainable Community							
4.1 Staff survey 'call for sustainability champions' to establish a sustainability network	X			Champions Cluster	Sustainability Committee	Survey undertaken and database compiled	
4.2 Orientation – Embed sustainability into the event, showcase current sustainability activities and key messages	X	X		University Events	Big O Days Event Advisory Group	Sustainability added to the event plan. Student testimonials	
4.3 Open Day – showcase environmental sustainability	X	X		University Events	Open Day Planning Group	Sustainability added to the event plan. Sustainability Hub has representation from all colleges	
4.4 Sustainable Living Festival (SLF) involvement and partnership	X			University Events	SLF planning group	Participation in the event	
4.5 Lecture Series – guest lectures in sustainability	X	X	X	Environment Team	Property Services	Annual guest lectures with a sustainability theme	
4.6 Networks and share best practice	X	X		Environment Team	Property Services	Evidence of involvement with groups	
4.7 Support student activities – Furniture Collective, RealFoods etc	X	X		PVC Students / Student Union Environment Officer	Sustainability Committee	Work with students and course leaders to support students and placements	
4.8 Draft an action plan for student activities	X			Student Union Environment Officer	RUSU	Student sustainability action plan developed	
4.9 Participation in Earth Hour and similar events throughout the year	X	X	X	Manager, Energy	Property Services	Annual Reduction in electricity consumption	
4.10 Promote sustainability activities and communicate sustainability messages to staff and students	X	X	X	Communications Staff	Communicator's Network	4 external interest stories and 4 internal staff communications per school / service area	
4.11 Investigate opportunities to provide professional development on sustainability for all staff	X			Environment Team and Organisational Development	Property Services and Human Resources	A training plan developed for staff by April 2011	

# Action Plan – Infrastructure and Operations

Energy							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
5.1 Monitoring and Performance							
5.1.1 Conduct energy audits of all main buildings on all main campuses							Completed
5.1.2 Continue to rollout submetering across all main buildings		X		Manager, Energy	Property Services	60% of energy use sub-metered / captured through energy management system	
5.1.3 Utilise energy display modules on all major buildings to drive behaviour change		X		Manager, Energy	Property Services	75% of buildings display energy consumption	
5.1.4 Have all new building projects NABERS rated		X		Manager, Energy	Property Services	Component of all new projects	
5.1.5 Calculate and display NABERS rating for all major buildings			X	Manager, Energy	Property Services	Complete energy disclosure	
5.2 Efficiency							
5.2.1 Participate in the Greener Government Buildings program to identify and implement energy efficiency opportunities	X			Manager, Energy	Property Services	Participation in GGB pilot program	
5.2.2 Set minimum Energy Star ratings for electronic equipment in projects through Design Standards Brief (DSB)	X			Manager, Energy & Sustainable Infrastructure Working Group	Property Services & Sustainability Committee	Minimum standards detailed in DSB and executed	
5.2.3 Set minimum building energy performance standards for Capital Works projects	X			Manager, Energy & Sustainable Infrastructure Working Group	Property Services & Sustainability Committee	Minimum standards detailed in DSB and executed	
5.2.4 Implement energy efficiency upgrades through annual Minor Works projects e.g. hand driers, lighting etc	X	X	X	Manager, Energy & Projects Branch	Property Services	Evaluation of Minor Works applications to include assessment of energy efficiency opportunities offered	



Energy							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
5.3 Carbon							
5.3.1 Identify opportunities for onsite renewable energy generation		X		Manager, Energy	Property Services	Business cases presented outlining possibilities for renewable energy generation.	
5.3.2 Investigate alternatives for fuel substitution		X		Manager, Energy	Property Services	Business cases presented	
5.3.3 Look to secure sustainable energy supplies, investigate the implementation of co-gen / tri- gen technologies		X		Deputy Director, Facilities	Property Services	Business cases presented	
5.3.4 Continue to purchase Green Power and review the market to look at carbon offsets	X	X	X	Deputy Director, Facilities	Property Services	Ongoing commitment to accredited Green Power.	
5.4 ITS							
5.4.1 Review and audit the power usage of current IT equipment, to determine the most energy efficient equipment.				ITS Project Manager	ITS / Strategic Sourcing and Procurement	Audit Report baselining the power usage consumption of current IT equipment,	Concept Phase
5.4.2 Identification of high use energy areas				ITS Project Manager	ITS	Compiled list of high use energy areas across RMIT campuses and sites (e.g. Data Centres etc.)	Concept Phase
5.4.3 Investigate what energy saving options can be built into the MOE (Managed Operating Environment) project				ITS Project Manager	ITS	Report outlining the energy saving options that can be built into the MOE.	Concept Phase
5.4.4 Explore the feasibility of phasing in automatic shut downs on computers				ITS Project Manager	ITS	Feasibility Report on phasing in remote, automatic computer shut down	Concept Phase
5.4.5 Procure highest efficiency 'Energy Star' Rating ITS equipment				ITS Project Manager	ITS / Strategic Sourcing and Procurement	Ensure ITS equipment purchased or leased has the highest "Energy Star" rating	Concept Phase

Energy							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
5.4.6 Ensure 'Green IT' principles are communicated to all staff				ITS Project Manager	ITS/HR	Green IT Principles to be included in staff inductions and/or built into "Conditions of Use" Policy.	Concept Phase
5.4.7 All new Multi-Function devices (MFDs) and print queues on servers are set to environmental defaults (e.g. power save, double sided printing, black & white etc.)				ITS Project Manager	ITS	All new ITS equipment are set to environmental defaults.	Concept Phase
5.4.8 Develop an ITS "Green" behaviour change program.				ITS Project Manager	ITS	Evidence of ITS participation in a behaviour change programs.	Concept Phase
5.4.9 Telepresence provision from mobile devices, e.g. laptops				ITS Project Manager	ITS	Reduce carbon footprint from less travel.	Concept Phase
5.4.10 Managing energy use by IT to monitor non-IT systems e.g. mechanical & electrical building infrastructure				ITS Project Manager	ITS	KPI Management Reports providing energy use metrics.	Concept Phase
5.5 Innovation							
5.5.1 Engage with relevant programs to encourage student projects around energy efficiency	X	X	X	Manager, Energy & Program Coordinator, Masters of Sustainable Energy	Property Services and SAMME	Evidence of collaboration with students and academics	
5.5.2 Encourage innovation through research projects and trial emerging technologies, e.g. chilled beams, LED lighting, photoluminescence	X	X	X	Manger, Energy and various courses across SEH	Property Services and SEH	Evidence of collaboration with researchers and technology trials	

Water							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
6.1 Conservation							
6.1.1 Install synthetic turf to Sports Field and Alumni Court Yard to conserve water and allow multipurpose usage							Completed
6.1.2 Review cleaning practices to identify opportunities to reduce water consumption	X			Cleaning Coordinator	Property Services	Efficiencies identified and implemented	
6.1.3 Raise awareness of the procedure for reporting leaks through the Service Desk	X			Communications Coordinator & Environment Team	Property Services	Increased reporting of leaks to Service Desk	
6.1.4 Change fire testing regimes to monthly as part of new contract	X			Manager, Fire Engineering Analyst, Contracts & Services	Property Services	Contract implemented	
6.1.5 Set minimum Water Star ratings for all equipment in projects through Design Standards Brief (where applicable)	X			Executive Director Property Services	Property Services	Minimum standards detailed in DSB and executed	
6.1.6 Incorporate green landscaping and water efficient design principles into the DSB	X			Executive Director Property Services	Property Services	Minimum standards detailed in DSB and executed	
6.1.7 Identify opportunities to reduce potable water usage in cooling towers		X		Manager, Energy	Property Services	Review undertaken of cooling tower procedures and efficiencies identified and communicated, if applicable	
6.1.8 Actively investigate opportunities to implement water efficiency upgrades through Minor Works projects	X	X	X	Deputy Director, Corporate & Client Services / Manager, Energy	Property Services	Evaluation of Minor Works applications to include assessment of water efficiency opportunities offered	
6.1.9 Look for opportunities to work with students and researchers to look at irrigation, planting drought tolerant plants etc	X			Grounds & Gardens Co-ordinator / Environment Team	Property Services	Evidence of collaboration with students, academics and researchers	

Water							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
6.2 Harvesting and Reuse							
6.2.1 Use Class A recycled water in the City campus fountains							Completed
6.2.2 Install black water treatment plant in Building 10							Completed
6.2.3 Ensure all new buildings have fire systems installed which have tanks to reuse the water	X			Manager, Fire Engineering	Property Services	Minimum standards detailed in DSB and executed	
6.2.4 Continue to investigate opportunities to install water storage tanks across all main campuses	X	X	X	Manager, Energy	Property Services	Business cases presented outlining possibilities for water capture and storage	Installed in many new projects, B1, B9, Bundoora Sports Field etc
6.2.5 Continue to investigate opportunities to install grey water treatment systems	X	X	X	Manager, Energy	Property Services	Business cases presented outlining possibilities for water treatment	
6.3 Planning and Monitoring							
6.3.1 Complete annual WaterMAP action plan.	X			Manager, Energy	Property Services	Plans lodged with YVW and CWW	
6.3.2 Identify areas suitable for future water treatment / harvesting projects to be outlined in the Environment Plan – Property (EP-P)	X			Environment Team	Property Services	Details of water capture, storage and treatment included in the EP-P	
6.3.3 Continue to rollout water sub-meters to monitor water consumption	X	X	X	Manager, Energy	Property Services	100% of appropriate areas sub metered	

Waste							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
7.1 Planning							
7.1.1 Explore the implications of going out to tender for recycling and waste management services	X			Waste Management Group	Property Services	Decision made in regards to tender.	
7.1.2 Develop a comprehensive waste management plan with the aim of reducing waste to landfill	X			Waste Management Group	Property Services	Waste management plan developed implemented to reduce waste to landfill by 20% by 2012	
7.1.3 Waste specifications to be added to the Design Standards Brief i.e. bin storage, recycling provision	X			Cleaning Co-ordinator	Property Services	Next issue of DSB to include waste specifications	
7.1.4 Monitor changes in legislation and regulation to ensure compliance	X	X	X	Environment Team	Property Services	Changes to legislation identified and complied with	
7.2 Management							
7.2.1 Verification of waste data and calculation methodology	X			Waste Management Group	Property Services	Waste data and methodology verified and communicated	
7.2.2 Identification of suitable benchmarks	X			Waste Management Group	Property Services	Data is benchmarked	
7.2.3 Identify areas to prioritise waste minimisation activities based on scale and impact	X			Waste Management Group	Property Services	Waste Minimisation Plan produced	
7.2.4 Audit current collection process to ensure compliance in the waste disposal chain	X	X	X	Waste Management Group	Property Services	Waste audits conducted annually	
7.3 Communication and Engagement							
7.3.1 Look for partnership and funding opportunities e.g. with the Packaging Stewardship Forum	X	X	X	Waste Management Group	Property Services	75% Response rate to funding and partnership opportunities identified	
7.3.2 Map processes for all waste streams and distribute to stakeholders	X			Environment Team	Property Services	Process diagram produced for all waste streams	

Waste							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
7.3.3 Update 'Think Green' website to raise awareness of waste minimisation initiatives	X	X	X	Environment Team and Communications Coordinator	Property Services	Website updated biannually (minimum)	
7.3.4 Develop and implement standardised signage for waste and recycling bins	X			Cleaning Co-ordinator	Property Services	Standard signage developed and communicated	
7.3.5 Develop a methodology for encouraging student engagement in waste projects i.e. EMS and audits	X			Environment Team	Property Services	Methodology developed and disseminated	

Transport							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
8.1 Commuting							
8.1.1 Implement improvements to pedestrian and cycle paths across all campuses	X			Deputy director, Facilities Services	Property Services		Bundoora pedestrian spine in development
8.1.2 Encourage staff to travel to work via public transport through 'Commuter Club'	X	X	X	Commuter Club Coordinator	Human Resources	All new starters given information about Commuter Club	
8.1.3 Investigate opportunities for selecting more efficient staff novated lease vehicle when vehicles are renewed	X			Senior Manager, Payroll and HR Systems	Human Resources	Review undertaken of leased vehicle options during contract renewal process	
8.1.4 Annually promote 'Ride to Work Day'	X			Executive Director	Human Resources	Event held annually for Ride to Work Day	
8.2 Fleet Management							
8.2.1 Utilise Travel Management System to investigate the impact of air travel	X			Project Manager - Financial Services	Financial Services Exec Directors Office	Report compiled on the impact of RMIT air travel	
8.2.2 Provide information to key drivers on fuel efficient driving techniques	X			Administrative Officer, Fleet	Financial Services	Green driving information sent out to all staff responsible for a leased car	
8.2.3 Investigate opportunities for selecting more efficient fleet when vehicles are renewed		X		Deputy Dir, Strategic Sourcing & Procurement	Strategic Sourcing & Procurement	Review undertaken of fleet vehicle options during contract renewal process	
8.2.4 Research the use of new technologies, e.g. biofuels, hybrid vehicles etc		X		Deputy Dir, Strategic Sourcing & Procurement	Strategic Sourcing & Procurement / Student project	Review undertaken of fleet vehicle options during contract renewal process	
8.2.5 Encourage the use of teleconferencing and videoconferencing to reduce travel	X			Executive Directors	HR and ITS	10% increase in number of teleconference requests	

Transport							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
8.3 Cycling							
8.3.1 Conduct a survey to benchmark current attitudes towards RMIT bicycle facilities	X			Project Officer, ResourceSmart	Property Services / Bicycle Victoria	Survey completed and analysed	In analysis stage
8.3.2 Benchmark current parking facilities for bicycles	X			Project Officer, ResourceSmart	Property Services / Bicycle Victoria	Parking facility rating completed and analysed	In analysis stage
8.3.3 Repeat BikeScope		X		Project Officer, ResourceSmart	Property Services / Bicycle Victoria	BikeScope undertaken biannually	
8.3.4 Develop a bicycle plan	X			Project Officer, ResourceSmart	Property Services /	Bicycle plan developed and integrated into Environment Plan – Property	In progress
8.3.5 Provide support to BUG / RMIT Bicycle group		X		Environment Team	Property Services	All Melbourne Campuses to have a BUG	BUG established (Brunswick) / staff in progress



Biodiversity									
Actions	Timescale			Responsibility		KPI	Progress		
	2011	2015	2020	Title	Department				
9. Conserving and Enhancing Biodiversity									
9.1. Review the current Tree Management Plan, and develop a wider biodiversity plan for the Bundoora Campus		X		Grounds & Gardens Co-ordinator / Project Officer, ResourceSmart	Property Services	Review completed and Biodiversity Plan for Bundoora published			
9.2 Review the current use of herbicides, pesticides and fertilisers and if required implement alternative grounds maintenance procedures		X		Grounds & Gardens Co-ordinator	Property Services	Review completed and procedures written (as required)			
9.3 Eradicate and prevent the growth and spread of regionally controlled weeds as defined by the Catchment and Land Protection Act 1994	X	X	X	Grounds & Gardens Co-ordinator	Property Services	Evidence of integrated weed management implementation			
9.4 Ensure biodiversity is a consideration in the Design Standards Brief	X			Executive Director Property Services	Property Services	Minimum standards detailed in DSB and executed			
9.5 Look for opportunities to encourage wildlife on campus, e.g. installation of bird boxes		X		Grounds & Gardens Co-ordinator	Property Services	Wildlife surveys utilised to evidence improvement			
9.6 Continue to utilise interpretive signage to raise awareness of the natural / heritage value of RMIT campuses, including scar trees	X	X	X	Grounds & Gardens Co-ordinator	Property Services	All new projects are accompanied by signage			
9.7 Investigate opportunities to work with students from the Diploma of Conservation and Land Management	X			(PS) Project Officer, Environment / (SEH) Program Coordinator	Property Services / SEH	Evidence of collaboration with students and academics			

Climate Change Risk Assessment							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
10. Adapting to Climate Change							
10.1 Phase 1 - report on impacts of recent extreme events, perceptions of risk, and implications for RMIT University policy. Interim report on RMIT risk and adaptation strategies	X			Director	Internal Audit & Risk Management (Convenor Climate Change Risk Assessment Working Group)	Phase 1 completed	Research Proposal submitted by Climate Change Risk Assessment Working Group
10.2 Phase 2 - Individual reports on selected 'hotspots' and potential adaptation responses. Synthesis report on climate change risk and adaptation for RMIT University (to include strategic recommendations for university policy and practice)		X		Director	Internal Audit & Risk Management (Convenor Climate Change Risk Assessment Working Group)	Phase 2 completed and adaptation plan published	Research Proposal submitted by Climate Change Risk Assessment Working Group

Sustainable Procurement							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
11.1 Training and People							
11.1.1 Establish a sustainable procurement committee							Completed
11.1.2 Raise awareness of sustainable procurement initiatives through RMIT communication networks.	X	X		Sustainable Procurement Working Group	Sustainable Procurement Working Group	RMIT communications to include reference to sustainable procurement Staff inductions to include reference to sustainable procurement	
11.1.3 Develop and implement a targeted sustainability training program for staff based on their procurement responsibilities. Groups identified will be as below:		X		Deputy Director, Strategic Sourcing and Procurement.	Human Resources, Information Technology, Financial Services	Staff inductions to include reference to sustainable procurement Any processes developed to guide procurement activities to include reference to sustainable procurement	
<ul style="list-style-type: none"> <li>Super Users whose role is predominately procurement focused</li> </ul>	X						
<ul style="list-style-type: none"> <li>General staff for whom training will focus on awareness of sustainable procurement outcomes and initiatives such as Fair Trade</li> </ul>		X					
<ul style="list-style-type: none"> <li>Those who have limited procurement responsibilities such as NetExpress purchasers of stationery</li> </ul>		X					
11.1.4 Sustainable procurement will be included in competencies and selection criteria. Positions will be identified as the groups above.		X		Recruitment Officers	Human Resources	Sustainable procurement considerations to be included in all new and revised staff PDs	
11.1.5 Identify and recognise sustainable procurement stakeholders throughout the university to target training, communications, experts etc.	X			Sustainable Procurement Working Group Members	Sustainable Procurement Working Group	List of champions developed and maintained	

Sustainable Procurement									
Actions	Timescale			Responsibility		KPI	Progress		
	2011	2015	2020	Title	Department				
11.1.6 Provide students with opportunities to test out the theory, knowledge, skills and values acquired through university-based learning and apply these in the workplace - utilising the principles of work integrated learning and living laboratories.	X	X	X	Sustainable Procurement Working Group Members	Student Services	Evidence of student engagement projects to be available to the Sustainability Committee			
11.1.7 Utilise the knowledge of academic research and institute staff in relevant study disciplines.	X	X	X	Sustainability Committee	Research & Innovation	Evidence of academic / research engagement projects to be available to the Sustainability Committee			
11.2 Processes and Procedures									
11.2.1 Create a spend profile of organisation spend to identify priorities based on value and impact of spend items.	X	X		Procurement Analyst	Strategic Sourcing and Procurement.	Spend profile developed and maintained			
11.2.2 Review opportunities to consolidate logistics through combining orders (i.e. all stationary is delivered on a Thursday), streamlining of process through innovation (electronic ordering etc)	X			Category Manager	Strategic Sourcing and Procurement, Corporate Express	Business cases to be submitted outlining opportunities and opportunity cost of such initiatives			
11.2.3 Ensure that sustainability considerations are incorporated into purchasing specifications including but not limited to; packaging take back, recycled content, compatibility for use with recycled products, accreditations, standards, resource consumption and ethical and social impacts.	X	X		Category Manager	Strategic Sourcing and Procurement	Standard specification clauses to be developed and distributed for use by procurement staff			
11.2.4 Sustainability considerations to be included in procurement guidelines.	X	X		Deputy Director, Strategic Sourcing and Procurement.	Strategic Sourcing and Procurement.	Procurement guidelines to include sustainability considerations			
11.2.5 Develop standard environmental clauses for incorporation into contracting processes.		X		Deputy Director, Strategic Sourcing and Procurement, General Counsel.	Strategic Sourcing and Procurement, Legal Services	Standard clauses to be developed and distributed for use by procurement staff			

Sustainable Procurement									
Actions	Timescale			Responsibility		KPI	Progress		
	2011	2015	2020	Title	Department				
11.2.6 Lifecycle cost analysis carried out where appropriate, to then be included into KPIs of the contract.		X	X	Strategic Sourcing and Procurement	Centre For Design, Contracts	Process for completing life cycle analysis to be developed and communicated			
Membership, Associations, Networking, Best Practice Groups/Forums									
11.3 Maintain and actively engage in membership with best practice groups.	X	X	X	Working Group Members	Sustainable Procurement Working Group	Register of "best practise" groups developed and maintained	Member of Eco Buy		
Engagement with Suppliers									
11.4 Continuously collaborate with suppliers to access the latest innovations in products and process offerings. Encourage and empower suppliers to suggest improvements.	X	X		Category / Contract Manager	Strategic Sourcing and Procurement.	Supplier / contractors review checklists to include reference to environmental innovation and improvement			
11.5 Project Nomination									
11.5.1 Rationalisation and management of RMIT's MFDs. Rollout of project and ongoing monitoring and reporting.	X			Category Manager, Information Technology Services	Strategic Sourcing and Procurement, Information Technology Services	Project to progress in accordance with agreed timeline and outputs			
11.5.2 Development/review and implementation of sustainable paper policy and guidelines	X			Category Manager	Strategic Sourcing and Procurement, External Partner.	Project to progress in accordance with agreed timeline and outputs			
11.5.3 Implementation of Sustainable Branded Merchandise Policy, checklist and information kit	X			Manager, University Events	University Events	Project to progress in accordance with agreed timeline and outputs			
11.5.4 Implementation of Standardised Furniture Policy, and Manual	X			Category Manager, Project Services	Strategic Sourcing and Procurement, Property Services	Project to progress in accordance with agreed timeline and outputs			

Sustainable Procurement							
Actions	Timescale			Responsibility		KPI	Progress
	2011	2015	2020	Title	Department		
11.6 Monitoring and Review							
11.6.1 Review the procurement information captured in the University's finance system such as cost codes, descriptions, units, and dollar amounts to better identify green spend.		X		Procurement Analyst.	Strategic Sourcing and Procurement.	Summary of green spend by cost code and internal order to be available with periodic financial reporting	
11.6.2 Review of the Life Cycle Assessment and Key Performance Indicator actual outcomes against pre procurement assessments.		X	X	CFD and Research	Strategic Sourcing and Procurement, CFD	Procurement review checklist to include reference to life cycle assessments and KPI performance	
11.6.3 Produce and regularly review a spend map that tracks University green spend versus non green spend.	X	X	X	Procurement Analyst.	Strategic Sourcing and Procurement.	Summary of green spend versus brown spend to be available with periodic financial reporting	Spend map completed

## Accountability

Policy group	-	Accountability	Chair – Sustainability Committee
Document ref	-	Operational responsibility	Sustainability Committee Members
Date approved	Draft	Last reviewed	-
Approval authority		Next review	November 2011

This action plan consolidates and expands upon RMIT's existing and past sustainability initiatives. RMIT recognises the need to integrate sustainability into all policies and strategies and values as they are developed or renewed.

In the spirit of transparency and participation, performance and progress toward sustainability under the five core areas will be monitored by the Sustainability Committee and reported to staff, students, partners and the wider community.

This action plan will be reviewed quarterly and updated annually. Updates will be supplied to Sustainability Victoria in November each year in order to comply with ResourceSmart reporting requirements set out by the Department of Sustainability and Environment.