WHERE DOES THE SUSTAINABILITY TEAM FIT IN A LARGE COMPLEX ORGANISATION

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About UniMelb

- **UoM ranks among the top universities in the world**, placed number one in Australia and 33 in the world for the Times Higher Education World University Rankings 2015-16
- **42,653 students and 8,075 staff** (full-time equivalents), 338,000 alumni internationally
- **UoM has 7 campuses** in Melbourne and rural Victoria (Parkville has been the centre of UoM for over 160 years)
SUSTAINABLE CAMPUS
Operating Model

Chancellery

Business Framework

University Services

Academic Division

150 staff

1500 staff

5000 staff

Strategy

Accountability

Policy & Service Levels

Service Requirement

Service Provision

Operating Model and critical links between elements
SUSTAINABLE CAMPUS
University Services

University First
Service Excellence
One Team
SUSTAINABLE CAMPUS
Where do you fit in?

University Services

Commercial + Campus Services & Development
Infrastructure & Operations
Corporate Services
Property & Facilities
Corporate Services

Campus Services
Facilities Management + CSU Green
Estates
Organisational Sustainability
Estates
Organisational Sustainability

Asset Management
Buildings & Property
Buildings & Property
External Relations + Estate Directorate
Buildings & Property
External Relations + Estate Directorate

Facilities Management
Property & Services
Property
Campus Operations
Property
Campus Operations

Chancellery
Office of the VC
VC’s Office

Learning & Teaching
Business School – Centre for Sustainable Enterprise + Eco Centre

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Barriers and Problems

**Problem 1: Influence and Resources**

The Sustainability Team is a small group within a large and complex organisation, with limited resources and influence. This can make it hard to achieve the outcomes in sustainability that we desire.

**Problem 2: Role and Structure**

Not knowing the role of your Sustainability Team and how it fits within the structure of a large organisation. Ambiguity of role can lead the team into scope creep – meaning its efforts can be inefficient, incoherent, and can be unsupported by the wider University.

**Problem 3: Complexity and Process**

Not understanding the structure, system and processes within a large organisation. University bureaucracies work in a unique way. If you don’t understand where to push and where to conform, influence and outputs can be severely diminished.
SUSTAINABLE CAMPUS
Sustainability at Melbourne

University of Melbourne Student Union (Environment Department)
GSA (Graduate Student Association)
Property and Sustainability Team (VP, Admin & Finance)
Operational Sustainability Team (University Services)
Office for Environmental Programs (OEP)
The Australian-German College of Climate & Energy Transitions

Melbourne Social Equity Institute (MSEI)
Melbourne Sustainable Society Institute (MSSI)
Melbourne Energy Institute (MEI)
European Union Centre on Shared Complex Challenges
Carlton Connect Initiative

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SUSTAINABLE CAMPUS
Embedding Sustainability

Growing Esteem
University Strategic Plan

Sustainability Charter
Enduring visions and principles

Sustainability Plan
Priority, goals and actions

Sustainability Report
Annual performance progress

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SUSTAINABLE CAMPUS
Growing Esteem

• Reduce the University’s environmental footprint
• Communicate and promote the University’s environmental and social sustainability achievements to ensure it is recognised as a global leader in this area.
SUSTAINABLE CAMPUS

Research underpins the University’s contribution to creating a sustainable world.

The teaching and learning programs of the University inspire and support students to be leaders for a sustainable future.

The University’s staff and students actively engage with all sectors to drive progress towards sustainability.

Sustainable practices are embedded in all of the University’s operations, modelling innovative ways to maximise social and environmental value.

The University integrates sustainability principles into its decision-making and the management of the organisation through Governance.

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Ties together all the aspects of Sustainability. This Plan does not only have objectives and targets but once officially released will demonstrate its leadership capabilities. Not only leading within the University but outside.
This report showcases the University's **holistic sustainability performance for 2015**.

The University aims to deeply embed sustainability across all its activities: research, teaching and learning, engagement, operations and governance.

Sustainability is not just about reducing our negative impacts – it’s **about maximising the University’s contribution to environmental and social value**.
SUSTAINABLE CAMPUS

Sustainability Team

Informing Strategy
Enacting Change
Empowering Community

ENERGY
- Carbon emissions
- Energy consumption
- Onsite renewables
- Fleet emissions

WATER
- Water consumption
- On-campus capture

WASTE
- Waste to landfill
- Recycling rates
- Furniture & Equipment
- E-Waste

BIODIVERSITY
- Management Plan

ENGAGEMENT
- Staff/Student Engagement
- Campus as a Living Lab

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SUSTAINABLE CAMPUS

Decision-Making on Sustainability
SUSTAINABLE CAMPUS
Embedding Sustainability

- Energy & Emissions
- Water Conservation
- Waste Minimisation
- Sustainable Buildings
- Transport

- Bees@UniMelb
- C16 Design Hack
- Ride2Uni
- Fairtrade Market
- Open Day
SUSTAINABLE CAMPUS
Embedding Sustainability

Research
Teaching & Learning
Sustainability Report
Campus as a Living Lab
Biodiversity

Fair Trade
Community Garden
Sustainability Tour
Community
Green Innovation Fund
Sustainability Advocates

Sustainability Advocates are responsible for:

- actively promoting University of Melbourne Sustainability initiatives to staff
- maintaining own awareness about Sustainability issues around the University
- acting as a communication channel between staff and the Sustainability Team, so that we can develop initiatives and resolve concerns
- raising staff awareness about the impact of their workplace upon the environment
- providing staff with the tools to improve and minimise their environmental impact
- facilitating and supporting staff in creating their own Sustainable initiatives
Bees@UniMelb

Started in January 2016, a great initiative where operations provided the facilities for Research, teaching and learning purposes.
C16 Design Hack

In its third year of running – with students from UniMelb & RMIT.

13 teams are looking to create solutions for social and environmental problems as diverse as engaging new international students to selling cricket protein bars to reduce emissions.
Thank you!