

**Bendigo TAFE**  
**Environmental Sustainability Strategy 2011**



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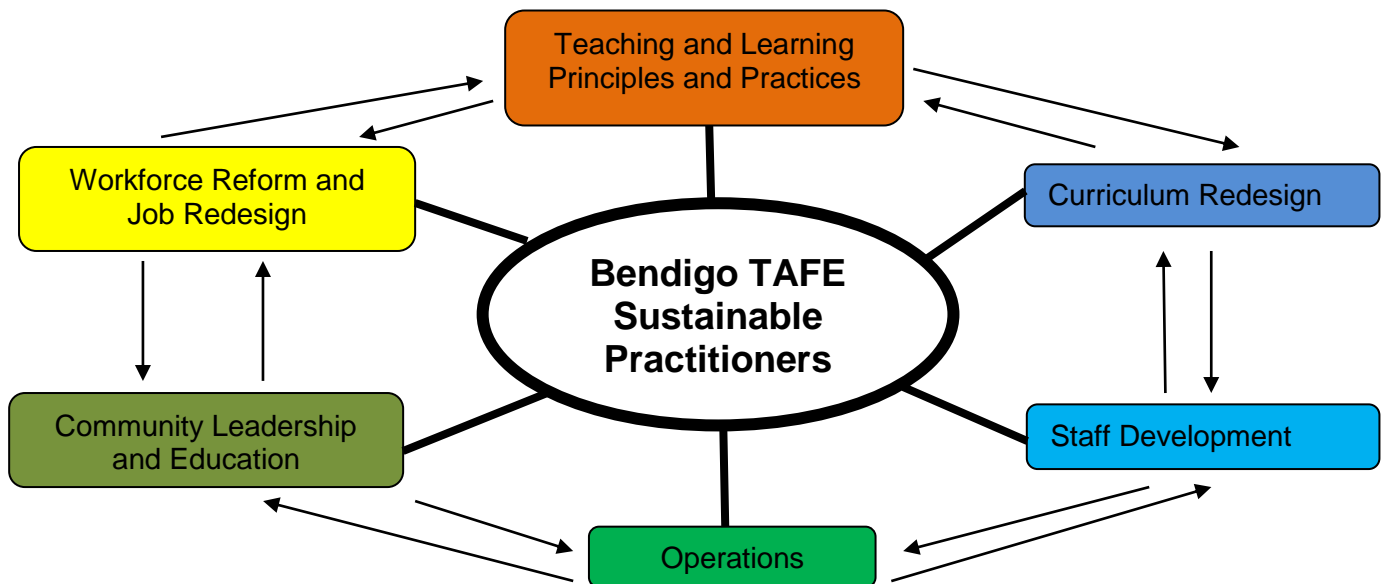
## Introduction from the CEO and the Board President

In April 2009, two Senior Executives of Bendigo TAFE (the CEO and a General Manager) attended the PIN (Post Secondary International Network) Conference in New Zealand. This conference focused on the theme of sustainability: leadership in sustainability; organisational sustainability; and education for sustainability and provided the impetus for the Board to commit Bendigo TAFE to a concerted effort to embed the principles of organisational and environmental sustainability in everything we do.

Like many education and training organisations, Bendigo TAFE had adopted aspects of the sustainability agenda much earlier than April 2009. However, as with many of our fellow PIN members, much of our effort had been ad hoc and ineffective in bringing about the level of change required to transform our business to ensure it, and the environment in which it operates, exists into the future to meet the economic, social and physical needs of the communities it serves.

In July 2009 at a Senior Managers' Planning Day, the proposition that we set out to embed sustainability in everything we do, and a framework for achieving this, was put to senior managers. The same proposition and framework was subsequently put to the Board at their Planning Day in October 2009, and endorsed at the November 2009 Board meeting.

Bendigo TAFE's framework for embedding environmental sustainability is diagrammatically presented below.



Essentially the framework identifies a number of key, inter-related areas of activity that need to reflect environmental sustainability principles and practices if Bendigo TAFE's staff and students are to become sustainable practitioners equipped with the knowledge and skills to live and work in a manner that protects our environment for future generations.

The experience of our PIN colleagues suggests that a sustained and systematic effort, in every one of the areas identified, is required in order to achieve this very important strategic goal.

Bendigo TAFE's Environmental Sustainability Strategy represents our efforts to identify the steps that need to be taken in order to make real our commitment to contribute to a sustainable future for ourselves and all those who come into association with us.

Although our specific targets and activities will undoubtedly change in response to the changing environment, our strategy is an important step in documenting not only what we have achieved, but also how far we have to go on this journey, and how we believe we might get there.

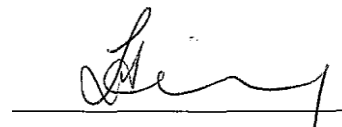
We believe education and training organisations such as Bendigo TAFE have a unique opportunity to contribute to a sustainable future, given we educate and train so many of the future workforce. But to do this effectively, we have to re-educate and re-train ourselves so that we lead by example.

We thank all the people who have contributed to our progress to date, and in particular to the Board members and staff who have put up their hands to be members of the teams who are driving this agenda throughout Bendigo TAFE and into the community.

Marg O'Rourke  
Board President



Louise Harvey  
CEO



## Background

Through the Victorian Government's Our Environment, Our Future – Sustainability Action Statement, all government departments and agencies will play a role in making Victoria a more sustainable state for future generations and protecting our reputation as one of the world's most liveable places.

Responding to this challenge, Bendigo TAFE has made a commitment to embedding the principles and practices of environmental sustainability in everything we do.

Key government commitments and targets that apply to our organisation are listed in the document Victorian Government Policies and Targets.

Bendigo TAFE is a large and diverse regional provider of vocational education, training and assessment services, located in Northern and Central Victoria.

In 2009 the Institute trained approximately 12,500 students representing all industry sectors. This training is provided to a diverse market of individuals and private and public organisations, both domestically and internationally. Education and training products are continually being developed to enhance and further update skills for new and existing workforce participants to improve career opportunities for the individual and productivity for the employer.

Bendigo TAFE has developed a significant number of successful partnerships that have extended our capacity to deliver on a national and international platform, as well as within our regional footprint.

Achievements to date include:

- Development of Environmental Sustainability Policy, Governance structure for environmental sustainability, and Bendigo TAFE's Environmental Sustainability Strategy
- Embedding Environmental Sustainability initiatives in recently completed major capital works projects including:
  - Installation of movement sensors on light fittings in two buildings at Charleston Road
  - Installation of lighting controls at Charleston Road
  - Kingspan insulation installed onto new Electrical building
  - Installation of 2kw photovoltaic cells at Charleston Road
  - Installation of 26.64kw photovoltaic cells in Echuca
  - Installation of solar hot water at Charleston Road
  - Installation of 204kw earth to air geothermal heating and air conditioning system
  - Installation of 300kl of rain water tanks at Charleston Road
  - Connection to recycle water for toilets and non-potable use
- Reductions to the size of our vehicle fleet
- Development of plans and a business case for a Demonstration Centre for Sustainable Technologies
- Embedding environmental sustainability in 30 of Bendigo TAFE's courses.
- Learning Management System
  - The development and implementation of the Learning Management System is designed with the aim of supporting a reduction of paper use through electronic distribution of learning resources

- Product Innovation
  - A renewed emphasis on developing innovative products which minimises the use of a variety of resources through reduction in class time, distribution of materials electronically, more efficient use of utilities e.g. power
- Units of Competency
  - The embedding of sustainability social and professional responsibilities into the delivery and assessment of a unit of competency to generate awareness and to develop skills and knowledge
- Development of an electric bike potentially for transport between campuses
- Recycling of timber and metal off-cuts

## Environmental Policy

### Purpose

To provide a policy framework for engaging all the stakeholders of BRIT in the development of innovative, measurable strategies aimed at embedding sustainability in all aspects of BRIT operations.

BRIT recognises its obligations to lead the way towards a sustainable future. The Facilities Unit of BRIT has been a leader in implementing measurement and sustainability measures.

As an educational institution BRIT has a responsibility to lead society's knowledge, practices and policies on sustainable futures embracing ecological, economic and human well being.

### Scope

The scope of this policy embraces all BRIT sites and operations, including:

- Development and maintenance of BRIT infrastructure and services
- Teaching and learning practices
- Associated administrative and operational support functions
- Engagement and participation of the BRIT staff and students
- Community and industry engagement

The following criteria will be used to determine BRIT priorities:

- Impact on the physical, biological and social environment
- Compliance with statutory requirements and other environmental and social commitments
- Organisational strategic and operational plans
- Contribution to innovation and definition of best practice sustainable performance
- Availability of appropriate resources, e.g. environmental, technological, human.

### Policy Statement

BRIT is committed to improving the sustainable performance of the Institute/organisation as a whole.

It will meet this commitment as follows:

- Invest in its people
- Educate for sustainability
- Engage the community on sustainability
- Foster industry partnerships around sustainability
- Enhance environmental and socially sustainable performance in all aspects of its operations

### Invest in People

Through its leadership BRIT will develop and promote a culture of sustainability across the BRIT community. This will include among other things:

- Incorporating sustainability performance alongside other key performance indicators of the organisation
- Developing and offering professional development programs on sustainability for all staff

- Engaging with staff in developing innovative ideas on enhancing sustainable performance
- Encouraging flexible employment practices

### **Educate for Sustainability**

BRIT is committed to using its position as a leading educational institution to improve the knowledge and practices of sustainability in order that learners have an understanding of its importance and the skills to implement sustainable performance. Some of the ways this will be achieved include:

- Developing courses and undertake research in selected fields of sustainability and environmental study in order to contribute to the body of knowledge in these areas
- Advocate for the incorporation of sustainability learning and teaching within the vocational education and training community
- Contextualising learning programs for sustainability

### **Engage with the community**

BRIT is closely linked to the broader community. As such is it committed to participating in community-wide efforts aimed at sustainability. These activities may include:

- Working with the community on projects around sustainability e.g. transportation, water, waste and green spaces
- Providing forums for the community to learn, discuss and debate sustainability performance
- Promoting best practice examples of integrated sustainability e.g. students' projects, prototypes and initiatives

### **Foster Industry Partnerships**

Engaging with industry partners committed to sustainability will have a positive flow on benefits to the rest of the community. BRIT will endeavour to foster industry partnerships around sustainability by:

- Identifying existing and new suppliers with a demonstrated commitment to sustainability
- Engaging with industry to further develop and expand environmental knowledge and sustainability practices
- Seeking industry partners with similar commitments to sustainability

### **Enhance Environmental Sustainable Performance**

The activities of BRIT impact on the environment. The aim is to promote positive contributions by:

- Reviewing its activities to identify areas of waste and damage to the environment
- Applying a risk management approach to sustainability and developing programs aimed at reducing or minimizing activities which cause the greatest harm
- Ensuring refurbishments, new buildings, other works and equipment purchases reflect ecologically sustainable principles
- Audit performance against relevant legislation and other regulatory standards on sustainability performance



## Definitions

**Ecologically Sustainable Design:** The use of design principles and strategies which help increase the positive ecological impact of a building, fittings and associated operations.

**Education for Sustainability:** Embedding learning for sustainability into every aspect of BRIT operations including workforce planning and development, teaching and learning practices, and community engagement in a synergistic way.

**Staff:** Including ongoing, contract, sessional employees and independent contractors

**Sustainability:** Operating and behaving in a manner which equally considers economic, social and environmental responsibility that meets the needs of the present without compromising the ability of future generations to meet their needs.

**Sustainable performance:** Operational need, environmental impact and social responsibility are key considerations in the efficient and effective use of resources in a way that encourages sustainability. This includes the use of gas, electricity, water, transport, materials, use and creation of greenspace, workforce planning and development and procurement practices.

## Responsibility

Successful implementation of the BRIT Sustainability Policy requires clear identification of the responsibilities and allocation of resources across the organisation.

- The IMC is responsible for the approval of the Sustainability Policy and the development of the Sustainability Management Plan
- The Environmental Sustainability Sub-Committee is accountable to the IMC for developing, reviewing the Sustainability Policy; preparing and implementing the Sustainability Management plan and annual reporting on progress towards achieving agreed objectives
- In their areas of responsibility, Centre and Unit managers are accountable to their General Manager for planning and budgeting for the implementation of the Sustainability Management Plan

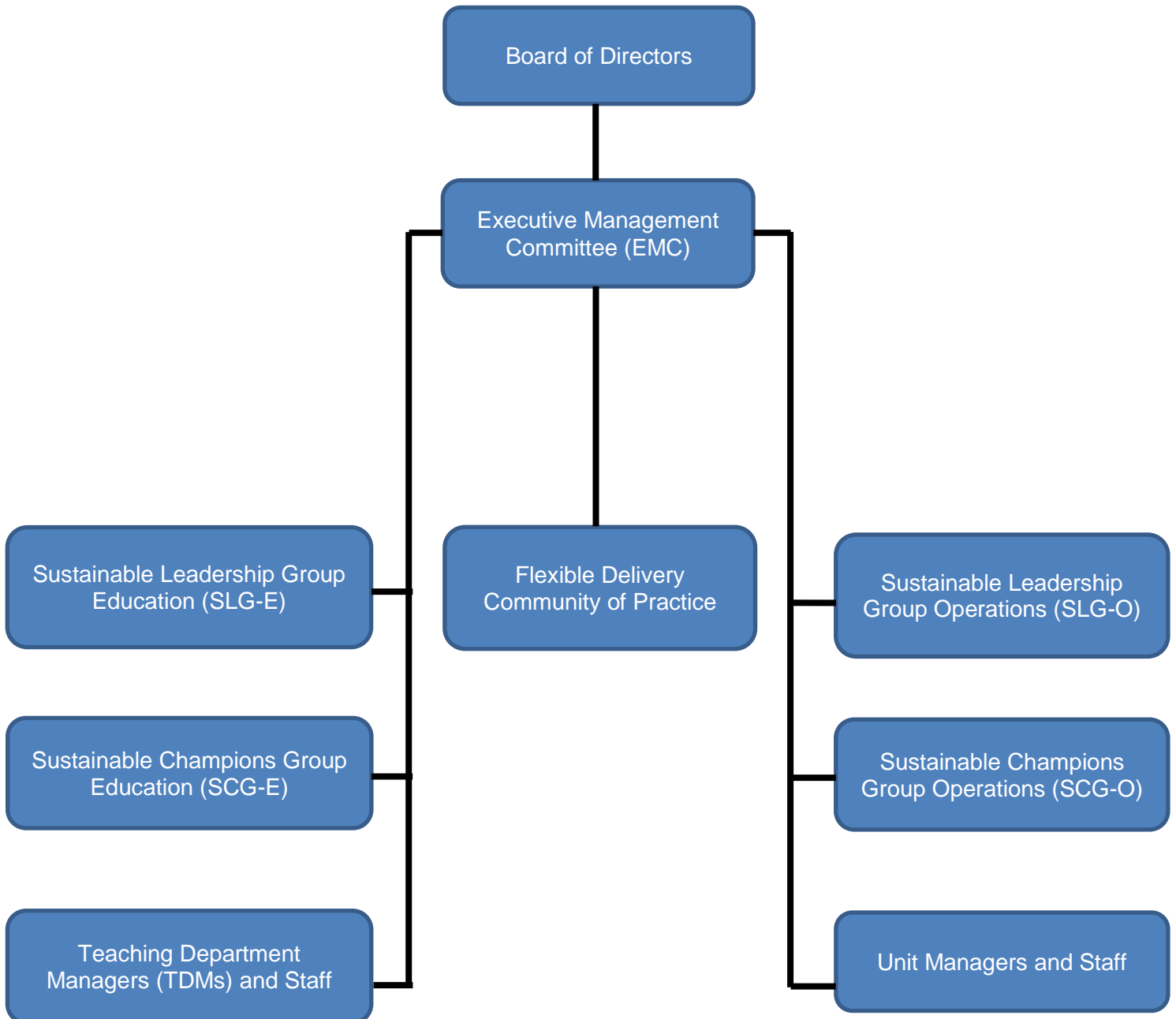
## References

### Associated Documents

The BRIT Sustainability Policy provides the framework for the development of a 5 year Sustainability Management Plan (SMP). A template for the SMP is attached at Appendix One. An annual report on the implementation of the SMP and achievement of key performance indicators will be provided.

## Governance for Environmental Sustainability

The Board is responsible for determining strategic directions for Bendigo TAFE and then it is the responsibility of the Management Team to lead and manage staff to operationalize those strategic directions. A governance structure has been established within Bendigo TAFE to ensure this strategic direction is realised.



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Frances Clark-Wilson,  
Helen Reimers, Jamie Eckett, Kim Alexander,  
Libby Fullard, Sandra Wolfe.

## Performance

**Bendigo TAFE 2009 and 2010 YTD - Table 1: Baseline data**

Data	Quantity	Measure	CHG emissions (tonnes CO2 e) – as applicable	Source of data	Contact for data	2009	2010 YTD	Comment
Staff education training session	Total hours of training provided (attendees length of session)	FTE	N/A	E&T	ED E&T ED OD SLG-E	N/A	297.5 hrs / 1872 hrs (0.16 FTE)	
Courses run with an environmental/sustainability focus	Number of subjects	No of subjects and sum of SCH of relevant units	N/A	E&T	ED OD ED E&T SLG-E	N/A	30 courses 11,810 SCH	Total SCH captured
Electricity consumption – Total	KWH	KWH per sq meter	2009: 3,695.6 tonnes; 2010 YTD 3,328.2 tonnes	Facilities	FAC	72.96	65.69	
Electricity consumption (peak)	KWH	KWH		Facilities	FAC	2,057,708	1,710,636	
Electricity consumption (off peak)	KWH	KWH		Facilities	FAC	764,023	618,005	
Green Power (total, or peak and off peak, as applicable)	KWH	KWH		Facilities	FAC	269,935	211,969	
Natural Gas	Megajoules (MJ)	MJ per sq metere		Facilities	FAC	236.18	114.52	

Data	Quantity	Measure	CHG emissions (tonnes CO2 e) – as applicable	Source of data	Contact for data	2009	2010 YTD	Comment
Water consumption	kL	kL per sq meter	N/A	Facilities	FAC	0.22	0.01	
Petrol	CO2 g/km	CO2 g/km	2009: 239.2 tonnes; 2010 YTD 156.6 tonnes	Facilities	FAC	315	285	
Diesel	CO2 g/km	CO2 g/km	2009: 50 tonnes; 2010 YTD 47.7	Facilities	FAC	608	399	
Paper purchased	Reams A4 paper	Reams per FTE student	N/A	ICT, Procurement etc	ED CS&I	8704	6080	

## Targets and objectives

Target/Objective	Timeline	Responsibility	Comments
<b>Education &amp; Training</b>			
Increase the number of courses incorporating material on environmental sustainability by 12 to total of 42	October 2011	SLG-E SCG-E Relevant Teaching Departments	
Provide all teaching staff with education and training on incorporating material on environmental sustainability into courses	September 2011	SLG-E SCG-E ED OD CD	
<b>Management and Communications</b>			
Review the existing environment sustainability policy	June 2011	EMC	
Increase our ability to measure our environmental impacts through establishing data collection systems or processes	July 2011	ED IM&C ED CS&I SLG-O	
Increase our stakeholder and student awareness of our environmental sustainability commitments and our achievements through regular communications	December 2011	ED IM&C	
Ensure Sustainability is a standing agenda item for all Staff meetings	March 2011	ED OD	
Develop an environmental education professional development program for all staff	June 2011	ED OD CD	
<b>Operations</b>			
Set Baseline Data of Greenhouse Gas Emissions	December 2011	ED CS&I	
Purchase and/or Generate 25% of electricity from renewable sources	December 2012	ED CS&I	Dependent on installing PV Cells on all campuses as part of the Greener Government Buildings Program
Ensure that 70% of passenger vehicles in the fleet are Green Star Rated 4.0 or above	June 2011	PR O	Dependent on incentives introduced on Managers Cars
Set baseline data Litres/ 100 kilometers	December 2011	FAC	

Install water Flow restrictors on all Taps	June 2012	FAC	
Increase use of recycled/reclaimed water reducing use of town water by 5% based on 2009 baseline data	December 2011	FAC	
Replace all bottled water by a mixture of drinking fountains and tap water	October 2011	FAC	
Introduce a more robust recycling waste collection systems for major waste streams including: <ul style="list-style-type: none"> <li>&gt; Paper and cardboard</li> <li>&gt; Organics</li> <li>&gt; Bottles and cans</li> <li>&gt; Packaging and plastics</li> </ul>	June 2011	FAC	
Collect Baseline Data for Waste of <ul style="list-style-type: none"> <li>&gt; Paper and cardboard</li> <li>&gt; Organics</li> <li>&gt; Bottles and cans</li> <li>&gt; Packaging and plastics</li> <li>&gt; Waste to landfill</li> </ul>	January 2011 – December 2011	FAC	
Integrate environmental specifications into purchasing policy	June 2011	PR O	
Set Baseline of CO2 emissions related to procurement	December 2012	PR O	
Reduce paper usage by 7.5% in 2011	December 2011	ED CS&I ED E&T ED OD ICT	Dependent on IT solutions for delivery of course material
Implement Greener Government Buildings Program	October 2012	ED CS&I	Dependent on approvals from Department of Treasury

## Actions and Responsible Officers

(to achieve Environmental Sustainability Objectives and Targets)

### Education and Training

	Timescale	Responsibility	KPI	Progress
Education for Sustainability (EfS)				
Incorporate 12 courses identified for incorporation of Environmental Sustainability material on Product Development Plan as medium to high priorities and allocate required resources	October 2011	SLG-E SCG-E	Develop resource for 12 more course to embed sustainability in a unit of Competency	In Progress
Offer bridging training to meet priority needs using available accredited competencies while skills for sustainability are being included within training packages.	Ongoing	ED OD SCG-E SLG-E CM ILO	Develop short courses based on industry consultations and currently available units of competency	Start in Jan 2011
Increase utilisation of flexible delivery modes, including e-learning, onsite delivery and the integration of formal and informal learning.	Ongoing	FDCoP ED OD EDMs	SLG-E to provide input to FDCoP for further development of targets	In progress



### Management and Communications including Staff Development

	Timescale	Responsibility	KPI	Progress
Review Environment and Sustainability Policy and have endorsed by senior management.	December 2010	EMC ED IM&C	Policy to be reviewed and re-drafted	In Planning
Promote achievements at external events, open days, networks and forums, and make nominations for related awards.	Ongoing	MARKETING TDM (S&D) TDMs	Request the all TDMs to communicate and monitor achievements on a regular basis (monthly).	Not Started
Ensure that Bendigo TAFE's website is regularly updated with sustainability initiatives and achievements and case studies.	Ongoing	ED IM&C SLG-E SLG-O ICT MARKETING PO	Once a week new fast fact on the webpage	In Planning  PO informed with discussions held and sharepoint page setup
Promote sustainable practices and initiatives at internal events.	December 2010 March 2011 December 2011	ED OD SLG-E SCG-E	Presentation at biannual TAFE wide events on the progress and program implementation.	In Progress

	<b>Timescale</b>	<b>Responsibility</b>	<b>KPI</b>	<b>Progress</b>
Introduce a reward and recognition program for sustainability champions / volunteers.	February 2011	ED OD SLG-E SLG-O	Linked with Budget. Creation of a standard procedure and application process.	Started discussion about this within SLG-E
Run workshops for all staff to inform them of the Environmental Sustainability Strategy, targets and objectives and timeline of actions	March 2011 ongoing	ED OD SLG-E SCG-E	Presentation at BRIT Wide Day Training to all teaching staff on the Sharepoint system	Start in Jan 2011 for planning
Incorporate EfS training into mandatory induction and staff development programs for teaching staff	Yearly Ongoing	ED OD ED E&T SLG-E TDMs	New scheduled task listed within the workplan template	Start in Dec 2010
Develop and implement a sustainability training program for staff to include coverage of energy efficiency, climate change, greenhouse gas issues, waste minimisation, environmental procurement and water conservation	Ongoing	ED OD SLG-E SLG-O		Start Mar 2011

	<b>Timescale</b>	<b>Responsibility</b>	<b>KPI</b>	<b>Progress</b>
Continued analysis of our target markets and associated product offerings ensuring that resources are efficiently and effectively utilised in the development of client focused and demanded solutions	Ongoing	ED OD ED E&T	Following research outcomes direct product development to meet identified needs	Research underway
Inclusion of a standard item on all Institute Team and Communities of Practice Agenda's which will incorporate a rolling focus of specific Institute Sustainability Targets	March 2011	ED IM&C	Ongoing awareness of Institute Sustainability Strategy. Measured through achievement of other targets	Commence in Jan 2011
Progress towards targets established for electronic storage and dissemination of course content with 80% available by end of 2015	Dec 2011	ED E&T ED OD SLG-O SLG-E	Flexible Delivery report shows increase and meeting of target	Underway
Reporting of progress twice yearly to Board as part of yearly planning and review cycle	Ongoing	ED CS&I ED OD ED E&T SLG-O SLG-E		
Interim reporting on progress bi-monthly by Leadership Groups to EMC		SLG-O SLG-E		

## Operations

	Timescale	Responsibility	KPI	Progress
Institute “think before you print” policy aimed at eliminating unnecessary printing. Implement electronic learning system Reduce printing of papers for internal meetings and read electronically	Ongoing Monthly	ED CS&I ED OD SCG-O	Explore option of printing 2 up	.
Printer cartridges: collect 90% of printer cartridges for recycling	Ongoing	ICT SCG-O	Monitor amount of cartridges collected	In progress
Donate to staff or charities, or sell at auction old computer/electrical equipment, furniture, fittings that are still in good condition	December 2010	SCG-O PR O FAC	Currently recycle – look at current disposal policy	In progress
Ensure a more robust recycling waste collection systems for major waste streams include: Paper and cardboard Organics Bottles and cans Packaging and plastics	February 2011 and ongoing	FAC	Accurate Baseline data available by December 2011	In progress
Organise a presentation to EMC on the Greener Government Buildings Program and subject to EMC approval pursue the program so as to achieve an increase in green energy	December 2010 October 2011	ED CS&I	Reduction in carbon based energy	In progress
Replace any remaining incandescent lighting with more efficient fittings	June 2011	FAC	All globes replaced with energy efficient globes	In progress
Install motion and light sensors to control lighting in all areas	December 2016	FAC		In progress
Install automated computer system switch off	October 2011	SLG-O ICT	Completed on student machines. Introduce on all staff machines	In progress

	<b>Timescale</b>	<b>Responsibility</b>	<b>KPI</b>	<b>Progress</b>
Install adjustable time controls to remaining heating and air conditioners	December 2012	FAC	Part of Greener Government Buildings Program October 2011	In Planning
Install timers on all water boiling units	Ongoing Complete by December 2011	FAC	Completed by due date subject to funding	In progress
Use Power mate to monitor the energy consumption of key office equipment to inform the rationalisation of use or replacement of equipment. Key equipment to monitor: Fridges Photocopier Computer Shredder Coffee machine Multi function device Use Power mate to evaluate and communicate the outcomes of activities including 'turn-off' policy or equipment replacement program	October 2010	ITC FAC	Part of GGB Hardware required	
Install 7 day time switches for hot water and other appropriate appliances to turn off outside of operating hours	Ongoing	FAC	Some installations completed	In progress
Install Smart Meters on facilities to reduce power consumption	By 2012	FAC	Part of GGB	
All general fleet vehicles to be restricted to 4 cylinder vehicles and be a minimum of 4 stars Encourage manager's vehicles to be a minimum of 4 stars	June 2011	PR O	21 vehicles due for changeover in 2010/2011 will endeavor to downsize all	In progress

	<b>Timescale</b>	<b>Responsibility</b>	<b>KPI</b>	<b>Progress</b>
Continue to monitor fleet fuel consumption and regularly report on vehicle efficiency in terms of CO2e emissions per 1,000km travelled and set baseline data kilometers/litre	December 2011 and ongoing	PR O	New One Card fuel card will enable better reporting. Reduced vehicle engine size and hybrid options	In progress
Provide bicycle facilities for staff and students	June 2011 and ongoing	FAC SLG-O SLG-E	Included in City Master Plan	In progress
Review Green Travel Plan including coverage of transport access guidelines, walking, public transport, cycling and Travel Smart maps, and promoting Ride to Work Day	October 2011 and ongoing	SLG-O SLG-E	Co-operation with City of Bendigo to promote Ride to Work Day	In progress
Fleet department to assist in co-ordinating trips to regional campuses	December 2011	FLE SLG-O SLG-E	Quarterly report to IMF on single fleet trips and joint trips	Start Jan 2011
Monitor and report fuel efficiency of fleet vehicles to staff and encourage staff to use vehicles that are 'fit for purpose'	Ongoing	PR O FLE	The fleet fuel usage monitoring will be improved with the new One Card reporting and the findings will be reported back to IMF and the Sustainability Committee	Start November 2010
Install and retrofit water efficient plumbing at all facilities including: Flow restrictors Dual flush toilets where required	October 2012	FAC SLG-E SLG-O EMC	Target achieved	In Planning

	<b>Timescale</b>	<b>Responsibility</b>	<b>KPI</b>	<b>Progress</b>
Review fire equipment testing regime for potential opportunities to reduce associated water consumption	July 2011	FAC	Upgrade equipment if warranted by savings recommendation	To start in 2011
Investigate the possibility of connecting existing toilets using potable water to rainwater tanks	December 2012	FAC	15% toilets connected in 2011 and 50% connected in 2012	In Planning
Create a spend profile for the organization to assist in prioritising areas to focus on green procurement programs	June	PR O	Spend profile developed	In progress
Liaise with other agencies that have implemented such policies to identify their barriers and keys to success	June 2011	PR O	Complete discussions with the current TAFE Procurement network	In progress
Develop or review purchasing strategy (buy recycled policy) to include consideration of: Green purchasing Minimising volume purchased Packaging waste Storage of stock Logistic resource use	December 2011	PR O	Revised environmental specifications incorporated in Purchasing Policy	To start in 2011
Ensure that environmentally sustainable development (ESD) considerations are incorporated into purchasing specifications for information technology equipment	June 2011	ITCU	Future IT Tender specifications to include ESD	In Planning
Join in ECO-Buy	Ongoing	PR O	Environmental specifications to be included in all key service contracts	In Progress
Ensure environmental specifications are incorporated into key services contracts including cleaning	Ongoing	PR O	Environmental specifications to be included in all key services contracts	In Progress

	<b>Timescale</b>	<b>Responsibility</b>	<b>KPI</b>	<b>Progress</b>
Set baseline data of CO <sub>2</sub> emissions as related to procurement	December 2011	Procurement Co-ordinator	Baseline data set	Start in January 2011
Replace all bottled water by a mixture of drinking fountains and tap water	October 2011	FAC	Zero purchase of bottled water	In Progress
Centralise purchase of all photocopy paper	March 2011	PR O	Centralised procurement	Start in January 2011



Legend of terms.			
Acronym	Position Title	Acronym	Position Title
ED E&T	Executive Director Education & Training	SLG-E	Leadership Group Education & Training
ED OD	Executive Director Organisation & Development	SCG-E	Champions Group Education & Training
ED CS&I	Executive Director Corporate Services & Infrastructure	SLG-O	Leadership Group Organisation & Development
ED IM&C	Executive Director Information Management & Communication	SCG-O	Champions Group Organisation & Development
EMC	Executive Management Committee	HOS	Heads of School
FAC	Manager Facilities	TDM	Teaching Department Managers
MARKETING	Manager Marketing	EDM	Educational Development Managers
ICT	Manager Information, Communications & Technology	CM	Commercial Managers
SA	Manager Student Administration	PR O	Procurement Coordinator
PO	Projects Officer	OHS	OH&S Co-ordinator
FDCoP	Flexible Delivery Community of Practice	FLE	Fleet Co-ordinator
CD	Manager Capability Development		