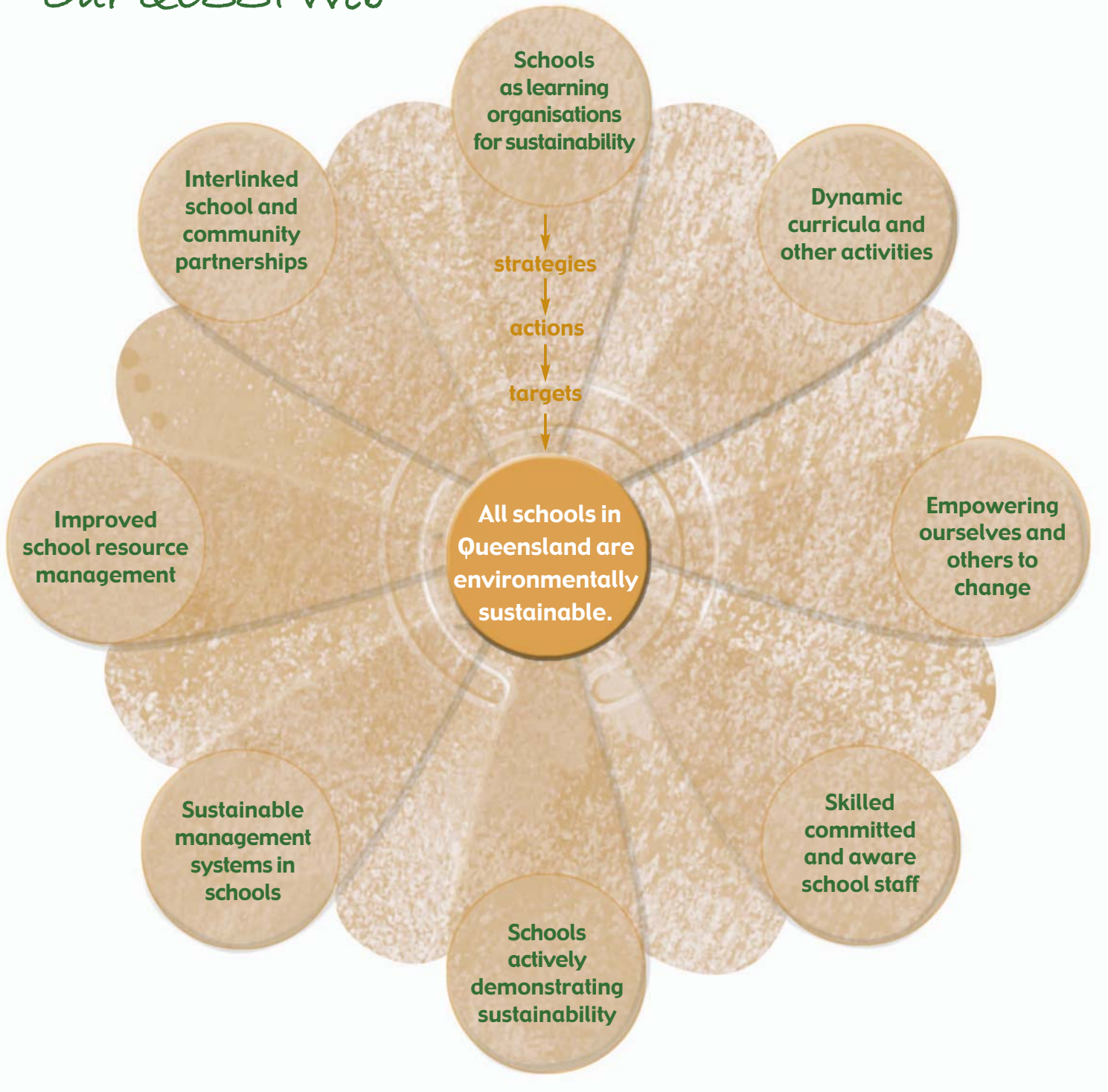


The QESSI Alliance Strategic Plan

Our QESSI Web



Our Vision

All schools in Queensland
are environmentally sustainable
in their daily operation
as places of total learning and
as a key part of local communities
and they provide opportunities
for students to contribute to a more
sustainable future.

Our Guiding Principles

- Adopting the principles and processes of ecologically sustainable development.
- Focusing on best practice sustainability education.
- Encouraging a collaborative approach.
- Supporting schools to engage in partnerships with their community.
- Carrying out knowledge based planning and evaluation.
- Seeking to achieve measurable outcomes.

We believe our vision will be achieved by applying these guiding principles to our actions and programs to meet the interwoven goals in our Strategic Planning Web.

Our Key Goals



Goal 1 Encouraging schools to be learning organisations for sustainability.

Schools are designed and used in action learning processes, partnerships are formed, and schools embrace approaches to support environmental education for sustainability.



Goal 2 Promoting dynamic curricula process and extracurricula activities.

School curriculum frameworks, as well as school and community activities and projects promote environmental education for sustainability, and reflect real life learning.



Goal 3 Empowering ourselves and others to make the necessary changes.

Actions and programs are initiated that support attitudinal and behavioural change, including identifying role models, mentors and champions, and acknowledging innovation and leadership.



Goal 4 Encouraging and supporting skilled, committed and aware school staff.

Professional support and training related to sustainability is provided to classroom teachers, administrators and other staff, and is built into teacher training at university.

Goal 5 *Creating school facilities that demonstrate and support sustainability.*

New schools, and facilities are constructed, and existing schools are retrofitted, based on ecologically sustainable development (ESD) principles, including school grounds, and operating regimes eg. water, energy, waste.



Goal 6 *Implementing sustainable management systems in schools.*

An environmental management plan is created for each participating school, including a reporting and review process, with support for key staff who are involved.



Goal 7 *Improving school resource management, including water, waste, energy, transport and school grounds.*

Schools are focused on reducing their ecological footprint in terms of key resource use, transport options, and improving school grounds, where possible, for biodiversity.



Goal 8 *Encouraging interlinked schools and local community partnerships.*

Productive sustainability-based partnerships between schools and their communities are established, including learning opportunities related to sustainability programs and projects.



Our Key Outcomes and Objectives

Our Key Sustainability Outcomes

Based on the key elements of our sustainability model, we will strive to develop and support programs and actions in schools related to our interlinked goals, in the following key outcome areas:

environmental - related to energy, water, biodiversity, resource use and waste, air pollution and traffic reduction

social/cultural - related to sense of place, community, equity, culture and wellbeing

economic - related to prosperity, meaningful work and careers, products and services

governance - related to ethics, stewardship, accountability, local autonomy, participation

self and schools - related to empowerment, creativity, respect, skills and awareness

There is an increasing range of programs and actions focusing on environmental values, such as Waste, Energy, Water and Biodiversity in schools.

The challenge is to develop, integrate and promote programs on the other values and elements, such as social equity, cultural diversity and respect, ethics and environmental economics. By doing this we create an understanding in students of the synergistic nature of sustainability, and its critical importance for the future.

Our Key Objectives

The following key objectives will be used to weave strategies and actions together, helping to make the vision of sustainable schools a reality.

For each of the goals:

1. Key issues will be identified, and converted to challenges, to help find possible options and solutions.
2. An approach will be developed to plan, carry out and manage required actions.
3. Key players and stakeholders that should be involved will be identified, processes of engagement and participation established and action based partnerships formed.
4. A suitable process of review and evaluation will be developed and used to learn from experience and when necessary, adjust for better outcomes.

Strategic Action Plans

Introduction

The following strategic action plans represent ways to move towards achieving the goals that make up our integrated planning approach.

In relation to each strategy and its key actions, the following aspects, to help choose and implement them at the right time, have been identified:

- important partnerships that will assist in carrying out the actions
- the considered priority of the actions in relation to each other, including matters such as sense of urgency, resources available, and potential partnership support.
- the suggested or likely timeframe that should be considered for carrying out the actions, within the context of the life of this plan.

Priorities

In regard to priorities the following key applies:

high	=	of critical importance to the immediate success of the Initiative
moderate	=	would benefit the immediate success of the Initiative, but not essential
low	=	not essential to the immediate success of the Initiative
uncertain	=	this action requires more detailed investigation or consideration as its priority is not presently known

Timeframes

In regard to priorities the following key applies:

immediate	= I	within 12 months
medium term	= M	within 1-3 years
longer term	= L	greater than 3 years
ongoing	= O	ongoing

Note: These timeframes and priorities may be changed due to advantageous or challenging circumstances that result in a review, and agreed adjustment by the Alliance. This enables the Alliance to adapt to changing circumstances in the most effective, efficient and appropriate manner.

Strategic Action Plans

Goal 1: Encouraging schools to be learning organisations for sustainability.

Strategies	Key actions	Partnerships	Priority	Timeframe
<p>Strategy I.1</p> <p>Encourage and support the use of school grounds and local areas as outdoor classrooms for environmental education.</p>	<p>1.1.1 Excursions to local parks and gardens.</p> <p>1.1.2 Design gardens within the Schools grounds using the "Learnscape" process.</p> <p>1.1.3 Develop permaculture gardens.</p> <p>1.1.4 Establish Waterwise initiatives in maintaining school grounds.</p>	<p>- Parks and Wildlife Service</p> <p>- Environmental Education Centres (EEC)</p> <p>- Learnsapes Trust</p> <p>- Greening Australia</p> <p>- Community Nurseries</p> <p>- NRM Groups</p>	M	MT
<p>Strategy I.2</p> <p>Work with schools/ systems to support school buildings and infrastructure being designed and utilised to support environmental education for sustainability.</p>	<p>1.2.1 Develop environmentally focussed learning areas within the school classroom.</p> <p>1.2.2 Recommend the inclusion of ecologically sustainable development principles in all school building modifications.</p> <p>1.2.3 Encourage the use of passive design features of existing buildings to reduce the necessity to use air conditioning and heating.</p>	<p>- QESSI Alliance members</p> <p>- Public Works and Q Build</p>	M	I
<p>Strategy I.3</p> <p>Work with schools to build positive relationships between staff, students and communities to establish and support partnerships for sustainability.</p>	<p>1.3.1 Encourage schools to develop a School Environmental Management Committee (SEMC) with representation from all the school key stakeholders.</p> <p>1.3.2 Through the (SEMC) develop a School Environmental Management Plan (SEMP) or equivalent.</p> <p>1.3.3 Initiate school environmental education for a sustainable future forums to outline the QESSI Alliance members programs.</p>	<p>- QESSI Alliance members</p> <p>- Scolls</p> <p>- QESSI Hub</p>	H	I
<p>Strategy I.4</p> <p>Initiate and encourage an action learning process for schools seeking to achieve environmental sustainability.</p>	<p>1.4.1 Support schools through their curriculum framework to develop units of work that are based on the action learning process.</p>	<p>- School</p> <p>- QESSI Alliance members</p> <p>- QESSI Hub</p>	H	I

Strategic Action Plans

Goal 2: Promoting dynamic curricula process and extra curricula activities.

Strategies	Key actions	Partnerships	Priority	Timeframe
<p>Strategy 2.1</p> <p>Influence school curriculum frameworks to ensure they reflect and promote environmental education for sustainability.</p>	<p>2.1.1 Encourage the concept of "Thinking Globally – Acting Locally for a Sustainable Future" in school curriculum development and implementation.</p> <p>2.1.2 Promote a holistic and integrated approach to environmental education curriculum implementation across all the Key Learning Areas.</p> <p>2.1.3 Develop a future perspective in curriculum development.</p>	<p>- School</p> <p>- QESSI Alliance members</p> <p>- QESSI Hub</p>	H	I
<p>Strategy 2.2</p> <p>Support the development of school curriculum frameworks that are student learner centred and reflect real life learning.</p>	<p>2.2.1 Design environmental education curriculum that is student learner centred.</p> <p>2.2.2 Encourage the ethos that environmental education for a sustainable future is a real life learning experience for everyone; students, staff and the school community.</p>	<p>- School</p> <p>- QESSI Alliance members</p>	H	I
<p>Strategy 2.3</p> <p>Encourage establishment of environmental clubs, activities and projects focused on sustainability.</p>	<p>2.3.1 Establish environmental clubs such as Junior Landcare, Youth Environment Committees.</p> <p>2.3.2 Encourage students to join existing environmental groups such as – Australian Conservation Foundations – Bilby Club, Gould League Membership, etc.</p>	<p>- School</p> <p>- QESSI Alliance members</p> <p>- QESSI Hub</p>	M	MT
<p>Strategy 2.4</p> <p>Identify and address outcomes specific to environmental education in the syllabus.</p>	<p>2.4.1 Support schools in developing environmental education curriculum that is based on the objective of the P-12 Environmental Education Curriculum Guide (Dept. of Education 1993) i.e. Skills, Attitudes, Values, Knowledge, in environmental education for sustainability.</p> <p>2.4.2 Identify the environmental education attributes within the existing Key Learning Areas to be used in syllabus development.</p>	<p>- School</p> <p>- QESSI Alliance members</p> <p>- QESSI Hub</p>	H	I
<p>Strategy 2.5</p> <p>Identify opportunities such as special events and school community actions to enhance student learning outcomes.</p>	<p>2.5.1 Create an Environmental Events calendar of significant dates to focus environmental outcomes - World Environment Day, Earth Day, World Wetland Day.</p> <p>2.5.2 Identify significant environmental events that celebrate the outcomes of environmental education for sustainability – River Festival, Eco Fest, Student Congress, International Student River Health Conference.</p>	<p>- QESSI steering committee</p>	M	MT

Strategic Action Plans

Goal 3: Empowering ourselves and others to make the necessary changes.

Strategies	Key actions	Partnerships	Priority	Timeframe
<p>Strategy 3.1</p> <p>Identify and initiate programs for students and staff to support change of attitudes and behaviour related to sustainability.</p>	<p>3.1.1 Encourage students to participate in environmental education programs that focus on personal behaviour change.</p> <p>3.1.2 Encourage teachers to participate in environmental education programs that focus on personal development for sustainable future e.g. Nature Exposed (EPA and QPWS), Teaching for a Sustainable World (Fien et al Griffith University).</p>	<ul style="list-style-type: none"> - Schools - QESSI Hub - QESSI Alliance members 	M	MT
<p>Strategy 3.2</p> <p>Integrate sustainability based program outcomes with the aim of supporting behavioural change.</p>	<p>3.2.1 Encourage environmental education programs with outcomes that can be measured in the social, economic and environment areas.</p> <p>3.2.2 Support schools to implement environmental education programs that focus on actions for environmental sustainability.</p>	<ul style="list-style-type: none"> - QESSI Alliance members - QESSI Hub 	H	I
<p>Strategy 3.3</p> <p>Identify role models, mentors and champions for the sustainable schools initiative at the state and regional level.</p>	<p>3.3.1 Invite Emeritus Professor Ian Lowe to be the patron for QESSI.</p> <p>3.3.2 Identify role models, mentors or champions for regional QESSI networks.</p>	<ul style="list-style-type: none"> - QESSI steering committee 	H	I
<p>Strategy 3.4</p> <p>Identify and promote effective ways to acknowledge leadership, innovation and improvement related to environmental education for sustainability.</p>	<p>3.4.1 Encourage schools to participate in state and regional recognition and awards programs that acknowledge leadership, innovation and improvement related to environmental education for sustainability e.g. National Banksia Awards, Green and Healthy Schools Awards, Reef Guardian Schools Awards, SEQ Healthy Waterways Awards.</p>	<ul style="list-style-type: none"> - QESSI Alliance members 	H	O

Strategic Action Plans

Goal 4: Encouraging and supporting skilled, committed and aware school staff.

Strategies	Key actions	Partnerships	Priority	Timeframe
<p>Strategy 4.1</p> <p>Build 'sustainability' into teacher training courses at universities and other institutions.</p>	<p>4.1.1 Establish links with universities that deliver pre-service teacher training courses in Environmental Education for Sustainable Future e.g. Griffith University, Queensland University of Technology, Central Queensland University.</p> <p>4.1.2 Encourage current teachers to participate in professional development opportunities in Environmental Education for Sustainable Future programs, seminars or courses.</p>	<p>- QESSI Alliance members</p>	M	MT
<p>Strategy 4.2</p> <p>Source 'Train the Trainer' modules for QESSI Alliance members to support the ongoing development of sustainable schools.</p>	<p>4.2.1 Deliver Train the Trainer modules to QESSI Alliance members, including Hub facilitators and sustainable schools support teachers utilising existing professional development resources e.g. Victorian Sustainable Schools Train the Trainer modules and NSW Sustainable Schools Support Teachers in-service materials.</p>	<p>- QESSI Alliance members</p> <p>- QESSI Hub</p>	H	I
<p>Strategy 4.3</p> <p>Provide professional support to classroom teachers in areas of environmental education for sustainability.</p>	<p>4.3.1 Encourage teachers to participate in professional development opportunities through seminars, conferences and workshops e.g. Environmental Education Expo, Ecofest, etc.</p> <p>4.3.2 Provide professional development opportunities for teachers through the support from the QESSI Alliance member programs.</p> <p>4.3.3 Provide direct professional development opportunities for teachers in a cluster of schools around a QESSI hub staff or a Sustainable Schools Support Teacher.</p>	<p>- Schools</p> <p>- QESSI Alliance members</p> <p>- QESSI Hub</p>	M	O
<p>Strategy 4.4</p> <p>Provide professional support to administrators and other school staff in sustainability related management practices.</p>	<p>4.4.1 Encourage administrators and other school staff to participate in professional development opportunities through seminars, conferences and workshops e.g. Environmental Education Expo, Ecofest.</p> <p>4.4.2 Provide professional development opportunities for administrators and other school staff through the support from the QESSI Alliance member programs.</p> <p>4.4.3 Provide direct professional development opportunities for administrators and other school staff in a cluster of schools around a QESSI hub staff or a Sustainable Schools Support Teacher.</p>	<p>- QESSI Alliance members</p> <p>- QESSI Hub</p>		

Strategic Action Plans

Goal 5: Creating school facilities that demonstrate and support sustainability.

Strategies	Key actions	Partnerships	Priority	Timeframe
<p>Strategy 5.1</p> <p>Advocate for all new schools to be designed and constructed on ESD principles and practices.</p>	<p>5.1.1 Encourage Department of Education and the Arts to design and construct all new schools on ecologically sustainable development principles and practices. Refer to the draft Education Queensland "Charter for Sustainability" (Nov 2002).</p> <p>5.1.2 Encourage Department of Education and the Arts to design and construct all non-government new schools on ecologically sustainable development principles and practices. Refer to the draft Education Queensland "Charter for Sustainability" (Nov 2002).</p>	<ul style="list-style-type: none"> - Public Works - EQ shared services - QEESI Alliance members 	H	I
<p>Strategy 5.2</p> <p>Advocate for all new buildings and existing facilities in schools to be designed and constructed on ESD principles and practices.</p>	<p>5.2.1 Encourage state school principals to request Q Build and Public Works to include ESD principles and practices in all refurbished school buildings, including the establishment of preparatory facilities.</p> <p>5.2.2 Encourage non-state schools to consider ESD principles and practices in all refurbished school buildings.</p>	<ul style="list-style-type: none"> - QEESI Alliance members - QEESI Hub 	M	MT
<p>Strategy 5.3</p> <p>Promote a statewide program of retrofitting existing schools and facilities to meet ESD principles and practices.</p>	<p>5.3.1 Encourage the retrofitting of water saving and energy efficiency devices in schools as an environmentally sustainable alternative to standard devices.</p>	<ul style="list-style-type: none"> - Q Build - Schools - QEESI Alliance members 	M	MT
<p>Strategy 5.4</p> <p>Identify and support programs that focus on environmentally sustainable food production.</p>	<p>5.4.1 Establish permaculture gardens in schools.</p> <p>5.4.2 Invite community organic gardeners to assist schools in developing organic gardens.</p> <p>5.4.3 Invite health promoting schools committee members to assist schools.</p>	<ul style="list-style-type: none"> - DPI - City Farms - DNRM 		

Goal 6: Implementing sustainable management systems in schools.

Strategies	Key actions	Partnerships	Priority	Timeframe
<p>Strategy 6.1</p> <p>Encourage the development and implementation of a SEMP, or similar plan for each participating school in Queensland.</p>	<p>6.1.1. Support schools to develop their own SEMP or similar plan to identify their own specific actions to become a more environmentally sustainable school.</p>	<ul style="list-style-type: none"> - Public Works - EQ shared services 	H	I
<p>Strategy 6.2</p> <p>Deliver in-service support to key school staff in development and implementation of the SEMP or similar plan.</p>	<p>6.2.1 Identify professional development needs of key staff in participating schools in the area of SEMP design and implementation.</p>	<ul style="list-style-type: none"> - QESSI Hub 	M	MT
<p>Strategy 6.3</p> <p>Develop a suitable review and feedback process to acknowledge progress in making and implementing plans.</p>	<p>6.3.1 Convene an annual review session for all members of the school SEMC.</p> <p>6.3.2 Organise an annual review forum for all QESSI Alliance members on the International Earth Day, 22 April each year.</p>	<ul style="list-style-type: none"> - Q Build - Schools - QESSI Hub - QESSI Alliance members 	H	MT
<p>Strategy 6.4</p> <p>Aggregate sustainability outcomes of all participating schools for SoE Reporting according to national indicators for sustainable schools</p>	<p>6.4.1 Collate all the sustainable outcomes to develop an annual 'State of the Environment' Report for regions and the whole state.</p> <p>6.4.2 Provide this data to other key agencies e.g. DEH, EPA for inclusion in their SoE Reports.</p>	<ul style="list-style-type: none"> - QESSI Alliance members - QESSI Hub 	H	O

Strategic Action Plans

Goal 7: Improving school resource management, including water, waste, energy, transport and school grounds.

Strategies	Key actions	Partnerships	Priority	Timeframe
<p>Strategy 7.1</p> <p>Identify and support programs that focus on minimising energy, water and waste (reducing the 'ecological footprint').</p>	<p>7.1.1 Encourage a Green and Healthy tuckshop/canteen philosophy in all schools.</p> <p>7.1.2 Encourage composting of fruit and vegetable waste from school tuckshop/canteens.</p>	<p>- QESSI Alliance member programs e.g. Water Wise, Waste Wise, Energy Efficiency, Solar Schools, Airwatch,</p> <p>- QESSI Hub</p>	H	O
<p>Strategy 7.2</p> <p>Identify and support programs that focus on enhancing biodiversity and connecting students to the values of Nature.</p>	<p>7.2.1 Offer in-service Train the Trainer programs such as "Nature Exposed" to teachers and environmental educators.</p>	<p>- QPWS</p> <p>- Greening Australia</p> <p>- QESSI Hub</p>	M	O
<p>Strategy 7.3</p> <p>Encourage schools and the community to use more environmentally sustainable forms of transport.</p>	<p>7.3.1 Encourage schools to participate in the Travel Smart Schools program.</p> <p>7.3.2 Reduction of air pollution and traffic awareness programs.</p>	<p>- QT</p>	H	O
<p>Strategy 7.4</p> <p>Promote appropriate programs that encourage healthier forms of human movement to and from schools and facilities.</p>	<p>7.4.1 Encourage schools to use public transport for school trips and excursions.</p>	<p>- Schools</p> <p>- QESSI Hub</p>	M	MT

Strategic Action Plans

Goal 8: Encouraging interlinked schools and local community partnerships.

Strategies	Key actions	Partnerships	Priority	Timeframe
<p>Strategy 8.1</p> <p>Encourage productive partnerships between schools and their communities on key aspects of sustainability.</p>	<p>8.1.1 Identify and create links with potential partners in the school community who would assist schools in their journey to becoming more environmentally sustainable.</p>	<ul style="list-style-type: none"> - Schools - QESSI Hub 	M	MT
<p>Strategy 8.2</p> <p>Identify organisations and agencies that can support schools on their path to a more sustainable future.</p>	<p>8.2.1 Investigate the possibility of schools engaging in community-based sustainability programs and projects.</p>	<ul style="list-style-type: none"> - Schools - QESSI Hub 	L	MT
<p>Strategy 8.3</p> <p>Identify and promote learning opportunities for and within local communities related to sustainability.</p>	<p>8.3.1 Seek learning opportunities related to sustainability issues as they arise, for schools and their staff to engage in their local communities.</p>	<ul style="list-style-type: none"> - Schools - QESSI Hub 	L	MT

The Implementation Schedule

Introduction

The implementation schedule is based on the first 3 years of the 10 year plan. The schedule will be reviewed on an annual basis to confirm and update priorities, resources and other relevant aspects, whilst considering the intention of the 3 year program.

The columns of the schedule are:

- key actions
- key players and leader(s) involved
- target being aimed for in the period of time
- chosen or relative indicators of success
- general budget estimate / outcomes

How the Schedule is Prepared

A series of key actions are taken from the strategic plan based on priority, time-frame, funding availability, partnerships, opportunities for value adding and so on.

Key indicators used to determine items on the schedule include:

- priority and time-frame of the strategic action plans and their key tasks
- budgets, funding and resource availability
- partnerships involved and possible ones to establish or reinforce
- other aspects, such as taking advantage of opportunities and considering constraints



Key actions	Key players and leader(s)	Targets	Indicators	Outcomes
To be agreed.	To be identified.	To be set.	To be set.	To be achieved.

Key actions	Key players and leader(s)	Targets	Indicators	Outcomes
To be agreed.	To be identified.	To be set.	To be set.	To be achieved.