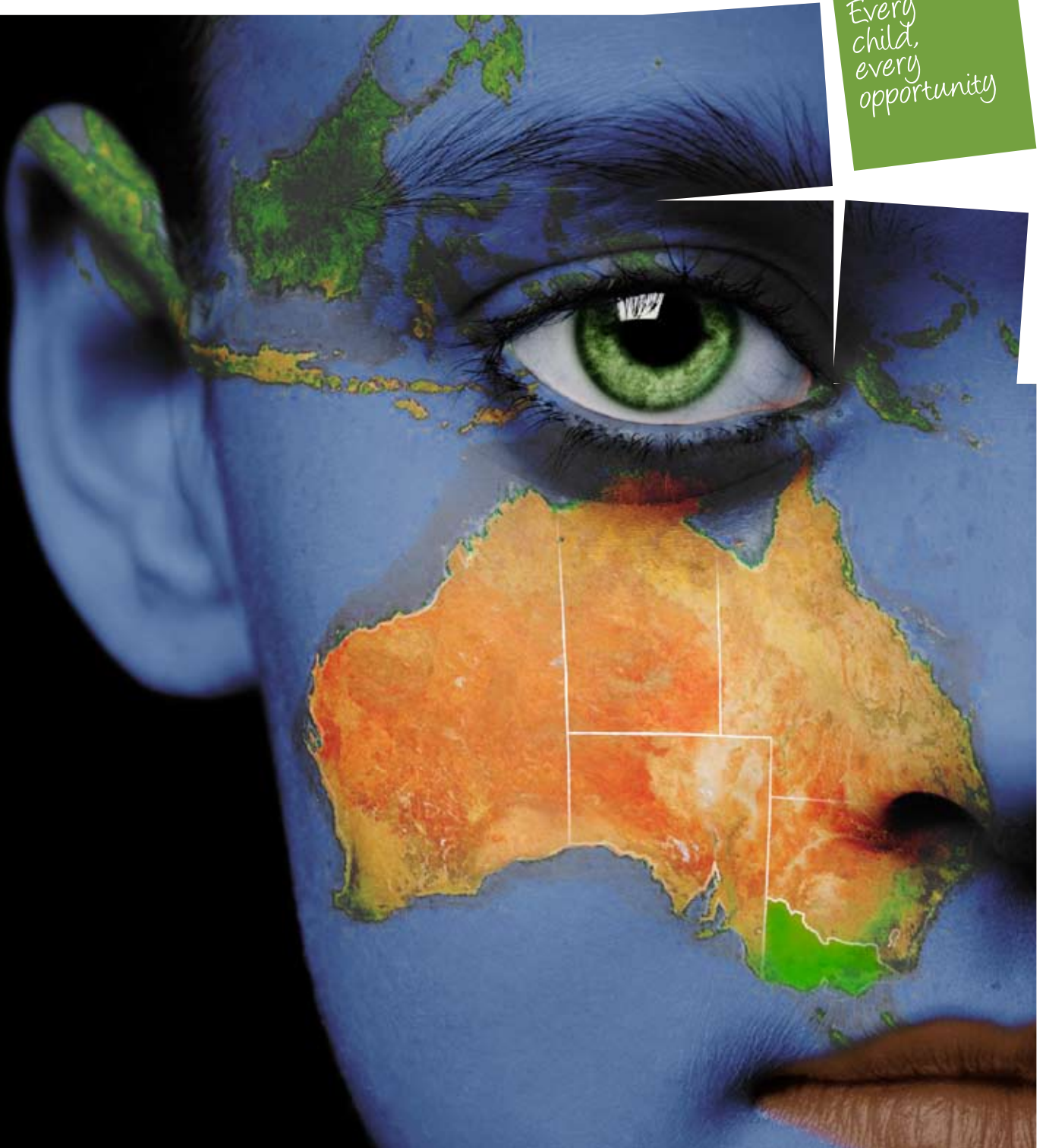


Looking Ahead

DEECD's Environmental Sustainability Strategy

*Every
child,
every
opportunity*





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Development
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Secretary's Foreword



I am delighted to introduce 'Looking Ahead', the revised environmental sustainability strategy of the Department of Education and Early Childhood Development (DEECD).

The Department recognises that environmental issues are relevant to and have the potential to impact on the Department's operations.

Looking Ahead provides a flexible framework to help the Department reduce its environmental impacts, integrate environmental sustainability into schools, early childhood facilities and corporate offices, as well as assisting the Victorian community to advance its environmental sustainability knowledge and performance.

Looking Ahead supports the Department's vision that 'every young Victorian thrives, learns and grows, to enjoy a productive, rewarding and fulfilling life, while contributing to their local and global communities'.

This vision will be supported by the Department's commitment to ensuring its office and education and early childhood development infrastructure and programs enhance the environment in which the Department operates.

The Department views this as an investment in the future of students and children, the communities in which it operates, its employees, assets and the environment.

A handwritten signature in black ink that reads "Peter Dawkins". The signature is written in a cursive style with a horizontal line underneath the name.

Professor Peter Dawkins

Secretary

Department of Education and Early Childhood Development

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1. Introduction

1.1 What is Sustainability?

The concept of sustainable development was defined in 1987 by the Brundtland Commission as the ability of society to meet the needs of today's generation without compromising the ability of future generations to meet their own needs (*World Commission on Environment and Development, 1987*). Today sustainability is a concept which involves managing all aspects of the world we live in – economy, community and environment – to generate a secured future. Organisational sustainability is the ability of an organisation to continue into the future under changing economic, social and environmental pressures.

1.2 What is Environmental Sustainability?

Environmental sustainability is just one component of sustainability and is defined as the ability to maintain the qualities that are valued in the physical environment (Sutton, 2004). These qualities include clean water, soil and air, biodiversity and climate.

Environmental sustainability has been recognised as a key challenge and the Victorian Government has committed

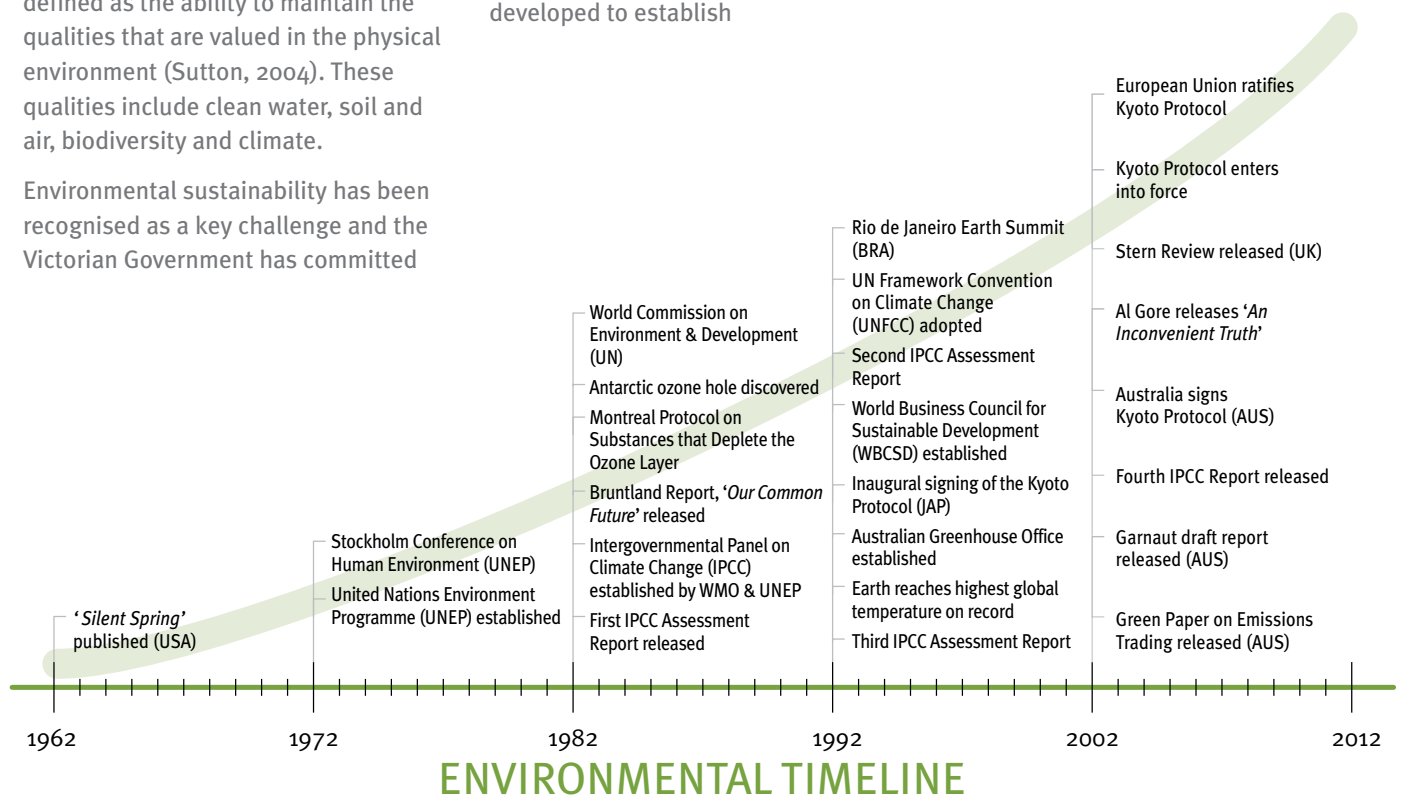
to improving its environmental performance. The Department of Education and Early Childhood Development (DEECD) is a large user of natural resources in Victoria due to the scale of its operation. In addition the Department has significant potential to influence the Victorian community due to its direct contact with over 25% of Victorians. Recognising the significance of environmental quality to the future prosperity of the organisation, the Department has committed to managing the environmental impacts of its operations and is encouraging others to do the same.

1.3 Overview of Strategy

In an effort to improve its environmental sustainability, the Department of Education and Training (now DEECD) developed its first environmental sustainability strategy in 2005. Titled *The Way Forward*, the strategy was developed to establish

a coordinated approach to improving the environmental sustainability of all the Department's operations over a five year period from 2005–2010.

In reviewing *The Way Forward* in 2007, it was determined that the Department's strategy needed updating due to changes in Government policy and priorities, the Department's restructure and increased stakeholder expectations. As a result, *The Way Forward* has been replaced with Looking Ahead (the Strategy), to provide the Department with a flexible framework to improve environmental performance and meet Government requirements and stakeholder expectations. Section Four of the Strategy details the objectives and targets and the key priorities for the Department over the period 2008–2013.



This revised Strategy encompasses the full scope of the Department's operations including:

- Energy use, waste production, paper consumption, transportation, water consumption, green purchasing, greenhouse impacts and biodiversity
- The environmental performance of the Department's corporate offices
- School learning/teaching
- The Office for Children and Early Childhood Development which became part of the Department in 2007 (many employees are still located in Department of Human Services offices)
- The environmental performance of learning facilities



- Support provided to early childhood education and care providers
- The ability of the Department to influence the behaviours of many Victorians through the communities in which it operates.

The Strategy does not outline detailed action plans to improve the Department's environmental

performance but should be used as the framework to develop these plans moving forward.

This Strategy is meant to be a living document to ensure its ongoing relevance. The continually changing landscape of environmental science, legislation and community expectations may negate the usefulness of a static strategy.

1.4 Department Terminology

Throughout this document a number of terms are used for different parts of the organisation. To provide clarity these terms are defined here:

- **The Department/DEECD:** includes all aspects of the Department including corporate (central and regional offices), schools and early childhood education and development activities. The Department's statutory bodies are not included within this definition
- **Corporate:** includes the Department's activities, staff and assets which are not conducted, employed or owned by schools or early childhood education and development centres

- **Central Office:** the Department's head offices located at 2 Treasury Place, 23, 33 and 41 St Andrew's Place, 35 Spring Street and the Office for Children and Early Childhood Development office located at 50 Lonsdale Street
- **Regional Offices:** the Department's offices located in the regional areas of Barwon South Western, Grampians, Gippsland, Hume, Loddon Mallee, Eastern Metropolitan, Northern Metropolitan, Southern Metropolitan and Western Metropolitan
- **Schools:** all Victorian Government schools, their activities and their staff. Reference includes non-Government schools only when explicitly stated

- **Early Childhood Development:** early childhood development centres, their activities and staff. This includes kindergartens, childcare centres, maternal childcare and health centres (MCHC) etc. The Department does not own the majority of these facilities
- **Statutory Authorities:** the Victorian Curriculum and Assessment Authority (VCAA), Victorian Registrations and Qualifications Authority (VRQA), Merit Protection Board (MPB) and the Victorian Institute of Teaching (VIT).

Note: The Office for Children and Early Childhood Development's regions do not yet align with the rest of the Department

2. Key Drivers for Environmental Sustainability

‘With the community being asked to measure and modify its behaviour in the light of drought and the urgent need to respond to climate change, the public sector should be leading by example.’

Dr McPhail, Commissioner for Environmental Sustainability (2007)



Figure 1: Environmental Sustainability Drivers

2.1 Overview

The move towards environmental sustainability within DEECD is based on five principle drivers, each of which exists in response to observed or predicted changes in our environment (Figure 1):

- National Agenda:** the Australian Government has made environmental sustainability, and in particular climate change, a key priority. This was indicated by the use of climate change as a key electoral issue, and the ratification of the Kyoto Protocol in 2007. As policy progresses in this area, developments will be transferred to the States and Territories through Council of Australian Governments (COAG) mechanisms.
- State Government Commitments:** DEECD is required to work collaboratively with the rest of Government to implement Whole of Victorian Government (WoVG) initiatives and deliver on WoVG targets. The Department must work with the Department of Sustainability and Environment (DSE) and Sustainability Victoria (SV) to implement its initiatives and targets.
- Service Delivery:** the Department is a large infrastructure owner and employer. It is important for the Department to manage the risks and opportunities that environmental sustainability presents to its assets and workforce in order to ensure its ability to provide ongoing services to children and young people.
- Financial:** as a result of climate change impacts and subsequent legislative and economic responses, the cost of most goods and services are expected to increase. In particular the cost of energy is likely to increase through the implementation of an emissions trading scheme (ETS). As a result of these increased costs, Government expenditure is also expected to increase.
- Community Expectations:** the environmental awareness of the Victorian population, and more specifically Victoria’s youth, is increasing and the community’s expectations for environmental leadership from Government has heightened. As a Government body, that has contact with a large number



of Victorians, DEECD can demonstrate a leadership role in the Government's commitment to environmental sustainability. High community expectations also present a potential reputational risk to the Department.

Without diverting the focus of the Department from educational and early childhood development outcomes, it is necessary for it to respond to these drivers to demonstrate responsibility and accountability. The risks of an inadequate response to these drivers may include infrastructure damage, increased costs, decreased learning outcomes and community criticism.

2.2 National Agenda

Climate change has been a significant issue at the international and national level for some years. It came to the national forefront in late 2007 when the Rudd Government ratified the Kyoto Protocol. The Australian Government's recent focus on large-scale emissions management has been through the Garnaut Review which was commissioned by the Australian, state and territory governments to examine the impacts, challenges and opportunities of climate change in Australia (Garnaut Review, 2008).

Through a review of scientific reports, the Garnaut Review predicts that over the next two decades the impacts of climate change in Australia are likely to be dominated by stressed urban water supplies and the effects of temperature changes and water availability on agriculture (Garnaut Review, 2008).

To overcome the worst impacts of climate change the Review recommends the implementation of a national Emissions Trading Scheme (ETS). It is proposed that any system implemented cover a wide range of industries including stationary energy, transport, industrial processes and fugitive emissions in its initial phases and expand to include agriculture and forestry at a later date.

In response to the Garnaut Review, the Australian Government released its Carbon Pollution Reduction Scheme (CPRS). The Government's proposed approach to emissions management is similar to Garnaut's recommendations with the implementation of a cap and trade emissions scheme. Similar to the CPRS, the Victorian Government will soon be releasing a green paper on climate change (see Section 2.3.3).

The implementation of the ETS at a national level is likely to have significant financial implications to the state (see Section 2.5).

‘This, undoubtedly and regrettably, is the biggest immediate long-term environmental challenge we face. A failure to concretely come to some policy outcome on climate change has not only a negative environmental impact but also social and economic consequences for us.’

*Peter Garrett,
Minister for the Environment,
Heritage and the Arts (2006)*

2.3 State Government Commitments

2.3.1 Environmental Management System

As part of its commitment to environmental sustainability the Victorian Government has established a number of initiatives to improve the environmental performance of its departments and operations. As part of this, the Government made a commitment in 2002 to introduce best practice business tools for environmental management in all Government departments (EPAV, 2008). Under this initiative, all Victorian Government departments are required to:

- Adopt an environmental management system (EMS)
- Develop an environment improvement plan which includes waste reduction targets
- Comply with a green purchasing policy

- Report annually on their environmental performance
- Audit their EMS (EPAV, 2008).

The EMS is required to cover the energy use in buildings and facilities, waste production, paper consumption, transportation, water consumption, green purchasing and greenhouse impacts. The implementation of the EMS is audited by the Commissioner for Environmental Sustainability (CES) annually (EPAV, 2008), which is strengthened by biennial internal audits.

2.3.2 State Government Targets

Specific environmental performance targets have been set for all State Government operations through a range of policy documents. As of August 2008 specific targets which apply to the Department include:

- Reduce energy consumption per square metre by 20% of 1999–2000 consumption by 2010 (Government election commitment, 2006)

Aspect	Government Goals	Key Targets Relevant to the Department	Reference
Waste	Increase waste recycling and effective waste management	Increase proportion of waste recycled Reduce the use of landfill as a waste disposal method	Victorian Government, 2001
Water	Reduce water consumption (per capita)	Reduce water use by 15% by 2010 (Melbourne only)	DSE, 2004
	Increase waste-water reuse	By 2010, increase wastewater re-use from 1% to 20%	DSE, 2004
Biodiversity	Facilitate the planting of more trees	The area covered by native vegetation to increase (no specific target)	Victorian Government, 2001
Emissions	Improve air quality	Reduce greenhouse gas emissions	CES, 2008
Transport	Encourage increased use of public transport	Increase the proportion of trips taken by public transport from 11% in 2002 to 20% by the year 2020	Victorian Government, 2001

Table 1 – Government Targets



- Purchase 25% of total electricity from Green Power by 2010 (Government election commitment, 2006).

In addition to these targets, Victorian Government departments must also comply with environmental standards for all office accommodation. Under the Victorian Government Accommodation Guidelines 2005, each new office leased or built over 2,000 m² by the Victorian Government must meet Australian Best Practice requirements.

Other targets which have been set for the State are highlighted in Table 1. Although these targets do not specifically apply to the Department, as a government agency it is important for the Department to set an example.

2.3.3 Climate Change Green Paper

In response to growing concerns around climate change, the Victorian Government held the Climate Change Summit in early 2008 with the aim of developing a green paper on climate change. A discussion paper released in mid-2008 highlighted ten strategic directions for climate change policy in Victoria.

The most relevant to DEECD include:

- Pursuing cost effective emissions reductions in sectors of the Victorian economy not covered by the ETS
- Increasing our knowledge about climate change impacts and adaptive needs and possibilities
- Increasing the climate change resilience of the State's regions and communities
- Supporting Victorian individuals and communities to get active on climate change (Victorian Government, 2008).

The Department is assisting in the development and assessment of climate change policies in the lead up to the release of the Climate Change White Paper.

2.4 Service Delivery

2.4.1 Educational Risks

In addition to the risks posed to the Department's infrastructure, climate change also has the potential to significantly impact on the services provided by DEECD. Studies show that at temperatures over 25°C student performance drops and absenteeism increases (Fisher, 2002). With the possibility of up to 50% more days over 35°C by 2030, it is important that the thermal comfort of schools and other facilities be considered. Increasing risk of bushfire and other natural disasters also pose a significant disruptive risk to schools and educational facilities, and continued drought may affect the viability of small towns and therefore the schools which support them.

2.4.2 Infrastructure Risks

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) predicts that temperatures in Victoria are likely to rise by between 0.5 and 1.5°C by 2030, and that by 2070 the temperature could increase by as much as 5°C compared to 1990 levels (CSIRO et al, 2007). In addition to temperature increases, the CSIRO also predicts more intense rainfall events, stronger winds and increased fire weather. These conditions pose a significant threat to the Department's infrastructure assets.

In 2007 the Victorian Government commissioned a study to assess the risks to Victoria's infrastructure from climate change. This study found that significant risks are posed to Victoria's infrastructure if climate change goes unmitigated and unmanaged (CSIRO et al, 2007).

The water sector is at very high risk and the building sector is also a high priority risk, followed by the transport and power sectors. The assessment also found that all involved in the development, management and

ownership of infrastructure may be liable if climate change risks are ignored and losses are suffered as a result (CSIRO et al, 2007). It is also stated that although current insurance agreements are likely to cover the impacts of climate change on infrastructure, insurers are likely to act to reduce their potential exposure.

- Based on this study, and as a large infrastructure owner the Victorian Government, including DEECD, is facing significant risks from climate change. The Victorian Managed Insurance Authority (VMIA) (responsible for insuring all Government assets) has identified climate change as one of the top ten risks facing the State and is currently working with Government departments to manage this risk.

The \$5.6 billion and 7.6 million m² of building infrastructure owned by DEECD may be vulnerable to the future impacts of climate change. If this risk goes unmanaged it may impact on the Department's ability to deliver high quality services in the future.



‘Thanks to exciting educational programs in schools, today’s students recognise they can make a significant and lasting contribution to preserving the environment.’

Bronwyn Pike, Minister for Education (2008)

2.4.3 Staff Risks

DEECD is an employer of over 61,000 people and it is important for the Department to be responsive to employee concerns. To determine key concerns amongst staff the Department usually conducts the Your Job, Your Say survey each year. This survey asks a range of questions about working for the Department, but to date has not included questions about the environment. A demonstration of staff interest is the 30 employees in corporate offices who volunteer their time as ‘Eco-Champions’. Staff awareness of environmental sustainability is strong, but there is still room for improvement around individual responsibility for actions.

In 2007 the Seek Feed Your Mind Report found that 69% of job seekers labelled corporate responsibility as an important factor when deciding which company they wanted to work for and 15% said they would only work for a company that had a Corporate Social Responsibility program (SEEK, 2007). In addition to this research, a 2007 study by MonsterTRAK found that:

- 80% of students are interested in a job that positively impacts on the environment
- 92% of students are more inclined to work for a company that is environmentally friendly
- 32% of students are currently looking for an environmentally friendly job (MonsterTRAK, 2007).

Although much of this research relates to work in the corporate field, its relevance to the public sector should not be ignored.

2.5 Financial

Through the Garnaut Review and the Australian Government’s CPRS it is anticipated that the cost of most goods and services, particularly energy, will increase. Within the CPRS Green Paper it is estimated that the cost of electricity will increase by approximately 16% and the cost of gas by approximately 9% based on a \$20 per tonne of CO² carbon cost (the Department of Climate Change, 2008). Although the Department gains a discount through the Whole of Victorian Government energy contracts, the cost increases are expected to be passed on to the Department.

A study conducted by The Australia Institute in August 2008 examined impacts of an ETS on State Government budgets. Through the implementation of a \$20 per tonne carbon price the study estimated that the Victorian State Government’s budget would need to increase by over \$350 million annually if the same level of services were to be delivered (Richardson, 2008). Based on the current 27% allocation of the budget to education, this may translate to an increase in DEECD’s budget of over \$90 million annually. The Department currently has an opportunity to minimise these cost increases by reducing energy consumption throughout its operations. However, the Department’s ability to do this may be limited by the impacts of climate change with higher temperatures likely to result in increased use of air conditioning.

In addition to the financial impacts of an ETS the Department may also face increased costs (e.g. increased

**‘Will it matter to
Australians of the future
if their children do
not enjoy the grassed
playing fields that were
once formative in what
we imagined as our
community culture?’**

Garnaut Review (2008)

insurance premiums) due to the impacts of climate change such as stronger winds and more floods, storms and bushfires. These weather events may also result in costly damage to infrastructure.

2.6 Community Expectations

The awareness and understanding of environmental issues in the community has grown rapidly over the last five years. This increased awareness may be due to individual experience of harsher climatic conditions throughout much of Australia, including severe droughts, floods and storm events. In particular, 2007 saw a major shift in community perceptions of the environment. This was likely due to the drought which affected much of South East Australia, an election which had a significant focus on environmental issues and the release of Al Gore’s film *An Inconvenient Truth*. In 2007 the *Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report on Climate Change* was released. Within this report the United Nations used its strongest language yet to confirm climate change is human induced, and painted a grim

outlook for the world if climate change continues unmanaged.

The level of community concern over the environment was indicated in the lead up to the Australian Government’s 2020 Summit in 2008 when a study by the Australian National University found that Australians now rank the environment as their top concern. Nineteen percent of respondents in the study ranked the environment ahead of other concerns including the economy (18%), water management (8%) and education (4%).

In response to environmental concerns, Victorian communities have begun changing their behaviours to reduce their environmental impacts. Comprehensive campaigns by the State Government and environmental groups have led to significant water savings in the community and more Victorians are switching to cycling and public transport than ever before.

The community’s concern for the environment and expectations for environmental management does not stop at their front door – the community expects the State



Government to be a leader in environmental sustainability. This concern presents a reputational risk to both the Government and Department. This was indicated in 2007 when the State Government's poor environmental performance in relation to water use became front page news.

In addition to the concern of the general community, concern amongst

Australia's young people has also increased. A survey by Mission Australia found that the environment ranked sixth in the top concerns of Australians aged 11–24. Approximately 23% of young people surveyed stated that the environment was important to them. Issues ranked more important than the environment included body image, family conflict, school and youth suicide (Cooke, 2007).



THE AGE 20 March 2008, Students at the Melton Secondary College play at the edge of their oval which has been declared off limits due to the lack of rain and the condition of the ground. – Photo: Angela Wylie

3. Vision and Priorities

3.1 Departmental Vision

Every young Victorian thrives, learns and grows, to enjoy a productive, rewarding and fulfilling life, while contributing to their local and global communities.

The Department’s vision relates to sustainability in its full context – economy, community and the environment. The achievement of this vision will see young Victorians contributing to the sustainability of our State within each of these areas. Conversely, the position of the State’s economy, community and environment will impact on the attainment of the Department’s vision.

3.2 Departmental Priorities and Initiatives

For the Department to achieve its vision, DEECD has developed a three-year Corporate Plan outlining four priorities:

- Increase access to, and achieve high quality early childhood development services
- Achieve public confidence in a world-class school education system with a strong and vibrant government school sector at its core
- Integrate services for children and families
- Improve outcomes for disadvantaged young Victorians (DEECD, 2008).

In addition to these priorities the Corporate Plan also identifies the importance of establishing strong partnerships in achieving corporate objectives. The Plan recognises that DEECD must continue to take an active and cooperative role in cross-departmental governance arrangements. The environmental performance of the Department is a key area where DEECD interacts and cooperates with other departments including the Department of Treasury and Finance (DTF), Department of Premier and Cabinet (DPC) and DSE.

The importance of the relationship with DSE is highlighted in the Corporate Plan in line with the need to increase environmental awareness amongst young people. It will require the two Departments to work together to address local and global environmental impacts.

3.2.1 Organisational Development

The Department is committed to becoming a continuously improving, high-performing corporate organisation that is capable of supporting the schools and early childhood sectors through highly developed management systems to deliver the best possible outcomes for children and young people.

Although environmental sustainability is not formally incorporated within this initiative, it is an important component of becoming a “world class” organisation. The implementation of environmental management practices within organisations has in many studies been proven to:

- Attract high quality employees to an organisation (see section 2.4.3)
- Aid in the identification of efficiency opportunities within information and operational processes, and
- Improve the health and happiness of employees.

Based on the ability of environmental sustainability to enhance the development of an organisation, any new organisational development strategy should focus on the development of human, information, cultural *and* environmental capital.

‘COAG has agreed on the importance of developing a coherent and streamlined set of climate change measures across jurisdictions.’

COAG (2008)

3.2.2 Supporting our Schools

Environmental and sustainability education is an integral part of the Victorian school curriculum from the early years through to secondary school.

In 2007, the Government established the Sustainability in Schools State Steering Committee to increase and improve education for sustainability outcomes.

The Australian Sustainable Schools Initiative, Victoria (AuSSIVic) is part of a national partnership approach between the Australian Government and the states and territories.

AuSSIVic provides schools with a voluntary framework to incorporate education for sustainability into their teaching and learning, operations and infrastructure, and encourages community partnerships.

The AuSSIVic ResourceSmart program involves sustainability educators and organisations working with schools to improve teaching and learning and data collection on sustainability issues. Currently 25 per cent of Victorian schools are participating in this program.





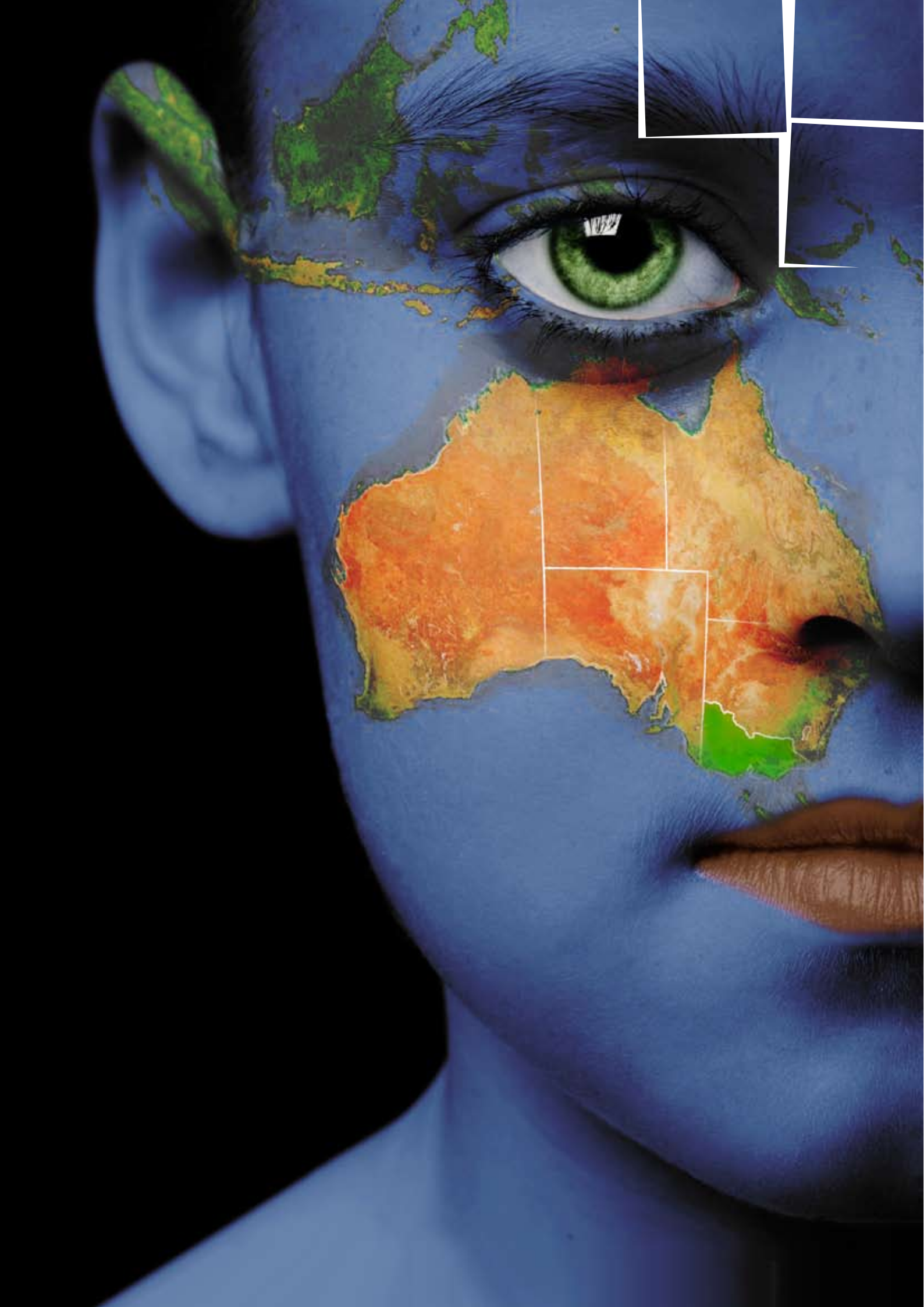
3.3 Environmental Sustainability Vision and Priorities

In delivering the Department’s vision, DEECD is committed to ensuring its office and education and early childhood development programs enhance the environment in which the Department operates. DEECD views this as an investment in the future of students and children, the communities in which it operates, its employees, assets and environment.

Taking account of this commitment, the drivers for change and the achievements already made by the Department, over the next 1–5 years DEECD will manage its environmental performance through a focus on the following priorities:

Corporate performance	Continually improve the environmental performance of the Department’s office-based activities.
Learning Support	Actively promote and support the integration of environmental sustainability into learning and teaching through the provision of resources to teachers, schools, students and early childhood service providers.
Infrastructure	Incorporate the principles of environmental sustainability into the design, construction, retrofit and operation of all educational and early childhood facilities.
Funding and Grants	Actively seek out and facilitate funding and grants that aim to improve the environmental sustainability of educational and early childhood facilities.
Governance and Leadership	Apply good governance to integrate and implement environmental sustainability in the education and early childhood development sectors.
Partnerships and Engagement	Effect change through environmentally sustainable external partnerships and engagements.
Organisational Development	Integrate environmentally sustainable behaviours into the ‘way of life’ within the Department.

The following section outlines the framework for achieving these environmental sustainability priorities.



4. Environmental Sustainability Framework

The framework in Figure 2 (next page) is in line with the Department's Corporate Plan and demonstrates the links between the vision and overarching outcomes the Department is working to achieve for environmental sustainability.

The framework outlines the strategies, performance measures and desired outcomes for each of the priority areas identified by the Department. It should be noted that all performance measures are progressive measures only and will be reviewed and built upon as they are met.



Environmental Sustainability Framework

	Priority	Strategy
Corporate Performance	Continually improve the environmental performance of the Department's office-based activities	<ul style="list-style-type: none"> • Continue to develop the Department's EMS and apply to all operations • Integrate environmental considerations into procurement practices in line with WoVG initiatives • Apply the Victorian Government Accommodation Guidelines • Continuously monitor and report on environmental performance • In the long term, establish a carbon and water footprint for whole of Departmental operations, including methodology for educational and early childhood facilities
Learning Support	Actively promote and support the integration of environmental sustainability into learning and teaching through the provision of resources to teachers, schools, students and early childhood service providers	<ul style="list-style-type: none"> • Continue to roll out the AuSSI Vic program to the education and childhood development and care sectors • Increase the amount of environmental sustainability training and resources provided to education and childhood development and care professionals • Continue the development of partnerships with community and business environmental organisations
Infrastructure	Incorporate the principles of environmental sustainability into the design, construction, retrofit, upgrade and operation of all schools, educational and early childhood facilities ²	<ul style="list-style-type: none"> • Incorporate environmental sustainability considerations into construction, upgrade and retrofitting work • Support operational sustainability initiatives within schools, educational and early childhood facilities
Funding & Grants	Actively seek out and facilitate funding and grants which aim to improve the environmental sustainability of the education and early childhood development sectors	<ul style="list-style-type: none"> • Facilitate access to environmental sustainability funding and grants by schools, educational and early childhood providers • Incorporate environmental considerations into the provision of funding by the Department to the schools, educational and early childhood providers • Work with DEECD regional offices, Sustainability Victoria and external providers to increase the exposure of environmental sustainability grant opportunities to schools, educational and early childhood facilities • Accurate school energy and water consumption data directs the provision and prioritisation of grant programs
Governance & Leadership	All leaders apply good governance to integrate and implement environmental sustainability in the education and early childhood development sectors	<ul style="list-style-type: none"> • Establish environmental sustainability as a direction within the Department • Develop controls for environmental performance • Establish accountabilities for environmental performance
Partnerships & Engagement	Effect change through environmental sustainability based partnerships and engagements	<ul style="list-style-type: none"> • Develop a program to engage schools, educational and early childhood facilities in environmental sustainability • Develop and formalise partnerships between the Department, other Government agencies and other organisations to build the Department's environmental capacity • The Department to facilitate an increase in schools, educational and early childhood facilities utilising DEECD's environmental sustainability partners
Organisational Development	Integrate environmentally sustainable behaviours into the day to day work of the Department.	<ul style="list-style-type: none"> • Develop and implement a staff engagement plan including training • Embed achievements in recognition and reward systems including the performance enhancement cycle

1. Energy and greenhouse targets are to be reviewed upon release of the Climate Change Green Paper

2. At the time of developing this Strategy the role of the Department's infrastructure team was still being determined in relation to early childhood education infrastructure, therefore there is not a significant focus on this sector within the infrastructure priority. The Funding and Grants and Partnerships and Engagement priorities aim to cover the early childhood development sector.

Figure 2: Outcomes and Evaluation Framework



Performance Measure	Outcome
<ul style="list-style-type: none"> Energy consumption reduced by 20% per m² by end of 2009–10 FY (WoVG target) ¹ 25% of all electricity purchased is from Green Power by end of 2009–10 FY (WoVG target) ¹ Waste consumption is under 70 kg/FTE by end of 2010–11 FY Paper consumption is under 15 reams/FTE by end of 2010–11 FY Fleet emissions reduced by 10% of 2007–08 figure by end of 2010–11 FY Water consumption reduced by 15% by end of 2012 Development and pilot of a Department sustainability purchasing policy by 2010 100% of all offices utilise a Department sustainability purchasing policy by the end of 2010 All new DEECD leases and buildings to comply with the Victorian Government Accommodation Guidelines 	<p>The Department meets or exceeds the State Government environmental performance targets and demonstrates to the community that the Department is serious about environmental sustainability.</p>
<ul style="list-style-type: none"> AuSSi Vic has been adopted within 25% of all Government schools by end of 2010 AuSSi Vic has been adopted within 100% of all Government schools by end of 2015 An AuSSi Vic equivalent for the childhood education and care sector has been developed by the end of 2011 Aussi Vic has been adopted within 25% of all childhood education and care sector by the end of 2014 25% of all pre-service teachers have received environmental sustainability training by the end of 2012 50% of all Government teachers have received environmental sustainability focused professional development training by the end of 2012 	<p>School and childhood development and care staff feel confident to educate Victoria's children and young people on environmental sustainability. Students and children obtain an improved understanding of environmental sustainability which enables them to better contribute within their communities.</p>
<ul style="list-style-type: none"> All new schools and major refurbishments are designed to achieve a minimum Green Star target equivalent to Australian Best Practice All major retrofits are designed and operated to reduce energy consumption by a minimum of 20% per m² of pre-upgrade levels Develop a life cycle costing model for all environmental aspects of new construction and retrofits in order to develop the business case for sustainable schools by the end of 2009 A minimum of one school designed to achieve a performance of zero emissions, zero water and zero waste by end of 2012 Solar panels installed in 20% of schools by the end of 2015 100% of new early childhood centres in receipt of a Children's Centre Capital Grant have incorporated aspects of environmental sustainability in their design and construction (ongoing) 	<p>The Department implements best practice in the area of environmentally sustainable infrastructure. Positive learning outcomes will be maintained and enhanced through the provision of schools, educational and early childhood facilities which promote environmental learning through practical measures. The Department meets or exceeds the State Government environmental performance targets.</p>
<ul style="list-style-type: none"> The Department facilitates a 100% uptake of internal and external sustainability grants available to schools, educational and early childhood facilities (ongoing) 5% of all infrastructure grants for early childhood education and care facilities are directly related to environmental sustainability by the end of 2010 	<p>Sustainability funding is allocated more efficiently to the education and early childhood development sectors resulting in an improvement in the environmental performance of the sector.</p>
<ul style="list-style-type: none"> DEECD's Environmental Sustainability Strategy signed off by DLT in October 2008 Environmental sustainability is incorporated into the post 2010–11 Corporate Plan and is a fundamental component of all policy and planning actions 50% of executives and managers are trained in order to overtly demonstrate environmentally sustainable behaviours by the end of 2012 	<p>The Department makes significant progress towards meeting environmental sustainability expectations of the Government and community. The achievement of other environmental sustainability objectives is aided through clear Departmental leadership by executives and management.</p>
<ul style="list-style-type: none"> Memorandum of understanding is established between the Department, DSE and SV to ensure AuSSi Vic program delivery by mid 2009 By the end of 2009 organise a formal structure by which schools, educational and early childhood facilities can access DEECD's environmental sustainability partners By end of 2009 organise a formal agreement with Departmental partners to improve collaboration and data collection from participating schools, educational and early childhood facilities within environmental sustainability programs 	<p>The effectiveness of programs and initiatives implemented jointly by the Department and other organisations increases. Community awareness of the Department's environmental initiatives is increased through the involvement of community groups, parents and care givers.</p>
<ul style="list-style-type: none"> Environmental sustainability incorporated into the Department's induction program by end of 2009 Five environmental sustainability questions incorporated into <i>Your Job, Your Say</i> for the 2009 questionnaire 50% of corporate staff have received environmental sustainability training by end of 2010 increasing to 100% by 2015 50% of all Inside Education publications contain an environmental sustainability article by end of 2010 100% of corporate PECs contain environmental sustainability components by end of 2010 	<p>The Department has a happier, healthier and more cohesive workforce. Employees have increased job satisfaction as they feel they are positively contributing to the future through both education and environmental sustainability initiatives.</p>

5. Implementation



5.1 Project Governance

Achieving desired environmental sustainability outcomes is a continuous process of evaluating requirements and expectations, revising goals and targets, implementing improvement plans, educating staff and other key stakeholders, monitoring, reporting and reviewing performance against current and updated outcomes.

It is important that the Department's Environmental Sustainability Strategy is part of this continuous improvement process. Whilst it represents a 5 year timeframe, it is also a living document that is flexible and will be updated to accommodate changes in organisational structure, government legislation and Victorian environmental conditions and priorities. Strong project governance and ownership of the Strategy is an essential part of ensuring that flexibility and adaptability is possible.

The following diagram outlines the Project Governance structure for the development of detailed action plans and implementation and management of the Strategy:



As with the Corporate Plan, the Strategy will need to be revised on an ongoing basis, with an annual review of the success and relevance of the priorities, strategies and actions.

5.2 Measuring Success

The role of DEECD in Victorian communities is to support every child and young person along their learning and developmental pathway, and engage families and communities at the same time. Due to the Department’s high level of contact with the State’s population and its large number of infrastructure assets, DEECD is in a unique position to influence the environmental sustainability of the State.

The Department Management Committee (DMC) has a shared

understanding of the Department’s environmental risks and their consequences. The DMC will know the Strategy’s desired outcomes and priorities, and the actions needed to address these.

The success of the Environmental Sustainability Strategy will be measured against the following desired achievements:

- The Department is meeting or exceeding the State Government environment targets outlined in Section 2.3

- The Strategy will be central to, and integrated with core business objectives, built into existing processes and frameworks and supported by measurable, achievable milestones
- DEECD has a clear position on environmental issues such as climate change and is actively working within the education system and with other government bodies to respond to environmental issues and embed environmental sustainability practices
- The Strategy provides an ongoing framework for articulating the Department's position on environmental sustainability and defining priority actions
- The Strategy is managed using a continuous improvement model to ensure progress against milestones and periodic review for currency of approach in an uncertain and changing context.



5.3 Key Enablers

As discussed in Section 3.2.1, the Department is currently developing an organisational development framework to draw together the internal environmental characteristics, organisational culture and leadership capabilities needed to become a department of world-class performance.

The pillars of this organisational development framework – human,

information and cultural capital – are all key enablers to ensuring the Department meets its strategic agenda, including the successful delivery of the environmental sustainability strategy.

In line with the pillars of the organisational development framework, this Strategy will require a focus on the following enablers to support each of the environmental sustainability priorities:

Key Enablers

Human Capital

- Ensuring the Department has the necessary skills / capabilities, both centrally and in the regions, to deliver on the Strategy
- All staff are aware of their office based EMS responsibilities as part of the Strategy
- Formalisation of communications and partnerships with school communities

Information Capital

- Effective data and cost monitoring in order to access meaningful, current information and to inform future policies and programs
- Communication, engagement and cooperation with:
 - staff across corporate and regional offices and the Office for Children and Early Childhood Development
 - schools, educational and early childhood facilities and their local communities
 - key government agencies and other bodies to develop the strong partnerships required to deliver on COAG, Victorian and DEECD commitments to environmental sustainability

Cultural Capital

- Alignment with the Department’s vision, Corporate Plan and annual corporate priorities
- Leadership commitment and senior accountability for the success of the Strategy
- Successful integration with the Office for Children and Childhood Development
- Clear lines of accountability for environmental sustainability performance reflected in the organisational structure
- Acknowledgement of employee achievements in environmental sustainability performance in recognition and reward systems including the performance enhancement cycle
- Active knowledge sharing between different Offices and Regions to increase the uptake of environmental sustainability initiatives

5.4 Key Challenges

This Strategy has a focus on delivering tangible and practical results for the Department. Implementation of the Strategy will require an integrated approach across the Department as well as significant stakeholder engagement and communication. This will inform the development of the detailed action plans

and build awareness and understanding of environmental sustainability as a priority for the Department.

There are a number of potential challenges to successfully implement the Strategy and embed environmental sustainability into all aspects of the Department's planning and operations. Some of the more significant challenges include:

Key Challenges	Actions Required
<ul style="list-style-type: none"> Ensuring ongoing commitment to the Strategy from the DMC including sign-off on key policies and procedures required to bring about change 	<ul style="list-style-type: none"> Develop presentation to be used as a communication pack to increase understanding – outlining drivers, risks and opportunities Confirm accountability for environmental sustainability at the leadership level and the corresponding engagement and signoff procedures required Maintain DMC engagement and provide communication / education on emerging trends, risks and opportunities that the Department needs to be aware of and respond to
<ul style="list-style-type: none"> Change the focus from short term to long term outcomes 	<ul style="list-style-type: none"> Demonstrate the link between the Environmental Sustainability Strategy and the delivery of the Department's vision, mission and corporate priorities
<ul style="list-style-type: none"> Funding, resources and/or capabilities within DEECD to deliver key initiatives 	<ul style="list-style-type: none"> Identify the funding, resources and/or capabilities required to deliver on detailed action plans and include in the decision making process for sign-off
<ul style="list-style-type: none"> Communication and coordination between offices and with other government agencies where an integrated approach is required 	<ul style="list-style-type: none"> Identify the role of each Office and relevant government agency in the delivery of the Strategy and embed within the Project Governance structure Develop a stakeholder map and associated communication / engagement plan to support the implementation of the Strategy
<ul style="list-style-type: none"> Accessing accurate data for analysis and reporting 	<ul style="list-style-type: none"> Develop or purchase a system for the accurate collection and analysis of data across all operations
<ul style="list-style-type: none"> Staff engagement and commitment 	<ul style="list-style-type: none"> Regular communication from the DMC to staff on their commitment to environmental sustainability and expected performance outcomes Development of a staff engagement plan including communications, events, growth of the eco-champions network etc Inclusion of environment questions in the Your Job, Your Say survey to track staff interest in environmental issues and satisfaction with the Department's performance
<ul style="list-style-type: none"> Increasing the uptake of sustainability initiatives and programs offered to schools 	<ul style="list-style-type: none"> Investigate options for increasing the availability of subsidised programs and resources available to schools, educational and early childhood facilities Education of School Business Managers regarding School Resource Package
<ul style="list-style-type: none"> Managing possible conflicts in government policy (i.e. State vs Commonwealth, Department vs. Department) 	<ul style="list-style-type: none"> Use partnerships with other organisations to ensure Department is actively consulted on major policy decisions

5.5 Strategy Review

This document outlines some initial priorities and progressive performance measures for the Department and is intended to be used as an iterative document. It is recommended that the following guidelines are applied to determine when the Strategy is reviewed:

- Progress against and appropriateness of performance measures reviewed every six months
- Context of the Strategy and priorities reviewed annually

- When relevant and significant policies are developed at a State or National level, and
- When significant Departmental changes occur (i.e. restructuring, new plans etc).

Persons responsible for the review of the Strategy include those outlined in Section 5.1. An initial review of this Strategy will be required upon release of the Victorian Government's Green and White Papers on Climate Change.



6. Next Steps

Environmental sustainability is of strategic importance to DEECD and supports the delivery of the Department's core vision, mission and corporate initiatives. An integrated and whole-of-Department approach is needed to ensure that the environmental sustainability priorities and actions are implemented and are continually reviewed and updated to allow for ongoing relevance and continuous improvement.

With executive level commitment to the Strategy, the key next steps include:

- Finalise project governance for implementation and management of the Strategy going forward
- Develop a plan to communicate the Strategy to key internal and external stakeholders through appropriate channels e.g. DEECD website
- Develop detailed action plans for each objective including actions required to deliver each of the agreed targets and associated responsibilities, timeframes, deliverables and resource requirements
- Complete cost/benefit analysis for those actions that require significant expenditure, linking environmental improvements to financial savings
- Implement a system for monitoring and reporting on the success of the objectives and associated targets including developing guidelines for data collection and confirming reporting channels and timeframes
- Continue to build and strengthen partnerships with Sustainability Victoria, DSE and other government agencies to deliver on Departmental and government commitments to environmental sustainability.



7. Glossary of Terms

ABGR	Australian Building Greenhouse Rating
C4	Climate Change Coordination Committee
CES	Commissioner for Environmental Sustainability
COAG	Council of Australian Governments
CPRS	Carbon Pollution Reduction Scheme
CSR	Corporate Social Responsibility
CSRIO	Commonwealth Scientific and Industrial Research Organisation
DEECD	Department of Education and Early Childhood Development (Victoria)
DET	Department of Education and Training (former name of DEECD)
DMC	Department Management Committee
DPC	Department of Premier and Cabinet (Victoria)
DSE	Department of Sustainability and Environment (Victoria)
DTF	Department of Treasury and Finance (Victoria)
EMS	Environmental Management System
EPA	Environmental Protection Authority (Victoria)
ETS	Emissions Trading Scheme
FTE	Full Time Equivalent
GDP	Gross Domestic Product
IPCC	Intergovernmental Panel on Climate Change
KPI	Key Performance Indicator
MPB	Merit Protection Board
PPP	Public Private Partnerships
SV	Sustainability Victoria
VCAA	Victorian Curriculum and Assessment Authority
VIT	Victorian Institute of Teaching
VMIA	Victorian Managed Insurance Authority
VRQA	Victorian Registrations and Qualifications Authority
WGCCW	Working Group on Climate Change and Water
WoVG	Whole of Victorian Government

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