'WALKING THE WALK'

WORKPLACE SUSTAINABILITY POLICY, PROGRAM AND ACTIONS WITHIN THE STATE GOVERNMENT OF WESTERN AUSTRALIA

Discussion Paper for the State Sustainability Strategy
Sustainability Policy Unit
Department of Premier and Cabinet

Susan E. Waller

June 2002

CONTENTS

BOXES

1.0   ABSTRACT

This report highlights the challenges and potential opportunities of advancing sustainable development through the State Government of Western Australia's workplace practices.   The key sustainability issues pertaining to workplace sustainability include high consumption of resources and high production of wastes. The barriers to achieving workplace sustainability within government include lack of funding, the decentralised nature of the State Government, misinformed individuals, the unavailability of appropriate sustainable technologies, social and environmental externalities and current government policy.

Strategies for change include the adoption of a State Workplace Sustainability Policy, which states that each government agency will adopt a Workplace Sustainability Program, and corresponding actions.   A sustainability-labelling scheme, state accreditation of the Workplace Sustainability Program, a sustainability award system and ISO 14001 certification provide further means to enhance the pursuit of sustainable practices directly within government, and indirectly within community and private enterprise.

A Workplace Sustainability Co-ordinator, an Inter-Agency Workplace Sustainability Committee and agency specific Workplace Sustainability Committees will be responsible for undertaking the aforementioned strategies.   Sustainability auditing, targets, indicators and reporting provide for efficient and effective means of Policy monitoring and evaluation.

2.0   ACKNOWLEDGEMENTS

3.0   INTRODUCTION

Organisations worldwide are increasingly exercising environmental and social responsibility within their operations. This new emphasis on environmentally and socially sound workplace practices is part of a broader movement towards sustainability and is especially pronounced in the public sector.[1] Governments are responding to societal expectations that they use their influence and practices to play a leading role in defining and implementing sustainable practices.

The State Government of Western Australia is placing a substantial burden on the local and global environment, directly and indirectly, through the high resource consumption and high waste production, which it currently requires to sustain its activities. Therefore, in the interests of sustainability it is imperative that the State Government review its current unsustainable operations, and introduce environmentally, socially and economically sound practices within all government agencies.

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[1] Delphi Group, 1996, *Development of Criteria for Green Procurement*, National Round Table on the Environment and the Economy, Ottawa.

As the largest single employer in the State[2], the Western Australian Government can set the stage for workplace sustainability practices, providing a role model for community and business to follow. The Workplace Sustainability Policy outlined in this report provides an excellent opportunity to take this initiative, by a strong commitment to workplace sustainability practices, which is fundamental to achieving sustainability on a broader scale.

The first part of the report provides an issue analysis and description, which includes discussion on key sustainability issues and barriers to the achievement of workplace sustainability. Following on, current examples of Workplace Sustainability Programs and actions, implemented in Western Australia and Internationally, both in the public and private sectors, are provided.

The second part of the report offers a number of strategies for change, including the adoption of a Workplace Sustainability Policy by the State Government of Western Australia, which involves a Workplace Sustainability Program being incorporated into every government agency. Implementation of the policy and programs, action timelines, and the environmental, social and economic costs and benefits of such strategies follow. Lastly, a number of measures of progress are discussed.

4.0   ISSUE ANALYSIS AND DESCRIPTION

4.1   Key Sustainability Issues

Australia has a relatively affluent society, with citizens enjoying numerous benefits associated with a high standard of living. However, in order to sustain such a high standard, Australians rely on the consumption of large amounts of resources (e.g. energy, food, forests, land, water etc); and in the process of using these resources, generate significant environmental and social impacts.[3]

To date, Australians:
- Use more than 1 million litres of fresh water per person annually;[4]
- Have the highest per capita emissions of greenhouse gases in the developed world, emitting 27 tonnes of carbon dioxide per person per year;[5]
- Produce more waste than any country other than the USA - 690 kilograms of municipal waste per person per year;[6] and
- Live in one of the least energy efficient countries in the developed world.[7]

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[2] The State Government of Western Australian employs approximately 16 per cent of all wage and salary earners. Western Australian Labor Party, *Environment*, Available World Wide Web: http://www.premier.wa.gov.au/main.cfm?MinId=01&Section=0071 (Accessed 2/2/ 02).
[3] Sheely, C. 1992, *Creating an Eco Office,* Department of Administrative Services, Canberra.
[4] World Resource Institute Data quoted in ABS media release, 3 May 2000, 49/2000, quoted in Krockenberger, M. et.al., 2000, *Natural Advantage: A Blueprint for a Sustainable Australia*, Australian Conservation Foundation.
[5] Hamilton, C. and Thurton, H., 1999, *Population Growth and Greenhouse Emissions*, The Australian Institute, quoted in Krockenberger, M. et.al., 2000.
[6] OECD 1998 op cit, quoted in Krockenberger, M. et.al., 2000.
[7] International Energy Agency (IEA), Energy Balances of OECD countries, 1995-1996, OECD, 1998 and OECD Environmental Data, 1997 quoted in Krockenberger, M. et.al., 2000.

Direct and indirect results of our daily actions, regardless of where we live in Australia, have consequences as direct as the health of ourselves, our family and our local environment, and as broad as the health of our nation and of the entire planet. Some of these adverse environmental and social conditions include global warming, degradation and isolation of communities, ozone depletion, air pollution, salinity, loss of biodiversity, degradation of oceans, rivers and wetlands, human ill-health and contamination of sites. If Australians, and other similar developed nations, continue living a standard of life based on mass consumption of resources and mass production of waste, we could end up threatening the very basis for human survival, and the survival of many other species, here on Earth.

All humans have a responsibility to reduce the environmental and social impacts associated with their activities. Everyone, and every institution, needs to understand that the introduction of sustainable practices into their lives today will not only provide individual and community (local, national and global) well-being and welfare to current generations, but that it will also provide for the well-being and welfare of future generations.[8]

Community, industry and government are all equally responsible for the adoption of sustainable practices within their relative sphere, however government has the greatest responsibility in providing leadership for all. Government should be striving to demonstrate sustainability leadership, in principle and practice. An important first step in encouraging sustainable practices within society is for the government to 'walk the walk' and adopt environmentally, socially and economically sound practices within all agencies.[9]

A Workplace Sustainability Program, alternatively called an "Eco-Office" or a "Green Office" Program[10], is an opportunity for all government workplaces to incorporate, and integrate, environmental, social as well as economic[11] considerations into their workplace practices. The main target areas of the program include travel, energy, water, general resources, self-sustainability, waste, procurement, and education. This report will focus on office-based workplaces, as a large majority of government employees are office-based, however the Workplace Sustainability Program can be appropriated for implementation in any workplace.

4.2 Barriers to Achieving Workplace Sustainability

There are a number of barriers hindering the implementation of a Workplace Sustainability Policy and the associated Programs within the State Government of Western Australia.

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[8] Beder, S. 1993, 'What is Sustainable Development?', in *The Nature of Sustainable Development*, Scribe Publications, Newham.
[9] The term 'agencies' is used in this report to refer to all State Government departments, agencies and authorities.
[10] The Workplace Sustainability Program has advanced from principally environmentally orientated programs such as the Eco-Office and Green Office Programs.
[11] Currently many organisations base their workplace practices predominantly on economic factors.

The foremost impediment is lack of funds.[12] For governmental agencies to adopt a Workplace Sustainability Program, and subsequent initiatives, requires time and resources, which ultimately cost money. Whilst initial setup costs of the Workplace Sustainability Programs may need to be accommodated, ongoing costs can be recuperated through savings on operational costs. It has been demonstrated that savings on operational costs, made through the implementation of environmental office practices, can be made at little or no cost.[13] Herein lies the difficulty - savings made on operational costs, from workplace sustainability initiatives, are often "clawed back" rather than being reinvested into a revolving fund for future program development. Effort should be made to ensure that this does not take place in the Western Australian State Government.

A second impediment to the successful implementation of Workplace Sustainability Programs and initiatives is the decentralised nature of the State Government of Western Australia.[14] The decentralised nature of government workplaces means:

- Varying degrees of Program success. Some groups will prioritise the Program and for others it will be made less of a priority;[15]
- Some areas of accommodation lay outside the government agency's control. For example, if a government agency renting one floor of a high-rise building decides to reduce the operating hours of their air-conditioning system, they may be unable to do so because the central unit is set to cover the whole building; and
- Many government agencies are scattered in urban and regional Western Australia, some with limited sustainability options. For example, if local councils do not have appropriate recycling facilities, government agencies would be unable to recycle waste. Existing local council operations may be a deciding factor for many agency actions.

A third impediment is people. People often have pre-conceived notions that environmentally sound practices are unachievable, too expensive, will have little impact in the bigger picture, are not successful, are only for 'greenies' etc. These uniformed and misinformed individuals can severely limit the success of a Workplace Sustainability Program.

Unavailability of appropriate sustainable technologies is a fourth impediment. Certain program actions require certain facilities and technologies that are not currently developed or available. This unavailability means that less sustainable and in certain circumstances unsustainable technologies have to be chosen.

A fifth impediment to implementing the Workplace Sustainability Policy and Programs is that social and environmental costs are often not incorporated into current economic systems,[16] and therefore real costs are typically underestimated. If environmental and social costs, such as environmental degradation, resource depletion and human health, were incorporated into accounting systems, the cost of Workplace

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[12] Department of Industrial Relations, 1996 (a), *Appendix A: A Survey of Cleaner Production in Australian Public Service Agencies*, Available World Wide Web:
http://www.ea.gov.au/industry/eecp/publications/aps-env/appndxa.html, (Accessed 2/3/02).
[13] Department of Environment, Land and Planning, *Environmentally-Friendly Workplace Scheme,*
Available World Wide Web: www.cfe.cornell.edu/wei/ACT.html, (Accessed 2/3/02).
[14] Department of Industrial Relations, 1996 (a).
[15] Ibid.
[16] Krockenberger, M. et.al., 2000.

Sustainability actions would be lower than current unsustainable practices. For example, the cost of acquiring renewable energy is currently more expensive than non-renewable energy, however if social and environmental costs were included in a real cost analysis, the reverse would be the case. Unsustainable goods and services are financially cheaper as a result of the failure to take into account these environmental and social externalities.

The sixth and final major impediment is current government policy.[17] Many current State and Federal government policies are unsympathetic to the achievement of sustainability outcomes. In addition to this unsustainable workplace practices are enshrined in numerous government policies. Government policies therefore, need to favour sustainable outcomes and make it mandatory for government agencies to implement sustainable practices in the workplace.

These impediments will be revisited throughout the report, and solutions to the issues will be provided.

5.0   EXISTING ACTION

5.1   The Labor Government of Western Australia's Commitment to Sustainable Development Code of Conduct

The current Labor Government of Western Australia has made the commitment to prepare a Sustainable Development Code of Conduct for policy making and management practices within all of its agencies and departments[18]. The Code of Conduct, when developed, will provide a suitable framework under which the Workplace Sustainability Policy and Program could operate (this will be discussed later in section 6.1). Example of a sustainability code of conduct is taken from Manitoba's Provincial Sustainable Development Code of Practice, Box 1.

Box 1 - Manitoba's Provincial Sustainable Development Code of Practice

Manitoba established a provincial Sustainable Development Code of Practice in July of 2001 to assist with the integration of sustainable development into the decisions, actions and operations of its provincial public sector organisations.

The decisions and actions of Manitoba's public sector are guided by the following principles:

- Integration of economic, environmental, social and human health considerations;
- Most efficient and effective use of human, natural and financial resources with due consideration to full-cost accounting;
- Recognition of the value, and integration where possible, of traditional knowledge and intergenerational considerations;
- Minimisation of waste and the utilisation of environmentally, socially and economically sound and viable substitutes for scarce resources;
- Anticipating, mitigating and preventing adverse impacts to the economy, environment social well-being and human health;

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[17] Department of Industrial Relations, 1996 (a).
[18] Western Australian Labor Party, *Environment*, Available World Wide Web: http://www.premier.wa.gov.au/main.cfm?MinId=01&Section=0071 (Accessed 2/2/ 02).

- Conservation of renewable and non-renewable natural resources: and the
- Recognition that all departments and agencies share the responsibility for the pursuit of sustainable development in Manitoba.

Manitoba aims to integrate these principles into government manuals and procedures, to establish further required principles, procedures or guidelines and to ensure the annual reporting of departmental implementation of the code of practice.[19]

In order to ensure consistency with the aforementioned principles the public sector of Manitoba strives to conduct its affairs towards:

- Providing employees with information, work skills training and education in sustainable development practices;
- Ensuring the assessment of proposed programs are carried out to determine and address their sustainability impacts;
- Rewarding innovative actions for initiatives having proven sustainable development benefits;
- Employing the 4Rs (reduce, reuse, recycle, recover) in its use of resources and the management of waste;
- Ensuring the efficient use of water, energy and other resources in its operations, practising conservation of non-renewable and using viable substitutes for scarce resources; and
- Seeking opportunities, where appropriate or beneficial, to harmonise provincial law and processes internally and with other jurisdictions based on uniform, common or appropriate social, health, development, environmental and natural resources standards.

A number of State Government agencies in Western Australia are currently undertaking workplace sustainability initiatives, most however without realising it. Government initiatives ranging from paper recycling, waste minimisation, stress management workshops, LPG vehicles, to reduced electricity consumption through use of energy efficient appliances are all components of a Workplace Sustainability Program.

The Department of Environmental Protection (DEP) (since amalgamated with the Water and Rivers Commission and the Swan River Trust to form the Department of Environment, Water and Catchment Protection) have been leading the Western Australian public service, as well as community and industry, in efficient and effective environmental workplace practices through their 'Eco-office Program'.

5.2 Department of Environmental Protection's Eco-office Program

Committed to protecting and enhancing the environment as well as conserving resources, the DEP, as part of its leadership role, launched an Eco-office Program in April 2000.[20] The central aims of the DEP's Eco-office Program are to reduce resource use, reduce waste, and to encourage staff to reduce their impact on the

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[19] Manitoba Government, 2001, *Manitoba's Provincial Sustainable Development Code of Practice*, Manitoba Government, Manitoba.

[20] Department of Environmental Protection, 2000 (a), *Eco-Office Program: A Guide to Achieving Environmentally Friendly Office Practices in the Department of Environmental Protection*, Department of Environmental Protection, Perth.

environment through work-related activities. The main components of the Program are:

1. Paper use, recycling and disposal;
2. Energy use;
3. Waste generation and disposal;
4. Purchasing policy;
5. Vehicle use; and
6. Environmental awareness and practices of staff.[21]

A number of objectives for each main area of concern were developed by the DEP to achieve the program aims, and corresponding actions were devised. Examples of objectives and actions from each of the six main areas of the DEP's Eco-Office Program are presented below.

5.2.1 Paper use, recycling and disposal

Objective: Develop, expand and systemise paper reduction, reuse and recycling program.
Actions: -   Each staff member has an individual paper recycling box;
- Centralised paper recycling bins or boxes are located by all photocopiers and   laser printers; and
- Use of noticeboards or meetings to distribute information.[22]

5.2.2 Energy use

Objective: Promote energy efficient use amongst staff.
Actions: -   Staff energy awareness program; and
- Installing energy efficient appliances and equipment in office.[23]

5.2.3 Waste generation and disposal

Objective: Develop, expand and systemise waste reduction and recycling program.
Actions: -   Recycling of cardboard, plastic, glass, aluminium cans and milk cartons; and
- Returning toner cartridges to manufacturer.[24]

5.2.4 Purchasing Policy

Objective: Expand and refine current purchasing policy, including paper, stationary, plastic products and equipment.
Actions: -   Recycled content products are purchased in preference to virgin products;
and

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[21] Ibid.
[22] Ibid.
[23] Ibid
[24] Ibid.

- Photocopiers and printers use recycled paper with at least 80% recycled content.[25]

5.2.5 Vehicle use

<u>Objective</u>: Encourage greater use of public transport within and to and from the City.
<u>Actions</u>: - Reduction in car fleet; and
- Adoption of TravelSmart Workplace Program.[26]

5.2.6 Environmental awareness and practices of staff

<u>Objective:</u> Promote understanding and awareness of the environmental management issues for the department by providing quality information and interpretations.
<u>Actions</u>: - Staff surveys;
- Eco-Office included in staff induction; and
- Educational posters located throughout the department. For example, the 'Kitchen Recycling Plan', and the 'Paper Recycling Plan' aimed at educating staff about recycling practices.[27]

In Eco-Office's first year of operation a total of 50 out of 70 developed commitments were achieved by the DEP.[28] Some achievements to date are listed in Box 2.

The DEP has advantaged from equating savings in terms that people are directly able to relate to. For example, in their 'Paper Recycling in your office' publication, it is stated that approximately 200,000 tonnes of paper-based products are discarded annually in Western Australia. They equate this figure with 450,000 tonnes of woodchips or 3.4 million trees being wasted, and at least $10 million of resources being thrown out (recycled paper value). By equating usage figures with comprehendible and often astounding equivalents, people are shocked into an awareness of the adverse effects of their workplace practices.[29]

Box 2 - Department of Environmental Protection's Eco-office Achievements
- Increased paper recycling by 255% (10.7 tonnes recycled 2000/2001 versus 4.2 tonnes in 1999/2000);
- Decreased purchase of copy paper by 69% - resulting in savings of $12,300.16 (9.1 tonnes purchased in 2000/2001 versus 13.1 tonnes in 1999/2000);
- Reduced energy costs;
- Reduced vehicle fleet by 20 vehicles;

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[25] Ibid.

[26] TravelSmart is a transport awareness initiative, comprising a number of different programs, run by Transport and the DEP (now the DEWCP). Most relevant to State Government is the TravelSmart Workplace program, which aims to reduce the number of single occupant trips into the Perth central area in order to improve air quality and reduce traffic congestion. The program involves a free 26-week information campaign that aims to encourage employees to use alternative modes of transport, namely walking, cycling, carpooling and public transport. Department of Environmental Protection, 2000 (a).

[27] Ibid.

[28] Email communication with Diane McKinnon, Department of Environment, Catchment and Water Protection, 19th March 2002.

[29] Department of Environmental Protection, n.d., *Paper Recycling in Your Office*, Department of Environmental Protection Perth.

- Recycling of organic waste in vermiculture systems;
- Installed energy efficient lighting, equipment and air-conditioning systems throughout office;
- Purchased recycled materials - copy paper, letterhead, envelopes, toner cartridges etc;
- Improved contract and quotation documents to support "green" initiatives; and
- Increased awareness of program by "Walking the Talk" and "Bin Police" audits.[30]

The DEP's Eco-office Program provides a strong foundation for the development of a model Workplace Sustainability Program. The objectives and actions that have been set by the DEP, to achieve the aims of the Eco-office Program, also provide an extensive resource for use and development by all Western Australian Government agencies. Central TAFE's adoption of the Cleaner Production and Eco-efficiency Program also provides an example of existing environmental workplace practices within Western Australia.

5.3 Central TAFE's Cleaner Production and Eco-Efficiency Program

Central TAFE is a leader in Vocational Education and Training in Australia and is the largest TAFE College in Western Australia with approximately 1300 staff and 18000 students[31]. The College operates from five main campuses, and several annexes, in Perth. The College recognises that the delivery of vocational education and training programs can result in adverse environmental impacts, and therefore seeks to minimise resource use, reduce and recycle waste, and minimise the impact of landfill through the adoption of sustainable management practices[32].
Central TAFE is a signatory to the Western Australian Sustainable Industry Groups Cleaner Production Statement and has so made the commitment to the objectives of Cleaner Production and Eco-efficiency[33] principles not only through its vocational education and training programs but also through its administrative and operational activities[34].

Current and future initiatives undertaken by Central TAFE to promote and integrate Cleaner Production and Eco-efficiency principles include:
- Conduct an audit of current environmental impacts;

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[30] Ibid.

[31] Department of Training, 2002, *Department of Training submission to the State Sustainability Strategy*, Department of Training, Perth.

[32] Anon. 2001, *WA Cleaner Production Statement Action Plan for Central* TAFE, Available World Wide Web: http://cleanerproduction.curtin.edu.au/sig/cpap/centraltafeaction.pdf (Accessed 22/5/2002).

[33] Cleaner Production and Eco-efficiency are strategies that organisations can adopt to improve their environmental performance and bottom line simultaneously. Cleaner production is a strategy to continuously improve products, services and processes to reduce pollution and waste at the source. Eco-efficiency is the integration of economic and environmental efficiency, and basically means producing more goods and services with less energy and fewer natural resources. (Environment Australia, 2002, *Eco-Efficiency and Cleaner Production*, Available World Wide Web: http://www.ea.gov.au/industry/eecp/, (Accessed 22/5/2002). The aforementioned practices of 'doing more with less' is problematic in that it does not question the *necessity* of goods and services production.

[34] Anon, 2001.

- Develop practical solutions to reduce waste output;
- Develop mandatory eco-efficiency policies and procedures and implement them across the College;
- Involve staff and students in the development and completion of initiatives;
- Develop and awareness/education program for staff and students;
- Continue, and expand, the College's Energy Conservation Program; and
- Introduce reporting and targets for Cleaner Production and Eco-efficiency actions.[35]

A cross section of sustainability actions currently undertaken by Central TAFE include:
- Provision of paper, cans, plastic etc recycling bins at certain campuses for staff and students;
- Furniture recycling program;
- Cheaper costs for double sided photocopying (single sided is 5c double-sided is 8c);
- Purchasing of products in bulk to reduce packaging, delivery vehicle emissions and costs;
- Purchase of photocopiers that use recycled paper;
- Encouragement of staff to use mugs as opposed to the use of paper cups (no polystyrene cups are in use);
- Provision of free scrap paper at the College's Printcell at the Perth Campus;
- Purchase of recyclable products e.g. cartridges;
- Phasing out of disposable cups, plates and cutlery;
- Provision of a list of preferred environmentally friendly products for purchasing staff;
- Provision of dual flush toilets, water efficient shower heads and tap restrictors;
- Development and installation of Waterwise gardens;
- Light sensors;
- Provision of on-line units (reduces transport, use of premises, electricity/greenhouse gases etc);
- Regular maintenance and inspections of equipment;
- Use of environmentally friendly cleaning agents;
- Provision of bicycle racks/lock up areas, showers and change rooms;
- Easy access to public transport information i.e. bus/train timetables; and the
- Planting of native plant species in garden beds.[36]

Central TAFE aims to promote the benefits of the Cleaner Production and Eco-Efficiency Program they have adopted to internal staff and students, and to the wider community, including contractors that provide goods and services to and for the College, Government agencies, industry, community, and other educational and training organisations.[37]

As well as Central TAFE there are a multitude of other educational as well as industry, community, professional and government organisations that are signatories to the Western Australian Cleaner Production Statement. Other Western Australian

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[35] Anon, 2001.
[36] Department of Training, 2002.
[37] Ibid.

Government organisations signatory to this statement include the Departments of Conservation and Land Management, Education, Sport and Recreation, and Training to name but a few[38]. On an international level the Tokyo Metropolitan Government demonstrates another working example of workplace sustainability practices, from which the State Government of Western Australia should take heed.

5.4   Tokyo Metropolitan Government

The Tokyo Metropolitan Government (TMG) is currently working to improve its office practices and operations in light of environmental considerations. The TMG have introduced an "Eco Up Plan" which aims to lower the government's burden on the environment. The Plan was introduced in 1997 with the purpose of supporting voluntary activities by government offices to reduce the environmental impacts of their operations. The Plan is aimed at the reduction of waste, and the conservation of electricity and water.

The TMG have begun to undertake a number of actions to alleviate their impact on the environment, including:
- All offices practice "Green Purchasing" - taking into account the price, function, quality and environmental features of all goods and services. The TMG are currently in the process of setting up guidelines and guidebooks on the 'Green Purchasing Network';
- Installation of energy saving equipment and appliances;
- The replacement of government vehicles with low-emission models;
- The systematic removal and appropriate recycling/disposal of chlorofluorocarbon emitting cooling and air-conditioning systems; and
- Composting of organic food waste in cafeterias.

The TMG's Eco Up Plan and actions are reviewed bi-annually to ensure efficiency and effectiveness, and to compare achievements with set targets. The review is later published to the public. In order to implement the plan in a more effective manner, and to gain international recognition, it was decided by the TMG to initiate the acquisition of ISO 14001 certification in 1998 (ISO 14001 will be discussed further in section 6.4).[39]

The Eco Up Plan is part of the "Tokyo Metropolitan Action Plan for Global Environment Conservation" (TMAPGEC), which aims at the greater creation of Tokyo as an "eco-society" or sustainable society. The TMG and the TMAPGEC bases environmental policies on the togetherness of government with community and industry action in the protection of the local and global environment. The TMG uses their Eco Up Plan and actions to demonstrate environmental leadership, hoping to encourage environmentally sound practices by citizens and business entities.

The Eco Up Plan can also be adopted by commercial entities, free of charge, providing them with the opportunity to improve business environmental performance

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[38] The WA Sustainable Industry Group, *Register of Signatories to the WA Cleaner Production* Statement, Available World Wide Web: http:cleanerproduction.curtin.edu.au/sig/cps_ros.htm (Accessed 22/5/2002).
[39] Japan Urban Observatory, *ISO and Japanese Cities: ISO 14001 Initiative of Tokyo Metropolitan Government*, Available World Wide Web: http://www.gdrc.org/uem/observatory/iso-3.html, (Accessed 30/3/2002).

and raise their environmental credibility and image. The Tokyu Corporation is exemplary of the successful implementation of an Eco Up Program in a private sector operation (Box 3). The TMG provides registered entities with registration certificates, and publicises entity names and their voluntary environmental efforts to the public via the Internet.

Box 3 - Tokyu Corporation Eco Up Program

The Tokyu Group is a large Corporation in Japan consisting of railway, town planning, hotel and resort operations, as well as numerous other ancillary businesses. In September 1997, the Tokyu Corporation set up the "Tokyu Corporation Eco Policy", a management policy relating to the environment, and in 1999 the corporation introduced the "Tokyu Corporation Eco Up Program", an environmental management system aimed at reducing the environmental impacts of its business operations.

In fiscal 2000, 253 targets had been identified and were being tackled at 384 of their business locations.

The priorities of the Tokyu Corporation Environmental Policy include green purchasing, reduction, recycling and correct disposal of waste, energy conservation activities, and the reduction of environmental impacts from future construction and development.

Company initiatives so far include:

- Halving the number of elevators in operation;
- "Energy Conservation and Family Day" every Wednesday to achieve the targeted 2% reduction in energy consumption and with the aim of eliminating the practice of staff working overtime on that day;
- Waste products are separated into eleven categories for recycling;
- The introduction of "green cards" in their hotel chain. The green card, when hung on the doorknob by guests staying consecutive nights, indicates to hotel staff to make the bed without putting new sheets on or replacing the guests cotton kimono;
- Sensor activated escalators in train stations;
- The introduction of numerous noise and vibration controls of trains e.g. anti-vibration rails, installation of high silencing walls, low-noise rolling stocks etc;
- The beautification and reforestation of station sites beside railway lines;
- Co-generation units - gas engines;
- Numerous environmental considerations in housing construction e.g. double glazed windows, insulation, solar power generators, rainwater collection tanks, roller awnings etc;
- Recycling of construction wastes in-house
- Composting of food waste, and use of the produced compost on gardens;
- The re-use of waste water from rain and baths to flush toilets;
- Training of 20 internal staff as environmental auditors;
- Educational programs for staff; and
- Establishment of the Tokyu Environmental Awards System. An annual system aimed at rewarding staff and divisions for exceptional environmental performance.

In November 2000, the departments based in the Tokyu Corporation headquarters gained ISO 14001 certification. Since the Corporation has been spreading the ISO

14001 environmental management techniques, including environmental impact assessment, throughout all of its workplaces.[40]

6.0 STRATEGIES FOR CHANGE

The State Government of Western Australia can adopt a number of strategies for change including the adoption of a Workplace Sustainability Policy, Program and actions, a sustainability labelling scheme, a State Workplace Sustainability Accreditation system, and ISO 14001 certification.

6.1 Workplace Sustainability Policy, Program, and Actions

To enhance the pursuit of Workplace Sustainability Programs within each government department and agency, the State Government of Western Australia should provide a Workplace Sustainability Policy directive. The Workplace Sustainability Policy should make it mandatory for each Western Australian State Government agency to adopt a Workplace Sustainability Program, and associated initiatives. The Policy would also require each Department to set up their own Workplace Sustainability Committee, however this will be discussed further in section 6.6.2.

The Workplace Sustainability Policy and Program should focus on these key areas:
- Travel;
- Energy;
- Water;
- Other resources;
- Waste;
- Self-Sustainability
- Education; and
- Procurement.

Listed below are a number of Workplace Sustainability Program actions that set about the practical task of minimising environmental and social impacts of office-based workplace operations. Whilst some measures are more agency specific than others, agencies will find that some or all of these examples can be adapted in some way to suit the specific requirements of their own organisation.[41] Any government agency can adopt a Workplace Sustainability Program, no matter how small or large the organisation is.

6.1.1 Travel

Travel actions should aim to encourage employees to utilise alternative transport methods (walking, cycling, public transport, car pooling etc) to and from work instead of private vehicle use. Transport actions should also encourage efficient and effective travel methods within working hours. (Box 4)

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[40] Tokyu Corporation, August 2001, *Aiming forHarmony with the Natural Environment,* Available World Wide Web: http://www.tokyu.co.jp/kankyo/pdf/2001eibun.pdf, (Accessed 31/3/02).
[41] Department of Industrial Relations, 1996 (b), *Action Plan,* http://www.ea.gov.au/industry/eecp/publications/aps-env/action.html, (Accessed 13/3/02).

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Box 4 - Travel Actions

- Departmental car pooling program;
- Operate the TravelSmart Workplace program;
- Provision of 'end of use' facilities for cyclists - parking, showers, change rooms and lockers;
- Development of a tele-commuting program and a system for working from home;
- Ensure that all new government cars purchased are powered by LPG, multi-fuelled, or have reduced engine size - 4-cylinder cars should be favoured;
- Require that multi-fuel vehicles use LPG where possible;
- Audits of departmental vehicles (i.e. usage, fuel type etc.);
- Reduce number of car bays;
- Downsize department fleets or at least reduce departments reliance on fleet vehicles;
- Provision of bicycles for short distance or inner city trips; and
- Provision of technologies such as email, telephone, and video conferencing as alternatives to travel[42].

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6.1.2   Energy

Energy actions are aimed at reducing energy consumption within the workplace, procuring energy from renewable sources and undertaking initiatives to reduce the harmful effects of energy production. (Box 5)

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Box 5 - Energy Actions

- Energy efficient appliances and equipment e.g. lighting, printers, photocopiers, dishwashers etc;
- Install timers for appliances and equipment where appropriate e.g. computer screen savers, sensor lights etc;
- Energy audit;
- Sourcing electricity from renewable energy;
- Use alternatives to Heating, Ventilation and Cooling systems (HVAC) for temperature regulation e.g. open windows, open doors for cross ventilation, turn off appliances when not in use, tinted windows, blinds/curtains, awnings etc;
- Use of natural light where possible, and appropriate use of artificial lighting elsewhere;
- Utilise the principles of building orientation for heating and cooling needs; and
- Rooftop greening.[43]

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6.1.3   Water

Water related actions should aim at minimising water use, and the recycling and pre-treatment of water where possible before disposal. (Box 6)

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Box 6 – Water Actions

- Install AA or AAA water efficient devices (e.g. dishwasher, shower heads, taps);

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[42] Based on Department of Environmental Protection, 2000 (a).

[43] Based on Department of Environmental Protection, 2000 (a); and Sheely, C. 1992.

> - Ensure plumbing contractors are 'Waterwise' certified;
> - Efficient water HVAC systems – operating at optimal temperature levels;
> - Dual flush toilets;
> - Provision of water coolers;
> - Fix water leaks;
> - Drip water systems for gardens/courtyards; and
> - Water audit.

6.1.4 General Resources

Resource consumption is aimed at the minimisation of other general resources used e.g. paper, stationery, etc. (Box 7)

> **Box 7 – General Resources Actions**
> - General resource audits e.g. amount of paper purchased;
> - Purchase of sustainable products e.g. recycled paper, refillable ink pens;
> - Electronic copies of yellow and white pages;
> - Development of a pooled resources facility whereby all staff have access to the temporary borrowing of items, such as mobile phones, lap top computers, calculators etc; and
> - External hiring of equipment used infrequently.

6.1.5 Waste

Waste management actions should aim at minimising waste (Box 8). Where waste cannot be avoided, re-use and recycling should be the aim. Actions should form into a hierarchy of priorities. In order of preference, the actions selected should:

> 1. Avoid waste;
> 2. Reduce waste;
> 3. Re-use waste;
> 4. Recycle and reclaim waste;
> 5. Treat and dispose of waste.[44]

> **Box 8 - Waste Actions**
> - Provision of worm farm/composting systems for organic waste, or collection of organic wastes for supply to a commercial or community based vermiculturalist;
> - Appropriate disposal and recycling of old goods e.g. computers, telephones, office furniture, stationery, computer disks, toner cartridges, fluorescent tubes etc;
> - Recycling of all waste paper;[45]
> - Individual paper re-use and recycling boxes;
> - Centralised paper bins (at photocopier/printer);
> - Shredder for confidential documents, then paper can be recycled;
> - Noticeboards, meetings or group emails for information distribution;

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[44] Sheely, C. 1992.

[45] The State Government currently has in place a mandatory contract for the recycling of all office waste paper generated in its' agencies across the metropolitan area.

- Co-mingled recycling of plastic, glass, steel cans, aluminium and milk cartons;
- Recycling audit;
- Increase the use of Information Technology e.g. editing and storing documents, faxing, accessing phone directories and yellow/white pages etc;
- Purchase printers/photocopiers/faxes that have duplexing options, the ability to use recycled paper and recycled toner cartridges;
- Re-use one sided paper e.g. by re-issuing obsolete paper as bounded notepads;
- Distribute surplus materials to community groups; and
- Provision of ceramic mugs, metal cutlery etc as opposed to plastic disposables.[46]

6.1.6   Self-Sustainability

Self-Sustainability actions are aimed at increasing staff ability to sustain productive effort. This can lead to higher productivity in the workplace and more functional

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Box 9 - Self-Sustainability Actions
- Flexi-time;
- Job-share;
- Staff common rooms or non-work spaces for staff;
- Regular breaks for employees;
- Provision of self-sustainability sessions/workshops e.g. yoga, stress management, meditation;
- Task sharing and diversification of tasks;
- Sustainable workspace orientation and design;
- Indoor plants and artwork;
- Ergonomically designed furnishings;
- Teambuilding exercises; and
- Social activities and events.

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working relationships between staff. (Box 9)

6.1.7   Education

Education actions should aim at raising staff awareness of the environmental, social and economical impacts of workplace practices, identifying areas of particular relevance to the agency and the means of addressing those issues. Influencing staff behaviour and attitudes are an extremely important determinant of program and action success. The educational approach should begin by recognising that there is often resistance to change.   To minimise resistance education should provide full information at an early stage about the proposed or anticipated changes; including the reasons, objectives and means involved.[47] (Box 10)

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[46] Based on Department of Environmental Protection, 2000 (a); and Sheely, C. 1992.
[47] Hogwood, B.W. and Gunn, L.A. 1984, *Policy Analysis for the Real World*, Oxford University Press, Oxford.

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Box 10 – Education Actions

- Energy efficient education for staff (e.g. switch of lights, open blinds, etc);
- Photocopier induction for staff;
- Staff survey of current workplace practices;
- Recycling procedures explained to staff;
- Recycling video shown to staff;
- Ongoing instruction of waste reduction to staff;
- Formal environmental training/education induction program;
- Manual/brochure containing all Sustainable-Workplace requirements;
- Publish Sustainable-Workplace Program on Department Internet website; and
- Include information of the Sustainable-Workplace Program in staff induction programs.[48]

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6.1.8 Procurement

Procurement should be environmentally, socially and economically sustainable. The term procurement in this report refers to the purchase of both services and goods (i.e. workplace equipment, furniture, fittings etc). Sustainable procurement is also aimed at improving the health of workplace environments, and subsequently employees, through improved air quality and reduced pollution. A number of procurement actions are listed in Box 11.

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Box 11 – Procurement Actions

- 100% recycled products where possible e.g. paper, toilet/hand towel paper;
- Life cycle impact assessment of all products purchased;
- The purchase of non-toxic products and services;
- Incorporate social and environmental costs into government accounting systems (sustainable economics);
- Minimisation of goods and services purchased; and
- Development of a sustainability labelling scheme.

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6.2 Sustainability Labelling Scheme

The Western Australian State Government, in addition to exercising sustainable procurement, should devise a State Sustainability Labelling Scheme to inform consumers about the environmental and social aspects of the products and services they are purchasing[49]. Products or services that meet or exceed the scheme's minimal standards should be awarded a label of approval, ideally in the form of logo or sustainability label.[50]

There are numerous examples of environmental labelling schemes worldwide that the Western Australian Government could use to inform the development of a State

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[48] Department of Environmental Protection, 2000 (a); and Sheely, C. 1992.

[49] Krockenberger, M. et.al., 2000.

[50] Delphi Group, 1996.

Sustainability Labelling Scheme. These include the Eco Mark in Japan, the Blue Angel Mark in Germany and the Nordic Swan Mark in Scandinavia (Box 12).

The criteria upon which a State Sustainability Labelling Scheme, moreover government procurement, should be based, include:
- Material composition – recycled material, renewable material, non-toxic substances;
- Transport – short distance travelled, sustainable transport means;
- Manufacturing – taking into account environmental and social conditions;
- Packaging – minimisation;
- Product use – durability, repairability/upgradability, compatibility with equipment/user habits, energy requirements, safety for users;
- End of life – re-use potential, recyclability, disposal.[51]

Box 12 – Nordic Swan Mark

The Nordic Swan is an independent label that guarantees products are of a certain environmental standard. Only those products, which satisfy the strict environmental requirements of the program, are allowed to display the label. The Nordic Council of Ministers introduced the Nordic Swan environmental label in 1989 in an attempt to unify the numerous eco-labelling schemes emerging in many Nordic countries. The program is currently run in Norway, Sweden, Finland, Iceland and Denmark.

The intention of the Nordic Swan label is to provide consumers with guidance in choosing environmentally responsible products, stimulate industry to develop processes and products that are less hazardous to the environment, and to use market forces to complement environmental legislation.

As of July 1997 there were 42 product categories (including photocopiers, copy paper, cleaning products and computers) and over 1200 products carrying the Nordic Swan label.[52]

6.3 State Accreditation and Award System for the Workplace Sustainability Program

While workplace sustainability should be mandatory for State Government, it should also be available for voluntary adoption by other organisations.[53] If the State Government is seen to be the leader in Workplace Sustainability operations, and is using its leadership capacity to encourage other sectors of society to adopt similar programs and initiatives, the Government should develop an accreditation system that recognises sustainability efforts and achievements of Western Australian organisations.

A possible suggestion is for the State Government of Western Australia to develop a State Accreditation System, based on Workplace Sustainability Programs, for all organisations including government agencies to partake in. The Accreditation System would allow organisations to adopt a Workplace Sustainability Program voluntarily,

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[51] Anon, n.d. *Green Purchasing Good Practice Guide.*
[52] Anon, 2002, *the Nordic Council's Nordic Swan* Label, Appendix b: Summaries of Environmental Labeling Programs Covered in this Report, Available World Wide Web:
http://www.epa.gov/opptintr/environmental-labeling/docs/nordic.pdf, (Accessed 25/5/2002)
[53] Organisations including schools, small business, industry, non-government organisations etc.

and would suitably acknowledge their achievements under this program. The Accreditation System should develop a number of workplace categories such as office-based business, industrial, commercial, community etc, to group like workplaces. The 'Green Stamp' in Western Australia is an example of a voluntary environmental accreditation system for automotive businesses (Box 13).

Box 13 – Green Stamp Program

The Green Stamp is an accreditation system developed by the Department of Environmental Protection in conjunction with the Motor Trade Association of Western Australia. The overall aim of the program is to encourage automotive businesses to incorporate environmentally sound practices into their workplace, provide environmentally responsible automotive businesses with the Green Stamp accreditation, and to encourage vehicle owners to utilise the services of these environmentally accredited businesses. Automotive businesses voluntarily participate in the Program.

The program has held a number of Environmental Seminars aimed at business owners, workshop managers and tradespeople in the automotive industry. The seminars discuss reducing environmental impacts, relevant environmental acts and regulations, specific issues (e.g. wastewater and spill management, disposal of wastes, storage of potential contaminants) and Environmental Management Systems.

The Green Stamp Program offers a number of benefits for the environment (cleaner waterways, less waste to landfill and cleaner atmosphere), for car owners (the opportunity to choose an automotive business that operates in an environmentally sound manner), and for automotive businesses (assistance to incorporate cleaner production practices and recognition as industry leaders in cleaner production).[54]

A State Accreditation Scheme could be integrated with a Sustainability Award System to acknowledge and promote outstanding workplace sustainability practices within Western Australia. The State 3R Awards are a great example of a system that encourages and promotes waste reduction, re-use and recycling by differing organisations in society (Box 14).

Box 14 - State 3R (Reduce, Reuse, Recycle) 2001 Awards

The State 3R (reduce, reuse, recycle) Awards in Western Australia have been running in some form since 1995. They represent an opportunity for community groups, businesses, government organisations and schools to be publicly recognised for their innovative waste minimisation and recycling programs and initiatives.

In 2002 awards included an Industry Award, Cleaner Production Award, Small Business and Industry Award, Business and Industry Award, Community Award, Education and Promotion Program Award, Tertiary Institutes Award, Secondary School Award, Primary School Award, State Government Award, and a Local Government Award.[55]

6.4   ISO-14001

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[54] Wastewise, *Join the Green Stamp*, Available World Wide Web: http://www.wastewise.wa.gov.au/ (Accessed 31/3/02).

[55] Wastewise WA, *State 3R (Reduce, Reuse, Recycle) 2001 Awards,* http://www.wastewise.wa.gov.au/pages/whats_new.asp?Category=Industry#30, (Accessed 30 March 2002).

Each Western Australian State Government Agency having developed their own Workplace Sustainability Program could equate the Program with an Environmental Management System (EMS) and potentially gain further recognition for their environmental efforts with ISO 14001 International Standards. An EMS can be defined as "that part of the overall management system that includes organisational structure, planning, activities, responsibilities, practices, procedures, and resources for developing, implementing, achieving, reviewing and maintaining the environmental policy".[56] ISO 14001 defines a voluntary EMS.[57]

Each Government Agency adopting a Workplace Sustainability Program would be able to apply for ISO Accreditation, and if certified would attract international recognition for the their environmental performance. An increasing number of Japanese local governments are developing Eco-Up Plans (Workplace Sustainability Programs) and Environmental Management Systems, and are adopting ISO 14001, Box 15 (see also Box 3).

Box 15 - ISO-14001 Environmental Management Systems in Japan

An increasing number of Japanese local governments are adopting ISO14001 accredited EMS's. The first ISO14001 registered local government in Japan was Shiroi Town. Declaring its commitment to environmental responsibility in 1997, Shiroi Town decided to introduce an ISO14001-based Environmental Management System (EMS). The EMS was applied to the local government's own activities and practices, signifying its commitment and setting an example for community and industry.

Shiroi Town developed its EMS over a three-month period, convening workshops to educate staff and invite their feedback and input on the draft EMS. Shiroi Town also documented a 16-point action plan for reducing the environmental impacts of its own activities. Some of the actions included:

- Reducing office paper consumption by 10%;
- Reducing electricity consumption by 1%;
- Sorting office waste by recyclable material; and
- Composting food waste.

An employee from each division of the local government was appointed 'environmental manager'. Their role is to monitor the division's compliance with the action plan according to a standard checklist. An independent audit of Shiroi Town's EMS operations is conducted annually.

Based on Shiroi Town's environmental initiatives their EMS was registered as conforming to ISO14001 standards in 1998.

Shiroi Town believes, that while registration fees and other expenses totalled approximately AUS$20,000, with the financial savings in the long-term and the example they set for community and industry, the benefits far outweigh the costs.[58]

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[56] Standards Australia, 1996, Standards New Zealand in Environmental Science - Division of Science and Engineering, Semester 2, 2001, *N319 Environmental Management: Unit Guide and Unit Materials*, Murdoch University, Perth.

[57] Japan Urban Observatory, ISO and Japanese Cities: The ISO 14001 Initiatives of Public Authorities in Japan, World Wide Web: http://www.gdrc.org/uem/observatory/iso-cover.html, (Accessed 30 arch 2002).

[58] Japan Local Government Centre, *Local government in Japan today - The Environment,* http://www.ics.com.au/jlgc/LGJapanToday6&7.htm, (Accessed 3/2/02).

The gaining of ISO 14001 accreditation would also make it attractive for private enterprise to adopt and implement Workplace Sustainability Programs or Environmental Management Systems.

6.5   Further Government Actions

Future actions or strategies that the Western Australian State Government could undertake to encourage and assist agencies, and other organisations, with the Workplace Sustainability Policy and Program include:

- Financial incentives such as budget funding and/or subsidies;
- Government environmental regulation;
- Resources to permit research/testing/piloting of new sustainable technologies;
- Guidelines, procedures and educational products for organisations on Workplace Sustainability Programs;
- Use of the Government's purchasing power/allow companies offering environmentally friendly products and services easier access onto government contracts;
- Development of a Workplace Sustainability Revolving fund;
- Promotion and publicity of the Workplace Sustainability Program; and
- Reduced tariffs on sustainable products and services.[59]

6.6   Implementing Workplace Sustainability

The workings of a Workplace Sustainability Policy would require a ' Workplace Sustainability Coordinator', departmental 'Workplace Sustainability Committees' and a 'Workplace Sustainability Inter-Agency Committee'. This operational structure is based upon the ACT's Environmentally-Friendly Workplace Scheme (Box 16).

Box 16 - ACT's Environmentally-Friendly Workplace Scheme

In June 1993, after a successful two-year trial, the Chief Minister of the ACT Government announced that workplace environmental practices would become government policy.

A part-time (three days per week) ECO Workplace Coordinator's position was set-up, and an Inter-Agency steering committee was formed.   The ECO Workplace Coordinator was responsible for reporting to the Inter-Agency steering committee.

Each Government department appointed an ECO Workplace Officer (a current employee), who would spend 20% of their time formulating and monitoring implementation of the ECO Workplace scheme. Each department also developed an Eco Office Committee, comprising management, staff and union delegates, who managed resources and guided implementation.

Within each work area of a department, an employee was selected as a volunteer ECONet Officer, and formed part of an ECONet team. It was the ECONet Officer's role to introduce and educate fellow employees about the benefits of the scheme, and also monitor and evaluate the scheme. On average the number of ECONet Officers averaged one officer per 20 employees. The ECONet officer reported to the ECO Workplace Officer on a monthly basis.

The Inter-Agency steering committee comprised the ECO Workplace Coordinator, a representative from each ACT government agency and an ACT government

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[59] Based on Department of Industrial Relations, 1996 (a).

coordinator. Meeting monthly, the committee reported on the implementation of the scheme within each agency, shared ideas and gained mutual support for initiatives.[60]

6.6.1 Workplace Sustainability Coordinator

The Workplace Sustainability Coordinator would be responsible for ensuring that Workplace Sustainability Programs are incorporated into all State government agencies, by establishing a model Workplace Sustainability Program that could be rolled out to each government agency. The Coordinator would also aid the establishment of Workplace Sustainability Committees within each agency.[61]

Other roles of the Workplace Sustainability Coordinator include:
- Developing resources - including the development of Workplace Sustainability Kit that could be distributed to all government agencies (and other organisations) as an aid to implementing the Workplace Sustainability Program;
- Sourcing information on other relevant programs;
- Sourcing of possible grants;
- Sustainable Purchasing options, contractors, businesses etc
- Provision of information for conducting sustainable audits (energy, water, resource etc) and monitoring and evaluating methods for the Program; and
- Preparation of an annual report detailing the progress of all Government agency Workplace Sustainability Programs.

Funding of the Workplace Sustainability Coordinator position should initially be provided, on perhaps a level 2/4 or 5, and should be given an operating budget. Future funding could be made available from ongoing government funding, from a Workplace Sustainability Revolving Fund (see also section 4.2) or potentially from extension of the Workplace Sustainability Program to private and non-government organisations (See section 6.3). The Workplace Sustainability Coordinator should ideally work within the Sustainability Policy Unit, Department of Premier and Cabinet, or the next appropriate government agency, the Department of Environment, Water and Catchment Protection.[62]

6.6.2 Workplace Sustainability Committee

Agency specific Committees, suited to the particular size, location, methods of operation, staff and workplace environment of the department, would develop their respective Workplace Sustainability Program. The successful implementation of a Workplace Sustainability Program depends greatly on the commitment and co-operation of management and staff within an organisation. Therefore the Agency's Workplace Sustainability Committee could develop an organisationally suited Program that finds more realistic and sustainable solutions, whilst increasing personal ownership of the Workplace Program and its development.[63]

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[60] Sheely, C., 1992.
[61] Personal Communication with Janelle Booth, Department of Environment, Catchment and Water Protection, 21 March 2002.
[62] Personal communication with Janelle Booth, Department of Environment, Catchment and Water Protection, 21/3/02.
[63] Department of Industrial Relations, 1996 (a).

Ideally a Workplace Sustainability Committee would comprise a Director and suitable employee representation e.g. 1 representative per division (nb. the Director of the Workplace Sustainability Committee would not necessarily have to be the Departmental Director or General Manger, though the Departmental Director/Manager should be a required member of the Committee). Monthly or bi-monthly meetings should be standard. The Director of each Departmental and Agency Workplace Sustainability Committee should be allocated 0.2 of his or her workload for the implementation of the Workplace Sustainability Program. Each, or a certain number of, representatives could be allocated 0.1 of their workload for carrying out Workplace Sustainability initiatives.

The activities of the Workplace Sustainability Committee should be in-line with the current DEP's Eco-office Committee activities. These include:
- Prioritising Workplace Sustainability matters and actions to be addressed;
- Determining and implementing ways of increasing personal Workplace Sustainability awareness;
- Providing a forum for open discussion on Workplace Sustainability matters and promotion of cooperation throughout the department;
- Where appropriate, establishing Task Forces to address specific issues;
- Benchmarking the Department's Workplace Sustainability performance;
- Reviewing and updating the Workplace Sustainability Program on an annual basis;
- Effectively communicating issues and progression of projects to all employees; and
- Developing methods to measure and monitor the performance of the Department Workplace Sustainability Committee with the aim of continuous improvement.[64]

6.6.3   Workplace Sustainability Inter-Agency Committee

A Workplace Sustainability Inter-Agency Committee should also be established. The Workplace Sustainability Coordinator and director from each State Government Agency would be automatic members of this committee and would be required to attend bi-monthly or quarterly meetings. The Inter-Agency Committee would be responsible for monitoring and evaluating the Workplace Sustainability Policy and agency Programs.

6.7   Costs and Benefits of Workplace Sustainability Programs

The adoption of Workplace Sustainability Program's within the State Government of Western Australia's departments and agencies include a diverse array of environmental, social and economic costs and benefits. These costs and benefits range from having individual, community and local effects, to broader national and global consequences.

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[64] Department of Environmental Protection, 2000 (b), *Operating Guidelines for Eco-office Committee*, Department of Environmental Protection, Perth.

Each Sustainable-Workplace Program and relevant actions will have myriad costs and benefits.[65] These have been summarised for the purpose of this report below, and are correlated with examples of Workplace Sustainability actions.

6.7.1 Environmental Benefits

- Improved environmental performance and responsibility of the Western Australian public sector;
- Reduced greenhouse gas emissions and subsequently reduced Global Warming and Ozone Effect - resulting from energy efficient appliances and from acquiring energy from renewable sources;
- Improved air quality - resulting from use of sustainable transit modes such as walking or cycling;
- Reduced amount of waste to landfill;
- Reduced air and water pollution - resulting from reduced waste to landfill, and from reduced production/manufacturing of goods; and
- Reduced resource consumption/conservation of resources e.g. energy, water, materials.

6.7.2 Social Benefits

- Improved employee health (physically and psychologically) - resulting from the direct effects of walking or cycling to work, and through indirect effects of reduced vehicle emissions;
- Healthier workplace community - through personal responsibility of workplace actions;
- Expansion of sustainable practices to personal life;
- Increased awareness of sustainability within government, community and industry;
- Increased respect and improved image of Government - from social and environmental responsibility;
- Increase employee productivity and efficiency - resulting from self-sustainability actions; and
- Improved indoor air quality - resulting from reduced exposure to toxins and chemicals.

6.7.3 Economic Benefits

- Increased budget savings - reduced water, electricity, and material bills, reduced waste disposal/treatment costs;
- Seed funding for future Workplace Sustainability Programs and initiatives;
- Support for local business - through local purchasing of goods and services;
- Support for sustainable business - renewable energy schemes, organic agriculture;
- Creation of sustainable research and new sustainable industries;
- Increased budget income - through returns on recycled products;
- Reduced reliance on foreign industries;

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[65] Costs and Benefits based on Delphi Group, 1996, Department of Environmental Protection, 2000 (a); Department of Environmental Protection, n.d.; and Department of Industrial Relations, 1996 (a).

- Increased employment opportunities - from paper recycling and renewable energy schemes; and
- Providing income for community groups - through recycling of wastes and donation of extra materials.

6.7.4 Economic Costs

- Increased budget expenditure - end-of-use facilities, increased premium for certain sustainable products and services e.g. organic food, renewable energy; and
- Reduced support for unsustainable businesses.

So, it can be easily seen that the environmental, social and economical benefits of Workplace Sustainability Programs far outweigh any costs.

6.8   Workplace Sustainability Policy, Program and Action Timeline

The Workplace Sustainability Policy should be implemented as soon as possible. The position of the Workplace Sustainability Coordinator, and the creation of an Inter-Agency Workplace Sustainability Committee, should be set up soon thereafter. A setting-up period of approximately three months should be made available for the Coordinator, to allow him/her to develop a model Workplace Sustainability Program, educational training sessions, and duties aforementioned in section 6.6.1.

Once the Coordinator's setting-up period has ended, he/she should begin working with, and training, approximately 3-5 Government departments (depending on agency size, location etc) at a time. The Coordinator should begin with agencies currently practicing Sustainable-Office initiatives, then move onto agencies that are enthusiastic about implementing the Program, and finally work with Agencies that are indifferent or perplexed about adopting the Program.[66] A training period of approximately three months, would allow the Workplace Sustainability Coordinator, in conjunction with the agency, to develop their Workplace Sustainability Committee, audit and document current workplace practices and devise a departmental Workplace Sustainability Program based upon the model Workplace Sustainability Program and current practices (Box 17).

 The actions developed in each agency Workplace Sustainability Program should be categorised according to 'Importance/Priority', 'Complexity', 'Time Frame' and 'Cost' (Box 15). Importance/Priority prioritises each action accordingly i.e. 1 is of utmost priority, 2 is of medium priority, and 3 is of least importance or priority. Complexity refers to the ease or difficulty of carrying out an action and should be rated high, medium, and low, respective of complexity. Action time frame refers to the period of time over which an action is carried out, and should be broken down into short (1 year), medium (3 years), and long term (10 years plus) actions. Action cost should be categorised simply into high, medium and low cost.[67]

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[66] Personal Communication with Janelle Booth, Department of Environment, Catchment and Water Protection, 21 March 2002.
[67] Ibid.

Box 17 - Timeline for Action
1. Set up a Sustainable-Office Committee;
2. Begin with initial Sustainable Audit of organisation;
3. Develop a Sustainable-Office Program with appropriate actions;
4. Categorise actions according to importance/priority (1,2,3), complexity (high, medium, low), time frame (short, medium, long) and cost (high, medium, low);
5. Implement short/medium/long term actions as required;
6. Monitor; and
7. Evaluate.[68]

These four factors - importance/priority, complexity, time frame and cost - will determine the timing of implementation for each individual action. In general terms the first year of an agency's program will be spent implementing low-cost, simple, and moderately important initiatives that require little time and resources. It is important to note that Workplace Sustainability actions (as well as the Workplace Sustainability Committee and Inter-Agency Committee) should not be created whimsically or put into practice hastily, as this will only deter from the Programs long-term success, and sustainability. Each agency, and the Workplace Sustainability Coordinator, in the creation of their Sustainable-Workplace Program and actions should take time and care. The program isn't solely about achieving quick results or saving as much money as possible; it is about the improvement and integration of social, environmental and economic considerations.

After the creation of the Workplace Sustainability Committee, the sustainable audit of the organisation, the development of the Program and implementation of program actions, monitoring and evaluation of the program are required.

7.0   MEASURING PROGRESS

Ongoing review and improvement must be an integral part of the Workplace Sustainability Policy and Program. There are a number of monitoring and evaluation means by which State Government of Western Australia would be able to deduce the success of the Workplace Sustainability Policy, agency Programs and respective actions. These means include the use of sustainability audits, sustainability targets, sustainability indicators, and sustainability reporting.

7.1   Sustainability Audits

Conducting sustainability audits, whereby workplace practices are measured and recorded, is an effective means by which agencies can monitor and evaluate their Workplace Sustainability Program. An audit should collect information on environmental, social and economic performance and should typically comprise the aforementioned program areas - energy, water, procurement etc. Baseline data collected from an initial audit should be used to monitor and evaluate the success of the recurrent Program, and program actions.

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[68] Department of Industrial Relations, 1996 (b).

7.2 Sustainability Targets

Information from sustainability audits could be used by government agencies to develop targets for their Workplace Sustainability Program. These targets can be used to assist in the meeting of Program objectives. Individual government agencies would be able to determine the success of their Workplace Sustainability Program through realisation of targets. The State Government of Western Australia could also be responsible for the setting of State sustainability targets.

7.3 Sustainability Indicators

Sustainability indicators are a necessary and appropriate means by which the State Government of Western Australia, and agencies, can monitor and evaluate the progress and sustainability of the Workplace Sustainability Policy, Program and actions. Simply put, sustainability indicators are economic, social and environmental measures that can be used for the monitoring and evaluation of sustainability performance.[69]

Sustainability indicators should be monitored on an ongoing basis, and findings should be used to inform the allocation of time and resources into problematic areas. Information acquired from these indicators can be used in turn to help government agencies think about their idea of what workplace sustainability is, what factors have/have not contributed to the sustainability/unsustainability of their workplace, and what actions they could take to improve the sustainability of their workplace.[70]

7.3 Sustainability Reporting

Sustainability reporting is another mechanism by which government agencies can monitor and evaluate the performance of their Workplace Sustainability Program. Sustainability reporting involves the dissemination of sustainability performance and progress, usually, in quarterly or annual reports. The reports can be used to both monitor and evaluate how successful an agency has been in creating a sustainable workplace.

These monitoring and evaluation methods should act as a guide for government agencies, so that information across the State Government of Western Australia is compatible for evaluation. As mentioned briefly in section 6.6.1, it should be the responsibility of the Workplace Sustainability Coordinator's to provide government agencies with:
- Sustainability audit procedures and guidelines (or contact details of a sustainability audit consultant);
- Recommended targets;
- A range of easy-to-measure sustainability indicators; and
- Guidelines for sustainability reporting.

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[69] Commonwealth of Australia, 1996, *Australia: State of the Environment, Chapter 1,* in Institute for Sustainability and Technology Policy, First Semester 2001,*Ecologically Sustainable Development S212/S456: Study Guide Internal Mode,* Murdoch University, Perth;
[70] Institute for Sustainability and Technology Policy, First Semester 2001,*Ecologically Sustainable Development S212/S456: Study Guide Internal Mode,* Murdoch University, Perth.

The Workplace Sustainability Coordinator should collate information from the aforementioned monitoring and evaluation methods of each government agency to produce an annual report. The report should rate individual agency performance, for example waste minimisation performance, against the performance of all other State Government agencies. Preparation of an annual report will assist the Workplace Sustainability Coordinator and Inter-Agency Committee in monitoring and evaluating the Workplace Sustainability Policy.[71]

8.0   CONCLUSION

The adoption of a Workplace Sustainability Policy directive will clearly demonstrate the State Government of Western Australia's commitment to sustainability, as well as providing clear leadership for community and private enterprise on workplace sustainability practices.

Only by the State Government exemplifying sustainability in principle and more importantly in practice, can a society be expected to change direction,[72] and become environmentally and socially responsible. The State Government of Western Australian has an important mentoring role to play, and cannot expect to garner community and industry support without being seen to reassess the impact of their own activities and make the necessary changes.[73]

The Workplace Sustainability Policy requires the obligatory involvement of all government agencies taking on a respective Program and actions, and the active engagement in sustainable workplace practices. The major aim of the Workplace Sustainability Policy is to contribute to the declining social and environmental health of our society. This is clearly central to a State Sustainability Strategy. A Workplace Sustainability Policy, Programs, and corresponding actions, make social, environmental and economic sense.

**'I hear the Government talking the talk,
now lets see them walking the walk.'**

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[71] Sheely, C., 1992.
[72] Krokenberger, M. et.al., 2000.
[73] Sheely, C. 1996.