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Student workbook

BSBSUS501 Develop workplace policy and procedures for sustainability

**TAFE NSW would like to pay our respect and acknowledge Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the Land, Rivers and Sea. We acknowledge and pay our respect to the Elders, both past and present of all Nations.**

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Icon legends

| Icons | Descriptions |
| --- | --- |
| Practice activity | **Practice activity**  Learning activities are the tasks and exercises that assist you in gaining a clear understanding of the content in this workbook. It is important for you to undertake these activities, as they will enhance your learning.  Activities can be used to prepare you for assessments. Refer to the assessments before you commence so that you are aware which activities will assist you in completing your assessments. |
| Collaboration | **Collaboration**  Whether you discuss your learning in an online forum or in a face-to-face environment discussions allow you to create and consolidate new meaningful knowledge. |
| Self-check | **Self-check**  A self-check is an activity that allows you to assess your own learning progress. It is an opportunity to determine the levels of your learning and to identify areas for improvement. |
| Readings (required and suggested) | **Readings (required and suggested)**  The required reading is referred to throughout this Student workbook. You will need the required text for readings and activities.  The suggested reading is quoted in the Student workbook, however, you do not need a copy of this text to complete the learning. The suggested reading provides supplementary information that may assist you in completing the unit. |

# Getting started

## What will I learn by completing this workbook?

This workbook has been developed for the unit of competency BSBSUS501 Develop workplace policy and procedures for sustainability.

Successfully completing this unit of competency will give you the skills and knowledge to develop and implement a workplace sustainability policy and to modify the policy to suit changed circumstances.

In this workbook, you will learn about:

* developing, communicating and implementing workplace sustainability policy
* reviewing workplace sustainability policy implementation.

Each topic includes opportunities to check your progress and understanding as well as activities that will help you to complete the formal assessments.

There are five topics to complete within this workbook. They are:

1. Introduction to sustainability.
2. Develop workplace sustainability policy.
3. Communicate workplace sustainability policy.
4. Implement workplace sustainability policy.
5. Review workplace sustainability policy.

Topic 1

Introduction to sustainability

# Topic 1: Introduction to sustainability

At the end of this topic, you will be able to:

* define the term sustainability
* understand the concept of the triple bottom line
* understand the organisational benefits of sustainability
* identify the main legislation and regulations relating to sustainability.

## What is sustainability?

Sustainability has become a strategic issue for organisations as they position themselves to be good corporate citizens.

Turning sustainability into opportunities which benefit the business rather than expensive burdens means organisations can operate more sustainability and, at the same time, more profitably with considerably reduced risk exposure (Cole, 2010, p.780).

There are many definitions of sustainability including:

*‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (International Institute for Sustainable Development, n.d.).*

*‘using, conserving and enhancing the community’s resources so that ecological processes, on which life depends, are maintained and the total quality of life, now and in the future, can be increased’ (Department of the Environment and Energy, n.d).*

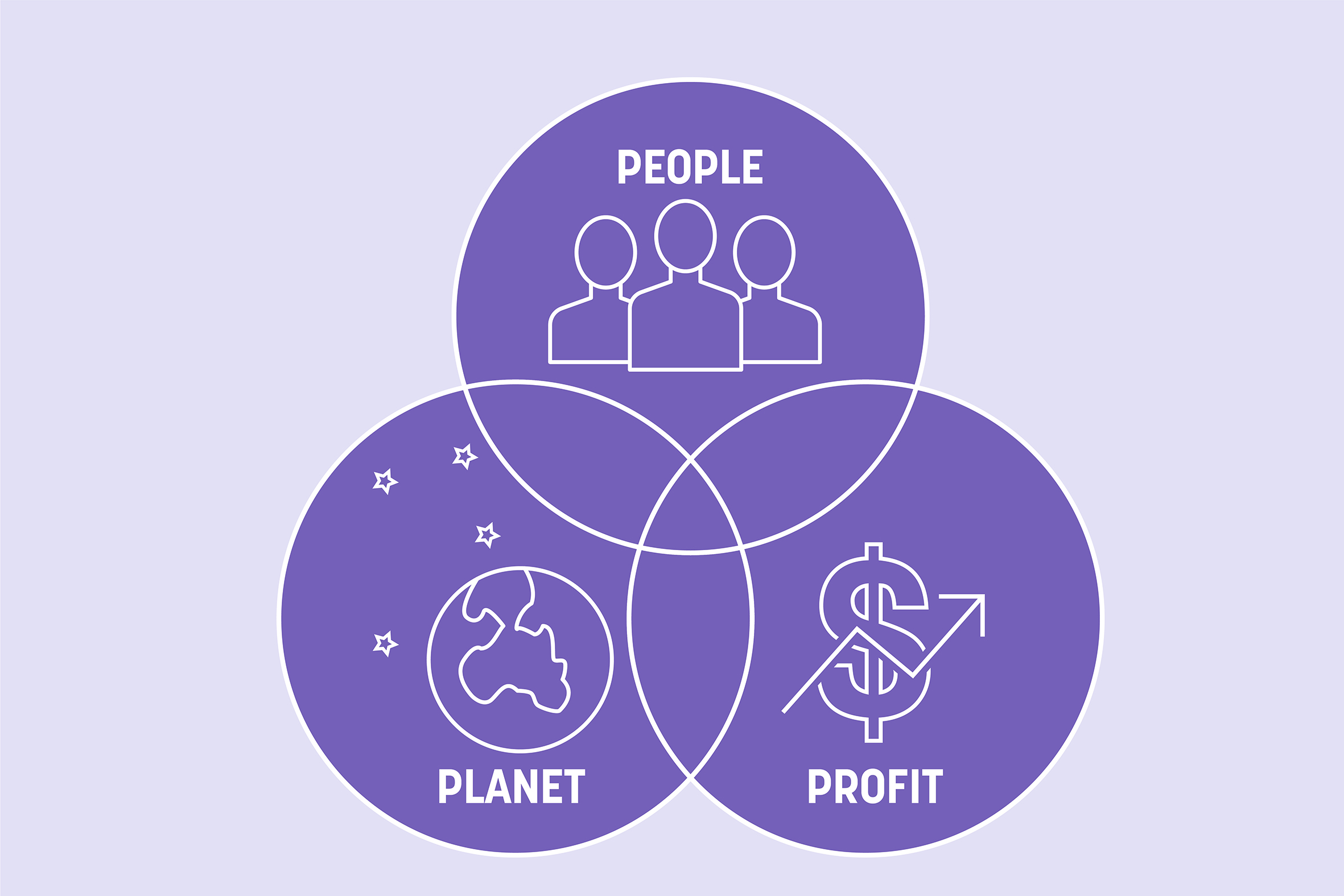
*‘a sensitivity to the limits of economic growth and their impact on society and the environment, with a commitment to assess personal and societal levels of consumption out of concern for the environment and for social justice’ (UNESCO, 2002).*

A sustainable organisation is one that makes a positive contribution to the community through regard to the three main elements of sustainability:

* environmental (planet)
* economic (profit)
* social (people).

Sustainability expert John Elkington (*Moscardo, Lamberton & Wells, 2013, p.4*) coined the term ‘triple bottom line' and reasoned that there should be three bottom lines:

* the ‘profit' bottom line, which is a measure of the customary profit and loss financial bottom line
* the ‘people' bottom line, which is a measure of how socially responsible and ethical an organisation is
* the ‘planet’ bottom line, which is a measure of how sustainable and environmentally responsible the organisation has been.



© TAFE NSW 2019 The triple bottom line

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| Readings (required and suggested) | Reading List |

🎬 Watch this 5-minute video ['The triple bottom line'](http://share.tafensw.edu.au/share/items/a9496d06-aaf1-41ce-aecb-3e3efa147cef/0/?attachment.uuid=2b2fb061-abbe-45e4-ba54-42228de36b17): (*http://share.tafensw.edu.au/share/items/a9496d06-aaf1-41ce-aecb-3e3efa147cef/0/?attachment.uuid=2b2fb061-abbe-45e4-ba54-42228de36b17)* from LinkedInLearning.com.

You can access a transcript of the video on the transcript tab within the video.

## Organisational sustainability

Organisations sometimes have many competing goals. The primary goal of public organisations is to maintain and increase productivity and profit. The goal for public sector and not-for-profit organisations is to provide a quality service within a budget. For these reasons, environmental sustainability programs must be cost-effective.

**For example**, an organisation which improves the ‘eco-friendliness' of its product may gain market share. An organisation that focuses on reducing waste will benefit from innovation and the cost savings.

Immediate savings can be obtained by simply ensuring that all machinery and appliances are effectively maintained to optimise efficiency and that all staff are versed in efficiency practices, such as:

* switching off lights
* reporting water leakages
* separating recyclables
* minimising waste.

In some cases, workplace practice that enhances the sustainability of a workplace may add costs, such as recycling in areas where it is cheaper to use landfill. However, these costs can be offset by the adoption of other sustainable practices that save money, such as energy savings. (Department of Industry, Innovation and Science, 2018)

## Benefits of sustainable development

Sustainable and environmental management offers a number of benefits to an organisation. These include:

* reducing the impact of the organisation’s operations on the environment
* lowering the organisation’s carbon footprint
* increase in profitability through more efficient work practices
* using less energy, water and raw materials, and spending less money
* reputational gain through compliance with legislation and international standards
* improved workplace conditions through reduced use of toxic materials and hazardous chemicals
* improved community relations
* market advantage
* innovation leading to enhancements of products or services
* changes to the organisation’s culture
* increased employee satisfaction.

## Regulatory environment

Everyone involved in work, including managers, supervisors, staff, contractors and subcontractors, need to be aware of the environmental laws that apply to the workplace. Having an understanding of environmental laws, and the potential of the organisation to affect the environment and the community, enables managers to manage risk.

Before writing workplace sustainability policies and procedures, it is crucial to be aware of environmental or sustainability legislation, regulations and codes of practice applicable to the organisation in NSW, Australia and internationally.

As determining the effects of applicable laws and regulations may be quite complex, the organisation may need to refer to an expert environmental lawyer, consultant, employer association or local and state government regulators for guidance and support.

Some of the legislation, regulations and codes that apply include:

* Australian Packaging Covenant
* Corporations Act 2001 (Cth)
* Environment Protection and Biodiversity Conservation Act 2016 (Cth)
* NSW Environmental Planning and Assessment Act 1979
* NSW Protection of the Environment Operations Act 1997
* Waste Avoidance and Resource Recovery Act 2001
* Work Health and Safety Act 2011.

International guidelines include:

* Organisation for Economic Cooperation and Development (OECD) Sustainable Development Goals
* International Organization for Standardization, ISO 14000 family – environmental management
* United Nations International Sustainable Development Goals.

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| Collaboration | Collaboration |

#### ****Activity 1.1: Forum: Current knowledge****

Visit the unit forum to post your answers to the following questions or write them below:

1. What areas of sustainability do you know well, or can you perform well?
2. Describe a personal experience where you have applied sustainable practices at home or work.
3. What are the key sustainability issues in your industry, now and into the future?

Topic 2

Develop workplace sustainability policy

# Topic 2: Develop workplace sustainability policy

At the end of this topic, you will be able to:

* define the vision and scope of a sustainability policy
* gather information from a range of sources to plan for and develop the policy
* identify and consult stakeholders as part of the policy development process
* write goals for the policy
* determine strategies to implement the goals.

Environmental sustainability is becoming one of the most important drivers of change in economic and skill development. New technologies, changes to markets and the investments underpinning industrial activity, new ‘green jobs’ (see link below for the definition), as well as the modification of existing jobs, are all playing a role in transforming work and commerce.

Organisations are expected and required to include sustainability in their plans, strategies and activities.

Importantly, organisations need to have a clear commitment to sustainability. This means:

* having an awareness of activities impacting the environment, such as the use of natural resources, the impact of emissions, environmental hazards and maintenance of a safe workplace
* developing a vision or strategy for sustainability
* setting objectives and targets to reduce the environmental impact of activities
* planning to achieve the objectives and meet targets.

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| Readings (required and suggested) | Reading list |

📚 Read about [what a green job is](http://www.ilo.org/global/topics/green-jobs/news/WCMS_220248/lang--en/index.htm) on the International Labour Organization website: *(www.ilo.org/global/topics/green-jobs/news/WCMS\_220248/lang--en/index.htm)*

📚 Read the [definition of a green-collar worker](http://www.dictionary.com/browse/green-collar): *(www.dictionary.com/browse/green-collar)*

The development of sustainability policies benefits the organisation in several areas, including:

* an enhanced organisational image which may lead to increased business, and improved attraction and retention of employees
* the creation of new business networks which may lead to new business opportunities for growth and expansion
* eligibility for government incentive programs
* a reduction in operating costs, as well as a reduction in overall resource consumption and waste
* compliance with legal and regulatory standards and minimisation of potential legal liability in the context of environmental damage
* industry acknowledgement and an increased organisational capacity to address opportunities arising from a focus on sustainability
* future improvements in environmental performance.

## Purpose of workplace sustainability policy

An environmental policy is a way for an organisation to tell their staff, contractors, interested parties and other industry bodies that they are committed to sustainable work practices, products or services.

Policies are statements of the organisation's objectives and principles to facilitate the operations and activities and guide decision-making.

Having an environmental policy, or developing one, is a way for an organisation to tell their staff, contractors, interested parties and other industry bodies that they are committed to sustainable work practices, products or services. A workplace sustainability policy is a way for senior management to formally express their intentions for organisational sustainability.

Policies are statements of the organisation’s objectives and principles to facilitate the operations and activities and guide decision making. Generally, policies are developed to ensure the organisation can:

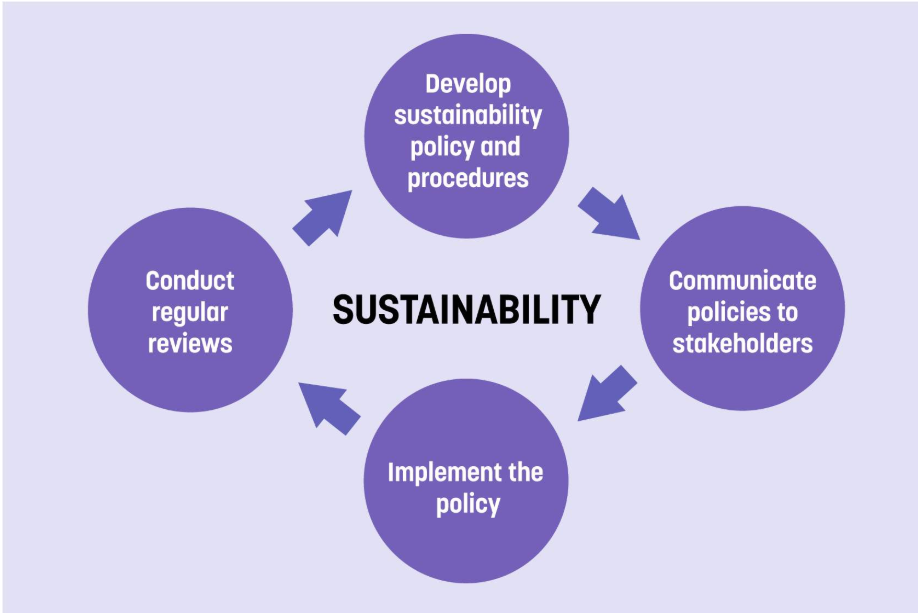
* have guidelines and rules
* give employees of the organisation a reference point for the way it wants to operate
* express its expectations on work performance
* comply with laws and regulations
* articulate standards that apply to the operations and activities of the organisation.

## Policy development processes and practices

All organisations engage in activities that impact on the environment, through the usage of resources, such as energy, water and paper, and through the generation of waste and emissions.

### Environment management system

Creating an **Environmental Management System** allows an organisation to control and monitor these impacts and achieve its environmental objectives, making sustainability an integral part of business activity.



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Achieving this involves developing a sustainability policy and procedures, communicating the policy to stakeholders, implementing the policy and conducting regular reviews to ensure continuous improvement.

Policy development processes can include:

* gaining senior management commitment
* gathering information from a range of sources, including internal and external sources
* consulting with key stakeholders
* measuring current resource use
* determining regulatory requirements
* reviewing policy options
* examining options for feasibility
* gaining commitment from management
* writing the first draft of the policy
* writing final version
* communicating the new policy.

## Gaining commitment from management

Before an organisation can develop and implement sustainability policy and plans, there needs to be a commitment from senior management.

An effective way to influence management is by providing examples of benefits other organisations have achieved through their environmental management programs. Research case studies of similar organisations that have become more efficient and saved money through sustainability initiatives.

Recommended policies will be based on factors such as their intended effectiveness, cost and timeframes.

This process, called benchmarking, involves establishing a point of reference or standard, which represents best practice.

Recommended policies will be based on factors such as their intended effectiveness, cost and timeframes.

You can obtain this information from a variety of sources including:

* competitors
* industry standards
* customer expectations
* institutionalised standards such, as ISO 4000 environmental management standards (International Organization for Standardization, n.d.).

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| Practice activity | Practice activity |

#### ****Activity 2.1: Gaining management commitment****

Consider and comment on the reasons you would give to senior management to obtain their commitment to implementing a sustainability policy and plan.

Providing a structure and framework for the policy development phase.

As part of the planning process, the individual or team responsible for developing the policy and procedures will also seek agreement from senior management and other stakeholders on proposed methods of implementation, outcomes and performance indicators.

## Gather information

To develop the best policy contextualised to the organisation, you need to research widely.

### Internal sources of information

The aim of collecting information is to identify current resource use and practices to determine whether the use of resources and work practices can be more efficient, effective and sustainable.

Some sources of internal information include:

* current procedures and systems
* environmental information already stored such as audits
* completed compliance forms and reports
* employees from all levels of the organisation including specialists, purchasing, work health and safety and operations managers
* observations such as a walk-through audit detecting water leaks, maintenance, chemical use
* greenhouse gas or carbon footprint calculations
* records of resource use such as energy and water bills.

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| Practice activity | Practice activity |

#### ****Activity 2.2: Estimating resource use****

Collect a copy of your home electricity bill. Review the bill carefully and answer the following questions.

1. What is the current usage?
2. What was the usage at the same time last year?
3. Estimate what your next bill might be and explore the impact if you made a change to reduce your consumption?

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| Readings (required and suggested) | Reading list |

📚 Refer to the Australian Government’s [Energy made easy calculator](http://www.energymadeeasy.gov.au/benchmark): to compare your home energy usage with a typical household. *(www.energymadeeasy.gov.au/benchmark).*

### External sources of information

You have to gather information from a range of sources to plan and develop policy.

External sources of information include:

#### Government bodies

Local councils have environmental laws and regulations, which apply to individuals and organisations. Organisations may also choose to include in their plan voluntary environmental actions to reduce their environmental impact on the surrounding community. Federal and state governments have websites with useful information about planning, business operations, grants, permits, research and consultation.

**Tip**: *Your local chamber of commerce is a great place to network and gain valuable insights into other business sustainability practices and strategies*.

#### Energy, water, gas, waste management providers

Contact water and energy providers for sustainability information, business programs and guidelines for meeting responsibilities.

#### Suppliers and customers

Suppliers can give information about product development and trends and availability of environmentally sustainable products. These include businesses that supply equipment, stationery, printing services and computers. Consider using a questionnaire for all suppliers, which could ask questions about the sustainability of their products or services, or what actions they are taking. Some manufacturers design products which are both environmentally friendly and cost-effective.

Consider eco-design when reviewing purchasing strategies. This does not mean ‘green products', but products which are functional, desirable, cost-effective and have no harmful effects on the environment, for example, less toxic substances in materials or processes.

#### Other organisations

Access websites and annual reports of other organisations, which show their own policies and procedures, and methods they use to ensure sustainability. This can assist you to create or adapt procedures relevant to your organisation.

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| Readings (required and suggested) | Reading list |

#### Government Bodies:

📚 [Federal Department of Environment and Energy](http://www.environment.gov.au): *(www.environment.gov.au)*

📚 [NSW Office of Environment and Heritage](http://www.environment.nsw.gov.au): (*www.environment.nsw.gov.au)*

📚 [City of Sydney](http://www.cityofsydney.nsw.gov.au/business/build-your-skills-and-knowledge/business-programs/greening-your-business): (*www.cityofsydney.nsw.gov.au/business/build-your-skills-and-knowledge/business-programs/greening-your-business)*

#### Energy, water, gas, waste management providers:

📚 Energy made easy – [Tips for saving energy at home](http://www.energymadeeasy.gov.au/control-your-costs/save-money-reducing-energy-use/tips-saving-energy-home): (*www.energymadeeasy.gov.au/control-your-costs/save-money-reducing-energy-use/tips-saving-energy-home)*

📚 Energy Australia – [energy-saving tools](http://www.energyaustralia.com.au/blog/better-energy/energy-saving-tools): (*www.energyaustralia.com.au/blog/better-energy/energy-saving-tools)*

📚 Sydney Water – [Water Wise rules](http://www.sydneywater.com.au/SW/water-the-environment/what-we-re-doing/water-wise-rules/index.htm): (*www.sydneywater.com.au/SW/water-the-environment/what-we-re-doing/water-wise-rules/index.htm)*

#### Suppliers and Customers:

📚 Fuji Xerox n.d., [Sustainability](http://www.fujixerox.com.au/en/Sustainability): (*www.fujixerox.com.au/en/Sustainability)*

📚 Cleanaway 2019, [Making a sustainable future possible](http://www.cleanaway.com.au): (*www.cleanaway.com.au)*

## Content of sustainability policy

### Policy vision

Organisations need to define and then develop, a sustainability policy and the supporting procedures to achieve the vision. This provides a structure and framework for their approach to sustainability and initiates and supports the capability of an organisation to manage its impact on the environment. It also enables the organisation to plan and implement measures to reduce its environmental impact and to implement environmental protection strategies in the context of their operations and activities.

A **vision statement** expresses the organisation’s commitment to sustainability and the organisational benefits of a sustainable approach to operations.

### Examples of a sustainability vision

#### Commonwealth Bank

*‘Good business practice empowers people and strengthens communities. We’re focused on transparent, balanced and sustainable practices, policies and decisions that support positive social, economic and environmental outcomes*.’

#### NSW Health South Eastern Sydney Local Health District

*‘At South Eastern Sydney Local Health District (SESLHD), we recognise the benefits of an environmentally sustainable healthcare system. Improving our environmental performance will have health and financial rewards for our community, as well as environmental advantages for the planet.’*

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| Readings (required and suggested) | Reading list |

📚 Refer to, [Commonwealth Bank, Opportunity Initiatives](http://www.commbank.com.au/about-us/opportunity-initiatives/opportunity-from-good-business-practice.html): *(www.commbank.com.au/about-us/opportunity-initiatives/opportunity-from-good-business-practice.html)*

📚 Refer to, [NSW Health South Eastern Sydney Local Health District, Environmental Sustaina](http://www.seslhd.health.nsw.gov.au/about-us/environmental-sustainability)bility: *(www.seslhd.health.nsw.gov.au/about-us/environmental-sustainability)*

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| Practice activity | Practice activity |

#### ****Activity 2.3 Draft a vision statement****

**Write a draft vision statement that expresses the organisation's commitment to sustainability and benefits of a sustainable approach to operations.**

**Share your statement with other students in class or in the online the forum.**

### Policy scope

Before writing the sustainability policy, the developer should consider the **scope** of the policy. The scope is the geographical or administrative boundaries of the policy, plans and procedures.

***For example****, you may decide your policy could apply to the entire organisation, your department or a single work team. The larger the scope, the more complex the policy will be.*

Determine what the policy will cover. It may apply to everyday work practices, green purchasing choices, life-cycle management, engagement of environmentally conscious suppliers and contractors, reporting systems, and inclusion of environmental, as well as financial, results in annual reports.

**Example scope statements**

#### Woodside Petroleum Limited

*‘Responsibility for the application of this policy rests with all Woodside employees, contractors and joint venturers engaged in activities under Woodside operational control. Woodside managers are also responsible for promotion of this policy in non-operated joint ventures. This policy will be reviewed regularly and updated as required.’*

#### University of Wollongong

*‘This Policy applies to UOW, its activities and people associated with it such as staff, students, visitors and contractors. The scope of this Policy includes all University of Wollongong (UOW) principal functions.’*

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| Readings (required and suggested) | Reading list |

📚 Refer to, [Woodside Petroleum Limited, Health, Safety, Environment and Quality Policy](https://tafensw.sharepoint.com/teams/et-sp-tbs/pd/TrainManage/Julia/Final%20SW/files.woodside/docs/default-source/about-us-documents/corporate-governance/woodside-policies-and-code-of-conduct/health-safety-environment-and-quality-policy-(december-2018).pdf?sfvrsn=36b4efcb_2): *(files.woodside/docs/default-source/about-us-documents/corporate-governance/woodside-policies-and-code-of-conduct/health-safety-environment-and-quality-policy-(december-2018).pdf?sfvrsn=36b4efcb\_2)*

📚 Refer to, [University of Wollongong, Environmental Policy](http://www.uow.edu.au/about/environment/UOW058684): *(www.uow.edu.au/about/environment/UOW058684)*

### Policy stakeholders

Depending on the size of your organisation, you may wish to set up a Sustainability Committee to develop policy, coordinate audits and develop options and plans for improvement.

Try to include a cross-section of employees on the team and identify other key stakeholders who can participate in implementing the new work practices.

Stakeholders are any group or individual who has an expectation of the organisation and may include:

* CEO, Board of Directors, owners and senior management
* personnel in human resources, purchasing and marketing departments
* general staff
* contractors
* suppliers
* customers or clients
* expert consultants
* government departments or regulators.

Identify and consult stakeholders as a key component of the policy development process, as they can provide useful feedback on environmental practices.

Organisations should identify and consult stakeholders as a key component of the policy development process as they can provide useful feedback on environmental practices.

#### Policy proposal

It is vital that the sustainability initiative is communicated to relevant stakeholders through a proposal. Stakeholders need to know what the initiative is about and how it will directly affect them and the work they do. They also need to know the benefits they will receive by committing to the implementation of the initiative, such as increased productivity and profits or greater flexibility in work hours and training.

The advantage of consultation during the development of the sustainability policy is that all relevant stakeholders are linked to the process and are more likely to support a direction that they have been involved in creating.

### Objectives

A sustainability policy reflects the organisation’s commitment to sustainability as an integral part of business planning and as a business opportunity. Each organisation’s policy will have its own objectives depending on the vision and the current situation.

As a policy may apply from one to five years, the objectives should be broad and future-focused. Objectives can relate to broad sustainability approaches or environmentally sustainable practices. Some areas to consider include:

**Resource efficiency:**

* energy management treatment including solar or renewable energy
* waste management
* efficient work systems and more efficient use of resources
* eliminating or substituting hazardous and toxic materials
* reduction in water use
* recycling.

**Design:**

* product design
* new green sites/premises
* recyclable products and packaging.

**Operations:**

* transport changes
* noise mitigation
* disposal of goods
* improved housekeeping.

**Policies and procedures:**

* purchasing principles
* supply chain management
* green office program
* reporting and recording systems.

**Human resources**

* employee training and development in green skills
* employee engagement in sustainability improvements
* community projects.

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| Readings (required and suggested) | Reading list |

You may wish to do some research on how organisations write their sustainability objectives.

📚 Read about [Australia Post’s sustainability objectives](https://tafensw.sharepoint.com/teams/et-sp-tbs/pd/TrainManage/Julia/Final%20SW/auspost.com.au/about-us/corporate-responsibility/our-environment/environmental-policy): *(auspost.com.au/about-us/corporate-responsibility/our-environment/environmental-policy)*

📚 Read about [Woolworth’s sustainability objectives](http://www.woolworths.com.au/shop/discover/sustainability): *(www.woolworths.com.au/shop/discover/sustainability)*

### Strategies

Your sustainability policy includes activities and procedures to implement the objectives. Each viable policy strategy option needs to be ranked. Options may be reviewed against **technical**, **economic** and **environmental feasibility.**

#### Technical feasibility

Technical feasibility examines whether the technology is available to the organisation is appropriate and can achieve the required services. For example, can a supplier install a solar energy system that is large enough to replace conventional electricity supplies?

#### Economic feasibility

Economic feasibility compares the advantages of a future initiative against the costs of implementing the option. You may need to estimate the payback period. For example, the costs of installing solar energy panels vs power saving. You could also consider government rebates when reviewing financial issues.

#### Environmental feasibility

Environmental feasibility determines the viability and environmental benefits of sustainability options on the organisation, customers, employees and the community. For example, purchasing hybrid cars may seem beneficial, but they may cost more to the environment in the production stage than petrol cars.

Your research and audits are likely to make you aware of areas you can improve on. If breaches of compliance are occurring, they need to be addressed as a priority. However, any solution that will reduce the environmental impact of the organisation should be considered as part of policy development.

The following table shows the feasibility analysis of three sustainability options, supporting management in their decision-making.

Table 1 Feasibility analysis example

| Option | Est cost | Est annual benefit | Payback period (years) | Technical feasibility | Economic feasibility | Environmental feasibility |
| --- | --- | --- | --- | --- | --- | --- |
| Employee training | $1000 | $5000 | 0.2 | Very high | Very good | Very good |
| New tap nozzles | $500 | $1000 | 0.5 | High | Good | Good |
| New air conditioner | $9000 | $1000 | 9 | Good | Fair | Good |

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| Practice activity | Practice activity |

#### ****Activity 2.4: Strategy options****

🎬 Watch the video [Home energy saving tips](http://www.youtube.com/embed/6YgUyG59rnQ) from the Federal Department of Environment and Energy: *(https://youtu.be/6YgUyG59rnQ).*

You candownload the video transcript by copying the following URL into your web browser: *(share.tafensw.edu.au/share/items/a9496d06-aaf1-41ce-aecb-3e3efa147cef/0/?attachment.uuid=063de120-56eb-4c9d-99bb-6db634929f90)*

Nominate one feasible action (technical, economic and environmental) for your household or workplace.

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| Challenge activity | Challenge activity |

#### Activity 2.5: 2018 National waste management policy

📚 Refer to the government's website for information on Australia’s national waste management policy to review the [Waste Management Action Plan](https://www.environment.gov.au/protection/waste-resource-recovery/publications/national-waste-policy-action-plan). (*https://www.environment.gov.au/protection/waste-resource-recovery/publications/national-waste-policy-action-plan)*

The national targets are as follows:

* reduce waste in Australia per capita by 10% by 2030
* divert 80 per cent of waste from landfill by 2030
* 30% average recycled content across all goods and infrastructure procurement by 2030
* phase-out problematic and unnecessary plastics by 2030
* halve volume of organic waste sent to landfill by 2030.

Choose two of the targets listed above and identify what strategies could be used for each target. and explain how your organisation or home can contribute to this target.

Table 2: Activity 2.4 Targets and strategies

| Target | Strategy | How can your organisation or home contribute to this target? |
| --- | --- | --- |
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|  |  |  |

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| Readings (required and suggested) | Reading list |

🎬 Watch this five-minute video on [How to create new sustainable products and services](http://www.lynda.com/Business-Skills-tutorials/Create-new-sustainable-products-services/431182/503737-4.html,%20Lynda.com) from Lynda.com. *(www.lynda.com/Business-Skills-tutorials/Create-new-sustainable-products-services/431182/503737-4.html, Lynda.com)*

#### Create new sustainable products and services:

The following areas should be considered when examining the practicality of any proposed strategy:

* Does it fit the organisation’s strategic plan and vision on environmental sustainability?
* Are the changes mandatory?
* What is the time frame for implementation and review?
* What are the potential improvements as a result of implementing the policy?
* What is the financial gain/cost in comparison with the current system?
* What is the cost of researching and implementing the new system?
* Are there savings in fines and legal costs as a result of ensuring compliance?
* Is it attractive to new customers or clients?
* What is the cost of any downtime and possible effects on productivity?
* Is there potential for wastage of current stock if changes are not implemented gradually?
* What is the projected time for cost recovery?
* What are the environmental benefits and projected reduced environmental impact?
* How easy will it be to implement?
* What training is required?
* Can it be integrated into current policies or will new policies need to be written?
* Does the organisation have the required resources to implement the policy including time, space, people, money, materials, equipment or facilities?

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| Readings (required and suggested) | Reading list |

You may wish to research how organisations write strategies for their sustainability objectives.

📚 Review the [Australian Museum’s sustainability strategies](https://tafensw.sharepoint.com/teams/et-sp-tbs/pd/TrainManage/Julia/Final%20SW/australianmuseum.net.au/about/organisation/reports/sustainability-action-plan/): *(australianmuseum.net.au/about/organisation/reports/sustainability-action-plan/)*

📚 Review the [University of Wollongong’s sustainability strategies](http://www.uow.edu.au/content/groups/public/@web/@environment/documents/doc/uow245661.pdf): *(www.uow.edu.au/content/groups/public/@web/@environment/documents/doc/uow245661.pdf)*

Topic 3

Communicate workplace sustainability policy

# Topic 3: Communicate workplace sustainability policy

At the end of this topic, you will be able to:

* promote workplace sustainability policy, including its expected outcome to key stakeholders
* inform those involved in implementing the policy as to outcomes expected, activities to be undertaken, and responsibilities assigned.

An environmental management system sets a company’s direction in terms of sustainable management. For employees to be able to understand and implement your policy, plans and procedures, information must be accessible to all staff and communicated clearly and regularly. Your goal should be to inform those involved in implementing the policy as to outcomes expected, activities to be undertaken, and responsibilities assigned.

An effective sustainability policy must be understood, agreed to and adhered to at all levels of the organisation. Therefore, the policy, including its expected outcomes, must be promoted and communicated clearly to all stakeholders, and opportunities must be provided for feedback and clarification.

## Responsibilities of management

Senior management will always have primary responsibility for environmental issues. This includes liability if environmental breaches occur. In any organisation, responsibility for environmental policy should be given to someone in a position of sufficient authority to create and change policy as required.

Consider the organisational structure of your organisation:

* Who has responsibility for the management of environmental issues?
* What are the specific environmental management responsibilities of this person?
* Are they informal or documented?
* Do other staff members know who the responsible person is, and what they are responsible for?
* Are there already any documented environmental procedures?

Consider what kind of communication on environmental issues already occurs in your organisation.

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| Practice activity | Practice activity |

#### ****Activity 3.1: Communicating requirements****

📚 Review the [Plan2go sustainability policy](http://plan2go.nctafe.edu.au/assets/document-library/Crew-Folders/People-and-Culture-Crew/Sustainability/Sustainability-Policy.pdf) *(http://plan2go.nctafe.edu.au/assets/document-library/Crew-Folders/People-and-Culture-Crew/Sustainability/Sustainability-Policy.pdf).*

Given the nature of the organisation and the content of the policy, consider how you would communicate the requirements to different levels of the organisation.

Share your ideas with other students in the class or in the online forum.

## Communication plan

A communication plan can assist you in determining the best way to communicate the workplace sustainability policy and implementation plan. The plan can be prepared to identify the people you need to inform and engage within your policy and plans to make the workplace more sustainable. This includes all the stakeholders described previously and documents how the communications will take place, who is responsible for actions, feedback and follow-up communications.

To create ownership of the program, you can continue to seek suggestions and ideas from staff via team meetings. You can also ask departments for data to assist with monitoring. Ask management to provide an incentive program for staff who come up with ideas that are implemented, or who contribute to the implementation and monitoring.

#### Create ownership

To create ownership of the program, you can continue to seek suggestions and ideas from staff via team meetings. You can also ask departments for data to assist with monitoring.

**Tip:** *Consider asking management to provide an incentive program for staff who contribute to implementation and monitoring.*

#### Relevant issues

Relevant issues you will need to communicate include:

* ensuring legal compliance
* co-ordinating measures to improve environmental performance
* provision of training
* developing and monitoring documentation and activities.

#### Methods of communication

Methods of communicating information about the policy and plan include:

* regular updates about the progress of the implementation plan
* workshops
* meetings
* online newsletters containing advice and hints
* emails from relevant people in the organisation, such as the CEO or Sustainability Officer
* reports
* information sheets
* notices
* signs and posters, such as ‘switch off before you leave’
* employee training
* induction
* checklists, such as resource usage audits and purchasing checklists.

Standard Operating Procedures (SOPs) - sets of written instructions that document steps for carrying out a routine or repetitive activity such as disposal of waste.

Consider the following example of a sustainability communication plan.

### Example of sustainability communication plan

Table 2: Example of sustainability communication plan

| Type of communication | Audience | Content of communication |
| --- | --- | --- |
| Email | All employees | New policy alert |
| Posters | All employees and visitors | Benefits of recycling |
| Meeting | Senior management | Sustainability plan budget |
| Online training | New employees | Hazard identification |

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| Practice activity | Practice activity |

#### ****Activity 3.2 Communication plan****

**In your assessment, you will be determining the best communication methods to inform those involved in implementing the sustainability policy about new activities and tasks.**

**📚 Draft a communication plan for your proposed policy and plan by using the** [Plan2Go Sustainability Communication Plan template](http://plan2go.nctafe.edu.au/assets/document-library/Crew-Folders/People-and-Culture-Crew/Sustainability/Sustainability-Communication-Plan-template.dotx) ***(http://plan2go.nctafe.edu.au/assets/document-library/Crew-Folders/People-and-Culture-Crew/Sustainability/Sustainability-Communication-Plan-template.dotx)***

## How to reduce resistance to change

Although the communication plan may be thorough, there still may be resistance to change work practice from some employees or customers. To manage the resistance to change:

* explain the sustainability policy and plan, and how it links to them
* detail the changes clearly
* describe the vision and what results will look like, and how people will benefit from plans
* involve employees in designing and implementing change
* commit the necessary resources to the change
* build on supporters for the policy and plans.

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| Collaboration | Collaboration |

#### ****Activity 3.3: Forum - Communicating sustainability plans****

Many retailers in NSW, such as Woolworths, Coles and Bunnings, no longer provide plastic bags to customers. Undertake research to answer the following questions and visit the forum to discuss your answers with other students.

1. What was the initial customer reaction to this change?
2. What strategies did the organisations use to persuade customers to change their habits?

Topic 4

Implement workplace sustainability policy

# Topic 4: Implement workplace sustainability policy

At the end of this topic, you will be able to:

* develop and communicate procedures to help implement the workplace sustainability policy
* implement strategies for improvements in resource efficiency
* establish and assign responsibility for recording systems to track continuous improvements in sustainability approaches.

Once an organisation has agreed on the sustainability policy, it is essential to agree on the methods of implementation.

In a smaller organisation, the owner or manager of the business may have the sole responsibility to implement the policy and any associated initiatives that will support the achievement of the target and objectives.

Medium to large organisations may have a range of options when implementing the policy, including pilot programs, gradual rollout or major change.

## The implementation plan

The sustainability implementation plan should include:

* timeframes required for each step and total time
* personnel required and their roles and responsibilities
* communication plan
* training
* specific milestones and critical success factors
* feedback mechanisms
* risk analysis and contingency planning
* supporting operating procedures and process documents
* budget
* consideration of diversity within groups that will influence the implementation.

#### Actions and sub-actions

Specific actions and sub-actions in the implementation plan may include:

* employee training and supervision on environmental management
* completion of regular environmental audits
* applying processes for reducing litter, sediment, oil, grease, wash water, debris, paint or flammable liquids into the water, stormwater for groundwater
* engineering processes to reduce the emission of impurities into the air including odours, smoke, dust, gases or fumes
* automated systems to monitor leaks into the environment
* procedures regarding the use, storage, transport and disposal of hazardous substances
* practices to minimise the use of hazardous materials or substitution of toxic materials with low toxicity materials
* reduction of noise which is generated from your premises that could be offensive because of its level, nature, character, quality or time at which it is made
* policies and practices to avoid unnecessary resource consumption
* introduction of reuse, reprocess or recycling practices
* disposal of material safely and lawfully
* supply chain management.

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| Readings (required and suggested) | Reading list |

The following video explores implementing supply chain management.

🎬 Watch the following video on [Creating sustainable supply chains](http://www.lynda.com/Business-Skills-tutorials/Creating-sustainable-supply-chains/181730/364971-4.html,%20Lynda.com): (*www.lynda.com/Business-Skills-tutorials/Creating-sustainable-supply-chains/181730/364971-4.html, Lynda.com)*

## Supply chain foundations

To ensure proper implementation, each strategy should have an objective, specific action and sub-actions, timeframe and people responsible.

Once the objectives have been set, the organisation can compare your audit of current practices against the objectives, to see how much needs to be completed to achieve the objective.

If you provide a unit of measurement for your objective, for example, a 25% reduction in electricity usage over 24 months, then you can monitor electricity bills at regular time intervals to see whether you are meeting the target.

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| Practice activity | Practice activity |

#### ****Activity 4.1: Implementation plan objectives****

You must consider and provide measurable and achievable targets in your plan. What is the difference between the following targets? What is the difference between these two?

**Target 1** – reduce paper use

**Target 2** – reduce purchases on non-recycled paper by 40% over 12 months

## Role of employees

To implement your sustainability plan and policy, you will need to assign specific responsibilities to employees. Employee actions may include:

* taking and recording sustainability actions and results
* recording observations and data in detail
* giving feedback on the implementation
* generating sustainable innovations in the team
* organising ways to implement sustainability strategies
* role modelling sustainable practices
* supporting other employees during change.

Your implementation plan should sequence and schedule the activities required to implement the plan.

Consider the following example of an action plan including its components and details.

### Example of an implementation plan

| Components of plan | Details of plan |
| --- | --- |
| Scope | This plan applies to the ground floor of Building F, St George TAFE, Cnr Princes Highway and President Avenue, Kogarah. |
| Plan description | This plan describes the steps required to install new energy-efficient windows into the location. |
| Plan objectives | To reduce energy use by 5% in Year 1 through the installation of energy-efficient windows.  To provide a skills practice opportunity for students studying Diploma of Building Design and Diploma of Building and Construction in Year 1. |
| Key performance indicators | New heating and cooling procedures  New windows installed in LG Building F by end Year 1  New energy and sound measuring systems  Reduction in energy costs |
| Resource requirements | Budget double glazed windows start at around $150 (600mm X 600mm) (hipages, 2016)  Installation: 4 tradespeople x 10 days |
| Recording and monitoring | Observation by the manager, measurement of heating and cooling costs, survey of students and staff, feedback from installers |

#### Action: Research

| Sub-actions | Personnel | Timeframe | Communication | Budget |
| --- | --- | --- | --- | --- |
| Meeting of key stakeholders to agree on objectives and timeframes | College Manager, Procurement Manager, Sustainability Committee | Month 1 | Face to face meeting and minutes | $0 |
| Site visit to buildings with energy-efficient windows | Sustainability Committee | Month 1 | Site visit; written report | Transport - $100 |
| Meeting with sustainable window experts | Sustainability Committee | Month 1 | Meeting, written report | Catering - $50 |

#### Action: Approvals

| Sub-actions | Personnel | Timeframe | Communication | Budget |
| --- | --- | --- | --- | --- |
| Report to College Director seeking approval for plan and funding  Three quotes for installation  Contract for installation signed with approved supplier | Sustainability Committee and College Manager  Approved window suppliers  Procurement manager | Month 2-3 | Written report, meeting | $0 |

#### Action: Installation

| Sub-actions | Personnel | Timeframe | Communication | Budget |
| --- | --- | --- | --- | --- |
| Windows installed | Approved installer  Security  WHS manager  Diploma students and teacher | TAFE holidays | Safety procedures  Standard installation procedure  Observation by supervisor | $25 000 |

#### Action: Monitoring and recording systems

| Sub-actions | Personnel | Timeframe | Communication | Budget |
| --- | --- | --- | --- | --- |
| Windows installed on time and on budget  Electricity bill reduced by 5% in first quarter  Staff and student satisfaction | Installer, College Manager  College Manager  Sustainability Committee | Month 6 | Report  Bill review  Online survey | $0 |

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| Practice activity | Practice activity |

#### ****Activity 4.2: Sustainability action plan****

Using the [Plan2go sustainability implementation plan template](http://plan2go.nctafe.edu.au/assets/document-library/Crew-Folders/People-and-Culture-Crew/Sustainability/Sustainability-Implementation-Plan-template.dotx) *(http://plan2go.nctafe.edu.au/assets/document-library/Crew-Folders/People-and-Culture-Crew/Sustainability/Sustainability-Implementation-Plan-template.dotx)*, practice writing an implementation plan to introduce a simple change at your home or workplace, such as installing solar electricity or a [smart meter](https://www.aer.gov.au/consumers/my-energy-service/smart-meters).

Discuss this plan with your peers in class or in the online forum.

## Addressing potential barriers

Barriers or objections may cause the policy development process to stall or be disrupted. It is important to identify, acknowledge and address any potential barriers.

Barriers to implementing policies and procedures in an organisation include;

* lack of understanding of the sustainability concept (what is the organisation’s position in terms of compliance, efficiency and proactivity at a strategic level)
* financial investment:
* sustainability initiatives may be extensive
* diversification of manufacturing processes
* cost of materials for production and operations
* lack of external funding or support
* internal capacity and capabilities
* recognising and acknowledging organisational responsibilities of sustainability.

Strategies to address them:

* education and information about sustainability principles and their benefits
* long-term strategic planning incorporating investments in sustainability and innovation
* consider new business models that incorporate sustainability and innovation principles
* build sustainability into the organisation's core activities and supply chains. Ensure that suppliers who are contracted, or through tender processes, meet the organisation's sustainability requirements
* partner with other organisations to benchmark sustainability initiatives for advice, coaching and mentoring on design and implementation strategies
* engage external specialists or experts for consultation on design and implementation strategies
* develop team and individual KPI’s with sustainability metrics.

## Recording and tracking

As part of the implementation plan, you should establish and assign responsibility to use recording systems for tracking continuous improvements in sustainability approaches.

Check the system you already have in place and determine the legally required records you must maintain. You should also determine how long you will need to keep these records for external auditing purposes.

You may need to provide access to records for authorised stakeholders via a central file that includes relevant sustainability documents, completed forms, permits and audits, and legal requirements.

Look at the records you may need to keep, such as:

* records of reviews conducted
* record of workplace audits and inspections
* copies of licences and permits
* records of incidents, accidents or breaches
* training records.

You may like to research how the following companies report on their sustainability outcomes.

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Look at the records you may need to keep, such as:

* records of reviews conducted
* record of workplace audits and inspections
* copies of licences and permits
* records of incidents, accidents or breaches
* training records.

|  |  |
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| Readings (required and suggested) | Reading list |

📚 Review [Fuji Xerox’s 2016 Sustainability Report](http://www.fujixerox.com.au/en/Sustainability/Report-Centre): *(www.fujixerox.com.au/en/Sustainability/Report-Centre)*

📚 Review [Boral Limited’s 2019 Sustainability Report](http://www.boral.com/community-sustainability/sustainability-report): *(www.boral.com/community-sustainability/sustainability-report)*

📚 Review [IKEA's 2018 Sustainability Report](https://newsroom.inter.ikea.com/news/ikea-sustainability-report-fy18/s/409b1d78-7d7b-4f48-a63d-368d5fb69c2d). *(https://newsroom.inter.ikea.com/news/ikea-sustainability-report-fy18/s/409b1d78-7d7b-4f48-a63d-368d5fb69c2d)*

Topic 5

Review workplace sustainability policy implementation

# Topic 5: Review workplace sustainability policy implementation

In this topic, you will learn how to:

* document outcomes and provide feedback to key personnel and stakeholders
* investigate successes or otherwise of the policy
* monitor records to identify trends that may require remedial action or continuous improvement
* modify policy, plans or procedures as required.

## Policy implementation

There is no point working to a plan if there is neither the opportunity nor will, to ensure the plan is working. For an organisation’s environmentally sustainable work practices to be effective, resources must be committed to ongoing monitoring and evaluation.

Once you have a recording system in place, you will need to monitor the records to identify trends that may require remedial action and use this information to promote continuous improvement of performance.

As part of continuous improvement activities, you will need to investigate the success of your workplace sustainability policy, including the procedures, and other implementation and communication activities that are part of the larger system. In this topic, you will also investigate the reporting of outcomes as a result of the sustainability policy implementation.

Monitoring and evaluating environmentally sustainable strategies requires:

* establishing baselines and performance indicators
* establishing systems to review and report the progress of sustainability implementation plans from start to completion
* implementing systems for reviewing the performance indicators based on actual performance
* creating a system to report the results of the plan and its benefits to management and staff
* planning to access the outcomes of plans and transfer the lessons learnt to other areas of operations, or to extend the benefits to the whole organisation
* include monitoring in the business plan and budget
* evaluation of sustainable practices and recommending continuous improvement.

## Continuous improvement

It is not enough to have the policy and procedures in place; a process of continuous improvement is crucial to ensure relevance and continuing ability to set and meet targets. It requires regular consultation with employees and management. A system of continuous improvement allows new ideas to be implemented or added and workplace methods that are no longer relevant to be discontinued. Each department should be involved in its own continuous development process.

Continuous improvement involves monitoring, checking and reviewing policies, plans and procedures. It also includes monitoring non-compliance and breaches. This can be achieved by conducting audits, reviewing invoices and metering records, checking training records, looking at whether efficiency targets have been met.

As a result of these findings, new policies and procedures may need to be researched and developed, and the cycle starts again.

To create the environment for sustainability improvements, managers need to build a positive culture that convinces employees that what benefits the organisation, benefits them too.

Some strategies to create a continuous improvement culture include:

* breaking down the barriers that exist between management and employees
* removing the barriers that exist between departments
* encouraging teamwork
* tolerating failure
* giving credit where due
* sharing information and collecting new ideas for further improvements
* being willing to take risks or try out new ideas
* acknowledging incremental improvements.

Monitoring will identify:

* additional coaching and mentoring required
* coaching and mentoring in environmentally sustainable work practices that have occurred
* trends such as the amount of electricity used per month
* levels of compliance with policies and procedures
* progress towards meeting targets
* issues of concern.

Data should be meaningful for future decision-making. Try asking yourself the following questions:

1. Have the policy and plan been communicated as planned?
2. Do the policy and plan meet statutory requirements?
3. Is our organisation more sustainable, as measured by the key performance indicators and goals?

Managers should also develop effective mentoring and coaching processes to ensure that individuals and teams can implement environmentally sustainable work practices.

Monitoring records will allow you to see trends and identify strategies that are working. You will be able to determine levels of compliance, and reviews will provide useful information on whether your standard operating procedures are assisting staff to work consistently and achieve their targets.

## Documenting outcomes

It is important that the records you have gathered and filed are accessible to stakeholders, both internal and external. The most common way of providing this information is through the preparation of reports. These reports may show how you meet compliance requirements, or how you have improved efficiency and met targets.

Transparent and accessible reports are valuable to all stakeholders: for external stakeholders, they provide a positive view of the organisation and its commitment to environmental responsibility; for internal stakeholders, reports provide a clear view of how their work is assisting the organisation in meeting its targets, and as a result are likely to increase commitment and motivation among staff. Various methods may be used to communicate this information. These could include staff meetings, annual general meetings, newsletters, company websites and the company's intranet.

The following reports can be used to document the outcomes of sustainability initiatives in the organisation.

The records you gather must be accessible to all stakeholders. The most common way of providing this information is through the preparation of reports. These reports may show how you meet compliance requirements, or how you have improved efficiency and met targets.

Transparent and accessible reports are valuable to all stakeholders, internal and external.

* ***For external stakeholders****, they provide a positive view of the organisation and its commitment to environmental responsibility.*
* ***For internal stakeholders****, reports provide a clear view of how their work is assisting the organisation in meeting its targets, and as a result, are likely to increase commitment and motivation among staff.*

Various methods may be used to communicate this information, including staff meetings, annual general meetings, newsletters, company websites and the company's intranet.

The following reports can be used to document the outcomes of sustainability initiatives in the organisation.

### Compliance reports

Both Federal and State governments require organisations to report their environmental impacts and report to government or stakeholders. Reporting may also require companies to verify and audit their levels of compliance and demonstrate plans for improvement. These reports demonstrate the organisation’s adherence to guidelines and are delivered on a regular basis (usually annual). Reports must also be submitted if a breach of compliance occurs. When an organisation submits legally required reports, the regulatory body will check the system to ensure that compliance has been achieved. If this is not the case, a review of the systems will be imposed.

In NSW, the Department of Planning and Environment is the regulating body for compliance. Its role is to ensure that industry, government and the community comply with environmental legislation. The Department has the power to impose unannounced compliance audits and reviews on any enterprise it regulates, although it will generally choose companies whose practices are associated with priority environmental issues (Department of Planning and Environment, 2019). Inspectors assess the organisation’s compliance with legislation and best environmental management practices. Public reports are then issued, and the findings fed into license reviews and ongoing compliance activities.

### Efficiency reports

These reports focus on the set targets and provide a tool to check progress. They are developed from information gained through the organisation's monitoring methods and are usually prepared several times per year, for example on a monthly or quarterly basis. They allow you to see where targets have been met or surpassed and identify areas or activities that are unsuccessful. From the information gathered, changes and improvements can be determined. These reports are made available within the organisation as appropriate, and often the information is provided to the public via company websites and annual reports.

### Annual reports

These provide an opportunity for companies to share information on their sustainability commitment with stakeholders. They are increasingly being used for Triple Bottom Line reporting, where environmental achievements, as well as financial performance, are reported. For example, ANZ Bank publicly reports on a range of triple bottom line indicators, including environmental performance (ANZ Banking Group, 2018).

### Newsletters

These may be internal or external but provide an accessible means of conveying environmental information to stakeholders. They usually provide ideas for improved sustainability practices and often contain a message from the CEO or a senior management representative to lend credibility and reinforce the organisation's environmental commitment.

### Workgroup meetings

Meetings with relevant staff to discuss current efficiency and requirements for meeting targets provide opportunities for feedback, questions and suggestions, and may reveal problems with adhering to procedures and meeting targets.

### Organisation website

Organisations are increasingly using their websites to promote their sustainability policy and practices.

### The internet

External internet sites provide an opportunity for companies to promote their practices in different ways. For example, YouTube has several videos whereby companies explain and promote their environmental practices.

## Investigating success or otherwise of the policy

The next step is to use the records and feedback from internal and external stakeholders to investigate the outcomes of the policy and its success or otherwise.

Once realistic targets have been established for the workgroup, you need to decide on a suitable timeframe after which performance will be measured and reviewed. Performance should be measured over a set period, compared to previous performance and targets set for improvement.

***For example****, electricity invoices will clearly show whether savings in energy usage have occurred so that this information can be easily captured and compared. This measurement and monitoring allows an organisation to determine whether the policy and procedures have been successful and whether targets need to be modified or reset.*

The measurement and monitoring of information allows you to determine whether the policy and procedures have been successful and whether you need to modify or reset targets.

If the results are negative or show no real progress, then you should investigate possible reasons. After checking the data for reliability to ensure there are no problems with your measurement systems, you can conduct discussions with employees to determine whether there are any other contributing factors, for example, machine faults, staffing issues or lack of training.

Gather suggestions from stakeholders; particularly staff responsible for carrying out the procedures. This provides you with the opportunity to pinpoint areas for future consideration and make recommendations for corrective action.

Once you have checked the data for reliability, identified problem areas and made improvement recommendations, you can design and implement the changes. You may need to establish new targets for performance.

Check that you are meeting legal compliance requirements and keeping the necessary records.Your organisation may also have records of reporting systems, such as checklists and audits, which will allow you to determine whether remedial action is required.

You may also be able to examine records of employee performance appraisals or reviews, which may reveal problems with the effectiveness and clarity of the policy and procedures.

***For example,*** *if a few employees demonstrate poor level compliance with the policy and do not meet their KPIs, this would indicate problems with the policy achievability and targets set. However, if only one or a few employees are not meeting the targets, it is likely that there is a degree of apathy, carelessness, or lack of understanding of the procedures or the language used.*

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| --- | --- |
| Practice activity | Practice activity |

#### ****Activity 5.1 Determining policy success****

1. Multiple employees are demonstrating poor level compliance with a new policy and are not meeting their KPIs. Consider why this may be happening and compare your ideas to the class or in the online forum.
2. One employee is demonstrating poor level compliance with a new policy and is not meeting KPIs. Consider why this may be happening and compare your ideas to the sample responses provided below.

### Determining policy success

Monitoring the strategies will require the development of a system to make the task easier to complete. **For example**, the organisation can prepare checklists to visually count lights switched off, equipment in use, the amount of single-sided waste paper or other work practices.

#### Monitor records

Developing a system for monitoring the strategies will make the task easier to complete. For example, you can prepare checklists to visually count lights switched off, equipment in use or the amount of single-sided waste paper. You can also design tracking templates to assist with monitoring.

The organisation can also design tracking templates to assist with monitoring through:

* questionnaires or surveys of relevant staff
* visual counting or calculating
* checking supply records, invoicing, purchasing records
* audits.

Monitoring does not always need to be formal and onerous. Observations, conversations and listening are good ways to identify successes and issues.

Key Performance Indicators (KPIs) can provide guidance on what needs to be monitored, for example, monthly data on levels of water or power use, rates of compliance with sustainable work practices, budgets and costs. Senior managers, sustainability committees and employees should determine how and when to monitor KPIs.

To make monitoring effective:

* clarify responsibilities and accountabilities
* delegate responsibility for taking corrective action
* ensure the monitoring methods collect information and it can be used quickly, easily and can be compared
* identify and acknowledge successes.

|  |  |
| --- | --- |
| Practice activity | Practice activity |

#### ****Activity 5.2 : Modifying policy and procedures****

Why might sustainability policies and procedures need to be modified? Compare your answers with your class or in the online forum.

If you need to modify the policy:

* make recommendations
* rewrite the policy and procedures as required
* set new targets
* plan the process and methods of implementation
* monitor and evaluate the new process.

|  |  |
| --- | --- |
| Practice activity | Practice activity |

#### ****Activity 5.3: Evaluating sustainability policy and plans****

📚 Read the sustainability case studies in the [Sustainability Advantage program](ttps://share.tafensw.edu.au/share/items/a9496d06-aaf1-41ce-aecb-3e3efa147cef/0/?attachment.uuid=9300f75f-5a8c-4e5c-84c1-19cbc3abadb1) run by the NSW Office of Environment and Heritage. (*https://www.environment.nsw.gov.au/sustainabilityadvantage/casestudies.htm)*

Review the outcomes of specific sustainability policies and programs and record the techniques and mechanisms the organisations used to monitor and record outcomes.

Share your responses with other students or in the online forum.

## Summary

You now have the skills and knowledge to:

* scope and develop organisational policies and procedures that comply with legislative requirements and support the organisation’s sustainability goals
* plan and implement sustainability policies and procedures
* consult and communicate with stakeholders to generate engagement with sustainability
* review and improve sustainability policies.

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