



Government Policy Document

# Greening of Government Operations (GoGO) Framework 2004

G



Government of South Australia

A Green Framework for South Australian Government

D.E.H.

Eight priority areas



Department for Environment and Heritage

A Green Framework for SA

2004

GoGO – SA

## A message from the South Australian Government



The Hon. Mike Rann, MP  
Premier of South Australia

*My vision is for Adelaide to be known as a Green City, with a world-wide reputation for its efficient use of natural resources and protection of open spaces and parklands.*

*I believe it is through sustainability that we can maintain and improve what is so unique and good about South Australia and our lifestyle.*

*It is through sustainability that we can protect and promote our environmental assets, together with improving our economy and creating a better, fairer community.*

*And it is through sustainability that our State can contribute to global sustainability.*

*The State Government is taking on this challenge and demonstrating clear leadership in the way it does business.*

*This is the first single framework that clearly outlines the Government's commitment to 'greening' of Government operations – water, energy, purchasing, vehicle use – and what is expected of agencies.*

*I ask you to use this Greening of Government Operations (GoGO) Framework as a powerful educational resource to help and challenge us to find new and innovative ways to maintain the high standard of living we enjoy, while reducing impacts on our precious environmental assets.*

The Hon. Mike Rann, MP  
Premier of South Australia



The Hon. John Hill, MP  
Minister for Environment and Conservation

*In Australia, all spheres of government exert influence on our ecological footprint through their own operational conduct.*

*The adoption of a single policy framework for the 'greening' of Government operations is a more strategic, integrated and collaborative approach to progressing the Government's environmental commitments.*

*It also provides a means to demonstrate leadership to the community through changes in its own practices that minimise environmental impacts.*

*The way forward in South Australia is by Government transforming its operations to reflect best practice performance in minimising environmental impact, providing economic, financial and social benefits, and encouraging participation throughout the public sector.*

*The Greening of Government Operations (GoGO) Framework is the means by which we can achieve this, and I commend it to you.*

The Hon. John Hill, MP  
Minister for Environment and Conservation

### Executive Summary

This framework is intended to improve the efficiency and significantly reduce the environmental impact of Government operations, positioning South Australia as a leading State.

Adopting a strategic, integrated Greening of Government Operation Framework will:

- deliver greater environmental benefits as part of each agency's core business;
- ensure economies of scale are created as part of a change process;
- model best practice environmental management in the delivery of Government products and services; and
- avoid duplication of effort in the process.

### VISION

The aim of the Greening of Government Operations Framework is to achieve by July 2005:

***Greening of the South Australian Government's operations as a demonstration of a commitment to sustainability and eco-efficiency on a whole of Government basis.***

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## Background

Further improvements to private and public sector corporate environmental performance are required to achieve progress towards sustainability at a local, state, national and international level.

This was acknowledged in Australia's National Strategy for Ecologically Sustainable Development, agreed to by Australian governments in 1992, and at the 2002 World Summit on Sustainable Development.

Since 1992, the business sector's efforts to 'green' its operations, and thereby improve its environmental performance and accrue cost savings, have included a range of approaches, notably cleaner production and eco-efficiency programs, Environmental Management Systems (EMS) and, more recently, Triple Bottom Line reporting.

In its contribution to the 2002 World Summit, the World Business Council on Sustainable Development (WBCSD) acknowledged that the private sector has realised considerable financial savings and environmental benefits from the adoption of these approaches. Benefits include reduced water and energy consumption, reduction of greenhouse gas emissions and recycling of waste and improved corporate accountability.

The WBCSD has since established a Capacity Building Program to help businesses implement sustainable development policies and practices across their organisations.

Local government throughout Australia and overseas is endeavouring to improve environmental performance to meet increasing community expectations and legislative requirements to protect the environment. In South Australia, metropolitan councils have EMSs and/or programs in place to coordinate the greening of their operations.

Since late 2001, the Department for Environment and Heritage (DEH) has been monitoring international, national and State-based greening programs undertaken by various Governments.

The key findings of the review include:

- Governments are establishing a range of 'Greening of Government' frameworks to coordinate efforts to 'green' their operations as part of the broader sustainability agenda;
- a range of countries, notably Canada and the United Kingdom, have successfully established Greening of Government programs at the national level;
- the Western Australian Government has released a State Sustainability framework that embodies a Government "workplace sustainability program";
- leadership is seen as a critical factor in establishing the credibility of greening programs within Government, with these programs being championed from the highest levels;
- in order to be successful, programs require strategies and/or tangible targets for agencies to attain; and
- management tools, such as Triple Bottom Line reporting, EMS, performance indicators, and guidelines, as well as staff training and awareness raising, are integral components of the commitment to and success of the programs.

These findings, together with the learnings from the business and local government sectors' experience, have informed the development of South Australia's Greening of Government Operations (GoGO) Framework.

This policy framework is one of the key opportunities for the Government to 'walk the talk', in terms of commitments to sustainability being achieved through changes in its own practices that minimise environmental impact.

## Major Achievements to Date

Within the State Government, a number of Greening programs and initiatives are underway, including:

### SA Government Energy Efficiency Action Plan

Launched in 2002, the SA Government Energy Efficiency Action Plan defines a comprehensive energy management program for State Government operations, including measures for greening of buildings, vehicle fleet and equipment purchasing.

The Plan demonstrates the Government's commitment to providing leadership on energy efficiency in South Australia and requires that agencies reduce their energy use by 15 per cent by the year 2010, leading to a reduction in greenhouse gas emissions of over 80,000 tonnes per annum by the time the target is achieved.

### Greening the Department for Environment and Heritage

The Department for Environment and Heritage (DEH) has initiated an on-going, internal process to ensure the systematic identification, assessment and management of impacts on the environment associated with the delivery of its programs. The process, which requires the development and implementation of Greening Action Plans at all levels of DEH and the reporting of achievements by Directors as part of their Performance Agreements, demonstrates the capacity for Agencies to pro-actively improve their environmental performance with sustainable workplace practices.

### Examples of other SA Government Programs

Other agencies' programs and initiatives that are relevant to the Greening of Government Operations (GoGO) Framework include:

PROGRAM	LEAD AGENCY
Reuse of Office Supplies and Equipment Scheme (ROSES)	DECS
Environmental Procurement Policy development within Whole of Government Procurement Reform	DAIS – Contract Services
Greening of Information and Communications Technology (ICT) Services	DAIS – Contract Services
Environmental Strategy of Fleet SA	DAIS / Energy SA / DEH
TravelSmart – travel behaviour project	Transport SA
Waste Management Strategy	Zero Waste SA
Urban Design Charter	Planning SA
DAIS Environmental Policy Statement & Strategy	DAIS
Green City	DPC
One Million Trees	DEH
Project Initiation Process Review	DAIS – Building Management
Ecologically Sustainable Development (ESD) Framework for Strategic Asset Management	DAIS – Building Management
Government Office Accommodation & Government Employee Housing Accommodation Guidelines	DAIS – REM
Building Tune-Ups Program / Green Building Rating Scheme	DAIS / DEH / DPC

### The Intent

Actions for putting the Greening of Government Operations Framework in place will be staged, with an initial focus on the following categories:

- **Eco-efficiency programs** that address energy management, water efficiency/conservation, wastewater management and waste management. Eco-efficiency programs can be accelerated through the broadening of existing Government programs, such as the SA Government Energy Efficiency Action Plan, the Water Conservation Partnership Project and proposed State Waste Strategy to be developed by the recently established Zero Waste SA. SA Water has undertaken to play a leading role to assist Government agencies in water conservation and water reuse.
- **Government activities** such as travel and fleet management, procurement and facilities management. Current work on the greening of these activities will be more widely progressed across Government, particularly with the development of new green briefing requirements and assessment criteria for fleet, built facilities and procurement.
- **Government administrative policies and instructions.** A review of Government guidelines, circulars, instructions and strategic operational frameworks from an environmental perspective will be undertaken with an intention to recommend to Cabinet any necessary changes.
- **Cultural change, education and awareness programs.** Ways to apply “greening” to work arrangements and programs will be investigated. For example, Government employment conditions, occupational health, safety and welfare, records management requirements, training and development initiatives, communications and customer relations.
- **Collaboration and partnerships** with other sectors and spheres of government to facilitate exchanges of information, knowledge and skills; and experience in regard to approaches to improving corporate environmental performance.

A cross-agency GoGO Action Plan will be developed to drive implementation of initiatives and provide a reporting framework. Existing Government programs, such as the Government Energy Efficiency Action Plan, will be adopted as “foundation programs” and business units will be identified as “Centres of Excellence” to assist in demonstrating best practice across Government.

In a similar manner to the Government Energy Efficiency Action Plan, the Action Plan will require whole of Government and individual agency responses on how agreed targets and goals would be met.

### CHARTER

In promoting this Greening of Government Operations (GoGO) Framework, the South Australian Government is committing itself to the following charter for sustainable environmental management practices within all of its agencies, providing a single policy banner under which the GoGO Framework and Action Plan will operate:

The decisions and actions of the South Australian Government are guided by the following principles:

1. **Integration of economic, environmental, social and human health considerations;**
2. **Most efficient and effective use of human, natural and financial resources with due consideration to full-cost accounting;**
3. **Recognition of the value, and integration where possible, of traditional knowledge and inter-generational considerations;**
4. **Minimisation of waste and the utilisation of environmentally, socially and economically sound and viable substitutes for scarce resources;**
5. **Anticipating, mitigating and preventing adverse impacts to the economy, environment, social well-being and human health;**
6. **Conservation of renewable and non-renewable natural resources; and**
7. **Recognition that all agencies share the responsibility for the pursuit of sustainable development in South Australia.**

### Principles for future action

South Australia aims to integrate these principles into Government processes and regulations, to establish further required principles, procedures or guidelines, and to ensure the annual reporting of agencies’ implementation of the Charter.

In order to ensure consistency with the aforementioned principles, the Government of South Australia is committed to:

- providing employees with information, competencies and education in sustainable development practices;
- ensuring the assessment of proposed programs are carried out to determine and address their environmental 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 resources and using viable substitutes for scarce resources; and
- seeking opportunities, where appropriate or beneficial, to harmonise regulations and processes both internally and with other States and Territories based on uniform, common or appropriate social, health, development, environmental and natural resources standards.

### Implementation Plan

The steps proposed to implement the GoGO Framework involve:

#### STAGE 1: Establishing project management arrangements (May – July 2003)

- Step 1:** Cabinet endorsement of GoGO Framework and initial steps to implement the framework.
- Step 2:** Recruitment of GoGO Coordinator to Office of Sustainability, DEH.
- Step 3:** Establishment of GoGO Steering Committee and Cross Agency Reference Group.
- Step 4:** Preliminary identification of forward budget estimate for 2003/04.

#### STAGE 2: Develop GoGO Action Plan & Business Case (July 2003 – June 2004)

- Step 1:** GoGO Steering Committee convened to commence work on GoGO Action Plan, involving:
  1. Defining scope of GoGO Action Plan and targeted activities (including establishment of Centres of Excellence).
  2. Identifying, scoping and agreeing on cross-agency ‘greening’ principles.
  3. Identifying environmental impacts of targeted activities.
  4. Assessing impacts and undertaking baseline audits.
  5. Developing measures and indicators of performance.
  6. Establishing targets, estimated costs and timeframes for implementation.
  7. Identifying relevant sustainability tools including applicability of EMSs for agencies.
  8. Defining performance audit process.
  9. Drafting GoGO Action Plan.
  10. Drafting a Communication Strategy.
- Step 2:** GoGO Cross Agency Reference Group convened to commence cross-agency consultation and provide direct input into Action Plan development.
- Step 3:** Business Case to be developed concurrently with GoGO Action Plan, identifying potential investing/operating costs and savings of identified ‘greening’ targets.
- Step 4:** Potential strategic partners to be identified for participation in and delivery of Action Plan, eg. Local Government, commerce and tertiary institutions.
- Step 5:** GoGO Action Plan, Communication Strategy and Business Case submitted to Cabinet for consideration and endorsement.

#### STAGE 3: Implement GoGO Action Plan (June 2004 – June 2005)

- Step 1:** Activation of Communication Strategy involving official launch of GoGO Action Plan and promulgation to agencies.
- Step 2:** Engaging strategic partners.
- Step 3:** Providing guidelines to assist agencies implement measures.
- Step 4:** Providing training and education to build in-house expertise.
- Step 5:** Facilitating sharing of information across agencies.
- Step 6:** Implementation of monitoring and review audit process.

The following section provides an outline of opportunities for further detailed consideration in development of the GoGO Action Plan. Significantly, the methodology for scoping priority areas and programs will include:

1. Defining the scope of Action Plan and targeted activities (including establishment of Centres of Excellence).
2. Agreeing on cross-agency sustainability principles.
3. Identifying environmental impacts of targeted activities.
4. Assessing impacts and undertaking baseline audits.
5. Developing measures and indicators of performance.
6. Establishing targets, estimated costs, resources and timeframes for implementation.
7. Identifying relevant sustainability tools including applicability of EMS's for agencies.
8. Defining performance audit process (continuous feedback loop).
9. Drafting an Action Plan.
10. Drafting a Communication Strategy.

## Priority Area 1 Energy Management

**Lead Agency:** PIRSA Energy SA

### Objectives

The objectives of energy management are to reduce energy consumption, emissions (including greenhouse gases) and costs. 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.

### Foundation Program

The existing Government Energy Efficiency Action Plan is proposed as the foundation program for this priority area to:

- review energy use in owned and leased facilities;
- develop and implement energy management plans, including preventative maintenance;
- assess the energy efficiency knowledge requirements of building operators and managers and provide the required training;
- implement all “economically attractive” energy retrofits;
- provide guidelines to agencies for acquisition, sustainment and redevelopment of buildings to reduce energy consumption;
- take advantage of the SA Government Energy Efficiency Program, which provides products and services in support of the above activities; and
- facilitate energy conservation efforts by building occupants.

## Priority Area 2 Water Conservation and Wastewater Management

**Lead Agency:** SA Water

### Objectives

The objectives of increasing water efficiency are to conserve water and reduce costs. Water related actions should aim at minimising water use, and the recycling and pre-treatment of water where possible before disposal.

### Foundation Program

The principles of the Water Conservation Partnership Project are proposed as the foundation program for this priority area. SA Water has considerable knowledge and expertise relating to water conservation, wastewater treatment and reuse, consumption, flow and billing data and has been assisted by the Water Conservation Partnership Project to:

- identify water savings opportunities, taking advantage of existing tools and procedures;
- develop and implement a water conservation plan;
- optimise water efficiency, review bills, monitor flow meters and implement preventative maintenance programs;
- specify water-saving equipment and devices for future purchases, such as water-efficient fixtures;
- retrofit toilets, urinals, showers, faucets and drinking fountains to reduce water use; and
- use grey water for landscaping and irrigation purposes where feasible.

## Priority Area 3 Waste Management

**Lead Agency:** Zero Waste SA

### Objectives

The objectives of waste management are to:

- reduce the volume of waste going to landfill;
- reduce the negative impacts of landfill sites, resource consumption and greenhouse gas emissions;
- cut costs associated with waste stream management;
- comply with all relevant environmental and planning regulations; and
- meet public expectations.

Waste management actions should clearly aim at minimising waste. Where waste cannot be avoided, re-use and recycling should be considered. Actions should comply with the waste hierarchy: Avoid waste; Reduce waste; Re-use waste; Recycle and reclaim waste, and Treat and dispose of waste.

### Foundation Program

The Zero Waste SA program is proposed as the foundation program for this priority area, to develop guidelines for agencies to undertake:

- waste audits of their operations to establish the amount and composition of waste and the effectiveness of strategies and actions to minimise and recycle waste. Such audits will provide a tool for assessing performance and help to establish performance benchmarks;

[02]

Priorities  
and Actions



SA A Green Framework for  
South Australian Government



Photo: Energy SA



Photo: EPA



Photo: EPA

Part [02]

Priorities  
& Actions

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Part [02]

Priorities  
& Actions

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**[02] Priorities and Actions (continued)**  
**Priority Area 3 Waste Management**

- establishment of regularly updated databases on resources and waste generated;
- development of directions and guidelines to encourage waste reduction;
- preparation of waste management plans. These plans are to include office practices with an emphasis on the reduction, separation and recycling of waste at source. These plans should be consistent with the overall targets of 50 per cent diversion of waste from landfill, and 5 per cent source reduction of waste;
- contract arrangements with goods and services suppliers that reflect the waste reduction principles and practices of the National Government Waste Reduction and Purchasing Guidelines and their own waste management plans;
- purchasing practices that give preference to products that are recyclable or contain recycled content where appropriate, provide environmental benefits and are of comparable cost and quality to other products. Least cost should not be pursued as the sole criterion for purchasing decisions;
- incorporation of principles of waste reduction and recycling in the design and construction of new or leased buildings and their surrounds and Government operated engineering projects;
- education and training of employees in waste reduction and purchasing practices; and
- inclusion in Annual Reports of progress reports on implementation of waste management plans including outcomes against indicators for each major waste category.

**Priority Area 4 Built Facilities (Green Building) Management**

**Lead Agency:** DAIS Building Management

**Objectives**

The objectives of greening facilities management operations are to:

- establish strategies for greening the lifecycle functions of the building management process including planning, acquisition, sustainment and disposal;
- manage environmental risk issues in the context of other building performance requirements; and
- prioritise green remediation efforts.

**Foundation Program**

The Department for Administrative and Information Services's (DAIS) Building Management Ecologically Sustainable Development (ESD) Framework for Strategic Asset Management and the existing SA Government Energy Efficiency Action Plan are proposed as the foundation programs for this priority area to:

- provide guidelines for new building design, management, maintenance and refurbishment to meet sustainability criteria;
- establish benchmarks, identify, classify and assess Government buildings of concern using the Australian Green Building Rating Scheme or similar Greenhouse building rating tool;
- manage risks to human health and the environment, through risk assessment and techniques for containment, mitigation and remediation;
- review the process for negotiating Government accommodation lease agreements with a view to establish agreements containing specific provisions designed to ensure lessors undertake appropriate arrangements to accommodate sustainability criteria; and
- in acquisition, use and disposal of facilities, adhere to DAIS's Policy on Property Management, Office Accommodation Guidelines, and Energy Efficiency Action Plan Building and Construction guidelines.



Photo: SA Museum

**Priority Area 5 Travel and Fleet Management**

**Lead Agencies:** DAIS Fleet SA and DTUP Transport Planning Agency

**Objectives**

The objectives of greening travel and fleet management are to:

- reduce greenhouse gas emissions through improved fuel quality and use of alternative fuels; improved vehicle technology;
- reduce by-products and waste from vehicle use, through increased recyclability, reducing accidents and unscheduled maintenance and thereby decreasing costs;
- encourage employees to utilise alternative transport methods (walking, cycling, public transport, car pooling etc); and
- encourage efficient and effective travel methods, through driver awareness training, informed vehicle selection and reduced agency vehicle requirements.

**Foundation Program**

The existing Government Energy Efficiency Action Plan is proposed as the foundation program for this priority area to:

- manage Government fleet vehicles in accordance with economic and environmental objectives of Fleet SA's Strategic Plan;
- increase the level of alternative fuel vehicles (including LPG) from 10 per cent to 20 per cent by 2005;
- maximise fuel efficiency and the use of alternative fuels to conserve energy and reduce emissions;
- purchase original-equipment-manufactured alternative fuel vehicles when life-cycle costs are comparable to those for petroleum or diesel fuelled vehicles;
- review the SA Government "Buy Australian" requirement for passenger vehicles using environmental criteria to promote the purchase of vehicles of appropriate engine size for operational requirements;
- ensure minimum number of vehicles with maximum utilisation to meet agency operational needs through establishing agency fleet performance targets;
- ensure agencies undertake regular maintenance on vehicles to ensure maximum operating efficiency;
- ensure formal working relationships with vehicle service providers contain environmental requirements (eg to recycle all used vehicle liquids – oil, anti-freeze and CFCs); and
- conduct driver education for enhanced energy savings and safety.



Photo: Transport SA



Photo: Transport SA

**Priority Area 6 Green Procurement**

**Lead Agency:** DAIS Contract Services

**Objectives**

The objectives of green procurement are to:

- reduce energy use and greenhouse gas emissions in public sector operations through the procurement of equipment with lower energy consumption and through the effective utilisation of energy efficient office equipment;
- reduce resource consumption, waste, greenhouse gas emissions, environmental, health and financial risks, and costs;
- be environmentally, socially and economically sustainable.

### Foundation Program

The existing Government Energy Efficiency Action Plan is proposed as the foundation program for this priority area, together with the new State Procurement Act:

- procure office equipment that complies with US EPA ENERGY STAR or Power Management features and is supplied in its enabled state where technically feasible;
- identify energy consumption and potential operating costs for equipment prior to purchasing, wherever energy costs will impact on life cycle costs;
- evaluate potential procurement of goods and services as outlined in DAIS Contract Services Environmental Guidelines;
- comply with Australia's international trade obligations, purchase products and services that meet environmental specifications whenever possible, and consider full life-cycle costs;
- establish a program of green procurement training for officers with purchasing authority to improve decision making.

## Priority Area 7 Human Resources Management

**Lead Agency:** Office for the Commissioner for Public Employment

### Objectives

The GoGO objectives for human resources management are to:

- equip employees to meet the requirements of all applicable environmental regulations, guidelines and policies; and
- encourage employees to incorporate environmental considerations into their daily activities.

Actions are aimed at increasing staff awareness and capability, and are also intended to improve workplace productivity and relationships through the adoption of sound change management principles.

GoGO Education actions will aim to raise 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, and to relate these with Occupational Health, Safety and Welfare system outcomes.

### Foundation Program

In implementing GoGO Framework foundation programs in South Australia, and gaining experience from Greening of Government programs worldwide, it is recommended the following best practices be adopted:

- provide full information at an early stage about proposed or anticipated changes; including the reasons, objectives and means involved;
- consistent with OCPE's personnel policy, adopt human resource management practices that foster innovative working arrangements, such as job sharing and working from home, that support environmental objectives;
- infuse environmental awareness into all training programs, particularly employee workplace and work practice orientation; and
- improve the safety and quality of workplace environments, and subsequently empower, protect and motivate employees.

## Priority Area 8 Government Administrative Policies and Guidelines

**Lead Agency:** DEH Office of Sustainability

### Objectives

To review whole of Government guidelines, circulars, instructions and strategic operational frameworks from an environmental perspective.

### Foundation Program

South Australia Government activities are guided by administrative policies and guidelines. To systematically achieve consistency across Government programs, it is recommended that these policies and guidelines be reviewed to incorporate sustainability principles and requirements.

The following policies and guidelines could be included in a review:

DOCUMENT TITLE	AUTHOR	REFERENCE
Accounting Policy Statements	Department of Treasury and Finance	
Annual Reporting Requirements	Department for the Premier & Cabinet Circular	PC013
Cabinet Handbook	Department for the Premier & Cabinet	
Ethical Conduct/Guidelines	PSM Act Determination OCPE Commissioner's Circular	9 64
Evaluation of public sector initiatives guidelines	Treasurer's Instruction	TI 17
Financial Management Policies	Treasurer's Instruction	TI 2
Financial Reporting	Treasurer's Instruction	TI 19
Fleet SA Policy	DAIS Fleet SA	
Government Office Accommodation Framework	Department for the Premier & Cabinet Circular	PC018
Office Accommodation, Office Fitout and Decommissioning works	Treasurer's Instruction	TI 16
Procedures for submissions seeking review of Public Works by Public Works Committee	Department for the Premier & Cabinet Circular	PC015
Procurement Environmental Impact Guidelines	State Supply Board Policy	10
Project Initiation Process	DAIS Building Management	
Purchase and Disposal of Government Real Property	Department for the Premier & Cabinet Circular	PCC114
Responsive and safe working conditions guidelines	OCPE Commissioner's Guideline	
Risk Management Policy Statement (Sept 2003)	Department of Treasury and Finance	
Strategic Asset Management Framework	DAIS Building Management	

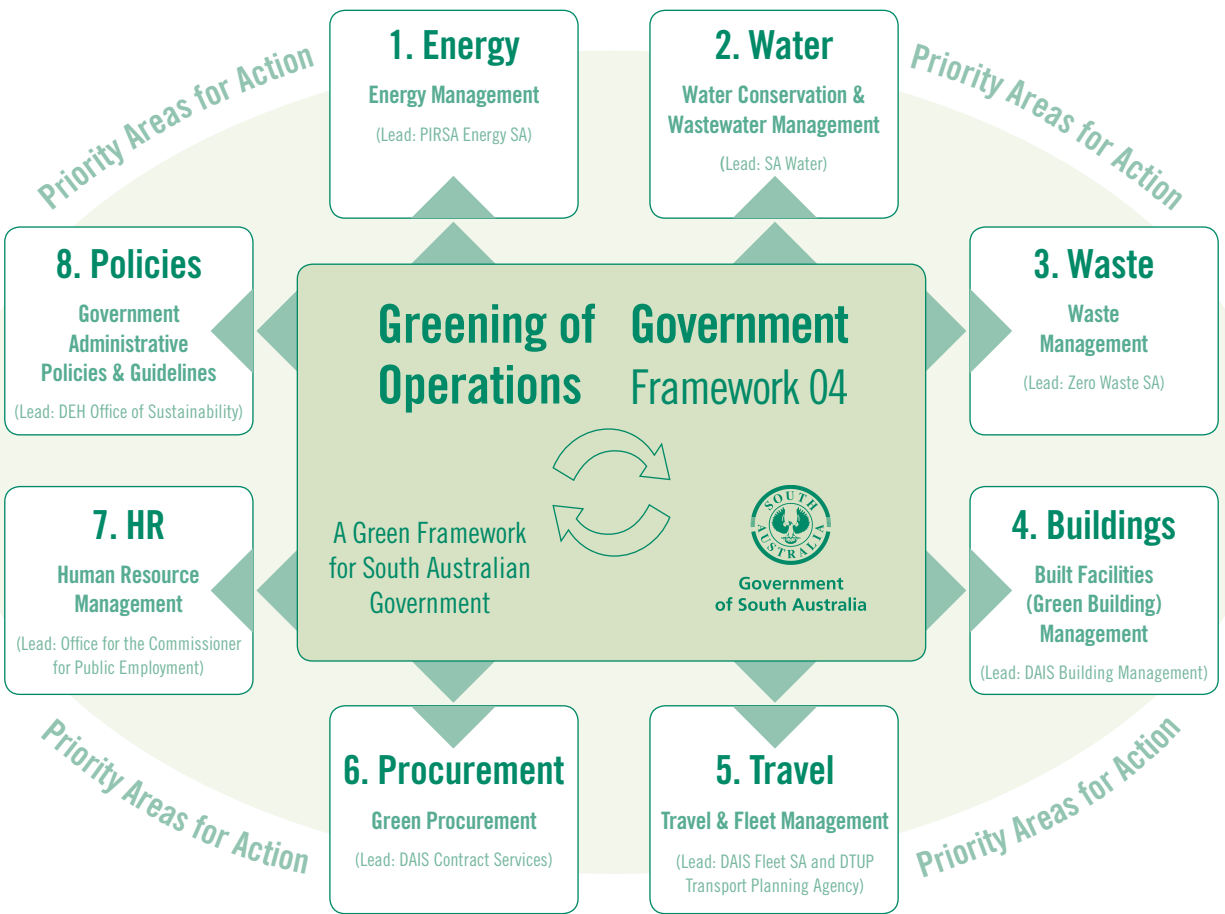
# GoGO Framework Overview

**Policy Drivers**

- International
- National
- State
- Local

**Tools**

- GoGO Charter
- Foundation Programs
- Measures & Indicators of Performance
- Developing a GoGO Action Plan
- Developing Guidelines
- Engaging partners
- Training & Education
- Information sharing



**Eco-Efficiency**

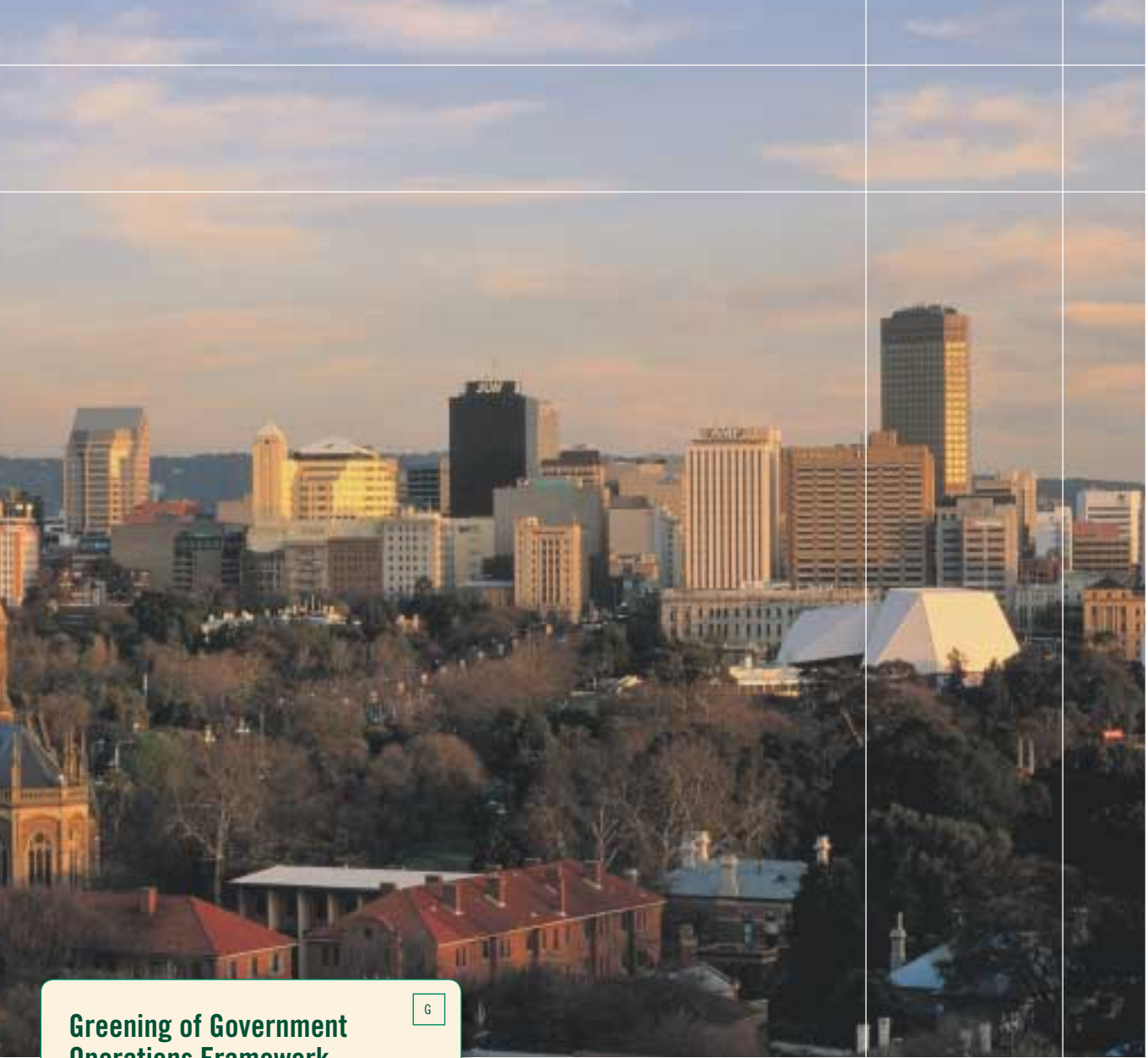
- Energy
- Water
- Materials (Waste)

**Delivery Mechanisms**

- High Level Steering Committee
- GoGO Coordinator
- GoGO Action Plans
- Lead Agencies
- Agency internal greening programs

**Monitoring & Reporting**

- Annual Reports
- GoGO Report to Cabinet
- GoGO Report for public release



## Greening of Government Operations Framework

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Department for Environment and Heritage

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GoGO – SA

A Green Framework for SA