

Sustainable Business in Southland

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STRATEGY FOR SUSTAINABLE BUSINESS IN SOUTHLAND: RESOURCES AND OPPORTUNITIES

DECEMBER 2008





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Appendix A Sustainability Initiatives

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1. Executive Summary

This regional strategy will guide the implementation of a project aimed at achieving maximum uptake of sustainable practices by Southland businesses. The objectives of this Strategy are to:

- identify any gaps between the needs of Southland businesses and existing assistance,
- identify a strategic and coordinated approach to the delivery of regional programs to businesses,
- provide direction for Venture Southland and program partners on the next steps for assisting businesses,
- identify opportunities for enhancing and strengthening existing regional programs,
- identify how best to generate long-term commitment by businesses to implement sustainable business practices.

Primary research undertaken as part of the development of this strategy has shown:

- that Southland businesses have a relatively high level of awareness of sustainability issues,
- many businesses are already undertaking a number of related actions in areas they value as being important,
- the main barriers to implementing sustainable practices are time, cost and not knowing what to do,
- a majority of businesses believe there is more they could, or should be doing, with 64% keen to learn of further assistance available to them.

There is a strong business case for Southland businesses to address sustainability issues including the need to ensure businesses are resilient and can adapt to change. Many of the assumptions underpinning the business environment, both globally and regionally, are changing as various economic, environmental and social drivers have an impact on Southland businesses. Drivers such as rising input costs, and changing consumer expectations and preferences are resulting in both increased risks and opportunities for Southland businesses.

There is already a range of assistance available to Southland businesses, from advice through to funding assistance. However, only 40% of Southland businesses are aware of any assistance available to them. The primary research also found that there was no one, strongly preferred form of assistance, but rather a preference for a range of assistance types with case studies rated most useful through to someone to phone, a website, a mentor, newsletter, longer term programme, short courses or workshops (in order of preference).

Sustainability for businesses is a journey, which often begins with initial action in a few areas important to the business (e.g. waste reduction and energy efficiency), building to more integrated and comprehensive action as the business starts to realise benefits, and potentially moving through to becoming an advocate to other businesses to adopt sustainable practices. The majority of businesses in Southland are just starting to implement initial steps with a smaller number demonstrating integrated action and providing leadership to other businesses.

This strategy identifies four approaches to sustainability for working with businesses:

- enable (providing information, removing barriers),
- encourage (providing incentives and disincentives),
- engage (talking to businesses and providing networking opportunities),
- exemplify (motivating through leading by example).

These approaches provide a framework to customise assistance to businesses at different stages on their sustainability journey.

The majority of current regional programs in Southland focus on assisting businesses with undertaking initial steps, which has been very effective in assisting businesses. The next steps for regional program development are to increase the demand by business for existing programs and to develop new programs which assist businesses in moving to the next stage on their journey (i.e. towards more integrated action and commitment). There are also opportunities to provide information to businesses on sustainability issues in more interactive ways, which consider businesses' time and cost barriers.

The strategic actions recommended to address the gaps and opportunities identified through the project are to:

1. establish a regional liaison group of programme providers,
2. develop a business communication strategy,
3. provide those who are advising businesses with access to up-to-date and relevant information,
4. expand delivery (as planned) of current key regional programs,
5. assist businesses move beyond initial steps to towards having a more integrated approach,
6. develop of a range of interactive tools,
7. develop case studies of businesses implementing sustainable practices,
8. identify larger businesses in the region who are able to influence others,
9. develop indicators for monitoring the effectiveness of regional programs.

These strategic actions are intended to be addressed over the next two years utilising a combination of the Sustainable Management Funds already secured, existing resources on behalf of regional program providers such as the district and regional Councils and Venture Southland, often through established roles and funding. Further consideration of funding mechanisms and support is required at a governance level for funding of ongoing actions. The development of an implementation strategy will facilitate these considerations.

1.1. Background

In December 2007 a Sustainable Business Forum was hosted by Venture Southland on the topic of Sustainable Business. At this forum it was generally agreed that a lot of great work in the region had been done in this area. Participants also noted that the overall approach is currently confusing for businesses who want to adopt more sustainable practices.

In response to these findings, Venture Southland¹ applied for, and secured, two years funding from the Ministry for the Environment's Sustainable Management Fund. This funding is to implement a sustainable business project for the Southland region. A project steering group was established to oversee the development and implementation of this Strategy (refer to Appendix B). The steering group includes representatives from organisations currently assisting Southland businesses in the area of sustainability and a range of other stakeholders, including councils, local iwi and local business. Sinclair Knight Merz has been engaged to prepare this regional strategy as the first step in this project.

In order to guide the development of the regional strategy, Venture Southland commissioned a survey of Southland businesses on the issue of sustainability². Two business workshops, which were open to all Southland businesses, were held to confirm the telephone survey results and to further explore sustainability issues with businesses.

The intent of this strategy is to identify a strategic approach to the delivery of regional programs aimed at assisting businesses in adopting sustainable practices. This strategy should assist program providers coordinating and targeting assistance to business to achieve maximum uptake of sustainable business practice and may be of interest to businesses. The objectives of this Strategy are to:

- identify any gaps between the needs of Southland businesses and existing assistance,
- identify a strategic and coordinated approach to the delivery of regional programs to businesses,
- provide direction for Venture Southland and program partners on the next steps for assisting businesses,
- identify opportunities for enhancing and strengthening existing regional programs,
- identify how best to generate long-term commitment by businesses to implement sustainable business practices.

Although this strategy relates to all businesses in Southland, priority has been given to strategies and actions targeting small to medium sized enterprises (SME³). This is because SME's are more likely to be limited in their resources to tackle issues of sustainability than larger organisations.

¹ Venture Southland is a joint initiative of the Invercargill City Council, Southland District Council and Gore District Council. Venture Southland delivers Enterprise, Tourism, Promotion, Events and Community Development services to the region.

² The meaning of sustainability in this report is taken to be that defined by the Brundtland definition in Our Common Future: The World Commission on Environment and Development, Brundtland (editor), 1987.

³ This report defines small medium enterprises (SMEs) as businesses with up to 19 full time equivalent employees, which is a definition commonly used in New Zealand.

It is important to note that there are a range of organisations and existing program providers in the Southland region, and nationally, who already implement programs aimed at assisting businesses adopt sustainable practices and address sustainability challenges. This strategy does not in any way supersede these programs.

Within the context of this strategy, “sustainability” is used to encompass consideration of environmental, social, cultural and economic factors. “Sustainable business practices” are those actions undertaken by a business to address the above factors and which may include addressing issues such as waste, carbon emissions, natural resource use, energy, social well-being of staff and community engagement, which also contribute to longer-term economic viability and business resilience. Further discussion on the definition of sustainability and what this means for business in Southland is provided in Section 2.

1.2. Document layout

This strategy is set out as follows:

- Background (Section 1),
- Overview of the Southland Region (Section 2) explains why sustainability is important to Southland businesses,
- Sustainability Theory (Section 3) provides a framework to consider sustainability and approaches to assist businesses in their journey,
- Southland Business Needs (Section 4) identifies Southland businesses current needs and an overview of current assistance,
- Gap Analysis of Current Sustainability Assistance (Section 5) explains gaps between business needs and current available assistance followed by identifying opportunities to address the gaps,
- Southland Business Sustainability Pathway (Section 6) is for those who work with businesses to get direction on how to take part in a more co-ordinated approach to assisting businesses,
- Sustainability Initiatives (Appendix A) provides a more detailed stock take of existing sustainability programs and resources available for businesses.

2. Overview of the Southland Region

Southland is a diverse region ranging from untouched to modified landscapes. Various areas in Southland have an abundance of outstanding natural resources, including fossil fuels, a temperate climate, dramatic scenery, rainfall and an established infrastructure. These combine to provide a foundation for a strong economy. The present economy is based on primary production and process industries, and their support services, other service industries such as tourism, and manufacturing operations such as New Zealand Aluminium Smelter at Tiwai.

Sheep and beef farming are dominant, but a substantial shift to dairying is underway. The high number of dairy conversions currently occurring is expected to continue for the next few years and then slow after 2013⁴. Deer farming, grain cropping - such as barley, wheat and oats and including some organic farming, also take place in the region. Other significant industries include fishing and forestry. There is a mixture of mature and emerging tourist destinations in the region. Southland is developing a number of economic opportunities around science and research, including biotechnology and radio science.

The Southland region includes some of the country's most diverse and magnificent areas of native forest and indigenous grasslands. Over 1.9 million hectares of land is managed by the government for conservation and open space purposes representing approximately 58% of the total area of Southland⁵. Management of these areas for conservation purposes not only directly supports associated industries such as the tourism sector, but also supports the resilience of the region's other natural resources, such as water catchments.

The region has well developed social systems and infrastructure supporting a stable workforce. Educational institutions such as the Southern Institute of Technology, Agriculture Independent Training Organisations and other training organisations facilitate growing skills and expertise in the region.

⁴ Projections of population, employment, dwellings and visitor numbers for Southland Region, Statistics New Zealand (2008)

⁵Statistic quoted on the Department of Conservation Website from www.doc.govt.nz/by-region/southland/

■ Table 1 Examples of key regional strengths and competitive advantages

Natural

- High rainfall in areas
- Detailed soil and topography information
- Large area of Southland's land is conservation estate and reserves (58%)
- Abundance of natural resources including coal and potential oil and gas resources
- Dramatic scenery
- Temperate climate with long daylight hours during summer
- Cool, clean and relatively unpolluted waters in Southland's upper catchments
- Low electromagnetic interference
- Southern location

Social/Cultural

- Stable population with forecasted growth⁶
- Strong sense of community
- Good working relationship with Iwi
- Good availability of education and training at a range of levels

Economic/Technological

- Highly developed infrastructure including telecommunications, road, rail and sea transport infrastructure
- Productive land supporting reduced input farming systems, agriculture, livestock, etc.
- Stable workforce (range of skills)
- Sound understanding of soil capabilities (Topo-climate)
- Agricultural expertise, innovation and knowledge

2.1. Global sustainability drivers

The long-term economic viability of business depends to a large extent on making assumptions and predictions regarding the ability of a business to make a profit from the sale of products and/or services. There are many assumptions upon which Southland businesses have operated in the past which include:

- a predictable (stable) climate,
- reliable energy supplies,
- availability of sufficient food resources,
- a stable workforce,
- reliable transportation systems,
- robust natural environment.

⁶ Projections of population, employment, dwellings and visitor numbers for Southland Region (2008). Prepared by Infometrics for Venture Southland.

It is now recognised that these assumptions no longer necessarily hold true and that the successful business of the future will need to be able to adapt to a changing business climate in a variety of ways spanning all parts of a business⁷.

*“If we do not change direction,
we are likely to end up where
we are headed”*

— Chinese Proverb

As a result, businesses, along with the rest of society, are having to re-examine their previously held assumptions and respond to a new set of global and regional drivers. Tables 2 and 3 below identify some examples of the key global and regional drivers for businesses to adopt new business practices.

■ **Table 2 Examples of global sustainability drivers**

Driver	Effects	Relevance to Southland Businesses
<i>Economic/Technological</i>		
Changing global markets	Creation of new markets Closing of former markets	The majority of agricultural product from Southland are exported Potential for both financial losses and gains
Changing consumer preferences	Increasing consumer expectations for sustainable products	Threat to products not meeting consumer criteria for quality and consistent with NZ's image Need for recognised accreditation systems Concerns about food/air miles
Advances in information and technology	New product and services Increased options for communication Greater interconnectedness and global integration of information	New opportunities to market products and services Increased competition with global markets Communication advancements allowing social changes such as increasing ability to work from home, on-line neighbourhoods, etc.,
<i>Social/Cultural</i>		
Increased world population	Increased demand for food Increased pressure on natural resources	Increased market demand for food exports Increased costs due to increased competition for resources Increased reliance on imported inputs if local resources become scarce e.g. grains for stock feed Increased risk of introducing pest species with imports which could affect local resources
Aging population	Reduced labour participation	Competition in attracting migrant workers Difficulty retaining local work-force
Increased world migration	Greater population diversity More transient populations	Employment practices may need to be adjusted to meet cultural needs Higher staff turnover Need for more flexible work arrangements e.g. long periods of annual leave without pay

⁷ A Changing Climate for Business (2005). UK Climate Impacts Programme. Oxford University Centre for the Environment. Oxford.

Driver	Effects	Relevance to Southland Businesses
Environmental		
Competition for energy resources	<p>Rising costs of oil as demand/supply fluctuates</p> <p>Demand for reliable forms of alternative energy including biofuels</p> <p>Competition with food production</p>	<p>Increased fuel, transportation and energy costs</p> <p>Creation of new markets and opportunities for financial gains</p> <p>Rising food costs and potential for increased export opportunities</p>
Climate change and associated change to weather patterns	<p>Policy and regulatory changes including introduction of the NZETS⁸</p> <p>Warmer climate, cloudy days, fewer frosts</p> <p>Greater incidence of extreme weather including drought, flooding, etc.</p> <p>Rising sea levels</p>	<p>Liability costs of carbon emissions</p> <p>Credits for carbon reductions and offsets</p> <p>New agricultural systems may be needed</p> <p>Potential for growing crops previously considered unsuitable</p> <p>Reduced resilience of natural environment, increase in pests</p> <p>Greater risk of financial loss from lost crops</p> <p>Threats to infrastructure such as strategic transport routes</p> <p>Increasing insurance premiums</p> <p>Risk to coastal infrastructure, developments etc.</p> <p>Changing natural systems (water and soil)</p>
Increasing ecological footprint per person	Increased consumption of natural resources per person	<p>Increased competition for available resources</p> <p>Loss of local plants and animals</p> <p>Increased cost of waste management</p> <p>Loss of quality of life and desirability of Southland as a place to live and work</p>

Although Southlanders maintain a strong belief that the Southland economy is different to the rest of the world's and the rest of New Zealand's, it is still vulnerable to the above global drivers as shown in the examples of regional-specific drivers identified below.

⁸ New Zealand Emissions Trading Scheme (NZETS) more information on the NZETS is available online from <http://www.climatechange.govt.nz/emissions-trading-scheme/>

■ **Table 3 Examples of key regional sustainability drivers**

Driver	Effects	Relevance to Southland Businesses
Environmental		
Competition for, and development of energy resources in Southland	<p>Increase in oil, gas exploration (on and offshore) and coal (lignite) mining</p> <p>Opportunities for development of renewable energy sources (wind, tidal, solar and hydro)</p>	<p>Potential to bring significant economic growth to the region</p> <p>If successful, will require additional service and support industries</p> <p>Potential for significant regional population increase but challenge in term of managing long term community growth</p> <p>Challenges in managing carbon emissions</p> <p>Challenges in managing environmental impacts</p> <p>Existing and new business opportunities</p> <p>Development of additional local energy sources and distribution networks can reduce input costs and risk associated with relying on external resources</p>
Increasing demand for sustainable tourism	Increased tourist expectations	<p>Opportunities for tourism sector to capture market through adopting sustainable practices</p> <p>Future may see a shift from international visitors to domestic visitors</p> <p>Risk of losing market share for those who are not considered sustainable</p>
Increased competition for water resources	Competition for water resources to service farm irrigation and domestic supply as well as maintaining sustainable environmental flows	<p>Potential for water to become scarcer in the future, potential for costs to be allocated to user</p> <p>Potential adverse impacts on the environment from diverting water from natural systems; greater public concern and regulation; impacts on recreation and tourism uses</p>
Undesirable environmental effects of land use and other practices	Challenges from dispersal of weeds such as Didymo, reduced water quality in regional waterways, erosion in some areas and loss of biodiversity	<p>Loss of regional land productivity and natural ecosystems resilience</p> <p>Loss of native and heritage species suited to the region's conditions may reduce options available to businesses e.g. forced to buy particular seed species which require higher levels of fertilisation</p> <p>Increased costs for waterways management</p> <p>Loss of tourism and recreational use of natural areas</p>

Driver	Effects	Relevance to Southland Businesses
<i>Economic/technological</i>		
Conversion of wool and meat to dairy farming ⁹	Change in land use Impacts on infrastructure	Growth in dairy sector, decline in other agricultural sectors Increased demand for water resources Increased carbon liabilities with shift to more energy and carbon intensive production system Potential for increased environmental impacts particularly water quality with subsequent rise in public concerns Growth in dairy related jobs
Growth in manufacturing sector particularly associated with the New Zealand Aluminium Smelter	New niche markets for manufactured and processed goods	Increased costs for infrastructure management Need for existing and new support services Increasing need to attract suitably qualified staff and provide good quality of life in region
Growth in demand for resources resulting in increased input costs for businesses	Decreased profit potential for some businesses Opportunities for new business opportunities arising from alternatives	Need for businesses to adapt and diversify in order to reduce reliance on external inputs e.g. grow own grain to avoid reliance on imported stock feed or explore alternative energy sources etc.
Southland focus on innovation and technological advancement	Increasing interest in conversion of dairy effluent into energy and to other alternative electricity generation such as wind and solar	Lower energy costs as energy produced locally Potential for carbon emission reduction and possibly recognition under NZETS
Economic growth and labour market trends	Changes in labour force needs and associated skill gaps and shortages Increased competition for staff ¹⁰	High demand for additional people to fill jobs across a range of occupations but particularly within retail trade, health, community services, agriculture and trades Need for improvements in staff retention Need to review pay and conditions to attract and retain staff Rural-based business in particular may need to work with their community to ensure new staff are welcomed Seasonal industries such as meat processing presenting particular challenges with maintaining labour force
<i>Social/Cultural</i>		
Ageing population	Labour market shortages Increase aged care services and support Increased focus on health and wellness issues	Need for employers to consider how to keep people working for longer Need for additional services for this segment of the population Opportunities to retain staff through improved health and wellness policies Promotion of Southland as providing a healthy lifestyle

⁹ Projections of population, employment, dwellings and visitor numbers for Southland Region (2008). Prepared by Infometrics for Venture Southland.

¹⁰ Southland Workforce Strategy (2008). Venture Southland in partnership with the Department of Labour, Southern Institute of Technology and Infometrics.

2.2. Vision for Southland and regional sustainability challenges

The Southland community has identified a vision for the region described in the ‘Our Way Southland Outcomes Report¹¹’. This vision identifies the community’s aspirations for the Southland region from an environmental, social, cultural and economic perspective, and provides a basis to consider the role of business in the region in helping to achieve this vision:

Vision for Southland Community:

Thriving, healthy communities whose economic cultural and social wellbeing and opportunities are supported by excellent infrastructure, services and amenities within a high quality environment.

The present authors suggest that Southland businesses’ roles and challenges in helping to achieve this vision could include:

- Maintaining prosperous and resilient businesses, including attracting and retaining staff,
- Contributing to lively and welcoming communities supporting growth,
- Innovation and development of new technologies and methods to capture emerging ‘green markets’ and responding to changing consumer expectations,
- Managing land use and development to support long term economic prosperity, maintenance of a high quality environment, retention of recreation opportunities and sustainable use of resources (particularly soil, land, plants and animals),
- Sustainable levels of water use supporting a range of purposes including energy production, domestic, industrial and agricultural supply while protecting community values relating to water quality, quantity and habitat for plants and animals,
- Resource extraction (e.g. lime, lignite, gas and coal) supporting regional and national resource needs while managing impacts on the natural environment,
- Fisheries harvesting supporting livelihoods while ensuring long-term viability of fisheries stocks,
- Reducing business impacts on the environment from waste disposal requiring both business and Council commitment to implementation of improved approaches to recycling, collection of waste, organic compost collection and identification of options for industrial waste and re-use,
- Development of regional energy resources supplying regional needs including increasing renewable and on-site energy production alternatives,
- Innovation and vision to achieve carbon reductions and assist in adaptation to a carbon-constrained economy, and
- Use of land resources to maintain productivity and managing impacts to water ways to support a high quality environment.

¹¹ Our Way Southland Outcomes Report (2005). Shared Services Initiative, Downloaded from <http://www.southlanddc.govt.nz/Council/ourwaysouthland.aspx>

3. Sustainability Theory

3.1. Sustainability Model

The definition of sustainability used as a basis for this Strategy is a commonly used definition provided by the Bruntland Commission in 1987¹².

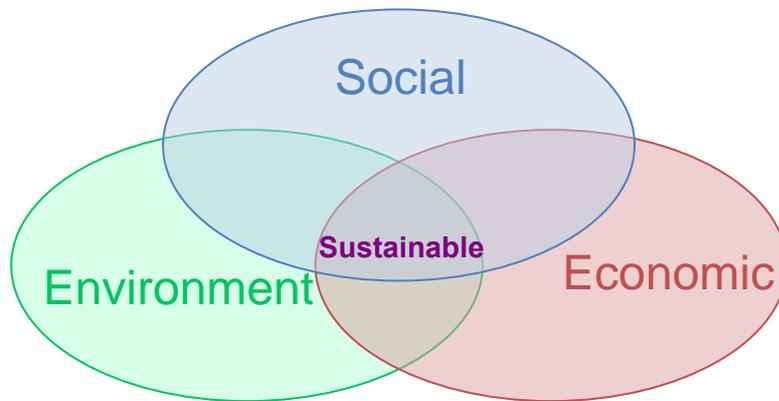
“In order for development to be sustainable, it must meet the needs of the present without compromising the ability of future generations to meet their own needs”.

In a business context, emphasis is given to the importance of balancing economic decisions with environmental and social factors. The Business Sustainability Framework adopted by Australia and New Zealand¹³ identified the following the following long term vision for business sustainability:

“Innovative, profitable and accountable businesses that integrate sustainable economic social and environmental values in their thinking, decision-making and behaviour”.

These broad definitions will mean different things to a business depending on their particular circumstances. A suitable sustainability model proposed for Southland businesses to consider adopting is shown in Figure 1¹⁴. This model requires that sustainability is achieved only when economic, environmental and social elements are balanced.

■ **Figure 1 Elements of sustainability model**



This model also suggests that sustainable decisions consider economic, environmental and social impacts: a business that focuses solely on economic benefits may degrade the environmental and social systems needed to sustain the business in the long term; a business that focuses solely on environmental or social elements may not be able to be financially sustainable in the long term. The sufficiently comprehensive model allows businesses to consider elements that are relevant to their business. For example, a dairy farm may consider animal welfare as an integral part of their industry,

¹² Bruntland, G (ed) (1987) Our common future: The World Commission on Environment and Development.

¹³ The Business Sustainability Framework, Standing Committee on Environment Protection 2001

¹⁴ Based on the three Pillars of Sustainable Development established at the Earth Summit held in Rio de Janeiro, Brazil, in June 1992. These three pillars remain at the core of sustainable development today and represent a critical global consensus on the main elements of a sustainable development agenda.

this could fall under the broad environmental element. A tourism operator may consider visitor-host interaction as an integral part of their industry, this could fall under the broad social element. A manufacturer may consider technical performance as an integral part of their industry, this could fall under the broad economic element. From a business perspective, sustainability is a journey of many steps and one that requires organisations, businesses and individuals to determine what it means to them and their particular circumstances.

At the Sustainable Business Forum in Southland in 2007, participants outlined what ‘sustainability’ meant to them. Responses included ensuring current decisions and actions consider the impact on future generations, including environmental (waste, recycling, pollution, emissions, energy use and resource use), economic (efficiency, employment, financial viability) and socio-cultural (wellbeing of people in business, community impacts) aspects.

3.2. The Business case for adopting new business practices

A key objective for businesses is to stay in business. Therefore, any change in business practice, or behaviour must be justified in terms of maintaining, or increasing profit, or decreasing risks (including future loss of profit). The trends identified in Table 2 and 3 show that a business’s long-term economic viability is very dependent on how resilient that business is to changes. Businesses need to respond to such drivers as rising costs for energy and materials, changing consumer preferences and markets, and unexpected climatic events such as drought, frosts, floods and changing rainfall patterns.

For businesses in Southland, adopting new sustainable business practice may be justified by the following:

Realising significant financial benefits

- Opportunities exist for innovative Southland businesses to develop new products and services for emerging markets, including green technologies, sustainable tourist destinations and ‘low carbon’ products and services,
- Cost reductions through more efficient processes and business practices,
- Opportunities arising from the carbon market.

Attracting and retaining staff

- A significant issue for Southland’s long-term prosperity is attracting and retaining skilled staff across a range of sectors¹⁵. Staff and their families have lifestyle expectations, businesses can significantly contribute to their staff’s personal aspirations by providing a working environment that meets staff health and wellbeing needs, helping ensure that the region’s environment is protected, and contributing to lively communities.

¹⁵ Venture Southland Workforce Labour Market Demand Assessment (2008). Venture Southland in partnership with the Department of Labour, Southern Institute of Technology and Infometrics.

Resource availability, consumption and assimilation

- Although Southland has significant natural resources, there are also pressures on, and competition for these resources (e.g. competition for water resources and impacts on soil health from farming systems). Various statutory plans in Southland administered by regional and local authorities provide the regulatory controls for management of these natural resources. For businesses to remain viable in the long-term, these impacts need to be managed for future generations as well as current communities.

Complying with central government legislation

- Regulatory mechanisms implemented to address New Zealand's Kyoto Protocol liability and the introduction of the Waste Minimisation Act¹⁶ both represent significant changes that will have an effect on businesses in Southland. Businesses that respond rapidly to these changes (both to opportunities and in minimising any risks) are likely to be more able to capitalise on the opportunities these changes provide.

Meeting stakeholder and customer expectations

- Considering the wider expectations of the community and ways to respond to changing expectations and consumer preferences may help a business to maintain, or increase market share. Failing to meet expectations may generate negative publicity and subsequently impede business growth.
- Changing expectations and consumer preferences for sustainable goods also provide opportunities for businesses to develop a 'point of difference' from competitors and also to access emerging overseas markets.
- Increasingly big businesses are considering not only their own environmental impacts, but also that of their suppliers. They communicate this through their tenders and supplier agreements. Service providers and suppliers are likely to have a competitive edge if they are able to demonstrate their 'sustainability policies' and quantify their impacts. The demands of big businesses are linked in turn to an increasing expectation by consumers for sustainability reporting, which sometimes takes the form of labelling products. Sustainability reporting may include a range of aspects such as carbon emissions generated and, where appropriate whether a food item is certified 'organic'.

3.3. Southland Businesses Sustainability Journey

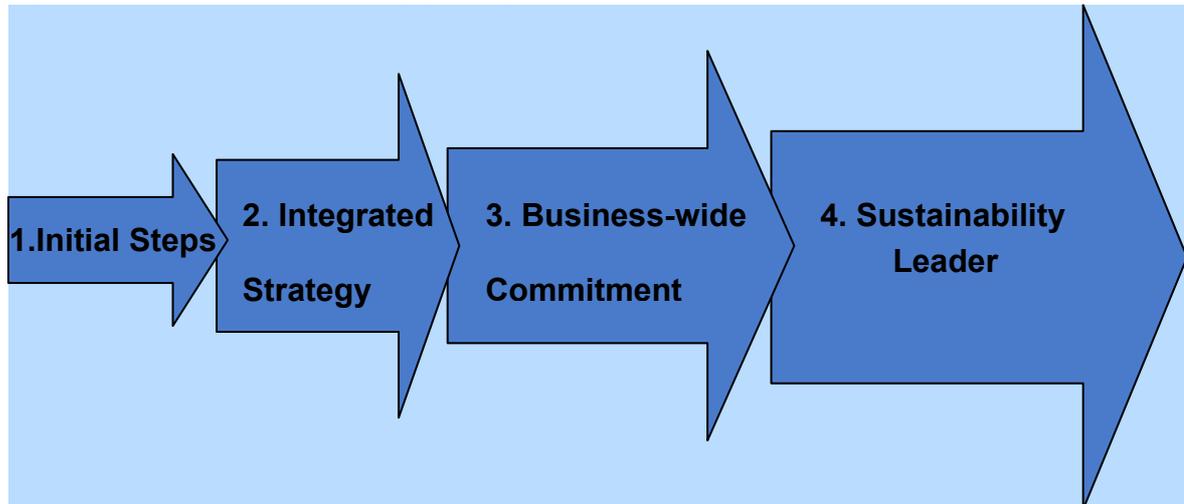
This strategy reviews the assistance currently available to assist businesses to become more sustainable and identifies gaps between the assistance available and that needed by businesses in Southland. Moreover, businesses do not become sustainable immediately, but rather follow a progression of steps on their "sustainability journey". It is important to understand where a business

¹⁶ More information on the Waste Minimisation Act is available online from <http://www.mfe.govt.nz/laws/waste-minimisation.html>

may be in terms of their journey to ensure assistance is tailored to their needs. This section describes the sustainability journey.

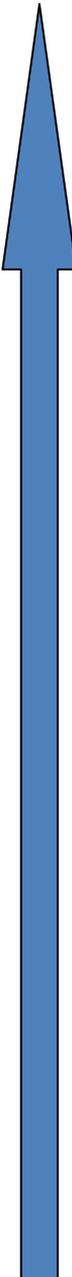
The destinations identified in Figure 2 identify some simple steps along a conceptual business journey of sustainability. A description of what each of these steps may look like for a business when considering the different elements of a business is shown in Figure 3.

■ **Figure 2 Business sustainability journey**



The progress of a business on its sustainability journey can be identified by a number of traits.

■ **Figure 3 Business sustainability journey example**



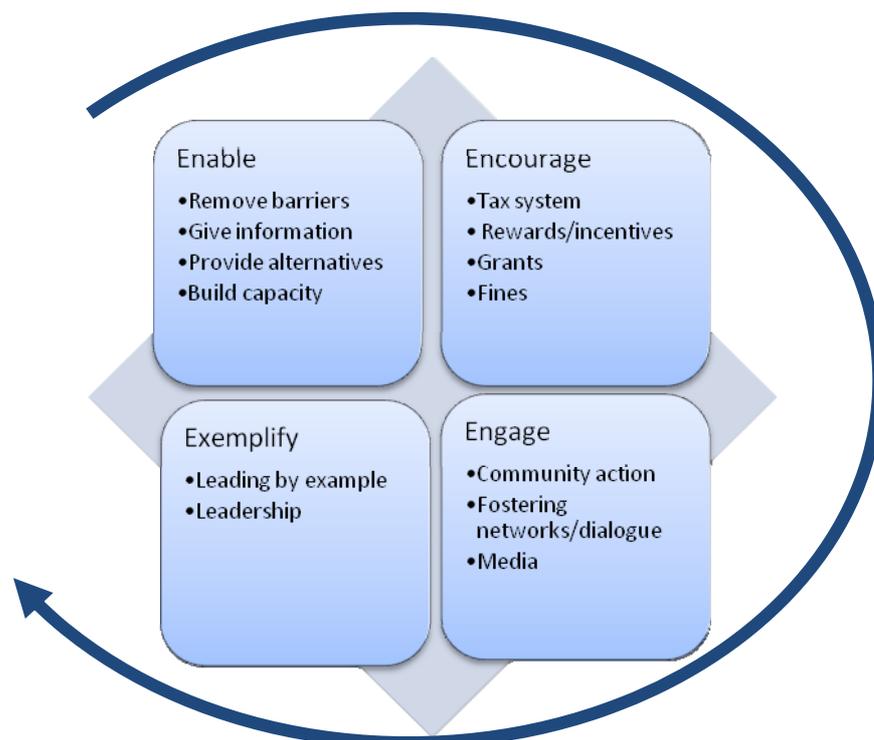
Sustainability Stages	Business strategy may exhibit:	Business processes may include:	Staff management may include:	Business infrastructure may exhibit:
4. Sustainability Leader	Independent certification of sustainability strategies and actions	Independent auditing of business processes and impacts (e.g. Triple bottom line reporting, or Environmental Management Systems)	Staff active involvement in decision making and ownership of initiatives; Range of staff health and well being initiatives	Decisions regarding infrastructure and equipment underpinned by sustainability values
3. Business-wide Commitment	Documented company wide sustainability policies; Implementation at all levels; Continuous improvement internalised	A business-wide assessment of potential impacts with strategic identification of mitigation measures	Range of staff health and well-being initiatives	Comprehensive assessment of potential impacts of infrastructure and equipment
2. Integrated Strategy	Evidence of sustainability policies; Baseline established and monitoring for continuous improvement	A range of targeted actions to address issues important to business; Monitoring for continuous improvement	Opportunities for staff input to management decision making process. Staff health and wellbeing actions taken	Consideration given to impacts of infrastructure and equipment, procurement policies
1. Initial Steps	Informal sustainability policies	Some actions to address some issues e.g. waste reduction, energy efficiency, etc.	Value of staff health and well-being recognised	Some consideration given to the impacts of infrastructure and equipment
0. Not a priority	No sustainability strategies	Compliance with regulation only	Staff not valued	No consideration given to impacts of infrastructure and equipment

3.4. Working with Southland businesses

A Sustainability Business Change Model¹⁷ adapted from the Department for Environment, Food and Rural Affairs (UK) provides a useful framework to help identify the most appropriate approaches for building business capacity and motivation, at each stage of a businesses' journey. The model sets out four approaches to influencing behaviour change: enable, encourage, engage and exemplify.

Depending on where a business is at on their sustainability journey, and how important a particular issue is to that business determines which approach or approaches are required to influence a change in behaviour.

■ Figure 4 Sustainability business change model



■ **Enable** - The starting point in any change process is to 'enable' the business, or person to make a change. The key objective is to assist businesses to identify their motivations for making a change. There is no point in asking a business to make a change where there is no motivation for that business to make that change. Voluntary behavioural change processes that 'helps businesses to help themselves' by assisting in identifying issues that a business wants to do something about are key here.

“Information does not necessarily lead to increased awareness, and increased awareness does not necessarily lead to action. Information provision, whether through advertisements, leaflets or labelling, must be backed up by other approaches.”

Demos & Green Alliance (United Kingdom), 2003

¹⁷ Based on a model developed by Department for Environment, Food and Rural Affairs, UK (accessed 2008 on <http://www.defra.gov.uk/sustainable/government/what/priority/pdf/change-behaviour-model.pdf>)

Enabling programs should provide tailored information to assist businesses to understand their business case and/or their own personal motivation for implementing a change, or adopting a new system. This approach also includes building business capacity through information and training to respond to sustainability issues, identifying and removing barriers and providing alternatives to established unsustainable business practices.

The relevant stages of the business sustainability journey set out in Figure 2 are: ‘Initial steps’ and ‘Integrated strategy’

Encourage – The ‘encourage’ aspect of the model is to ensure the policy and regulatory environment in which the business operates is sending the right signals for the desired behaviour changes. This may involve the provision of tax incentives and/or penalties to influence decisions and also providing grants, subsidies and such like which can assist businesses in implementing changes. The provision of grants and other incentives is particularly important for small businesses in implementing new technologies and changing business processes, especially where there is an element of risk, or a need for capital expenditure.

The relevant stages of the business sustainability journey are: ‘Initial steps’ and ‘Integrated strategy’

Engage – The sustainability of our communities and businesses cannot be delivered solely from the top. Local and Central Government and regional organisations can set direction but there must be ownership and uptake by the community - including businesses - for a prosperous and sustainable future to be secured. This approach is about engaging with others, fostering the sharing of information, encouraging the building of partnerships and building momentum through networks, etc. It is helpful for businesses to be able to speak to someone who has a good knowledge of their sector and who can provide practical advice. Other key mechanisms included mentors and case studies of successful businesses.

The relevant stages of the business sustainability journey are: ‘Integrated strategy’ and ‘Business-wide Commitment’

Exemplify – Providing real life examples of businesses and organisations who are ‘leading the way and doing well’ is a fundamental component of motivating behavioural change for sustainability. They provide tangible proof and inspiration to businesses that they can also implement the necessary changes. This approach also taps into our human preference to relate to others through the sharing of stories and practical action. Another approach is for Government, program providers and key business leaders to lead by example. Recognition of sustainability leaders through award programs and recognition programs to this end are helpful.

The relevant stages of the business sustainability journey are: ‘Business-wide Commitment’ and ‘Sustainability Leader’

4. Southland Business Needs

4.1. Organisations or initiatives that actively assist businesses

There are a range of organisations and initiatives in Southland and throughout New Zealand that act as ‘enabling’ and ‘encouraging’ organisations to assist businesses through providing information, specific programs, grants and other initiatives. The councils in Southland are important organisations in providing advice and assistance to businesses in this area. In some cases the councils provide this assistance indirectly through organisations such as Venture Southland and Wastenet. These organisations use a variety of tools and approaches to engage with businesses on specific issues, including provision of written, or web-based literature, developing case studies, providing training and events, carrying out on-site visits and hosting helplines. Some of this work is also funded through national initiatives.

Some of the organisations’ assistance is specifically targeted at businesses, and some is targeted at environmental concerns in a particular location, while other support is focussed on individuals or communities on social sustainability issues. Appendix A lists key organisations assisting businesses (regionally and some national and international), their programs or resources, types of assistance provided and the regional sustainability issues targeted. Businesses looking for assistance with a particular social sustainability issue, or location-specific environmental issues may find more local community groups, or national organisations able to assist.

Most of the assistance currently available covers a single topic, or limited topics, such as energy, waste, or water. These are useful when businesses are starting to undertake initial sustainability steps, or just wanting to address a single issue.

However, there are gaps in the provision of regional programs that provide assistance to businesses wanting to move to the next level of sustainability. This would include addressing sustainability issues in a more integrated fashion through the development of a business strategy that addresses broader sustainability considerations as identified in Figure 1.

There has previously been some industry specific assistance available to provide this more in-depth and tailored assistance for the tourism sector (through the Sustainable Tourism South program) that has been very successful in assisting businesses move from ‘initial steps’ through to ‘business wide commitment’ on their sustainability journey. There is therefore a need for this type of program to be implemented more broadly within Southland.

4.2. Survey of Southland businesses

Primary research was undertaken to help identify Southland businesses concerns, needs and motivations to adopt sustainable practices. The primary research consisted of a telephone survey of 373 businesses and two workshops with interested businesses. Full details of this research are contained in the report ‘*Sustainable Business in Southland Primary Research Results*’. This research underpins the identification of gaps between the needs of Southland businesses and the existing programs and resources, which is detailed in section 5.

The findings of the research are summarised here.

Business awareness of sustainability issues

- General awareness of sustainability issues was good with more than 75% of businesses being aware of most of the broader sustainability issues identified. Respondents were most aware of climate change as an issue (92%) and least aware of peak oil (46%) out of the issues prompted by the interviewer. Other issues which were prompted included impacts on water quality, emissions of greenhouse gases, limited natural resources, waste to landfill, health issues, social issues and loss of biodiversity.

Business concerns and problems

- 34% of businesses were concerned about their long term survival with significant concerns expressed by the forestry, manufacturing and restaurant/bar sectors.
- Issues identified as being most important to businesses were staff health and well-being, energy, social concerns, water and staff recruitment and retention as shown in figure 5. Greenhouse gas emissions, waste and the availability of resources were identified as being least important. Other issues of importance to businesses included Government regulation, economic climate and rising costs.
- Although awareness of climate change was high, greenhouse gas emissions were rated relatively low in terms of their importance to businesses. This suggests that that businesses are not currently motivated to address climate change and greenhouse gas emissions within their business and are perhaps unaware of their own contributions to climate change.

Business action to address sustainability issues

- The importance that businesses placed on various issues identified generally correlated to the types of actions that their business had undertaken. This indicates that when businesses are sufficiently convinced that an issue is important, then this translates into motivation to take action.
- Top actions identified as being undertaken by businesses included considering staff health and well-being (84%), minimising resource use (74%), installing energy efficient devices (73%), implementing a recycling program (71%) and getting involved in community programs (70%).
- Actions that had the lowest participation by businesses included being a member of an environmental group, having a business environmental statement, purchasing or generating carbon offsets, and minimising greenhouse gas emissions. The low participation in carbon offsetting and minimising greenhouse gas emissions also generally correlated to the low importance value placed on climate change and greenhouse gas emissions by businesses in the survey.
- 25% of businesses indicated that they had thought of undertaking actions to address the above issues, but had not been able to do so.

- Over half the respondents (54%) indicated that they thought there was more that they could, or should do in these areas.

Barriers to action

- The most significant barriers to action for respondents are cost implications (75%), time involved (61%), uncertainty about what actions to take (50%), inadequate financial benefit information (46%) and being unconvinced about the difference that actions will make (30%).

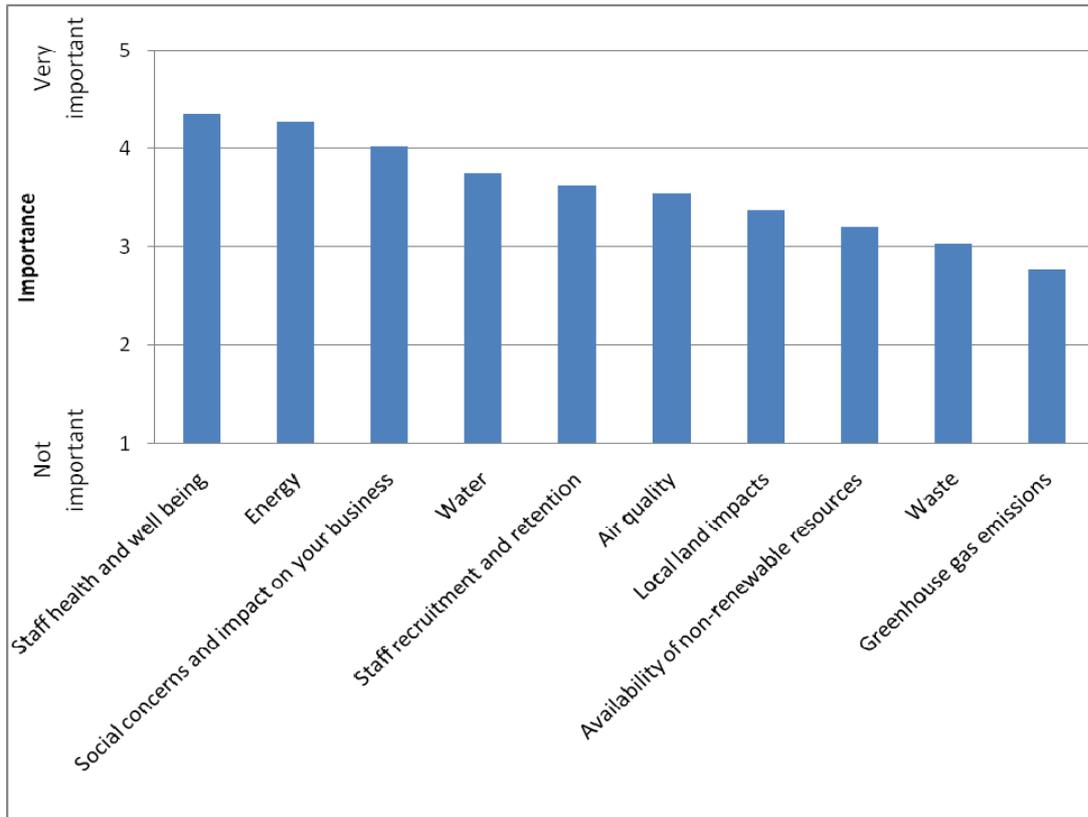
Awareness of existing programs

- Only 40% of respondents indicated that they were aware of any resources, programs, or advice.
- Of those that were aware of assistance available, it is worthwhile to note:
 - there is greater awareness of local support than national support,
 - the majority of respondents mentioned only one point of assistance showing that they may not tend to go to multiple places for support,
 - the overall variety of sources business identified indicated there wasn't just one common place/resource being utilised.

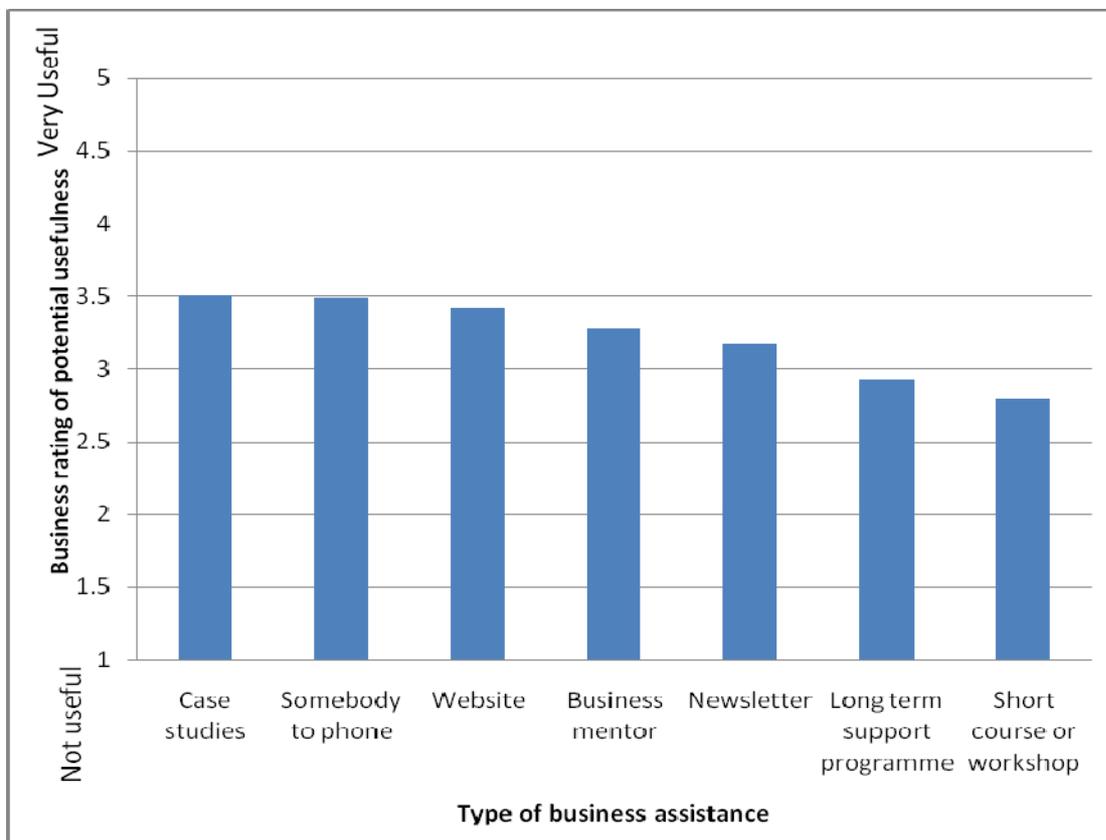
Types of assistance preferred

- There is a very even spread among the suggested options for the types of assistance businesses would like. This shows that there is no 'silver bullet' to facilitate sustainability in Southland businesses.
- While there was not an overwhelming preference for any one assistance delivery mechanism, the availability of case studies, someone to phone, and a website were seen as more useful than short courses or workshops, which were the least preferred choice (see figure 6). This has implications for the current focus on providing workshops. The low ranking of the short course, or workshop option may relate to the high proportion of respondents who cited the time involved as a barrier to implementing sustainable initiative in their business. This is an important consideration for Southland given the large geographical spread of businesses and both time and costs involved in travel to a workshop.
- 52% of Southland businesses think that it is important to have accreditation, or some kind of branding to be able to advertise their sustainable practices. However, only 6% of those surveyed are currently part of such a programme.
- When prompted on further ways businesses could be assisted in addressing issues, the different business sectors indicated preferences for delivery. These are shown in Table 4.

■ **Figure 5 Importance of issues for businesses**



■ **Figure 6 Types of assistance preferred**



■ **Table 4 Preferred types of assistance identified by sector**

Sector	Preferred Assistance
Agriculture	Incentives, reward for good practice, case studies, more engagement with experienced people, advice on new technology & information
Mining	Tax cuts
Construction	Reduction in regulation, easy to understand information
Accommodation	Discussion groups, website advice, business mentors, financial incentives
Forestry	Education and one-one advice
Manufacturing	Co-operation with regulators, financial incentives
Retail	On-site advice, easy to access information
Transportation	Simplified regulation

4.3. Workshops

To confirm the telephone survey results and to further explore sustainability issues with businesses, two business workshops were held which were open to all Southland businesses. Feedback obtained from workshop participants confirmed the survey results and particularly highlighted a lack of understanding around climate change implications for businesses. Further details on workshop key findings and outcomes can be found in the supplementary *Primary Research Report*.

4.4. Implications for future program delivery

The primary research shows that following points are important considerations for any future programme delivery:

- Southland businesses have a good general awareness of sustainability related issues and a willingness to take action.
- Programs and assistance likely to generate the most interest and momentum among businesses are those that target issues which businesses have identified as being most important to them. At present these are staff health and well-being, staff recruitment and retention, energy use and water use.
- To generate long-term change and momentum, assistance programs need to tap into those issues/concerns of most importance to businesses. These concerns are often sector specific and even within a sector vary from business to business (refer to Table 5). If topics other than those contained in Table 5 are also to be addressed, it will be vital that promotional material helps raise businesses awareness of the topics importance to them.
- Programs need to be tailored to overcome the businesses key barriers of time and cost, and should provide practical industry-specific advice on what actions to take;

- Delivery of programs needs to be carefully managed on a sector by sector basis as it is clear a large portion of businesses are unaware of assistance available, particularly among the agricultural sector; and
- Key motivations for business to adopt new sustainable practices are likely to include:
 - Actions that assist with staff retention and recruitment,
 - Actions that provide a competitive edge, increase profits, or provide long-term growth potential,
 - Actions that tap into concerns relating to providing a good environment for future generations.

■ **Table 5 Implications for key sectors as identified in the survey**

Sector	Key concerns/problems	Likely Motivations/Actions
Agriculture	Reliability of weather patterns Rising input costs (fuel, energy, fertiliser) Staff retention Impacts of Government regulations	Increase profit potential Staff health and wellbeing
Manufacturing	Staff retention and recruitment Freight costs Energy consumption Changing markets New products Changing technology Maintaining competitiveness	Increase profit potential Staff health and wellbeing Minimising impacts of Government regulations
Accommodation	Staff recruitment and retention Staff wellbeing Maintaining business and clientele	Increasing profit potential Staff health and wellbeing Maintaining competitiveness
Retail	Staff recruitment and retention Waste Customer expectations Competition	Increasing profit potential Staff health and wellbeing Waste reduction Marketing edge

Table 5 was derived from the results of the phone survey and subsequent follow up discussions with businesses.

5. Gap Analysis of Current Sustainability Assistance

The primary research discussed above was matched against current delivery mechanisms for sustainability assistance. A number of gaps were then able to be identified and, as a consequence, opportunities presented. This section outlines for each of the sustainability approaches, gaps in business needs, opportunities for regional program providers to address gap, and reference to a relevant strategic action to fill the gap. The strategic actions are then described in more detail in Section 6.

■ Table 6 Enable

Enable	
Objective: To build business motivation and capacity in Southland to address sustainability issues	
Gaps	Opportunities and Actions
Gap 1. Business identified the need for improved 'seamless' delivery of assistance, but identified that no 'one' provider, or resource covered all sectors or businesses	There are opportunities to strengthen existing partnerships and form new partnerships in the region, with the aim of delivering 'seamless' business support. STRATEGIC ACTION 1, 2 and 3
Gap 2. Both the business needs survey and workshops with businesses identified that a large cross-section of businesses were unaware of support and funding assistance available, with the exception of the tourism sector who have been engaged through the 'Sustainable Tourism South' charter program and receives regular updates via industry specific communication. Further, no one engagement mechanism was identified as being 'preferred', though there was a preference for local support/communication.	There is opportunity to strengthen partnerships between key program providers working with business and with key organisations providing leadership and resources to key sectors. STRATEGIC ACTION 1 There is good communication at a technical level amongst program technical staff. This could be strengthened by more formalised arrangements for a 'Sustainability Officers' liaison group with regular meetings, email and commitment to information sharing and collaboration. This group could act as a 'clearing house' for sharing resources and information, and responding to regional issues as well as briefing their individual organisations regarding upcoming program conflicts and providing technical expertise to regional governance structure. STRATEGIC ACTION 1 Consider improved methods for communicating and engaging with businesses on a sector-by-sector basis and a preferred mix of engagement mechanisms (web-based, personal contact, newspaper column, workshops, etc.). STRATEGIC ACTION 1, 2 and 3

■ **Table 6 Enable (continued)**

<u>Gaps</u>	<u>Opportunities and Actions</u>
<p>Gap 3. There is some existing overlap between programs and the potential for future program overlaps. This will be a problem if program supply exceeds demand, and may contribute to business confusion.</p>	<p>Program providers have identified the need to develop a mechanism for coordinating sustainability programs to business. This mechanism would facilitate the delineation of program roles and opportunities for efficient delivery of programs. There is significant willingness and commitment by key program providers to work together to ensure coordinated and integrated program delivery in the region.</p> <p>STRATEGIC ACTION 1</p>
<p>Gap 4. Delivery of sustainability programs in Southland is still at an early stage, with many businesses just starting the journey of addressing sustainability issues. Primary research has shown there is a lack of awareness of these programs and likely demand for them.</p>	<p>The tangible outcomes and success of existing programs to date bode well for greater uptake by business through additional funding, support and marketing of programs.</p> <p>STRATEGIC ACTION 1 and 4</p> <p>Continue to develop and expand capacity of existing regional programs such as Quick Steps, the Southland Sustainable Business Network, New Zealand Trade and Enterprise Workshops and programs undertaken by the Wastenet Councils commensurate with demand. These programs provide invaluable one-on-one assistance to business.</p> <p>STRATEGIC ACTION 1 and 4</p>
<p>Gap 5. Both the business needs survey and business workshop identified a need for sector-specific information for business on issues such as climate change, how to build long-term business resilience to forecasted sustainability trends, waste minimisation and the availability of grants/financial incentives.</p>	<p>There is an opportunity to better communicate information through working with established communication channels.</p> <p>STRATEGIC ACTION 2</p> <p>To overcome the business barriers of time and cost for business there is an opportunity to develop innovative tools such as an interactive CD, on-line tools, MP3's etc., as well as targeted workshops/seminars on sustainability topics.</p> <p>STRATEGIC ACTION 1, 5 and 6</p>
<p>Gap 6. Businesses expressed concern over barriers to implementing sustainable practices and the difficulty increased regulation presents to them.</p>	<p>Venture Southland and sectoral groups within the region can provide a key role in facilitating improved dialogue between businesses and regulators and in advocating for unnecessary barriers to be removed.</p> <p>STRATEGIC ACTION 1</p>

■ **Table 6 Enable (continued)**

<u>Gaps</u>	<u>Opportunities and Actions</u>
Gap 7. There is a need to build understanding of how sustainability affects the financial viability of businesses with professionals (such as rural bodies, agribusiness advisors, bank managers and accountants) providing advice to business. This is particularly important in building capacity within the rural sector. Businesses are currently active in seeking financial information for their businesses, demonstrating that this is an important issue for them.	Develop programs and information specifically targeting key 'influencers' within each of the business sectors. Information provided should highlight opportunities for business growth, building long-term business resilience available incentives for new technology and innovation, etc. Language and information should be specific to the sector. STRATEGIC ACTION 2 and 9
Gap 8. Although some existing business planning programs include sustainability components, there is a need to continue to incorporate sustainability planning into traditional/mainstream business programs and advice and for sustainability issue to be communicated in ways that businesses can engage and respond to.	There is the opportunity for Venture Southland together with organisations such as the Chamber of Commerce to continue to develop these types of programs designed for businesses. STRATEGIC ACTION 1 and 4
Gap 9. Businesses targeting narrow and/or emerging niche market identified the importance of access to good business advice, mentoring and marketing expertise, particularly during the start-up phase of a business.	STRATEGIC ACTION 3

■ **Table 7 Encourage**

Encourage

Objective: To assist businesses in Southland through providing funding, grants and other incentives that encourage the adoption of sustainable practices, and conversely discourage actions which jeopardise regional sustainability goals

Gaps

Gap 10. There are gaps in business awareness of available funding and assistance and a need to better communicate these opportunities to businesses on a sector-by-sector basis.

Opportunities and Actions

An opportunity to improve communication of funding and assistance information already exists through strategic partnerships with key sectoral groups (such as Meat and Wool New Zealand, Horticulture New Zealand and Dairy New Zealand) who provide advice to businesses. The development of a 'one-stop-shop' website to facilitate communicating information through existing channels could be an effective tool.

STRATEGIC ACTION 2

Develop case studies of businesses who have taken advantage of incentives and take the opportunity to get these into the media to raise awareness.

STRATEGIC ACTION 7

Gap 11. Common barriers identified by businesses are time and cost associated with adopting new practices.

Councils, Venture Southland and other program providers in the region to consider these barriers when developing resources, or programs.

STRATEGIC ACTION 1 and 6

Gap 12. There were barriers identified by businesses in terms of their motivation to implement new sustainable practices when the person managing the business was not the owner. For example a manager of a hotel chain, or the lease holder of a dairy.

There is an opportunity to communicate these cost related barriers to funding providers so that incentives such as grants can better accommodate these concerns.

STRATEGIC ACTION 1

There is an opportunity to adapt and/or develop programs to provide improved incentives for uptake of new practices.

STRATEGIC ACTION 6

■ Table 8 Engage

Engage

Objective: *To build momentum within the business community for the uptake of sustainability initiatives by engaging with businesses through existing links and established networks*

Gaps

Gap 13. Many of the businesses involved in some of the key programs in the region (Quick Steps, Sustainable Tourism Charter, etc.) have become strong advocates of the programs and staff involved. Workshops and networking events are increasingly relying on the same advocates to motivate further business uptake of sustainable practices. There is a need for them to share their stories with as wide an audience as possible, with the least amount of demand on their time.

Gap 14. There are gaps in understanding how to best to engage with businesses on a sector-by-sector basis. Further research is also needed in understanding businesses key motivations. Some insights into preferred methods have been gained through the Business Needs Survey and business workshops. However, this understanding needs to be further developed and shared with program providers.

Opportunities and Actions

There is further opportunity in the region to develop programs which encourage and reward those businesses who have successfully implemented new practices. This could include further enhancement of existing environmental and/or business award programs, providing incentives for business to share their learning and act as mentors.

STRATEGIC ACTION 6 and 7

The Southland Sustainable Business Network is a key program in addressing this gap through marketing and providing case study information of businesses, sharing resources and providing networking opportunities. There are also opportunities for partnering with the national Sustainable Business Network.

STRATEGIC ACTION 4 and 7

Understanding of preferred engagement methods is closely linked to strategic actions targeting the improved coordination of program delivery. The most successful approach is likely to utilise existing sectoral sources of advice. For example, Venture Southland has well-established links with the Tourism Sector whereas sectoral groups such as Meat and Wool New Zealand and Dairy New Zealand are better positioned to engage with their sectors. Opportunities exist for all program providers to work with key sectoral groups in delivering information to businesses.

STRATEGIC ACTION 1, 2 and 3

■ **Table 9 Exemplify**

Exemplify

Objective: To lead by example and showcase business leaders who are implementing sustainable practices

Gaps

Gap 15. Businesses identified a desire and benefit to learn from other businesses on how they are address sustainability issues.

Gap 16. Businesses also identified a desire to hear from business leaders from other regions who are implementing innovative sustainability initiatives that could be implemented in Southland.

Opportunities and Actions

There is an opportunity to present more case studies and opportunities to businesses for them to hear stories of other successful businesses demonstrating tangible benefits across environmental, social and financial aspects.

These case studies could be showcased though articles in the local newspaper, other key marketing media and the Southland Sustainable Business Network. Individual businesses could also be supported to attend events as guest speakers, advocates, etc.

STRATEGIC ACTION 7

Business mentoring programs should consider sharing sustainability knowledge as part of their programs.

STRATEGIC ACTION 1 and 3

Program providers, Venture Southland and councils have an opportunity to lead by example and share their experiences in addressing sustainability in their communications with businesses.

STRATEGIC ACTION 1

Gap 17. Both the Business Needs Survey and the Business Workshops identified that there was a desire from business for recognised accreditation for achievement of sustainable practice.

There is opportunity for increased uptake of recognised accreditation programs among businesses. Program providers should seek to ensure businesses are aware of accreditation options at an early stage so that any changes in business practice can be used to support accreditation.

STRATEGIC ACTION 1 and 3

6. Southland Business Sustainability Pathway – Next Steps

This section takes the key gaps and opportunities identified in Section 5 and discusses nine proposed strategic actions to respond to these gaps through delivering sustainable business programs and resources in the Southland region. The nine strategic actions are based on working with businesses across each of the four sustainability approaches of enable, encourage, engage, and exemplify.

The identification of strategic actions in this section has been based on:

- the identification of key regional sustainability challenges relevant to the business community (Section 2),
- the development of a comprehensive and coordinated approach using sustainability approaches (outlined in Section 5),
- the consideration of the range of existing programs and natural, social, cultural and economic resources currently available in the region (Appendix A),
- the identification of a desire from businesses for a more co-ordinated approach (Sustainable Business Forum, December 2007),
- the identification of business needs, issues of concern and motivations identified through the business needs survey and business workshops (Section 4), and
- consultation undertaken with key program partners, stakeholders and the business community throughout this project.

Strategic Action 1: Establish a regional liaison group

Action:

Establish a regional liaison group of programme providers to ensure a co-ordinated approach to delivery of business support.

Responsibility:

Southland District Council, Gore District Council, Invercargill City Council, Environment Southland, Venture Southland, other programme providers (Chamber of Commerce, Environment Centres, etc.)

Mode: Existing resources

Timing: 0-2 months

Key Considerations:

- Suggested vision for the group: Southland business community is supported in their sustainability journey,

- Share information and work together to understand business motivation to implement sustainable practices,
- Opportunities for group to benefit from training in implementing voluntary behavioural change approaches and other opportunities for accessing latest research in working with businesses,
- Maximise dissemination of information to businesses through utilising each member's information channels,
- Ensure no unnecessary overlap develops between existing programme expansion or new programme development,
- Work together to coordinate new program development to address regional gaps.
- Develop resources to assist businesses in understanding the implications of climate change for their businesses,
- When developing new resources/programs, consider time/cost barriers for businesses. Noting the findings of primary research undertaken for this project concerning preferred assistance.
- Share feedback from businesses on barriers to implementing changes and identify local solutions where possible,
- Communicate cost barriers to funding providers (regional and national).
- Group members could share their organisations' sustainability journey with businesses to demonstrate leadership by example,
- Support from a governance level is required to ensure a long term co-ordinated approach and support the actions of the regional liaison group,
- Consider the need to build regional capacity for program delivery as programs expand.

Strategic Action 2: Develop a communication strategy

Action:

Develop a business communication strategy identifying a sector-by-sector information flow within that sector, likely key motivations to implement sustainable business practices and the most the effective way to distribute information within each sector.

Responsibility:

Southland District Council, Gore District Council, Invercargill City Council, Environment Southland, Venture Southland, regional liaison group

Mode: Implementation through joint funding arrangement or Sustainable Management Funding

Timing: 0-2 months

Key Considerations:

- No single method of communication suits all businesses,

- A key principle to motivate behavioural change is to provide individual businesses with choice regarding the practices and action they want to implement. Noting that each business will have their own business motivation for addressing sustainability issues,
- Some business sectors such as the agricultural sector are very specific in who and where they get their information,
- A key aspect in developing the communication strategy should be detailed discussions, on a sector-by-sector basis, with partner organisations and stakeholders to further understand the likely motivations of each sector to implement sustainable practices,
- Identify key ‘influencers’¹⁸ and stakeholders within each sector to work closely with,
- The strategy should develop key messages and establish how information should be communicated for greatest effect.

Strategic Action 3: Disseminate information

Action:

Provide access to up-to-date and relevant information (on programs, resources, funding and key contacts, etc.) to those who are advising businesses. Following the development of the business communication strategy in Strategic Action 2, work with key sector ‘influencers’, such as agribusiness advisors, accountants and bank managers, to provide them with information that will assist them in advising businesses on adopting sustainable business practices.

Responsibility:

Venture Southland with advice from regional liaison group, potentially Southland Sustainable Business Network

Mode: Implementation through Sustainable Management Funding and existing resources

Timing: Ongoing

Key Considerations:

- The communication strategy should identify on a sector-by-sector basis the best channels for communicating with business and the identification of influencing organisations such as accountants and lead organisations,
- Further research needs to be undertaken to better understand key motivations within each sector for implementing sustainable practices,

¹⁸ Gladwell, M (2000) ‘The Tipping Point: How Little Things Can Make a Big Difference’, Little Brown, United States provides a useful model for considering sociological change and identifying key influencing organisations

- The first stage in improving the dissemination of information is to facilitate a better understanding of information flow within each industry sector. It is suggested that using the survey results is a useful starting point,
- Determine how information useful for businesses can best be collated, updated and presented as a user friendly ‘one-stop-shop’. Suggested mechanisms are a website and email updates, this approach will require significant initial promotion,
- Information needs to be topic and industry specific (allowing for cross-over). The information should include contact details for experts, the regional liaison group where to go for further assistance and feedback. The information should be structured in a way that is easy for users to navigate,
- Consider how this mechanism should be implemented to provide “seamless delivery” to businesses and if additional mediums are required, such as a hotline, orientation briefings and hard copies of information. Links to sectoral websites are also suggested,
- Consider if the Southland Sustainable Business Network website can fulfil this gap.

Strategic Action 4: Expand current programs

Action:

Expand delivery (as planned) of current key regional programs including Quick Steps, Southland Sustainable Business Network and Enterprise Training Programs while keeping each provider informed on plans and progress through the regional liaison group established in Strategic Action 1.

Responsibility: Relevant program providers

Mode: Implementation through existing programs

Timing: 0-2 years

Key Considerations:

- The potential to further expand Quick Steps and the Southland Sustainable Business Network has been identified by program providers,
- There is an opportunity to expand the Southland Sustainable Business Network in terms of providing case study information, links to key incentive programs, newsletter information and additional business networking opportunities. There is also an opportunity to partner with the national Sustainable Business Network,
- Expansion of the Enterprise Training Program funded by New Zealand Trade and Enterprise provides a logical follow-on from the Quick Steps program for businesses by providing in-depth business planning support and also development of individual business action plans,

- Consider utilising the principles of Voluntary Behaviour Change¹⁹ in the delivery of workshops to promote long-term uptake by business,
- Consider development of a revolving fund to support more in-depth business advice and planning on an as-needed basis. There is an opportunity for businesses who have participated in programs to act as a 'big brother' and support other businesses to utilise program and resources.

Strategic Action 5: Develop assistance focussed on an integrated approach

Action:

Address the gaps in regional program delivery by assisting businesses to move beyond initial steps towards having a more integrated and business-wide approach to sustainability, encompassing environmental, social and economic aspects.

Responsibility: Venture Southland and relevant program partners

Mode: Implementation through Sustainable Management Fund, existing resources or new funding sources

Timing: 0-2 years and then ongoing

Key Considerations:

- New regional programs and initiatives should focus on providing programs and resources which assist businesses 'to help themselves' by identifying issues important to their business, individual business motivations and assisting businesses in identifying for themselves practical actions for them to implement,
- The Enterprise Training Program workshops have potential to fulfil this gap. However there are limitations around eligibility to access these workshops. Consideration needs to be given to how the content and assistance of such a workshop can be made available to a wider audience. Wider funding opportunities such as user pays or other funding sources could be investigated,
- This kind of program would be suitable for those who have completed a program such as Quick Steps, and are ready to consider a more integrated approach to sustainability within their business,
- The Sustainable Tourism Charter program should dovetail into this program,
- The program should align with existing accreditation standards to enable those who wish to progress to accreditation.

¹⁹ Voluntary Behaviour Change is change that people and communities make because they choose to. The principles of Voluntary Behaviour Change are described in Ampt, L. (2003) Understanding Voluntary Travel Behaviour Change, Paper presented to the 26th Australasian Transport Research Forum Wellington, New Zealand, 1-3 October 2003.

Strategic Action 6: Develop a range of interactive tools

Action:

Develop of a range of interactive tools such as workshop materials, interactive CD's and audio MP3's to assist businesses on a sector-by-sector basis identify the issues most important to their business, establish what practical actions they can take and who they should contact for further information.

Responsibility: Venture Southland and program partners

Mode: Implementation through Sustainable Management Fund and existing resources

Timing: 0-2 years

Key Considerations:

- Tools should assist businesses 'to help themselves' by identifying the issues important to their business and individual business motivations. The tools should also assist businesses to identify for themselves practical actions to implement as they move along their sustainability journey,
- Tools should be developed in conjunction with other program providers to utilise existing resources where possible,
- There is no 'silver bullet' approach to assisting businesses so a range of tools need to be developed, utilising different mediums, to provide options for businesses to choose the tool or other support that best suits their individual business needs.

Strategic Action 7: Develop case studies

Action:

Develop case studies of businesses implementing sustainable practices demonstrating tangible benefits across environmental, social and financial aspects and relevant to business on sector-by-sector basis.

Responsibility: Venture Southland

Mode: Implementation through Sustainable Management Funding

Timing: 0-6 months

Key Considerations:

- Where possible, utilise case studies of those businesses who have taken advantage of currently available funding and assistance to generate greater awareness of this funding and assistance,
- Utilise media and other information channels to promote these stories and to raise awareness,

Strategic Action 8: Work with larger businesses with influence

Action:

Identify larger businesses in the region who are able to influence the actions of a large number of smaller businesses. Work with these businesses to develop sustainable procurement policies and similar initiatives that will establish standards for their suppliers and service providers.

Responsibility: Venture Southland

Mode: Implementation through existing resources

Timing: 0-6 months

Key Considerations:

- Consider working with and encouraging key influencing businesses and organisations in the region to influence their suppliers or constituents to adopt sustainability standards,
- Bigger influencing businesses can have a significant effect on their suppliers and other service providers through choosing to work with businesses who have implemented sustainability initiatives,
- There are businesses who are currently doing this.

Strategic Action 9: Indicators for monitoring program effectiveness

Action:

Develop indicators for monitoring the effectiveness of Regional Programs in motivating voluntary behavioural change.

Responsibility: Regional liaison group

Timing: 0-1 year

Key Considerations:

- Develop a number of key performance indicators that will provide information on the success of regional programs in motivating business behavioural change,
- Indicators should provide information on the increase in the number of businesses participating in programs and increases in the number of businesses moving from initial steps towards more of a business-wide commitment to sustainability,
- The indicators could include indicators developed by councils on regional sustainability issues, such as regional carbon emissions, soil productivity, water quality, etc.

Appendix A Sustainability Initiatives

This appendix contains information on key regional, national and international sustainability initiatives, programs and resources relevant to Southland businesses. The initiatives are categorised into Regional, National, and International initiatives and each gives a general description as well as contact details, business sector, business type, cost/fees, and availability of funding/grants. Businesses looking for assistance on a particular social sustainability issue, or location-specific environmental issues may find more local community groups or national organisations able to assist.

A.1 *National Initiatives*

A.1.1 **Bioenergy Knowledge Centre**

A virtual knowledge centre with information and tools for businesses – particularly in the forestry and wood processing sectors – that extensively cover the use and production of bioenergy. Information provided includes general information on bioenergy issues, benefits (forest owners, home owners, schools, wood fuel suppliers, sawmills, etc.) bioenergy tools and calculators, case studies, reports, relevant links and relevant articles.

Contact details: This virtual centre is accessed online at www.bkc.co.nz, phone 0800 246 363 or email info@bioenergy-gateway.org.nz

Business sector: Forestry, Agriculture, Domestic heating providers

Business type: Sawmills, Forest owners, retailers selling home heating appliances and fuels

Funding/Grant availability: Yes including for: business grants (for capital/demonstration projects up to 40% of the capital cost of the project with a minimum of \$10 000 and maximum of \$200 000) and feasibility studies up to a maximum of 75% of the study costs. Refer to website and above contact details for further eligibility criteria. This grant is provided by the Energy Efficiency and Conservation Authority (EECA).

A.1.2 **Bio-Gro New Zealand**

Bio-Gro New Zealand has a large knowledge of organic farming in New Zealand, particularly in regards to certification. They also have contacts to many other useful organisations for organic agriculture and horticulture.

Contact details: website: www.Bio-gro.co.nz, phone: 04 8019741.

Business sector: Agriculture/horticulture

Business type: Farms that are interested in being more sustainable via an organic system.

Costs/Fees: BioGro offers a large amount of information for free, but does charge fees for businesses to go through the certification process. Details of the fees are available on their website.

Funding/Grant availability: No

A.1.3 CarbonZero Program

CarbonZero is a national accreditation programme that supports businesses in becoming certified carbon neutral. It is a three step programme:

- 1) Measure carbon emissions
- 2) Reduce carbon emissions
- 3) Offset any remaining emissions

Contact details: Carbon Zero can be contacted by phone on 0800 269 376 or online at www.carbonzero.co.nz.

Business sector: All

Business type: All

Costs/Fees: There is a cost for the support and advice in reducing emissions, and then a cost to purchase emission offsets – contact CarbonZero for more information on pricing.

Funding/Grant availability: No

Energy Efficiency and Conservation Authority

A.1.4 Rental Project

Landlords can save up to 60% of the costs of energy efficiency improvements on their rental houses if they are pre-1978 and have tenants with a community services card. Landlords of houses with higher income tenants can also receive grants, but are less than 60%. The programme is carried out in Southland by the Energy Efficiency Community Network (EECN).

Contact details: More information is available online at www.eeca.govt.nz/residential/energywise-home-grants/new-nationwide-rental-project.html or by contacting the Energy Efficiency Community Network (EECN) by phoning 0800 151 565 or through their website www.eecn.org.nz.

Business sector: Rental property.

Business type: Pre-1978 residential rental properties.

Costs/Fees: None.

Funding/Grant availability: Substantial subsidy for energy efficiency projects in your rental property (such as ceiling insulation).

A.1.5 Wood Energy Grant Scheme

Grants are available for feasibility studies and demonstration projects in which biomass are used as a fuel for businesses, such as kilns for wood processing businesses. Further information for this Grant Scheme is available online at www.bkc.co.nz.

Contact details: Information is available online at www.eeca.govt.nz/renewable-energy/bioenergy/woodenergy.html or by phoning EECA on (09) 374 3803.

Business sector: Forestry, industry.

Business type: Energy intensive industries with nearby access to woody biomass, such as timber processors.

Costs/Fees: None.

Funding/Grant availability: Yes, business grants (for capital/demonstration projects up to 40% of the capital cost of the project with a minimum of \$10 000 and maximum of \$200 000) and feasibility studies up to a maximum of 75% of the study costs. Refer to website and above contact details for further eligibility criteria.

A.1.6 Grants for energy intensive businesses

Grants to cover up to 40% of the capital cost of adopting energy saving technology in energy intensive businesses, where the technology is not yet commonplace in that industry situation.

Contact details: More information is available online at www.eeca.govt.nz/energy-intensive-businesses/index.html, by emailing eib@eeca.govt.nz, or by asking for the energy intensive business advisor at EECA (0800 358 676).

Business sector: All

Business type: Any energy intensive business (such as transport and dairy processing).

Costs/Fees: None

Funding/Grant availability: The fund can provide up to 40% of the capital cost (up to \$100,000) of the energy efficiency project.

A.1.7 Volume Build Solar Grant Scheme

Grants for home builders who build more than twenty homes per year are available. The grants provide some money towards a solar water heating system in a show home, as well as a \$1000 grant for each solar water heating system installed in a new home.

Contact details: More information available online at <http://solar.energywise.govt.nz/building-industry/funding-options/volume-build> or by emailing solar@eeca.govt.nz or by asking to speak to the solar volume build advisor at EECA (0800 358 676).

Business sector: Home builders

Business type: Volume (20+ homes per year) residential home builders

Costs/Fees: None

Funding/Grant availability: Funding available for demonstration package as well as a grant for each solar water heating system installed in a new home.

A.1.8 Innovation Fund for solar water heating and heat pump water heaters

This fund is for innovative commercial solar and solar heat pump water heating projects that develop new technology or new application of technology.

Contact details: More information is available online at <http://solar.energywise.govt.nz/consumers/funding-options/innovation-fund> or by emailing

solarfinance@eeeca.govt.nz, or by contacting Robyn Pearce: EECA, Level 1, Vector Building, 44 The Terrace, Wellington 6011, PO Box 388, Wellington 6140

Business sector: Solar water heating

Business type: Solar water heating technology developer

Costs/Fees: None (although involvement in the fund may add additional costs to the project through additional monitoring and reporting requirements).

Funding/Grant availability: The contestable fund can provide up to 50% of the cost of a project (up to \$100,000).

A.1.9 Foundation for Research, Science and Technology (FRST)

This foundation has a range of relevant funding for businesses both relating to funding businesses to undertake research and development projects to develop new technology products, processes or services and capability building.

Contact details: For more information visit www.frst.govt.nz/funding/business. If you already have a FRST Business Manager you should discuss this opportunity with them. Otherwise, you should contact Venture Southland 03 211 1400, training@venturesouthland.co.nz.

Business sector: All

Business type: All.

Costs/Fees: None.

A.1.10 Global Expert Service (FRST)

The Foundation offers a fast, accessible and affordable service for New Zealand organisations seeking expert assistance. Global Expert finds the best people with the right skills who are available to help solve your company's challenges - from invention to commercialisation and all steps in between. We use a knowledge network of 20,000 pre-screened and qualified experts from leading universities, research institutions and corporations around the world to help you achieve your goals.

Within 15 working days we find experts to help with product development and testing, production and process optimisation, international supply chain, overcoming regulatory barriers to trade, technology and market assessment.

Contact details: Venture Southland 03 211 1400, training@venturesouthland.co.nz, www.southlandnz.com

Business sector: All

Business type: All

Costs/Fees: Fees apply for this service. You can apply for funding to help pay for the expert recommended.

A.1.11 Sustainable Farming Fund - Ministry of Agriculture and Forestry

The Sustainable Farming Fund (SFF) is a large fund that funds businesses and industry organisations to carry out research into issues that can improve the sustainability of farming.

Contact details: More information is available online at www.maf.govt.nz/sff/ or by contacting Denis Packer - Fund Manager: Ministry of Agriculture and Forestry, Level 16, Pastoral House, 25 The Terrace, PO Box 2526, Wellington. Phone 04 894 5650 Fax 04 894 0740, denis.packer@maf.govt.nz

Business sector: Agriculture

Business type: All agricultural/horticultural businesses as well as industry groups (such as Crops for Southland) and agricultural research organisations/businesses.

Costs/Fees: None.

Funding/Grant availability: Yes, the SFF is a multi-million dollar fund that funds many projects per year of various scales.

A.1.12 Ministry of Tourism – ‘Sustainable Tourism’

As part of the Ministry’s work programme generated by the Tourism 2010 strategy, the Ministry has written tourism best practice guidelines that cover a number of tourism sectors such as accommodation and transport.

Contact details: This information is available online at www.tourism.govt.nz/sustainability/what-can-you-do/best-practice-guides.html,

Business sector: Tourism

Business type: All involved in tourism, specific information available for: accommodation, food and wine, fresh water activities, land based activities, transport, and visitor attractions.

Costs/Fees: The information can be accessed for free.

Funding/Grant availability: No.

A.1.13 New Zealand Business Council for Sustainable Development

By becoming a member of the New Zealand Business Council for Sustainable Development (NZBCSD) a company will gain access to a wide variety of support, information and research regarding sustainability in New Zealand. The companies also have input into the direction of NZBCSD, which is influential in New Zealand policy.

Contact details: Information available online from www.nzbcscd.org.nz or by contacting the council on 09 525 9727 or office@nzbcscd.org.nz.

Business sector: All

Business type: All

Costs/Fees: The membership fee per business ranges from \$2,500 to \$20,000 depending on the size of the business (measured by turnover).

Funding/Grant availability: Not directly, although the NZBCSD runs the Shell New Zealand Sustainability Fund (also listed in this document).

A.1.14 Product Stewardship Schemes

There are several schemes that you can return waste to such as excess paint and old computers. . There will most likely be many more coming into existence over the next few years following the passing of the Waste Minimization Bill.

Contact details: A current list of schemes is available online: www.mfe.govt.nz/issues/sustainable-industry/initiatives/product-stewardship/nz-schemes.html

Business sector: All

Business type: All

Costs/Fees: There are costs to running a Product Stewardship Scheme, although these may be recovered through a levy. Each Scheme can be run slightly differently.

Funding/Grant availability: No

A.1.15 Shell New Zealand Sustainability Fund

This is a fund that small and medium sized enterprises (firms that hire 19 or less FTE employees) can apply to for funding for environmental initiatives that go above and beyond business as usual. The Fund is run by the New Zealand Business Council for Sustainable Development (NZBCSD).

Contact details: More information is available online at www.shell.com/home/content2/nz-en/society_environment/sustainability_fund_2005.html or by contacting the NZBCSD on shellfund@nzbcscd.org.nz or 09 525 9727.

Business sector: All

Business type: SMEs (less than 20 full time equivalent employees).

Costs/Fees: None

Funding/Grant availability: This is a fund to initiate sustainability initiatives in Small-Medium Enterprises.

A.1.16 Enterprise Development Grants

Enterprise Development Grants for Capability Building help businesses reach their growth potential by co-funding the cost of increasing skills and expertise. Covers a broad range of activities, such as employing a mentor, undertaking advanced technology training and hiring expert advisors.

Contact details: Venture Southland 03 211 1400, training@venturesouthland.co.nz, www.southlandnz.com

Business sector: All

Business type: To be eligible you or your business must:

- Have no more than 20 full-time equivalent employees.
- Have annual turnover of less than \$5 million.
- Be resident in New Zealand for tax purposes.
- Be registered for GST if required.
- Be a commercial entity and able to show how you would finance the project.

Costs/Fees: You contribute half the costs of the project

Funding/Grant availability: New Zealand Trade and Enterprise will contribute up to half of the total cost of the project up to \$20,000.

A.1.17 Market Development Grants

Enterprise Development Grants for Market Development co-funding can be used to help your business enter a new export market or undertake new activity in an existing export market. Can be used to contribute to a range of marketing-related activities, such as market visits, in-market representation, and attending trade fairs. Activities in the Australian market are not eligible.

Contact details: Venture Southland 03 211 1400, training@venturesouthland.co.nz, www.southlandnz.com

Business sector: All

Business type:

- You must be implementing an international market development project that represents a significant growth step for your business.
- Your business must have turnover of no more than \$50 million, and you must be committed to retaining the value of your business in New Zealand.
- Your business must be resident in New Zealand and registered for GST. Groups of businesses working together can also apply.

Costs/Fees: You contribute half the costs of the project

Funding/Grant availability: Up to \$500,000 (\$100,000 per annum) is available, with NZTE contributing up to half the costs of your project while you contribute the rest.

A.1.18 The Natural Step

This is the New Zealand branch of the international programme, the Natural Step. The Natural Step organisation is an international non-profit organisation focused on accelerating sustainability. The website contains a range of helpful information and resources on all issues areas and outlines the Natural Step Framework which can be implemented by businesses to assist in their business and organisational planning and which provides a decision-making framework for understanding sustainability. In New Zealand the organisation works in with the Sustainable Business Network and also runs workshops, lectures and interactive forums in which businesses can participate.

Contact details: More information is available on their website www.naturalstep.org.nz or by contacting the organisation on 03 943 2032 or natstep@naturalstep.org.nz.

Business sector: All

Business type: All

Costs/Fees: Free

Funding/Grant availability: No

A.1.19 Sustainable Business Network

The network is a forum for businesses that are interested in sustainable practice and provides a networking and communication point regarding workshops and other helpful information for business.

Contact details: Jan Harrison, Southern Regional Manager, Email: jan@sustainable.org.nz, Phone: (03) 943 2022

Business sector: All

Business type: All

Costs/Fees: Workshops are available to all businesses with a reduced fee for members. Workshops have not been held to date in Southland, but intend to be in the future. Information on their website has free access.

Funding/Grant availability: n/a

A.1.20 The Waste Exchange

The Waste Exchange is a virtual marketplace for businesses to list and find waste products that other businesses may find a use for.

Contact details: www.nothrow.co.nz, Graeme Norton at Graeme@nothrow.co.nz

Business sector: All

Business type: All

Costs/Fees: Service is free.

Funding/Grant availability: No.

A.1.21 The New Zealand Trade and Enterprise Sustainability Website

Very useful website for business containing a wide variety of practical help on the topic of business sustainability. Providing information on markets and opportunities, international standards, case studies, “How-to-Guides”, grants and financial assistance available.

Contact details: www.nzte.nz/sustainability

Business sector: All

Business type: All

Costs/Fees: Service is free.

Funding/Grant availability: Not directly but providing a range of links to external funding sources

A.1.22 Settlement Support

Settlement Support assists newcomers to Southland by working closely with employers and connecting people with help and support with employment, housing, education, Health and Social Services, Social and Sporting Networks, Citizens Advice, Community Groups, Immigration Information, ESOL. Orientation Seminars are held regularly each month to help provide vital information on things such as employment contracts, health services and tenancy law.

Contact details: Sue Morrison-Bailey (Settlement Support Co-ordinator) – email sue@venturesouthland.co.nz or phone 03 211 1803. Mobile: +64 21 380 635 Fax: +64 3 211 1401 www.southlandnz.com

Business sector: All

Business type: All

Costs/Fees: Free service

Funding/Grant availability: No

A.1.23 Enterprise Training Program

Venture Southland delivers the New Zealand Trade and Enterprise (NZTE) Enterprise Training Programme throughout Southland as part of the national programme. The Enterprise Training Programme is designed to up-skill the owners, operators and managers of small to medium-sized enterprises to help them develop and grow their businesses.

This program offers a range of training for managing business, complemented by follow-up coaching designed to enable you to implement what you have learnt. The benefits of attending Enterprise Training include: gaining knowledge in a specific area of business management, increasing motivation, boosting confidence and reaffirming business strategies and processes. Topics vary according to demand, and include sustainability.

Contact details: training@venturesouthland.co.nz or phone (03) 211 1804 or 0800 255 288
www.southlandnz.com

Business sector: The Enterprise Training Programme is open to owners and operators of New Zealand small to medium enterprises (SMEs) employing less than 50 full-time staff.

Business type: All

Costs/Fees: Fully funded by New Zealand Trade and Enterprise

Funding/Grant availability: N/a

A.1.24 Te Puni Kōkiri

Te Puni Kōkiri is leading a programme of research investigating sustainable futures for SILNA land, with particular focus on climate change and emissions trading.

Contact details: Sean Weaver (Carbon Partnership) - sean.weaver@carbon-partnership.com
www.tpk.govt.nz/en/

Business sector: Forestry and agriculture

Business type: Businesses based on SILNA land

Costs/Fees: None

Funding/Grant availability: No

A.2 Regional Initiatives

A.2.1 Land Sustainability Officers (Environment Southland)

Environment Southland has several Land Sustainable Officers that are available to assess and discuss a number of land management issues with people on their farms. Issues that can be covered include erosion, nutrient budgeting, and soil health. The Officers can also facilitate workshops with multiple interested farmers.

Contact details: More details are available online at www.es.govt.nz/Departments/LandSustainability/index.aspx or by contacting Gary Morgan, Jim Risk, or Nathan Cruickshank on 0800 76 88 45.

Business sector: Agriculture/horticulture

Business type: Land-based farming

Costs/Fees: Free

Funding/Grant availability: No

A.2.2 Quick Steps Programme

Quick Steps is a nine month sustainability programme for small to medium-sized businesses. Businesses receive a site assessment and a report of actions they can take to be more resource efficient, sustainable and save money. Participants attend a networking breakfast and receive a certificate for participation, which is upgraded to a certificate for action for any actions they take.

Contact details: Gretchen Ledington – Phone: 03 211 5115, email: Gretchen.ledington@es.govt.nz.

Business sector: All

Business type: All

Costs/Fees: Free

Funding/Grant availability: No

A.2.3 Southland Sustainable Business Network

This network is operated and supported by Environment Southland and the Wastenet organisation of councils and Venture Southland. It is operated as a separate network to the national Sustainable Business Network. The purpose of this network is to provide a forum for businesses in Southland to network and share information on sustainability issues. It is predominantly a virtual organised network of Southland business people who are interested in their businesses becoming more sustainable. Membership to the network is open to all businesses who can demonstrate a commitment to sustainability. As well as a way of networking, the Southland Sustainable Business Network aims to keep its members updated with relevant news, upcoming events, and contacts. The Website provides information on members, case studies, events, news, resources including easy tips on sustainability and links to other websites and resources.

Contact details: c/-Environment Southland, Corner of North Road and Price Street Invercargill, Phone 03 211 5252 or email info@ssbn.org.nz. www.ssbn.org.nz

Business sector: All

Business type: All

Costs/Fees: Free

Funding/Grant availability: No

A.2.4 Invercargill Environment Centre – Te Whenua Awhi

This Environment Centre serves as a central point for environmental action and provides training courses on a variety of environmental issues including native tree propagation/planting and composting.

Contact details: Email: iec@paradise.net.nz. Phone Clair: 03 218 4404.

Business sector: All

Business type: All

Costs/Fees: Courses cost \$5 per person, minimum of 5 people per course.

Funding/Grant availability: No

A.2.5 South Coast Environmental Centre

The Centre is a focus point for a number of environmental organisations from the region as well as providing education and encouragement for general environmental and sustainable living as well as on issues particular to the environment of the Southern Coast.

Contact details: Email: info@sces.org.nz, Phone: 03 234 8717

Business sector: All

Business type: All, particularly small scale farmers.

Costs/Fees: None.

Funding/Grant availability: No.

A.2.6 Invercargill Licensing Trust

A trust that funds community projects with money from alcohol licensing activities to not-for-profit organisations. An example of a project financially supported by the Trust is the home insulation project.

Contact details: Website: www.ilt.co.nz, Email: ilt@ilt.co.nz, Phone: 03 211 3640

Business sector: All

Business type: Not for profit

Costs/Fees: None

Funding/Grant availability: The Trust funds Southland community projects with approximately ten million dollars per year. More information on eligibility and how to apply is available online at www.ilt.co.nz/news.php?catalogue_id=3&newsletter_id=8.

A.2.7 Invercargill Licensing Trust Foundation

A trust that funds community projects with money from gambling activities to not-for-profit organisations.

Contact details: Website: www.iltfoundation.org.nz, Email: infor@iltfoundation.org.nz,

Phone: 03 211 3640.

Business sector: All

Business type: Not for profit

Costs/Fees: None

Funding/Grant availability: The Trust funds Southland community projects with approximately five million dollars per year. More information on eligibility and how to apply is available online at www.iltfoundation.org.nz/iltfoundation_grant_applications.html.

A.2.8 Maitauro Licencing Trust

A trust that funds community projects with money from gambling activities to not-for-profit organisations.

Contact details: Website: www.mltgore.co.nz Email: Karen@mltgore.co.nz Phone: 03 208 9540

Business sector: All

Business type: Not for profit

Costs/Fees: None

Funding/Grant availability: Contact the trust on the above information for how to apply for funding.

A.2.9 WasteNet Southland

WasteNet Southland is a special joint committee of the three territorial local authorities - Invercargill City Council, Southland District Council and Gore District Council - in collaboration with Environment Southland the organisation supports Southland businesses minimise their waste, increase resource efficiency and improve cleaner production methods.

The goal of WasteNet Southland is a "sustainable Southland through resource stewardship and waste minimisation." Their functions are to: facilitate the implementation of the WasteNet Councils' waste management and minimisation plans, provide support to organisations to develop their waste management and minimisation initiatives; facilitate the local reuse, recovery, recycling, composting and reduction in use of materials; and carry out the data gathering and reporting responsibilities of the WasteNet Councils.

The website provides general information on waste issues and has a section identifying links relevant to businesses wanting to reduce their waste including links to the Southland Waste Exchange, Quick Steps and other national initiatives.

Contact details: Donna Peterson – Email: donna.peterson@icc.govt.nz

Business sector: All

Business type: All

Costs/Fees: Information and advice is free.

Funding/Grant availability: No. Funding for specific actions as part of this program is determined through the individual Councils Long Term Community Planning processes. This is reviewed in detail every three years with minor changes/amendments considered annually. As such there is the

opportunity for new and/or revised waste programs to be funded through this process, where supported by the Wastenet Councils.

A.2.10 Southland Waste Exchange

A service that helps businesses connect their unwanted materials with new owners through a web-based and phone forum. This service is funded by WasteNet Southland.

Contact details: Phone: 03 336 0080, Email: info@terranova.org.nz.

www.terranova.org.nz/terranova/SouthlandRegions/

Business sector: All

Business type: All, particularly those with reusable waste, or those that could reuse other business' waste.

Costs/Fees: Free

Funding/Grant availability: No

A.2.11 Southland Community Wastebusters Trust

The Trust is a Southland-wide group of motivated individuals who are working in partnership with the Community Employment Group, local councils and communities. The Trust's primary activity is to raise public awareness of the importance of waste minimization. The Trust also has an interest in facilitating economic opportunities from waste recovery and reuse. The Trust is based out of the Invercargill Environmental Centre (Te Whenua Awhi).

Contact details: Wendy Horton on 03 230 6002, website:

<http://homepages.paradise.net.nz/iec/wastebusters.html>.

Business sector: All

Business type: All, businesses that could utilise other business' waste.

Costs/Fees: None

Funding/Grant availability: No

A.2.12 Sustainable Transport Southland

Sustainable Transport Southland is a programme being developed. The aim of the programme is to identify and remove barriers to the use of more sustainable forms of transport through various means including awareness building and logistical and infrastructural support. The programme is currently in the stage of inception, and draft outlines of the programme will soon be made available.

Contact details: Ken Wuschke (Project Manager), Phone: 03 217 2571, Email:

sustainable.transport.southland@gmail.com.

Business sector: All

Business type: All

Costs/Fees: Free

Funding/Grant availability: No

A.2.13 Energy Efficient Dairy sheds

Venture Southland has teamed up with MAF, CAENZ, and Dairy InSight to research ways of improving the energy efficiency in Southland Dairy Farms to reduce the farms' energy costs and to reduce greenhouse gas emissions. The final report is available from the Venture Southland website (www.southlandnz.com/BusinessinSouthland/RegionalInitiatives/EnergyEfficientCowsheds.aspx).

Contact details: Further information on the study can be found online at www.cowshed.org.nz or by contacting Robin McNeill from Venture Southland – Phone: 03 211 1410, Email: Robin@venturesouthland.org.nz.

Business sector: Agriculture

Business type: Dairy farms

Costs/Fees: None

Funding/Grant availability: No

A.2.14 Southland Institute of Technology

The SIT provides a number of course programmes, Environmental Management and Renewable Energy, which Southland businesses could collaborate with.

Contact details: Website: www.sit.ac.nz, Phone: 03211 2699, Email: info@sit.ac.nz

Business sector: All

Business type: All

Costs/Fees: N/A

Funding/Grant availability: No

A.2.15 Sustainable Tourism South

The Sustainable Tourism South Project has been operating for three years. A regional charter was developed, businesses assessed themselves against the charter, received a site visit, a list of suggested actions, and then businesses developed their own plan of action based on this. On-going support by way of advice and an online tool kit was available to participants. Participants were also able to use the Sustainable Tourism South logo to promote their initiatives to their customers. Work is currently being undertaken to develop case studies showcasing tourism operators who have implemented sustainable practices. More information is available from Venture Southland.

Contact details: Karyn Owen, Venture Southland, Phone: 03 2111 801, Mobile: 021 932 340, Email: Karyn@venturesouthland.co.nz. www.southlandnz.com

Business sector: Tourism

Business type: Any Southland operator involved in the tourism sector.

Costs/Fees: Free

Funding/Grant availability: No

A.2.16 TopoClimate

TopoClimate is information on the soil types and climate characteristics of areas all over Southland to an individual farm level. This information can be used to improve the decision making of farmers and land owners as to the suitable land-use.

Contact details: Nick Round Turner (Venture Southland) – email nick@venturesouthland.co.nz or phone 03 211 1413.

Business sector: Primary sector

Business type: Any business that is affected by the local climate and soil, such as dairy farmer and crop growers.

Costs/Fees: Basic information available for free online, fees may apply for more complex analysis

Funding/Grant availability: No

A.3 *International Initiatives*

A.3.1 Voluntary Carbon Market

Southland businesses can choose to buy, or sell on the the voluntary carbon market, which is different from the legislated Emissions Trading Scheme. Businesses have opportunities to make money out of selling carbon offsets, or voluntarily purchase carbon offsets to offset their own emissions.

To sell carbon offsets a business must generate a unit (one credit for every tonne of carbon dioxide equivalent) by reducing, removing, storing or avoiding greenhouse gas emissions that would have otherwise occurred (e.g. sequester carbon, afforestation projects). Units are verified by an authority or board to ensure they are not already registered by any compliance market (e.g. Kyoto). They then may be bought by someone for offsetting purposes at which time the credit is retired (taken out of circulation permanently).

Businesses can buy voluntary carbon credits to offset their carbon emissions, and may wish to get this verified so that they can make claims such as being "carbon neutral", such as is carried out under the CarbonZero program in New Zealand. Buying voluntary carbon credits is over and above paying for items such as fuel and electricity which are included in the New Zealand Emissions Trading Scheme.

Contact details: There are verifiers and carbon brokers. Contact the Ministry for the Environment for further information and information publications. www.mfe.govt.nz

A.3.2 The Greenhouse Gas Protocol

The Greenhouse Gas Protocol is the most commonly used standard for voluntary reporting of company greenhouse gas inventories. Companies can use the standard to begin monitoring and reporting their greenhouse gas emissions. This is useful for companies to:

- Know where reductions can be made;
- Report their emissions publicly;
- Understand their risks from the introduction of carbon pricing; and

- Offset their emissions to be accredited as carbon neutral.

‘The Greenhouse Gas Protocol: A Corporate and Accounting Standard, revised edition’ can be downloaded from www.ghgprotocol.org.nz.

A.4 List of regional publications

There are a number of regional publications which contain information which may be useful in business planning for sustainability.

Venture Southland

- Southland Regional Energy Strategy
- Southland Tourism Strategy
- Southland Integrated Transport Study
- Southland Labour Market Demand Assessment 2008
- Southland Workforce Strategy 2008
- Southland Digital Strategy
- Regional Economic Profile document and fact sheets
- Community Concept Plans
- Southland Perception Study

Local/Territorial Council Documents

Environment Southland

- Southland Long Term Community Plan
- Transitional Regional Plan
- Environment Southland Regional Policy Statement
- Environment Southland Proposed Regional Water Plan
- Environment Southland Regional Air Quality Plan
- Environment Southland Regional Waste Plan
- Proposed Coastal Plan for Southland
- Regional Effluent Plan for Southland
- Southland Regional Landscape Reports
- Draft Southland Active Transport Strategy
- Southland Regional Transport Strategy

Gore District Council

- Gore District Long Term Community Plan
- Gore District Plan

- Ngai Tahu Ki Murihiku Natural Resource and Environmental Iwi Management Plan
- Waste Management Plan

Invercargill District Council

- Invercargill City Long Term Community Plan
- Invercargill District Plan
- Invercargill Waste Plan

Southland District Council

- Southland City Long Term Community Plan
- Southland District Plan

General information/pamphlets for business

- Step Towards Sustainability Guide. Available for downloading from <http://www.ssbn.org.nz/publications>
- Southland Resource Directory Waste. Available for downloading from: www.wastenet.org.nz

Appendix B Steering Group Members

Chairperson: Councillor Paul Duffy

Member	Position	Organisation
Jeff Troon	Chief Executive	Venture Southland
Steve Canny	Group Manager Enterprise & Strategic Projects	Venture Southland
Dave Adamson	Chief Executive	Southland District Council
Barry Hansen	Conservator	Department of Conservation
Bill Watt	Environmental and Planning Services Director	Invercargill City Council
Ken Swinney	Manager Policy & Planning	Environment Southland
Don Mowat	Waihopai Rŷnaka	Te Ao Marama
Donna Peterson	WasteNet representative	Invercargill City Council
Mark Gane	Owner-operator	Queens Park Motels
Vicky Henry	Buyer (previously Project Manager and Promotions Co-ordinator)	H & J Smith Ltd
Christine Henderson	Self employed farmer	Lumsden Community
Johnny Mauchline	Operations Manager	EIS Electrical
Mark Taylor	Environmental Management Student	Southern Institute of Technology
Deane Carson	Farm Management Consultant	Agribusiness Consultants and Personnel Ltd