Moreton Bay
Sustainable Business Strategy

Revised report for RDA Moreton Bay QLD

By Howard Nielsen, NACC Sustainability

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Acknowledgements

Significant support and professional direction to this Project is acknowledged. This was provided in 2019 by Nette Griggs, Executive Officer RDA Moreton, and in 2013 by Brooke Palframan, then Project Officer RDA Moreton Bay, and Professor John Cole, USQ. The considerable input of over 350 people from the region during 2013 and 2019 is acknowledged also.

Howard Nielsen (NACC)
1. Executive summary

Supporting the growth of efficient climate conscious and sustainable business is consistent with broader sustainable development goals for the Moreton Bay Region. Increasing the number of innovative and sustainable businesses in the Moreton Bay Region will enhance the overall sustainable development of the region, mitigate the effects of climate change, promote the region as a business destination committed to sustainability and will encourage inward investment into the region.

Such innovation will enable businesses to do well and do good.

In 2013 Regional Development Australia Moreton Bay (RDAMB) commissioned a project to focus on the economic, social and environmental issues affecting businesses and communities. In 2019 RDAMB gave a renewed priority to developing sustainable businesses and to build a fully sustainable region, which epitomises the liveability branding of the region. This report is essentially aimed at the business sector though recognising the need for deeper investigation of what lead agencies in the region may do to accelerate the uptake of sustainable practices in their own organisations and in the community more broadly.

This Sustainable Business Strategy will help businesses to streamline their business practices and reduce their operating costs, reduce their environmental impact by implementing efficient processes in their business activities and use energy, material goods and water efficiently. Businesses will become supply chain competitive in a climate conscious economy, will reduce the likelihood of being a carbon pricing liable entity and become responsive to consumer demand for businesses that assume environmental responsibility.

The 2013 project provided an audit of sustainable and efficient business practice in the region and facilitated also a Sustainable Business Forum, which started to define a Regional Sustainability Roadmap and Toolkit.

The 2019 consultation with stakeholders from a broad range of sectors confirms the essentials of the 2013 report and adds detail to the Roadmap and Toolkit in response to insights and information emerging worldwide. This includes the Paris Agreement, the Global Reporting Initiative (4), the adoption of Sustainable Development Goals, the shift to renewable energy and the acceleration of the manufacture of electric vehicles.
This has resulted in more focussed discussion regarding:

- renewable energy production and use;
- environmental management systems for businesses to underpin sustainable practices;
- sustainable procurement policies and practices to future proof businesses and the planet;
- consumer demand for sustainable products and services;
- potential growth of electric vehicles;
- the need to highlight sustainability in business branding and regional branding; and
- the general push for innovation and the increased emphasis on lifestyle as a Moreton Bay brand.

As a result, this report proposes a range of projects focussed on business sustainability:

- Online regional sustainability toolkit for businesses;
- Sustainable business precincts;
- Regional sustainable business network; and,
- Third party guidance on sustainability products.

The report also proposes projects focussed on the region as a whole:

- Industrial ecology program;
- Regional sustainability branding;
- Sustainability assessment and regional profiling;
- Regional sustainability centres and sustainability trails;
- UN Global Compact Cities Programme focussing on corporate and government engagement for a climate friendly economy;
- Uptake of renewable energy and electric vehicles;
- Sustainability assessment and development of Regional lead agencies; and,
- Regional Sustainable Communities Network

These projects are simply starters in bringing the Moreton Bay Region into the forefront of sustainable action. There is an identified need for more rigorous attention to be paid to future policies and practices relating to business, community and government.
2. Background to the Moreton Bay Sustainable Business Strategy

In 2013 Regional Development Australia Moreton Bay (RDAMB) commissioned a project to focus on the economic, social and environmental issues affecting businesses and communities.

This reflected the role of RDAMB as an important contributor to and driver of:

- Regional business growth plans and strategies which will help support economic development, the creation of new jobs, skills development and business investment;
- Environmental solutions which will support ongoing sustainability and the management of the effects of climate change; and,
- Social inclusion strategies, which will bring together and support all members of the community.

After acceptance of the 2013 report by RDAMB there was no specific plan of action put into place.

This 2019 Revised Report was commissioned to review the initial report and to develop a clear strategy to promote and support the development of more sustainable businesses in the Region – environmentally, economically and socially.

This report incorporates the views of the 350 participants in the initial project and those of thirty-four stakeholders consulted during the review of the initial report.

The purpose of the strategy is to recognise that the population growth in the Moreton Bay Region is expected to create and secure considerable opportunities for business through an increase and a broadening in the demographic of the consumer base, whilst placing considerable pressure on the region’s sustainability.

Supporting the growth of efficient and sustainable business is consistent with broader economic development goals for the Moreton Bay Region, which centre around environmental and financial sustainability for the region and an economy built on more diverse employment for residents.
Increasing the number of innovative businesses in the Moreton Bay Region will promote the region as a business destination committed to sustainability and will encourage inward investment into the region.

An increase in the number of employing businesses and employment opportunities in the region will effectively increase the region’s employee self-containment rate and reduce the dependence on Brisbane for employment. The presence of the new University of Sunshine Coast (USC) Petrie Campus is expected to add both value and impetus to sustainability policy, research and practice in the region. It is expected that the value of these contributions will be facilitated by a focus on a transition to a sustainable Circular Economy in the Region.

This transition will be effected in large part by the development of a Moreton Bay Sustainable Business Strategy and the delivery of a Sustainable Business Toolkit. This strategy will help businesses to build resilience and sustainability by supporting them to:

- streamline their business practices and reduce their operating costs;
- reduce their environmental impact by implementing efficient processes in their business activities;
- use energy, material goods and water efficiently;
- become supply chain competitive in a climate conscious economy;
- reduce the likelihood of being a carbon pricing liable entity (or at least reduce their costs due to paying a price for carbon); and,
- become responsive to consumer demand for businesses that assume environmental responsibility for their products and business practices.

This project was designed to deliver a Sustainable Business Strategy through a process of auditing current levels of sustainable business practice, consulting with key stakeholders and developing a toolkit to assist businesses to become more sustainable.

The sustainable business strategy is visionary, practical and connected to priorities and other strategies in play in the region and in broader contexts. More recently the terminology ‘circular economy’ is being embraced.

The process itself was also designed to energise the stakeholders towards high level commitment to the strategy and to greatly enhance the likelihood of its implementation.
More specifically, the initial 2013 project:

- Provided an audit of existing levels of sustainable and efficient business practice in the region, with a focus on agreed regional priority areas such as environmental and financial sustainability and knowledge and technology-driven innovation;
- Facilitated a Sustainable Business Forum which helped define the development of the strategy and which engaged government, business and community in the process;
- Designed a first draft Regional Sustainability Roadmap and the framework for a Sustainable Business Toolkit which identify the key enablers to assist businesses in the Moreton Bay region to become more sustainable as well as identifying opportunities for implementation and ongoing assessment.

More specifically, the 2019 review project:

- Confirms the essential ingredients flowing from the 2013 report regarding a Strategy, Roadmap and Toolkit;
- Adds detail to the Roadmap and Toolkit in response to new insights presented by those consulted in 2019 and by research undertaken by the consultant;
- Adds considerable perspectives as a result of key events and movements internationally such as the Paris Agreement, the Global Reporting Initiative (4), the world-wide adoption of Sustainable Development Goals;
- Observes that these international agreements have resulted in more focussed discussion and action locally regarding:
  - renewable energy
  - environmental management systems for businesses
  - sustainable procurement policies and practices
  - consumer demand for sustainable products and services
  - potential growth of electric vehicles
  - the need to highlight sustainability in business branding and regional branding
  - the general push for innovation and
  - the increased emphasis on lifestyle as a Moreton Bay brand; and,
- Identifies time-specific innovative projects to be implemented in the region.

Regional lead agencies have a significant role to play in modelling appropriate action and supporting businesses and communities as they strive for ecological sustainability.
3. Rationale for the proposed strategy

Sustainable businesses do not happen in isolation. They can only happen in the context of market drivers and directions borne by broader socio-economic currents.

Sustainable business is much more than eco-efficiency. A sustainable business strategy needs the context of a broader transformation at the community level, that is, a sustainable community direction.

For that to happen there has to be an emphasis on sustainable development where the principles of equity, efficiency, conservation, and recognition of limits are applied in practice through precautionary prudential approaches.

The advent of the seventeen internationally accepted Sustainable Development Goals (SDGs) has added a well-researched and compelling momentum to the delivery of a Moreton Bay Sustainable Business Strategy.

Sustainable development does not happen without the jobs created being sustainable. Unsustainable development does not generate sustainable employment.

Communities must have diversity in their economy for there to be any chance of sustainability. Monocultures are vulnerable and lack resilient capacity. Communities that have mixed demographics, various cultures and diversity of skills are well placed to generate sustainable businesses.

The best communities are those that have a great sense of inter-dependence – where there is a communitarian instinct, a propensity for volunteerism, a shared sense of the common good and a capacity for innovation at the group level.

This notion was highlighted by the state’s Chief Entrepreneur Leanne Kemp at the Innovations event which was conducted in July 2019 by Moreton Bay Regional Industry and Tourism (MBRIT) in partnership with Moreton Bay Regional Council (MBRC), Innovate Moreton Bay (IMB) and supported by IMB partners including Regional Development Australia Moreton Bay (RDAMB).

All this supports the chances of sustainable businesses happening and thriving because there is awareness and purpose with every commercial transaction of the flow-on effects.

Sustainable business is not an end in itself. Business is ultimately a social and economic function and the community needs to keep asking itself what it needs of the future, what it needs of itself to make the future aspirational, equitable, safe, prosperous and sustainable.
A recent study stated that sustainable business practices boost the success of Small and Medium sized Enterprises (SMEs).

"Australian SMEs are set to benefit from customers demanding more than just a place to shop, with around three quarters (73 per cent) of shoppers actively seeking out businesses that offer sustainable products and services.

The study conducted by American Express in partnership with Oxford Economics, found that many SMEs are capitalising on this market opportunity, with 86 per cent considering sustainable and ethical business practices to be a key driver of growth and profitability.

The study also indicated that this customer demand would only intensify, with 76 per cent of SMEs believing there is a growing market opportunity for providing ethical, transparent and locally sourced products."

SME Pulse 2018 – Strategies for Sustainable Growth, Oxford Economics and American Express, 2018

For these reasons the implementation of the Regional Sustainable Business Strategy needs to embrace the notion of businesses and communities being truly interdependent. This needs to be facilitated by a contemporary online capability and a vigorous and engaging face-to-face process.

The sustainability profile of the region needs to be identified and used as the reality check against which the strategy is delivered.

Regional leaders in RDAMB, MBRT, MBRC, IMB and relevant business and community networks are in a position to take bold moves that are reflective of their world-class aspirations.
4. Main components of the strategy

The Regional Roadmap provides the overarching guide to the activities to be undertaken to deliver a sustainable region. It also provides a guide to the sequence of these activities. The Roadmap is a required component of the strategy.

The growing number of regional organisations and activities that are proactive in developing sustainable practices in the business sector are a core facilitating component of the strategy.

This includes projects initiated by the Rotary organisation and supported by Rotary International which invite government and industry to act deliberately to meet the challenge of climate change.

The state funded Sustainable Startup Hub led by a regional consulting business is operating with the support of the Bendigo Community Bank, MBRIT, IMB and Samford Commons to invite startup businesses to build a significant foundation of environmental sustainability as a building block for establishing economically sustainable businesses.

This is designed to future-proof emerging businesses in a fast moving and sophisticated climate conscious industry environment where peak agencies are requiring others in the supply chain to establish practices which meet world standards for environmental integrity.

The Sustainable Business Toolkit is represented via an online product which links to face-to-face activities, is user friendly and provides a one-stop shop for businesses wanting to become sustainable.
Figure A. Components of the Sustainable Business Strategy

- Regional Roadmap
- Business Toolkit
- Regional agencies and projects
- Sustainable Business Strategy
5. Information supporting the design of the Sustainable Business Strategy

The Regional Sustainability Strategy has been designed from six main sources of information and insight:

- The framework of the Sustainability Roadmap designed by the Queensland Government and industry
- Engagement activities conducted with stakeholders in the region
- RDAMB documentation arising from the 2013 report
- The United Nations Global Compact partnership program and the Sustainable Development Goals
- Circles of Sustainability Regional Assessment tool
- Green Street online source

Framework of the Sustainability Roadmap design by the Queensland Government

This Roadmap was designed in 2011, revised in 2014 and further adapted by NACC for use at both regional and business bases. It provides the framework for the Moreton Bay Regional Strategy with an emphasis on:

- Gaining a regional commitment to sustainability by regional agencies and a similar commitment by individual businesses;
- Taking action on sustainability;
- Embedding action on sustainability;
- Influencing others to take action on sustainability; and,
- Becoming a fully sustainable region which gives back to the environment and the economy

As identified in section 6 below, consultations with regional stakeholders in 2013 and 2019 resulted in a guiding framework for individual businesses.
Engagement activities conducted with stakeholders in the region

These engagement activities include the outcomes of the survey, focus group sessions and business forums conducted as part of this RDAMB project in both 2013 and 2019. (See Attachments A – 2013 and B - 2019.) These processes invited a particular focus on:

- High quality advice on how to build sustainable businesses;
- User friendly access to that advice – both online and face to face;
- Trusted source in an online one-stop-shop on sustainable business development;
- Business networking to support the implementation of sustainable business practices;
- Strong regional endorsement of the need to build sustainable businesses;
- Strong regional support for businesses to act sustainably; and,
- Exploration of creative and provocative ideas about how the region may tackle the challenge and opportunity of the ‘Circular Economy.’

Outcomes of the review process

The 2019 review process included a special Think Tank and follow up consultations with eleven stakeholders representing regional businesses, RDAMB, MBRIT, IMB, MBRC, Rotary, Samford Commons, Australian Coastal and Marine Ecology, Print Approach and USC.
The detailed response from the 2019 consultations referred to the 2014 outcomes as well as current inputs, as in Figure B.

Needs and aspirations emerging from both the 2013 consultation and 2019 consultation are itemised in the left-hand column. The right-hand column itemises practical responses to those needs as identified in both the 2013 consultation and the 2019 consultation.

**Figure B. Outcomes of the Think Tank on a Moreton Bay Regional Sustainable Business Strategy**

<table>
<thead>
<tr>
<th>Needs/aspirations indicated from consultations carried out previously (2013) and reinforced through the current consultation</th>
<th>Responses to those needs/aspirations already identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. High quality advice on how to build sustainable businesses.</td>
<td>Develop a Sustainable Business Roadmap to provide an overarching strategy for businesses and other enterprises. Conduct workshops on building a sustainable business. Provide mentoring and coaching from experts.</td>
</tr>
<tr>
<td>2. User-friendly access to that advice – both on-line and face to face.</td>
<td>Provide access to online ‘how to do it’ Toolkit which provides specific checklists of things to do .</td>
</tr>
<tr>
<td>3. Trusted source in an online one-stop-shop on sustainable business development.</td>
<td>Develop/access a portal which enables a regional focus and a national /international connection.</td>
</tr>
<tr>
<td>4. Business networking to support the initiation and implementation of sustainable business practices.</td>
<td>Access an online capacity to list businesses on a regional and national basis and also set up Sustainable Business Precincts.</td>
</tr>
<tr>
<td>5. Strong regional endorsement of the need to build sustainable businesses.</td>
<td>Develop a Regional Sustainability Roadmap that provides guidance on the way forward. Regional agencies take out membership of the United Nations Global Compact and undertake an Advanced Assessment process to determine the regional needs for sustainability.</td>
</tr>
<tr>
<td>7. Exploration of creative and provocative ideas about how the region may tackle the challenge and opportunity of the ‘green economy.’</td>
<td>Tap into current ‘industrial ecology’ practices. Initiate new industrial ecology projects. Educate businesses about the circular economy.</td>
</tr>
<tr>
<td>Input from the current (2019) consultation re emerging needs, changes and aspirations</td>
<td>Responses from a special Think Tank re the emerging needs and aspirations</td>
</tr>
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<tr>
<td><strong>8. Electric vehicle aspirations are rising</strong></td>
<td>Research existing projects re electric vehicles in Queensland and other local government areas. Propose projects that engage interested businesses and/or precincts re electric vehicles.</td>
</tr>
<tr>
<td><strong>9. Renewable energy aspirations are rising and highlights a need for accurate assessment of best options for solar and others</strong></td>
<td>Third party 'disinterested' agency/service is required to provide trustable advice on the best solar/renewable energy options for businesses.</td>
</tr>
<tr>
<td><strong>10. Paris Agreement has highlighted government shifts and priorities to handle climate change</strong></td>
<td>Tap into government, scientific and business networks to track policy changes and practice initiatives.</td>
</tr>
<tr>
<td><strong>11. Consumer demand is rising for sustainable products and operations</strong></td>
<td>Develop branding and marketing strategies to highlight the capacity of Moreton Bay businesses to meet consumer demand.</td>
</tr>
<tr>
<td><strong>12. Agenda/language shifting to ‘circular economy’ and ‘climate consciousness’</strong></td>
<td>Develop branding and marketing strategies to highlight the new language and other emerging narratives.</td>
</tr>
<tr>
<td><strong>13. Corporates, shareholders and government are putting more pressure on the supply chain to be more sustainable</strong></td>
<td>Educate businesses regarding how to build sustainable businesses that meet the increasing demand from those at the peak of the supply chain. Include a focus on Internationally approved Environmental Management Systems, Global Reporting Initiative, The Natural Step and the UN Sustainable Development Goals.</td>
</tr>
<tr>
<td><strong>15. UN Sustainable Development Goals are a new centrepiece of activity on sustainability worldwide</strong></td>
<td>Provide education for businesses and consumers on the Sustainable Development Goals (SDGs) and how to demonstrate meeting those goals.</td>
</tr>
<tr>
<td><strong>16. Global Reporting Initiative (GRI) strengthens its position as a global benchmark and reporting framework on sustainability</strong></td>
<td>Provide education for businesses and consumers on the Global Reporting Initiative.</td>
</tr>
<tr>
<td><strong>17. Businesses need help to explore their sustainability ideas and develop them into workable and profitable activity</strong></td>
<td>Tap into established networks like Sustainable Moreton Bay, Rotary Project, Chambers of Commerce, Sustainable Startup Hub, the Cooee Network, Green Street and others to bring ideas to fruition through a mentoring program and online support.</td>
</tr>
</tbody>
</table>
RDAMB documentation arising from the 2013 report

This documentation provides significant direction finders that reflect RDAMB vision and objectives including the conduct of a Regional Business Network Event series in 2013. Key elements of the networking series as proposed initially by RDAMB include:

“Objectives are to develop a business support network to engage businesses and encourage collaboration between businesses in implementing sustainability initiatives. The aims of the network are:

To provide assistance to businesses through network events, referral agencies, grants and other programs and sustainable suppliers and services to enable them to become more sustainable.

To provide businesses with real-world case studies from other businesses that have implemented sustainable initiatives and practical workshops on a sustainability theme in order to inspire action and provide ideas for implementation.

To encourage businesses to share stories about their sustainability progress and to seek assistance by asking questions and meeting with referral agencies for further assistance.

To provide a mechanism for businesses to benchmark and measure their sustainability progress against the Business Sustainability Roadmap and for project team Key Performance Indicators (KPI’s) reporting.

To advocate for incentives and programs to support sustainability behaviour change across the region’s businesses.”


The United Nations Global Compact partnership program

The United Nations Global Compact Cities Programme (UNGCCP) has initiated a concerted program of partnerships with cities and regions, which is gaining traction worldwide. Its purpose is to facilitate major sustainability partnerships between regional government and key investors or partnering companies.

The Moreton Bay Region is well placed to engage in this program. See https://citiesprogramme.org/our-framework/ for details of the program and the associated Sustainable Development Goals.
**Circles of Sustainability Regional Assessment tool**

The ‘Circles of Sustainability’ survey instrument is designed to ascertain the overall sustainability of cities and regions. This survey tool is proposed for use as a mechanism for gaining an initial benchmark of the sustainability of the region, particularly regarding the regional ecology in particular. Other regional activities will flow from an assessment of the outcomes of the ‘Circle of Sustainability’ survey.

The key areas of assessment are mapped to the world’s Sustainable Development Goals and include the following: air quality, built form, embodiment, emissions, energy, fauna, flora, food, materials, transport, waste and water. The tool was originally developed by a team from RMIT and the UNGCCP. Attachment D provides an overview of the Circles of Sustainability tool.

**Green Street online source**

The Green Street website is designed and maintained by NACC, the regional consulting business commissioned to complete this report. It is currently free to use and provides a number of services identified as meeting potential business needs during the initial surveying of businesses and the follow up consultations and Think Tank in 2019.

These include:

- User friendly access to advice – both on-line and face to face;
- Trusted source in an online one-stop-shop on sustainable business development;
- Business networking to support the implementation of sustainable business practices and sustainable business precincts;
- Workshops on ‘Building a sustainable business’, ‘Preparing workplace sustainability facilitators’ and ‘Sustainable leadership’,
- Whole-of-community sustainability strategies

The Green Street website is at [www.greenstreet.net.au](http://www.greenstreet.net.au) and a summary of Green Street services is included as Attachment E.
6. Regional Sustainability Roadmap

The Regional Sustainability Roadmap provides the basis for the content and sequencing of the implementation phase of this project. More substantial work is proposed in order that the Roadmap is followed to the level required to meet the aspirations it identifies. This report identifies immediate delivery priorities that sit within the Roadmap. More detailed work is proposed to be undertaken in a partnership of lead agencies and stakeholder groups.

The Roadmap is identified below in a graphic overview and in detail on following pages as Figure D.

*Figure C. Overview of Regional Sustainability Roadmap*
The detailed Regional Sustainability Roadmap (Figure D) uses the framework provided by the Queensland Government’s Sustainable Business Roadmap, which was designed originally for use by individual businesses, not regions. However, with informed input from the consultation process of this project there has been value added to the original Business Roadmap resulting in the creation of a roadmap which is regionally oriented.

At the same time the original roadmap has also been used as part of the Sustainable Business Toolkit, which provides direct guidance to businesses on how to build a more sustainable business.

The use of these modified models gives an integrated feel to the overall Moreton Bay Sustainable Business Strategy.

It also provides the opportunity for leading regional agencies such as RDA Moreton Bay and Moreton Bay Regional Council to model the uptake of sustainability in the same way as they are inviting individual businesses to do.

Elements of the Roadmap have been identified in section 8 below as the starting points for the implementation phase of the Moreton Bay Sustainable Business Strategy.

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**Figure D. Detailed components of the Regional Sustainability Roadmap**

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<tr>
<th>COMMIT</th>
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<th>INFLUENCE</th>
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<td>1</td>
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### Engagement

<table>
<thead>
<tr>
<th>Set sustainability agenda</th>
<th>Engage organisations</th>
<th>Stakeholder leadership</th>
<th>Engage consumers</th>
<th>Sustainability leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain executive commitment from Council and RDA</td>
<td>Engage regional stakeholders in developing a regional commitment to sustainability</td>
<td>Promote the sustainability vision to major stakeholders inside and outside the region</td>
<td>Promote sustainability achievements externally</td>
<td>Take a leadership role in the sustainability of the region and state</td>
</tr>
<tr>
<td>Develop/review a sustainability vision statement and set a strategic direction for the sustainability of the Region</td>
<td>Encourage and reward organisational commitment</td>
<td>Engage suppliers and work in partnership to improve performance</td>
<td>Demonstrate commitment to sustainability by using credible eco-labelling for products</td>
<td>Create partnerships to improve communities and the environment</td>
</tr>
<tr>
<td>Communicate the benefits and engage organisations</td>
<td>Use skilled teams to engage stakeholders and to look for improvement</td>
<td>Invest in and develop professional skills of regional leaders</td>
<td>Show others in the value chain how to improve their sustainability performance</td>
<td>Inspire others to take action</td>
</tr>
<tr>
<td>Participating organisations take a lead role in driving sustainability</td>
<td>Celebrate achievements</td>
<td>Support quarterly Sustainability Forums for Business and Community</td>
<td>Identify and engage new and emerging markets</td>
<td>Create the future</td>
</tr>
</tbody>
</table>
## Moreton Bay Sustainable Business Strategy

### COMMIT

**Footprint**

<table>
<thead>
<tr>
<th>Measure the environmental and sustainability footprint</th>
<th>Implement eco-efficiency improvements</th>
<th>Create sustainable supply chains</th>
<th>Set new industry benchmarks</th>
<th>Contribute to the environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and apply tools and processes to measure the environmental footprint of the region.</td>
<td>Prioritise SMART opportunities (simple, measurable, achievable, relevant, time bound)</td>
<td>Take responsibility for the environmental impacts in outsourced operations and supply chains</td>
<td>Reduce the “whole of life impacts” regional products or services have on communities and the environment</td>
<td>Ensure that regional activities contribute in a net positive way to enhancing communities and the environment</td>
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Identify opportunities for improvement

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<tr>
<th>Identify opportunities for improvement</th>
<th>Implement short payback efficiency measures</th>
<th>Implement supply chain performance benchmarking.</th>
<th>Close resource loops, Identify the use of waste streams and use industrial ecology opportunities</th>
<th>Shift business operations to meet customer needs through services rather than products</th>
</tr>
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</table>

| Identify and reduce toxins and hazardous substances from processes and operations | Reduce adverse environmental and social impacts resulting from procurement and distribution activities | Insist on minimum environmental impact across the region | |

Incorporate sustainability requirements into procurement policies of major stakeholders

| Incorporate sustainability requirements into procurement policies of major stakeholders | Identify and reduce toxic and hazardous substances in regional supply chains | Eliminate toxic and hazardous substances from your products and supply chain | |

### ACTION

**Innovation**

<table>
<thead>
<tr>
<th>Encourage innovation</th>
<th>Learn and plan for long term innovation</th>
<th>Collaborate to innovate</th>
<th>Innovative design</th>
<th>Identify future innovations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research what innovation is taking place in the region (what information is available, who are the leaders)</td>
<td>Encourage ideas from inside and outside regional networks to understand how innovation can be applied</td>
<td>Problem-solve with major suppliers</td>
<td>Invest in research for major changes to products and services</td>
<td>Ensure that innovations enhance the future sustainability position of the region</td>
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### Identify how the region innovates
- Scope out longer-term investments in innovative technologies
- Work with stakeholders inside and outside the region to create sustainable products/services
- Take on cutting edge ideas and reward those initiated in the region
- Seek simplicity in design and delivery of services

### Motivate organisations and communities to contribute ideas
- Establish and support Sustainable Business Precincts
- Develop a framework for collaborative innovation
- Extend the durability of products and services
- Promote and participate in open source innovation and knowledge

### Prioritise innovations according to costs and benefits
- Support Regional Sustainability Hubs
- Collaborate with regional partners to develop new sustainability industries
- Design the environmental impacts out of products and services
- Identify market trends; plan and develop products and services for the future

### Systems

<table>
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<tr>
<th>Measure for accountability</th>
<th>Build systems for ongoing management</th>
<th>Integrate sustainability systems</th>
<th>Report sustainability performance</th>
<th>Reflect and continuously improve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include environmental accountabilities and responsibilities in strategic/operational plans of regional organisations</td>
<td>Identify appropriate environmental management and industry benchmarking systems</td>
<td>Implement appropriate environmental management and industry benchmarking systems</td>
<td>Implement sustainability and/or corporate social responsibility reporting</td>
<td>Set ambitious targets and goals across all components of sustainability</td>
</tr>
<tr>
<td>Identify and ensure compliance with environmental obligations</td>
<td>Develop a system for performance measurement and rewards</td>
<td>Implement lifecycle assessments for products and services delivered regionally</td>
<td>Ensure reporting includes the measurement of product, lifecycle and business impact</td>
<td>Keep your focus on the future and continual improvement as your journey continues</td>
</tr>
<tr>
<td>Develop systems to measure and capture required data</td>
<td>Develop systems to reinvest cost savings in initiatives that deliver further improvements</td>
<td>Extend footprint to account for product life cycles</td>
<td>Seek external validation for sustainability reporting</td>
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<tr>
<td>Assign resources</td>
<td>Incorporate sustainability into regional decision-making processes</td>
<td>Align accounting, procurement and production systems with sustainability goals</td>
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</tbody>
</table>
7. Sustainable Business Toolkit

The Sustainable Business Toolkit is a mix of online and face-to-face strategies that are web enabled.

The website will hold some of its own original content and will also link with other websites that meet the needs identified by the consultation process undertaken in this project.

Other social media are proposed to supplement the Toolkit.

A starter version of the website is in preparation at www.sustainablemoretonbay.com.au and a homepage example is provided below. Please note this link is not yet live for access.

Website contents

The contents of the website are described within the 8 sections (tabs) identified below. These are:

1. Homepage
2. Sustainability Roadmap
3. Sustainability Assessment
4. Sustainable Activities
5. Business Precincts
6. Business Listing
7. Help and Links
8. Contact
Moreton Bay Sustainable Business Strategy

Figure E. Sustainable Business Toolkit homepage example

![Sustainable Business Toolkit homepage example](image)

Figure F. Contents of the Sustainable Business Toolkit

<table>
<thead>
<tr>
<th>HOMEPAGE</th>
<th>Sustainable Moreton Bay will help businesses to be more sustainable economically and ecologically. This toolkit of practical ideas, guidelines and networks will enable businesses to be more connected, more viable and more ethical - doing well while doing good.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUSTAINABILITY ROADMAP</td>
<td>Short description of the two roadmaps and clickable graphics to go to drop down screens as below.</td>
</tr>
</tbody>
</table>
| Business sustainability | Single page graphic which provides guidance on:  
   - 5 destinations of Commit, Act, Embed, Influence, Sustain  
   - 4 strategies to reach each destination: Engagement, Footprint, Innovation Systems  
   - 70 actions to enable the strategies to be delivered and the destinations to be reached |
Regional sustainability

Single page graphic which provides guidance on:

- 5 destinations of Commit, Act, Embed, Influence, Sustain
- 4 strategies to reach each destination: Engagement, Footprint, Innovation, Systems
- 70 actions to enable the strategies to be delivered and the destinations to be reached

<table>
<thead>
<tr>
<th>SUSTAINABILITY ASSESSMENT</th>
<th>Short description of options to assess overall sustainability and clickable graphics to go to drop down screens as below.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business sustainability assessment</td>
<td>Green Street Sustainable Business Score</td>
</tr>
<tr>
<td>Eco efficiency assessment</td>
<td>EcoBiz assessment and planning process</td>
</tr>
<tr>
<td>Workplace sustainability assessment checklist</td>
<td>22 item checklist with 150 sub-items for assessing workplace sustainability</td>
</tr>
<tr>
<td>Workplace action plan</td>
<td>Selection of action plans for improving workplace sustainability</td>
</tr>
</tbody>
</table>
# Moreton Bay Sustainable Business Strategy

## Regional assessment

**Measure the Sustainability of the Region**

Circle of Sustainability Survey for Rapid Assessment of Regional sustainability against UN Global compact criteria

### SUSTAINABILITY ACTIVITIES

- **Workplace sustainability checklist**: 22 item checklist with 150 sub-items for acting on workplace sustainability
- **Industrial ecology**: Industrial ecology projects accessible by businesses and community
- **Events**: List of links to sustainability-oriented events in the region or close to - events updated daily
- **Workshops and conferences**: List of links to sustainability-oriented workshops and conferences in the region or close to - updated daily
<table>
<thead>
<tr>
<th>SUSTAINABLE BUSINESS PRECINCTS</th>
<th>Description of the concept, benefits and processes for joining Sustainable Business Precincts in Moreton Bay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moreton Bay Sustainable Business Precincts</td>
<td>Sustainable Business Precincts in the region based on geographic grouping and ‘precincts of interest’</td>
</tr>
<tr>
<td>Nationwide Sustainable Business Precincts</td>
<td>Sustainable Business Precincts nationally based on geographic grouping and ‘precincts of interest’</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BUSINESS LISTING</th>
<th>Description of the purpose and criteria for the business listings and benefits to be gained</th>
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</thead>
</table>
| Regional business listing | Listing of Moreton Bay businesses linked to the Moreton Bay Regional Council business directory will likely be accessible and listed on  
(Decisions re criteria for being on the listing are to be carried out by RDA and MBRC and other stakeholders. Other listings additional to Green Street will be researched for relevance.) |
| National business listing | Listing of Australian businesses, including Moreton Bay businesses, which are listed on |

<table>
<thead>
<tr>
<th>HELP AND LINKS</th>
<th>Description of the availability of consulting help, sustainable suppliers and downloadable resources.</th>
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</thead>
</table>
| Consulting support | Links to Moreton Bay businesses which provide consulting/helping services in sustainability categories  
(Decisions re criteria for being on the listing are to be carried out.) |
| Sustainable suppliers | Links to Moreton Bay businesses which provide materials and services in sustainability categories  
(Decisions re criteria for being on the listing are to be carried out.) |
| Resources | Downloadable materials to help conduct sustainability activities in businesses |
| Videos | Links to video resources relating to sustainability categories |
| Ideas implementation | Link to [www.cooee.org.au](http://www.cooee.org.au) to assist with implementation of sustainability ideas |

<table>
<thead>
<tr>
<th>CONTACT</th>
<th>Description of the various key agencies and networks available in the region which have a sustainability-oriented role.</th>
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</thead>
<tbody>
<tr>
<td>RDA Moreton Bay</td>
<td>RDA Moreton Bay <a href="http://www.rdamoretonbay.org.au">www.rdamoretonbay.org.au</a></td>
</tr>
</tbody>
</table>
| Moreton Bay Sustainable Business Network | Moreton Bay Sustainable Business Network.  
An active Linked In group will be established by RDA Moreton Bay. |
| **Moreton Bay Sustainable Community Network** | Moreton Bay Sustainable Community Network as established through RDAMB |
| Green Street | Green Street [www.greenstreet.net.au](http://www.greenstreet.net.au) |
8. Implementing the Sustainable Business Strategy

Projects to be implemented

A number of projects have been identified as key drivers of the strategy. These projects fit within the four post-commitment action areas of the Regional Sustainability Roadmap, being: Engagement - Footprint - Innovation – Systems.

These action areas are the methods by which sustainable regional destinations of Commit, Act, Embed, Influence and Sustainable Region will be achieved.

The integration of these projects is identified in Figure G, which identifies four projects designed for direct engagement with businesses.

Projects designed for delivery to and/or through regional agencies and networks are identified in Figure H. These agencies may include regional organisations such as RDAMB, MBRC, MBRIT, USC and IMB working through a Regional Sustainable Business Network and with community enterprises.

Direct consultation with senior officers and representatives from these organisations provides significant optimism regarding the energy, commitment and aspiration these agencies hold for strengthening significantly the sustainability of the region.

The projects will also engage with regional sustainability projects such as the Rotary Climate Change Project, the Sustainable Startup Hub, Samford Commons, local environment groups, schools and others.

The delivery by MBRC of sustainability practices regarding waste management and parks and recreation facility design and construction is acknowledged. MBRC acknowledges that moves toward the development of a carbon neutral region are a work in progress.
## Figure G. Projects proposed for implementation directly with businesses

<table>
<thead>
<tr>
<th>Project</th>
<th>Short descriptor</th>
</tr>
</thead>
</table>
| 1. Online Regional Sustainability Toolkit | Sustainable Moreton Bay Toolkit website will provide a cross section of services and links to enable businesses to build their sustainability. It will be a catalyst for the changed behaviour of businesses and consumers. It will include:  
- Sustainable Workplace Score which will heighten business sustainability and branding  
- Regional Sustainable Business Group and listings which will attract customers, lower the sustainability footprint, increase innovation, improve clustering and improve regional branding.  
- Links to help and services  
- Sustainable Household Score to create consumer awareness and demand Social media channels will be a part of the Toolkit service. |
| 2. Sustainable Business Precincts | Sustainable Business Precincts will be supported as 2-3 pilots, selected from Redcliffe, Strathpine, Woodford, Caboolture, Hills District, North Lakes, Bribie Island and Samford. This project has the potential to have very high impact on local businesses, local economies and the region. In many ways the establishment of Sustainable Business Precincts is the epitome of what the Sustainable Business Strategy is aspiring to do. |
| 3. Regional Sustainable Business Network | Network Forums will meet quarterly to provide leadership development, case studies, business to business activity and increased knowledge of good practice. This is an excellent partnering process for the Sustainable Business Precincts and the Industrial Ecology project as it helps network potential business partners and provides education on sustainability reporting, sustainability branding and the switch to embracing sustainability into the workplace. Educates businesses regarding how to build sustainable businesses which meet the increasing demand from those at the peak of the supply chain. Include a focus on Internationally approved Environmental Management Systems, Global Reporting Initiative, The Natural Step and the UN Sustainable Development Goals. Tap into established networks like Sustainable Moreton Bay, Rotary Project, Chambers of Commerce, Cooee Network, Green Street, Sustainable Startup Hub and others to bring ideas to fruition through a mentoring program and online support. |
| 4. Third party guidance on sustainability products | Investigate the establishment of, or connection with, a third party ‘disinterested’ service which is able to give clear and unbiased advice on the purchase of targeted products such as renewable energy systems, electric vehicles and waste management technology. Endorse a network of service providers for ISO14000 Environmental Management Systems and other consulting services. |
### Figure H. Projects proposed for implementation with regional agencies

<table>
<thead>
<tr>
<th>Project</th>
<th>Short descriptor</th>
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<tbody>
<tr>
<td>5. Industrial Ecology Program</td>
<td>Project is piloted in areas self-defined by participating businesses. Has the potential to be high impact if potentially partnering businesses become connected.</td>
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<tr>
<td>6. Regional Sustainability Branding</td>
<td>Develop branding and marketing strategies to highlight the new language and other emerging narratives.</td>
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<tr>
<td></td>
<td>Develop branding and marketing strategies to highlight the capacity of Moreton Bay businesses to meet consumer demand. The emergence of sustainability-oriented programs and capacities at the USC Petrie Campus is expected to enhance this strategy.</td>
</tr>
<tr>
<td>7. Circles of Sustainability Regional Profiling</td>
<td>Assess the current status of the region regarding the ecology of the region using a choice of three tiers from Rapid Assessment, Aggregate Assessment and Comprehensive Assessment Profiling. Will heighten awareness and knowledge about good sustainability practice including air quality, built form, embodiment, emissions, energy, fauna, flora, food, materials, transport, waste and water.</td>
</tr>
<tr>
<td>8. UN Global Compact Cities Programme</td>
<td>Membership of the UN Global Compact Programme will catalyse engagement and innovation and lead to a reduction in the footprint.</td>
</tr>
<tr>
<td>9. Regional Sustainability Centres and Sustainability Trail</td>
<td>Support the existing Environment Centres at Caboolture, Griffin and Eatons Hill through the enhancement of existing education programs to incorporate sustainability practices for business and community. Include continuing support for the emerging Samford Commons entity as a facilitator for business and community sustainable practice education. Work with these centres and other networks and sites to establish a Sustainability Trail as an educational showpiece, visitor attraction and branding event.</td>
</tr>
<tr>
<td>10. Sustainability assessment of regional agencies</td>
<td>Sustainability Assessment and Reporting processes undertaken with regional lead agencies including MBRC, MBRI, USC Petrie and others as nominated. This highlights action to be taken to improve the sustainability of the region’s leading public organisations and also provides a model for businesses and communities in the region.</td>
</tr>
<tr>
<td>11. Renewable energy and electric vehicles</td>
<td>Develop a regional plan for the use of renewable energy and the uptake of electric vehicles for both domestic and commercial use.</td>
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<tr>
<td>12. Regional Sustainable Communities Network</td>
<td>Sustainable Communities Network will meet quarterly to heighten consumer awareness and demand for sustainable products and services, lower the sustainability footprint and improve regional branding. This network will accelerate the interdependence between businesses and communities.</td>
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</tbody>
</table>
Rating projects for implementation

The projects are rated on a scale from 1 (very low) to 10 (very high) against the following criteria, using consultations with stakeholders and futures-oriented information as the basis for the assessment by the project consultant.

- Priority by businesses and stakeholders;
- Impact on businesses;
- Cost (higher the cost, the lower the number);
- Speed of delivery; and,
- Overall high priority, high impact, moderate cost, speed of delivery.

**Figure I. Rating business and regional projects for implementation**

<table>
<thead>
<tr>
<th>Projects in priority order</th>
<th>Priority by business</th>
<th>Impact</th>
<th>Cost</th>
<th>Speed of delivery</th>
<th>Overall</th>
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<tbody>
<tr>
<td>1. Online Sustainability Toolkit</td>
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<td>2. Sustainable Business Precincts</td>
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<td>3. Regional Sustainable Business Network</td>
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<tr>
<td>4. Third party guidance on sustainability products and services</td>
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<tr>
<th>Projects in priority order</th>
<th>Impact</th>
<th>Cost</th>
<th>Speed of delivery</th>
<th>Overall</th>
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<td>1. Industrial Ecology Program</td>
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<td>2. Regional Sustainability Branding</td>
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<td>3. Renewable energy and electric vehicles</td>
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<td>4. Circles of Sustainability Regional Profiling</td>
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<td>5. Regional Sustainable Communities Network</td>
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<td>6. Regional Sustainability Centres and Trails</td>
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<td>7. UN Global Compact Cities Programme</td>
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<tr>
<td>8. Sustainability Assessment of Regional lead agencies</td>
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</table>
Figure J. Estimated planning timelines and budgets

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<th>Process</th>
<th>Colour code</th>
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<tr>
<td>Planning - consultation</td>
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<td>Launch</td>
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<td>Delivery</td>
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Note that the funding allocations are indicative only and do not account for funds already allocated by regional agencies such as MBRC, RDAMB, MBRT and IMB in particular.

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<tr>
<td>8. Circles of Sustainability Regional Profiling Levels 1 and 2</td>
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<td>$ 15,000 2020-21</td>
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<td>TBA 2021-22</td>
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<td>9. Regional Sustainable Communities Network</td>
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</tr>
<tr>
<td>10. Regional Sustainability Centres and Trails</td>
<td>$ 0  2018-19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>$ 10,000  2019-20</td>
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<td>$ 10,000  2020-21</td>
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<td>TBA  2021-22</td>
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</tbody>
</table>

| 11. UN Global Compact Cities Programme | $ 0  2018-19 |
|                                       | $ 5,000  2019-20 |
|                                       | $ 20,000  2020-21 |
|                                       | TBA  2021-22 |

| 12. Sustainability Assessment of Regional lead agencies | $ 0  2018-19 |
|                                                      | $ 0  2019-20 |
|                                                      | $ 30,000  2020-21 |
|                                                      | TBA  2021-22 |
### Figure K. Overview of the seed budget for delivery of the strategy

<table>
<thead>
<tr>
<th>Projects (Business direct)</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2021-22</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Online Sustainability Toolkit</td>
<td>15,000</td>
<td>15,000</td>
<td>10,000</td>
<td>TBA</td>
<td>40,000</td>
</tr>
<tr>
<td>2. Sustainable Business Precincts</td>
<td>10,000</td>
<td>20,000</td>
<td>20,000</td>
<td>TBA</td>
<td>50,000</td>
</tr>
<tr>
<td>3. Regional Sustainable Business Network</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>TBA</td>
<td>15,000</td>
</tr>
<tr>
<td>4. Third party guidance on sustainability</td>
<td>0</td>
<td>5,000</td>
<td>5,000</td>
<td>TBA</td>
<td>10,000</td>
</tr>
<tr>
<td>products and services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL BUSINESS</strong></td>
<td><strong>30,000</strong></td>
<td><strong>45,000</strong></td>
<td><strong>40,000</strong></td>
<td></td>
<td><strong>115,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects (Regional)</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2021-22</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Industrial Ecology Program</td>
<td>0</td>
<td>5,000</td>
<td>10,000</td>
<td>TBA</td>
<td>15,000</td>
</tr>
<tr>
<td>2. Regional Sustainability Branding</td>
<td>0</td>
<td>20,000</td>
<td>10,000</td>
<td>TBA</td>
<td>30,000</td>
</tr>
<tr>
<td>3. Renewable energy and electric vehicles</td>
<td>0</td>
<td>20,000</td>
<td>10,000</td>
<td>TBA</td>
<td>30,000</td>
</tr>
<tr>
<td>4. Circles of Sustainability Regional Profiling</td>
<td>0</td>
<td>5,000</td>
<td>15,000</td>
<td>TBA</td>
<td>20,000</td>
</tr>
<tr>
<td>5. Regional Sustainable Communities Network</td>
<td>0</td>
<td>5,000</td>
<td>5,000</td>
<td>TBA</td>
<td>10,000</td>
</tr>
<tr>
<td>6. Regional Sustainability Centres and Trails</td>
<td>0</td>
<td>10,000</td>
<td>10,000</td>
<td>TBA</td>
<td>20,000</td>
</tr>
<tr>
<td>7. UN Global Compact Cities Programme</td>
<td>0</td>
<td>5,000</td>
<td>20,000</td>
<td>TBA</td>
<td>25,000</td>
</tr>
<tr>
<td>8. Sustainability Assessment of Regional lead agencies</td>
<td>0</td>
<td>0</td>
<td>30,000</td>
<td>TBA</td>
<td>30,000</td>
</tr>
<tr>
<td><strong>TOTAL REGIONAL</strong></td>
<td><strong>0</strong></td>
<td><strong>70,000</strong></td>
<td><strong>110,000</strong></td>
<td></td>
<td><strong>180,000</strong></td>
</tr>
</tbody>
</table>

| **TOTAL BUSINESS + REGIONAL**                  | **30,000** | **115,000** | **150,000** |         | **295,000** |

**Note:** These budget items have been provided in the light of information regarding funds that may be available from regional agencies such as RDAMB, MBRT, MBRC and IMB sources during the period. Funding from external sources will need to be sourced to implement high cost projects, particularly regional projects.
Attachments

A. RDAMB sustainable business strategy progress report 2013

B. Sustainable business Think Tank Report

C. Moreton Bay sustainable business network events proposal 2014

D. Overview of the Circles of Sustainability assessment tool

E. Overview of Green Street

F. Summary of participating businesses and organisations
Regional Development Australia Moreton Bay

Moreton Bay Sustainable Business Strategy

Stage 2 Progress Report

1. Background 2
2. Summary outcomes of Surveys 2
3. Summary outcomes of Focus Groups 2
4. Summary outcomes of Sustainable Business Forum 4
5. Next steps 7

15 April 2013
1. **Background**

This progress report summarises the outcomes of the first three steps of the consultation to develop a Moreton Bay Sustainable Business Strategy:

- Business surveys
- Focus groups
- Business Forum

Details of each step are available separately.

The main purpose of this report is to give direction to the final stage of the process – the development of a Sustainability Roadmap and a Sustainable Business Toolkit for the Moreton Bay Region.

2. **Summary outcomes of the Surveys**

2.1 Number of respondents 335

2.2 Sustainability strategies already in place

- Energy efficiency 83%
- Waste minimisation 72%
- Water efficiencies 58%

2.3 Strategies which would be considered in the future

- Renewable energy 18%
- Sale of green products and services 15%
- Reducing fuel costs 14%

2.4 Factors influencing (non) take-up of strategies

- Perceived cost/affordability 76%
- Knowledge about what to do 43%

2.5 Factors likely to assist take-up

- Online information 51%
- Subsidised goods and services 44%
- Networking businesses 32%

2.6 Other factors influencing take-up of strategies

- Government purchasing policies
- Consumer purchasing preferences
- Ease of access to information
- Simplicity of information
- Cost of introducing sustainable activities
- Cynicism

3. **Summary outcomes of the Focus Groups**

Three Focus groups were conducted with a total of 27 people participating, including 11 at Caboolture, 10 at Murrumba Downs and 6 at Samford.

3.1 The main needs identified across the Focus Groups include the need for:

1. High quality advice on how to build sustainable businesses.
2. User friendly access to that advice – both on-line and face to face.
3. Trusted source in an online one-stop-shop on sustainable business development.
4. Business networking to support the initiation and implementation of sustainable business practices.
5. Strong regional endorsement of the need to build sustainable businesses.
6. Strong regional support for businesses to act sustainably.
7. Exploration of creative and provocative ideas about how the region may tackle the challenge and opportunity of the ‘green economy.’

3.2 Specific practical ideas regarding the Sustainable Business Strategy and Toolkit and meeting the needs identified in 3.1 above include:

1. Provide a one-stop-shop website that lists how to be sustainable with detail on what the most efficient products and practices are, a directory of where to get these products and also service/product providers. Honest and easy to access information all in the one place.
2. Establish social media links to enable ways to advertise waste available for other businesses to use.
3. Ways of linking with other businesses that are trying to be sustainable and sharing stories, likely through sustainable business precincts by geography or virtual and a green business collective that learns by each others’ business’s best practice.
4. Solutions need to be tailored for different types of business, not just generic solutions.
5. Assistance with accessing green accreditation systems.
6. Provide a book of guidelines to being sustainable for particular industries.
7. Easy to access and simple information to enable easy decision making: Not a large list of actions, just small steps to start with and simple and easy to understand information.
8. Honest labelling of products for their energy efficiency.
9. Help businesses to get into a business premises to try their business idea out in a shop through Renew Moreton.
10. Provide new business owners with a sample bag of goods and services that are sustainable, including a checklist.
11. Provide library resources through a personal help information station.
12. Publish a DVD of people and businesses that are being more sustainable and showing what they are doing.
13. Provide a comparison of costs of being sustainable and the benefits.
14. Conduct a Sustainability Expo.
15. Provide a way of recording progress towards sustainability so businesses can see the progress they have made and the savings they have achieved, and also how they have been compliant with government regulation.
17. Help businesses to cater for consumers all along the sustainability continuum.
18. Retro-fit Redcliffe Firestation and use as a demonstration site for sustainability and also a precinct to learn about sustainability.
19. Establish a regional Sustainability Resource Centre at Samford Commons.
20. Help people re-connect to local and real solutions.
21. Start from where businesses are: acknowledge what they are already doing and appreciate it.
22. Provide a capacity for businesses to assess and measure their sustainability performance.
23. Support adaption for the future by showing businesses how they can be economically resilient by acting now to have benefit later and plan for changes in the future.
25. How do we do things locally so that we can take back our power to make decisions.
26. Support the personal wellbeing of the workplace and also of the customers and staff.
27. Enable storytelling which needs to come from an objective source, not government that can be mistrusted by some, implementation not just government but from a non-government organisation.
28. Establish sustainability focus groups which can in themselves start the process of people thinking about sustainability where they weren’t before.
29. Businesses that go through the sustainability process get a sticker to say they are working towards becoming sustainable.
30. Regional Council signs up to the UN Global Compact as a way of modelling sustainable practice.

4. Summary outcomes of the Sustainable Business Forum
   4.1 Participation

Seventeen business people participated in the Forum which was also attended by three managers from the Moreton Bay Regional Council, three representatives from RDA Moreton Bay, two staff from NACC Sustainability and Forum consultants Howard Nielsen (NACC Sustainability) and Professor John Cole (USQ).

4.2 Process

The process included the following sequence:

• Guest Speaker Professor John Cole on “What it takes to build a sustainable business in a sustainable region.”
• Case Studies – what some businesses have done to be sustainable
• Workshop – components of a sustainable enterprise roadmap
• Sampling online support options of a regional portal and Green Street
• Working groups on ‘Provocative Propositions’ focusing on:
  - New markets and sustainable technologies
  - Knowledge transfer and skill acquisition
  - Accessing ideas, investment, entrepreneurs and networks in the region
  - Components of a regional sustainability strategy
  - What a Toolkit should look and feel like
  - Others as may be decided
• Group proposals, discussion, moderation and agreement
• Immediate next steps
• Summation – Professor John Cole

4.3 Outcomes

The presentation by Professor Cole provided a powerful and insightful overview of the issues relating to the green economy and to the potential actions individuals and groups can take to meet the challenges and take advantage of the opportunities. The powerpoint presentation by Professor Cole is accessible on the RDA website.

Case studies

Participants shared stories about the sustainability of their own businesses and also heard a case study of a business which has been tackling the sustainability challenges for a few years. People gained insights relevant to their own businesses through the process of structured conversation in both small groups and a large group.

Components of a sustainable business roadmap
The whole-group discussion process unveiled the following components of a sustainable business roadmap.

<table>
<thead>
<tr>
<th>1. Catalyst</th>
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<tbody>
<tr>
<td>- cost benefits</td>
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<tr>
<td>- awareness</td>
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<tr>
<td>- opportunity</td>
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<tr>
<td>- legislation</td>
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<td>- pressure</td>
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<table>
<thead>
<tr>
<th>2. Decision to act</th>
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<tbody>
<tr>
<td>- weigh up benefits</td>
</tr>
<tr>
<td>- consult with people</td>
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<table>
<thead>
<tr>
<th>3. Find out</th>
</tr>
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<tbody>
<tr>
<td>- what we are doing</td>
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<tr>
<td>- options for action</td>
</tr>
<tr>
<td>- customer views</td>
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<tr>
<td>- best practice</td>
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<td>- costs</td>
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<tr>
<th>4. Plan strategy</th>
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<tr>
<td>- develop green plan</td>
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<tr>
<td>- staff on board</td>
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<tr>
<td>- staff learning</td>
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<tr>
<th>5. Take action</th>
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<tr>
<td>- support ‘champions’</td>
</tr>
<tr>
<td>- implement plans</td>
</tr>
<tr>
<td>- monitor progress</td>
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<tr>
<td>- be systematic</td>
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<tr>
<td>- embed actions</td>
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<tr>
<th>6. Broaden impact</th>
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</thead>
<tbody>
<tr>
<td>- include suppliers</td>
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<tr>
<td>- advocate in networks</td>
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<tr>
<td>- tell stories</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainable business roadmap</th>
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</thead>
<tbody>
<tr>
<td>Impacted by culture, expectations, communications, capacity, priority, commitment</td>
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</tbody>
</table>

This input will be added to existing models so that a Moreton Bay Sustainable Business Roadmap is developed which will focus on both workplaces and the region.

- **Sampling online support options of a regional portal and Green Street**

  The draft portal page and the Green Street website were demonstrated and feedback was invited regarding the capacity to meet the need for a one-stop-shop for businesses.

  Feedback indicated that having a portal recognised as being regionally owned was a good idea and that it should link through to other websites. Green Street was acknowledged as a site to be used to meet a significant number of needs identified in the Focus Groups and the Forum, namely:

  - a Moreton Bay regional listing of businesses taking action on sustainability;
  - a tool for assessing a business’s sustainability and enabling a sustainability score; and,
  - a first point in starting the sustainability process.
Working groups on ‘Provocative Propositions’

The ‘provocative propositions’ of the working group sessions on ‘big questions’ are included below. (Note: Some editing occurred for grammatical correctness and unclear comments.)

Big Question # 1: What should be the contents of a Sustainable Business Toolkit?

A functional Toolkit must enable businesses to learn by doing, including taking risks, making mistakes, recalibrating when necessary and making decisions based on the lessons learned. It will therefore need to include:

- Case studies
- Learning workshops
- Software systems in place or available for consultancy
- Trialability processes
- Network groups or forum
- Opportunity to develop and expand knowledge and expertise
- Access to accreditation, compliance and evaluation

Big Question # 2: What new and sustainable business markets are out there?

- Have communities reduce travel miles by 50% or higher and measure on Green Street
- Local businesses reduce non-compostable waste by 100%
- Use multi-function processes such as aquaponics
- Co-ordinate space sharing and resource sharing
- Co-ordinate urban food production in the community
- Access software to assist with food production
- Link businesses to manage use of waste

Big Question # 3: How can we access the ideas, networks, entrepreneurs and investments to help build sustainable businesses?

- On an industry specific basis link similar businesses with similar objectives
- Give credits for recycling unwanted materials to other businesses
- Businesses which achieve top sustainability ranking must include mentoring to other businesses as part of their role
- Bring all ideas to one central location, one portal

Big Question # 4: What new knowledge and skills do we need to build sustainable businesses?

- Need a trusted source to tell us the supplier/business is actually sustainable
- Don’t just wait for government to change
- Recognise that there are things business can do – there are programs out there like Greenstar Building Accreditation
- Business needs to understand sustainability is a long-term commitment
- Build sustainability into courses on architecture, town planning etc
- Promote TAFE courses in the region

Big Question # 5: What should be the components of a regional sustainability strategy?

- Provide a trusted information source
- Moderate the quality of service provision via social media
- Provide ease of access to events and information
- Facilitate a stepped approach which enables buy in from stakeholders
- Map the implementation process
- Showcase to other regions and the world – aim for the top!

5. **Next steps**

It is proposed that the needs of the project be met by implementing the response to the inputs from the surveys, focus groups, business forum and discussions with the RDA Moreton Bay and other stakeholders.

The consulting team’s response to the insights, issues and other comments raised through the process are expressed here as answers to what are seen as the core questions?.

**Item 1:** What does a sustainable business look like?

**Response:** Develop a Sustainable Enterprise Roadmap

This roadmap will use the model developed at the Business Forum (see 4.3 above) as a basic guide and integrated with a framework generated by the Department of Environment and Heritage. This provides an overarching strategy for businesses and other enterprises wanting to be more sustainable.

**Item 2:** How do we know how sustainable our business is at the moment?

**Response:** Provide access to online sustainability assessment tools.

The tools will assess both the eco efficiency of the business and the overall sustainability of the business. The Sustainable Business Score will be accessed via a new portal website – [www.sustainablemoretonbay.org](http://www.sustainablemoretonbay.org) which will take people to the Green Street website and the scoring process.

**Item 3:** How will we know what to do practically to build a more sustainable business?

**Response:** Provide access to online ‘how to do it’ activities

These tools will provide specific checklists of things to do in relation to the assessment undertaken on the business. These will be accessible via the new website and links to a number of other websites.

**Item 4:** What online resources will be available to businesses?

**Response:** Develop a new portal which enables both a regional focus and a national and international capability.

The Sustainable Moreton Bay Region website [http://www.sustainablemoretonbay.org](http://www.sustainablemoretonbay.org) will act as a portal to other online services which provide high quality information and networking capability.

**Item 5:** What human resources are available to help us build a more sustainable business?

**Response:** The Sustainable Moreton Bay web portal will provide a capacity for local consulting support agencies to be listed for access by businesses.

A starter list of consulting agencies and government support people will be provided on [www.sustainablemoretonbay.org](http://www.sustainablemoretonbay.org) and additional agencies may be added at any time.

**Item 6:** How can we network with other businesses and also promote our businesses as being more sustainable within the region and wider?

**Response:** Establish an online capacity to list businesses on a regional and national basis and also set up Sustainable Business Precincts.
It is important for consumers to be able to access sustainable businesses in their local area and also regionally. It is also important for Moreton Bay businesses to be accessible by consumers from both within the region and outside of it. The web portal will provide access to such a Business Listing through Green Street’s capacity to list and group businesses.

**Item 7:** How can the Region model and support sustainable business practice

**Response:**

1. A Regional Sustainability Roadmap is developed which provides guidance on the way forward
2. Regional Council applies for membership of the United Nations Global Compact and undertakes both a Rapid Assessment and Advanced Assessment process to determine the starting point for regional sustainability.
3. Regional Council supports the continuation of sustainability resource centres at Caboolture and Murrumba Downs.
4. Regional Council and the RDA support the establishment of a community owned sustainability centre at Samford Commons which focusses on both businesses and communities.
5. Regional Council and RDA integrate their economic development strategy and digital strategy with the sustainability strategy.
6. RDA, Regional Council and regional partners facilitate the conduct of quarterly Sustainability Forums which integrate business sustainability and community sustainability.

7. **Final note**

Proposed actions regarding the items above, the consultancy brief overall and any other emerging issues or ideas will be included in the final Moreton Bay Sustainable Business Strategy to be presented and delivered to the committee of RDA Moreton Bay on 17 May 2013.

Howard Nielsen

NACC Sustainability-People

26 April 2013
**ATTACHMENT B:**

**In-brief progress report on the Review of the Sustainable Moreton Bay Strategy**

This report has been prepared for key stakeholder discussions regarding the current (2019) and previous (2013) consultation processes initiated by RDA Moreton Bay re developing a Sustainable Business Strategy.

This strategy is to focus on environmental integrity as an increasingly vital component of economic development and regional development.

Needs and aspirations emerging from both the 2013 consultation and 2019 consultation are itemised in the left-hand column.

The right-hand column itemises practical responses to those needs as identified in both the previous consultation (page one) and the current consultation (page 2).

Howard Nielsen
Project Consultant.
30 June 2019

<table>
<thead>
<tr>
<th>Needs/aspirations indicated from consultations carried out previously (2013) and reinforced through the current consultation</th>
<th>Responses to those needs/aspirations already identified</th>
</tr>
</thead>
</table>
| High quality advice on how to build sustainable businesses. | • Develop a Sustainable Enterprise Roadmap to provide an overarching strategy for businesses and other enterprises  
• Conduct workshops on building a sustainable business  
• Provide mentoring and coaching from experts |
| User friendly access to that advice – both online and face to face. | • Provide access to online ‘how to do it’ Toolkit which provide specific checklists of things to do |
| Trusted source in an online one-stop-shop on sustainable business development. | • Develop/access a portal which enables a regional focus and a national/international capability. |
| Business networking to support the initiation and implementation of sustainable business practices. | • Access an online capacity to list businesses on a regional and national basis and also set up Sustainable Business Precincts. |
| Strong regional endorsement of the need to build sustainable businesses. | • Develop a Regional Sustainability Roadmap which provides guidance on the way forward  
• Regional agencies take out membership of the United Nations Global Compact and undertake an Advanced Assessment process to determine the regional needs for sustainability. |
| Strong regional support for businesses to act sustainably. | • Support community owned sustainability centres  
• Regional lead agencies integrate economic/digital/sustainability strategies.  
• Facilitate regular Sustainability Forums which integrate business/community sustainability. |
| Exploration of creative and provocative ideas about how the region may tackle the challenge and opportunity of the ‘green economy.’ | • Tap into current ‘industrial ecology’ practices  
• Initiate new industrial ecology projects  
• Educate businesses about the circular economy |
<table>
<thead>
<tr>
<th>Input from the current consultation re emerging needs, changes and aspirations</th>
<th>Responses from stakeholders and a special Think Tank re the emerging needs and aspirations</th>
</tr>
</thead>
</table>
| 8. Electric vehicle aspirations are rising | • Research existing projects re electric vehicles in Queensland and other local government areas  
• Propose projects which engage interested businesses and/or precincts re electric vehicles |
| 9. Renewable energy aspirations are rising and highlights a need for accurate assessment of best options for solar and others | • Third party ‘disinterested’ agency/service is required to provide trustable advice on the best solar/renewable energy options for businesses |
| 10. Paris Agreement has highlighted government shifts and priorities to handle climate change | • Tap into government, scientific and business networks to track policy changes and practice initiatives |
| 11. Consumer demand is rising for sustainable products and operations | • Develop branding and marketing strategies to highlight the capacity of Moreton Bay businesses to meet consumer demand |
| 12. Agenda/language shifting to ‘circular economy’ and ‘climate consciousness’ | • Develop branding and marketing strategies to highlight the new language and other emerging narratives |
| 13. Corporates, shareholders and government are putting more pressure on the supply chain to be more sustainable | • Educate businesses regarding how to build sustainable businesses which meet the increasing demand from those at the peak of the supply chain. Include a focus on Internationally approved Environmental Management Systems, Global Reporting Initiative, The Natural Step and the UN Sustainable Development Goals |
| 14. Businesses are increasingly considering ISO 14000 environmental management quality accreditation | • Endorse a network of service providers for ISO14000 Environmental Management Systems |
| 15. UN Sustainable Development Goals are a new centrepiece of activity on sustainability worldwide | • Provide education for businesses and consumers on the Sustainable Development Goals (SDGs) and how to demonstrate meeting those goals |
| 16. Global Reporting Initiative (GRI) strengthens its position as a global benchmark and reporting framework on sustainability | • Provide education for businesses and consumers on the Global Reporting Initiative |
| 17. Businesses need help to explore their sustainability ideas and develop them into workable and profitable activity | • Tap into established networks like Sustainable Moreton Bay, the Cooee Network, Green Street and others to bring ideas to fruition through a mentoring program and online support |
MORETON BAY SUSTAINABLE BUSINESS NETWORK EVENTS
2014 TERMS OF REFERENCE

1. Purpose
1.1. To facilitate through network events and pre/post-event mechanisms of engagement a support network for businesses in the Moreton Bay region to assist them in becoming more resilient and efficient and making cost savings through sustainable practices.

2. Objectives
2.1. To develop a business support network to engage businesses and encourage collaboration between businesses in implementing sustainability initiatives. The aims of the network are:

   a) To provide assistance to businesses through network events, referral agencies, grants and other programs and sustainable suppliers and services to enable them to become more sustainable.
   b) To provide businesses with real-world case studies from other businesses that have implemented sustainable initiatives and practical workshops on a sustainability theme in order to inspire action and provide ideas for implementation.
   c) To encourage businesses to share stories about their sustainability progress and to seek assistance by asking questions and meeting with referral agencies for further assistance.
   d) To provide a mechanism for businesses to benchmark and measure their sustainability progress against the Business Sustainability Roadmap and for project team Key Performance Indicators (KPI's) reporting.
   e) To advocate for incentives and programs to support sustainability behaviour change across the region's businesses.

3. Outcomes and Key Performance Indicators for Lead Agencies (RDA Moreton Bay and Moreton Bay Regional Council)

   3.1. Outcomes:
   a) Businesses in the region save costs through a reduction in inputs and outputs and increase profits.
   b) Regional branding around sustainable business practice and sustainable business precincts/networks.
   c) Reduction in environmental impact on the region from business activities.

   3.2. Key Performance Indicators:
   a) 100 unique businesses attending across the series of 4 events
   b) 20 unique businesses attending at least 2 events out of the series and completing resilience test
   c) Positive increase for at least 10 unique businesses in resilience scores across the workshop series
   d) Referring partners and agencies engage with at least 10 businesses in total

4. Individual Outcomes for Businesses
4.1. Outcomes:
   a) Network with other businesses to share sustainability experiences and learn from each other; develop a business to business support network
   b) Learn about ways to implement sustainable practices in their business
   c) Reduce business inputs (energy, water, raw materials, office materials) and make cost savings and improve profits
   d) Gain a competitive edge by developing sustainable credentials in the marketplace
e) Gain knowledge of suppliers, services, products and programs that will assist in becoming more sustainable
f) Benchmark and track sustainability progress over the duration of the workshop series
g) Access specialist knowledge from referring partners and agencies to assist in becoming more sustainable
h) Gain knowledge about how to respond to consumer demand for products and services that are environmentally responsible and sustainable
i) Become more resilient by being more sustainable to and being able to more effectively withstand supply chain, economic, consumer market and environmental shocks

4.2. Incentives for Participation:

a) Certificate of participation at each event for display in business (must attend each event or have a representative present)
b) Business logo included on sustainable business portal webpage displaying businesses that have attended a workshop (to denote that the business is interested in sustainability for their business or is implementing sustainable practices)
c) Prizes and giveaways at each workshop from series sponsors/exhibitors
d) Access to discounted products and services from suppliers exhibiting at each event
e) Ongoing profile for consideration in Business Sustainability Awards *(Awards program to be developed)*
f) Discount rate for attending whole series of 4 events (including special series Certificate of Participation)

5. Rationale: The Business Case for Sustainability

It is accepted that the Moreton Bay region will continue to be one of the fastest growing regions in South East Queensland and more broadly Australia over the next twenty years. The premise of the network event series is that economic growth in the region needs to be achieved in a more sustainable manner to ensure business longevity and the conservation of environmental values in the region.

With the likelihood of a low carbon economy in the future, resilience for the region’s businesses can be achieved by individual businesses making progress towards becoming more sustainable and efficient and reducing their carbon emissions. Becoming more sustainable will also provide a competitive edge to businesses in a consumer market that is increasingly demanding sustainable goods and services produced through an economically, socially and environmentally responsible supply chain.

The concept for the sustainable business network event series was an outcome of the consultation process undertaken by RDA Moreton Bay and the consulting organisation, NACC Sustainability, with steering committee assistance from Moreton Bay Regional Council during the development of RDA Moreton Bay’s Sustainable Business Strategy.

The final Strategy report delivered prioritised a regional sustainable business network as a key activity to assist the Moreton Bay region’s businesses in becoming more sustainable.

Businesses that took part in the consultation phase of the development of the Moreton Bay Sustainable Business Strategy completed an online survey and attended focus group workshops and a Forum. Edited expected components are included below.

Delivery of Information and Topics:

- Professional and high quality advice about the availability of sustainable resources (online and face-to-face), and about how to build sustainable businesses
- Honesty and ease of access to information and the need for information which is simple and easily understood
- Not a large list of sustainable actions – small steps to start with
- A comparison of costs of being sustainable and the benefits
- A way of recording progress towards sustainability so that businesses can see the progress they have made and the savings they have achieved. This includes starting from where businesses are and acknowledging and celebrating what they are already doing that is sustainable.
- Solutions that are tailored for different types of businesses, not just generic information (possibly a book of guidelines to being sustainable for particular industries)
- Assistance with accessing green accreditation systems
- Knowledge of consumer purchasing preferences and government purchasing policies

  **Resources:**
  - Videos of businesses that are being sustainable and showing what they are doing
  - Subsidised goods/services
  - Resources available in libraries, including a self-help section
  - Online information - trusted source in an online one-stop-shop on sustainable business development (what most efficient products and practices are and a directory to access them)
  - Networking with other businesses doing the same thing to share stories and support the initiation and implementation of sustainable business practices

  **Incentives**
  - Public recognition of the business working towards becoming more sustainable e.g. a sticker
  - A sample bag of goods and services that are sustainable including a sustainable action checklist

It is understood that currently a number of businesses in the region undertake sustainable activity in their business, but without regional coordination and access to a network of other businesses working to become more sustainable.

Based on the above results of the strategy consultations and subsequent discussion within the Sustainable Business Strategy implementation project team (RDA Moreton Bay and Moreton Bay Regional Council), the network event series is being developed to assist business in becoming more sustainable and to network with other businesses to learn about what other businesses are doing and to share their sustainability progress.

An online “sustainability toolkit” or portal will also be implemented and support and supplement the network event series.

The events will aim to provide credible and easily accessible sources of information on sustainability for business, referrals to professional advice, online information for follow-up, and exhibits from suppliers of sustainable goods and services (with possible subsidies).

The network events be open for attendance to all of the region’s businesses and not targeted at a particular sector. If interest is expressed by attending businesses for industry specific knowledge and practical assistance, topics for presentation can be developed around this need.

The events will focus on the following areas of sustainability, and each event will be themed accordingly (to be confirmed):

- Energy and water efficiency
- Efficiency of operational processes
- Waste minimisation
- Reducing transport/fuel costs
- Renewable energy
- Selling green goods and services
- Leaner manufacture

6. Membership:
In general, it is proposed that participants will be businesses from the Moreton Bay region that have an interest in implementing sustainable activities in their business and also becoming part of a sustainable business network. Businesses can attend each event from the network event series or individual events for a fee upon registration.

Allowance for membership of businesses outside of the region will be made unless the motive for membership of these business is generating sales by actively pitching at the network series events.

It is acknowledged that best practice in sustainability will from time to time be drawn from businesses in other regions, however, regional businesses will be a priority.
7. Mechanisms of Engagement with Businesses

The model of engagement used to foster sustainable behaviour in the region’s businesses is the Community-Based Social Marketing model (CBSM) created by Doug McKenzie-Mohr.

A handbook and Mindmap for using CBSM to foster sustainable behaviour created by the company, Learning Fundamentals, are the primary resources being used for the guiding principles to create the framework of the network events to best support businesses to implement sustainable behaviours in their businesses.

Mechanisms for business engagement during the network event series will include:

- Network events (face-to-face) (see Section 11), including:
  - Presentations about the importance of sustainability in business and also business case studies
  - Practical workshops on a theme (e.g. energy efficiency)
  - Tools for tracking sustainability progress (Business Sustainability Roadmap, resilience test, Greenstreet website and carbon calculator)
  - Business referrals to partner agencies that provide one-on-one sustainability assistance or specialist workshops (see Appendix 1)
  - Referrals to sustainability grants and programs open for application
  - Provision of fact sheets and case studies (online and in limited print on recycled paper at the events)
  - Sample bag of sustainable goods and services with printed resources and also prizes and giveaways of sustainable goods and services
  - Feedback form filled out during each event (feedback on event, topics to provide more information on, what sustainability change/s will be made before next event, indication of how businesses want to get involved, where businesses think they are in terms of sustainability progress, good news stories for future case studies)
  - Follow up to events (including contacting businesses, posting information to online sustainability portal and using social media and E-Newsletters)

- Online sustainable business portal (to be developed) as a gateway to all resources from the series (Note: RDA Moreton Bay’s organisational website will fulfil this function until the portal is live)
- Moreton Bay Sustainable Business Linked In group (for online business to business networking and provision of relevant information)

8. Mechanisms for Benchmarking and Measuring Progress towards Sustainability

- Business Sustainability Roadmap

The Business Sustainability Roadmap from the ecoBiz program demonstrates the way that a business can progress on the sustainability journey and is also a means for tracking progress and finding out the sustainability areas a business is strong in and the areas that need more work.

The Roadmap is structured around “destinations” that represent milestones on the sustainability journey. For every milestone that a business reaches, their sustainability performance is enhanced. It is intended that ecoBiz will provide hard copies of the Roadmap at the events for businesses to tick off to track their progress in their own time.

- Business Resilience test (based on Roadmap) – for score of progress against Roadmap (to be developed)

The Business resilience test is based on the Business Sustainability Roadmap and will provide the business metrics in the form of a sustainability progress score. The score will assist businesses in tracking their progress to sustainability and give the business an overview of its progress. A unique
test will be created for the events that will be handed back to the lead agencies for further analysis. A sustainability progress assessment is also included on the back page of the Business Sustainability Roadmap (see previous item) for businesses to complete in their own time.

- **Greenstreet Carbon Calculator for Business** ([Greenstreet website](#)) – for score of progress towards reducing carbon emissions. On the Greenstreet website, businesses can sign up as a workplace for free and track their sustainable activities and reductions in carbon emissions, a useful measure for how they are progressing on their sustainability journey.

Businesses receive incentives in the form of virtual “Badges” and receive monthly updates of their “Green Street Score” (GSS) (how sustainable they are being). By answering a few questions the website will calculate the business’s Green Street Score (GSS) which reflects the level of their carbon emissions. Businesses can also interact with each other by leaving posts on each other’s “Walls”.

The Greenstreet website also has a group created called “Moreton Bay Region” where all businesses with a postcode in the Moreton Bay region that have signed up to the Greenstreet website have their GSS results displayed on a graph collectively. It is intended for the network events to encourage businesses attending to sign up to this group so that group results for the region can be generated on Greenstreet.

The support of Greenstreet for the events will be sought.

An important step for any business in becoming more sustainable is monitoring emissions. **What's measured can be managed and what's managed can be reduced.** The management and reduction of business carbon footprints can be a good opportunity to improve business efficiency and profit whilst reducing the impact from business activities on the environment.

By measuring business carbon emissions, activities to reduce the emissions associated with water, energy, waste and materials can be planned and implemented. A reduction in carbon emissions in these areas will most likely also mean an increase in efficiency in each of these business inputs and outputs.

9. **Mechanisms for Follow-up**

- Enter data from business resilience tests completed at each event into a database for the whole network group
- Generate graphs from data to display progress of the network group (one graph, with one line of data for continuing businesses in the group, one for new businesses in the group)
- Make follow-up phone call to attending businesses to discuss sustainability progress, answer questions and obtain feedback on network event
- Post an event Certificate of Participation to businesses
- Using the resilience test data, create overall Business Sustainability Roadmap hotspot chart – see where businesses are strong and not so strong on sustainability activities and tailor future sessions accordingly
- Update the online sustainable business portal:
  - Visual and/or audio recordings from each event
  - PowerPoint presentations
  - Reference materials referred to during event
  - Referring partner contact details and information
  - Photos from the event
  - Network group sustainability progress graph
  - Network group business sustainability Roadmap hotspot chart
  - Information on other sustainability events in the region/close to ([Eventbrite list](#))
  - Topics for forum and polls ([Linked In group](#))
- Promotion of the next network series event/s
- Update social media platforms (Twitter, Facebook, Linked In group) linking to the portal and the recently updated information above

10. Frequency of Network Events
The network events will be held every 6 weeks with other related events to be held ad-hoc based on demand. Groups may be formed to tackle specific sustainability issues, opportunities or topics. These sub groups will meet as required until the task(s) are complete and report back to the network group at an event.

The first network event will be held at the end of March 2014, with events running until the end of June 2014 (4 events in total).

11. Event Format
Note: This format is likely to change during series planning and implementation – to be used as a guide only

At each meeting there will be a standard agenda consisting of:
- Arrive 7.00am for registration
- 7.15am continental self-serve breakfast
- Complete presentations at 8.30am for networking until 9.00am (venue booked until 9.30am)
- Exhibition of local sustainability suppliers (products and services, including referral agencies)

Event run:
- Arrive for 7.00am registration for 7.15am continental self-serve breakfast (attendees serve themselves before commencement of event) and viewing of exhibits
- MC open event with housekeeping and outline of the event
- MC introduces network event series aims
- For first event: Background to Moreton Bay Sustainable Business Strategy and rationale for network event series
- MC reviews principles of engagement e.g. integrity, honesty (see Section 14)
- Short business case for sustainability: YouTube/website (inspiring, call to action)
- Keynote presentation: “blue sky thinking” why sustainability in business matters – benefits of being a more sustainable business
- Workshop: ice-breaker e.g. speed networking session; discussion about what sustainable things you’ve done
- Workshop: Businesses share sustainability progress (For first event share reasons for attending event and wanting to become more sustainable). Ask a business that filled out a feedback from at the last event if they committed to their sustainable action they put on the form.
- Case study of a sustainable business
- Workshop: Complete resilience test (collate results for visual representation at end): “we want to challenge you to see where you are on the sustainability roadmap”
- Case study of a related sustainable technology or product
- Referral agency presentations
- Workshop: practical workshop on event theme (e.g. energy efficiency)
- Present resilience test results in a graph and discuss results
- Information on upcoming events and grants programs open for application
- Completion of feedback forms (incentive to fill out – go in prize draw)
Call to action:
- Volunteers (case studies, presenters, tours of a sustainable business)
- Commitment to making one small change before next session
- **Giveaways** (draw out one feedback form)
- **Networking and viewing exhibits** and project team brokering referrals to partner agencies and business to business networking

12. Organisation and Support
- The network events will be jointly organised and supported by RDA Moreton Bay and Moreton Bay Regional Council
- Event planning meetings will be co-ordinated and lead by RDA Moreton Bay with Moreton Bay Regional Council as a partner. Decision making will be by consensus between both partners, however, final decision about the network events and the online business portal will lie with RDA Moreton Bay as the primary funding body.
- Actions and Outcomes will be taken forward by the appropriate member(s) of both organisations

13. Funding and Ongoing Costs
- A total of $9,500 will be contributed towards the network events and online business portal (design, build, and go live)
- RDA Moreton Bay will contribute $8,000
- Moreton Bay Regional Council will contribute $1,500 (to be used for the first network event)

14. Values of the Network Events
The network, its members and activities are expected to embrace the following core values:
- Open-ness
- Participation – no passengers
- Respect
- Trust
- Integrity
- Learning
- Partnership working and collaboration
- Creative insight
- Inclusion
- Tolerance

15. Program Review
The network event series outcomes and KPI’s will be reviewed in July/August 2014 with a view to holding another series at the end of 2014, commencing at the end of August/September 2014 and concluding in November/December 2014 (4 events)
The timeline development of the online business portal and associated KPI’s will be addressed in a separate document.

16. Schedule of Planning Meetings
The planning meetings for the network events have already commenced with the next meeting to be held on 5 December 2013. The event series details must be finalised and ready to be marketed 3 weeks before the first event (commencing first week of March 2014). Deadline for finalisation of marketing materials is COB FRIDAY 1ST MARCH 2014. Information about the series will start being released through various media channels from the end of January 2014 onwards.

Meetings will be held as needed to:
• Develop project outline, plan activities and assign responsibilities
• Report back on implementation of assigned project activities
• Meet with speakers, suppliers and referring agencies and other key stakeholders

Brooke Palframan  
Project Officer  
Regional Development Australia Moreton Bay  
8 January 2014

APPENDIX 1

REFERRING PARTNERS THAT OFFER SUSTAINABILITY ASSISTANCE TO BUSINESSES

Existing Successful Models
• Beyond Zero Emissions  
• Business Efficiency Network (Hume City Council)  
• CCIQ Ecobiz  
• Community Based Social Marketing (behaviour change for climate change)  
• GreenStreet  
• Natural Step  
• RDA Mid-North Coast Low Carbon Information Space  
• Sustainability Victoria

Resources/Partners
• AusIndustry  
• Business.gov.au  
• Business.qld.gov.au (sustainable manufacturing)  
• CCIQ Ecobiz  
• Chambers of Commerce & regional business groups  
• Conferences/other workshops and events  
• Department of Environment and Heritage Protection Sustainable Industries  
• Eco-Efficiency Group  
• Events at other businesses – tours etc.  
• Grants open for application  
• Greenstreet  
• Headline speakers  
• Living Smart Homes  
• Moreton Bay Regional Council Meet the Buyers events  
• Moreton Bay Regional Council specialist Officers (e.g. waste management, energy efficiency)  
• Other simple events for the network – get together drinks at a sustainable business  
• QMI Solutions  
• Quest Newspapers  
• Small Business Solutions  
• Sustainable Business Australia  
• TAFE – free training?  
• Watt Savers
APPENDIX 2

REFERENCES

Moreton Bay Sustainable Business Strategy Publications

- Final Moreton Bay Sustainable Business Strategy report
- Moreton Bay Sustainable Business Strategy Stage 2 Progress Report
- Moreton Bay Sustainable Business Strategy Survey report

Community-Based Social Marketing Model Resources

- Learning Fundamentals Handbook: Behaviour Change for Combating Climate Change
- Learning Fundamentals Mindmap: Behaviour Change for Combating Climate Change

Other Resources

- ecoBiz Business Sustainability Roadmap

Greenstreet website

http://www.greenstreet.net.au

Moreton Bay Sustainable Business Linked In group

http://www.linkedin.com/groups/Moreton-Bay-Sustainable-Business-4958974?trk=my_ugrp_ovr
ATTACHMENT D: Circles of Sustainability

Domains and subdomains
The Circles of Sustainability approach is explicitly critical of other domain models such as the triple bottom line that treat economics as if it is outside the social, or that treat the environment as an externality. It uses a four-domain model - economics, ecology, politics and culture. In each of these domains there are 7 subdomains.

Economics
The economic domain is defined as the practices and meanings associated with the production, use, and management of resources, where the concept of ‘resources’ is used in the broadest sense of the word.
1. Production and resourcing
2. Exchange and transfer
3. Accounting and regulation
4. Consumption and use
5. Labour and welfare
6. Technology and infrastructure
7. Wealth and distribution

Ecology
The ecological domain is defined as the practices and meanings that occur across the intersection between the social and the natural realms, focusing on the important dimension of human engagement with and within nature, but also including the built-environment.
1. Materials and energy
2. Water and air
3. Flora and fauna
4. Habitat and settlements
5. Built-form and transport
6. Embodiment and sustenance
7. Emission and waste

Politics
The political is defined as the practices and meanings associated with basic issues of social power, such as organization, authorization, legitimation and regulation. The parameters of this area extend beyond the conventional sense of politics to include not only issues of public and private governance but more broadly social relations in general.
1. Organization and governance
2. Law and justice
3. Communication and critique
4. Representation and negotiation
5. Security and accord
6. Dialogue and reconciliation
7. Ethics and accountability

Culture
The cultural domain is defined as the practices, discourses, and material expressions, which, over time, express continuities and discontinuities of social meaning.
1. Identity and engagement
2. Creativity and recreation
3. Memory and projection
4. Belief and ideas
5. Gender and generations
6. Enquiry and learning
7. Wellbeing and health
ATTACHMENT E: Green Street overview

Green Street overview: business focus

1. The aspiration

Green Street aspires to improve the sustainability of businesses and communities.

2. The action

**Interactive website**
People engage via an interactive website to sign on to Green Street. They may do this as individual business owners or collectively as part of a business precinct. See [www.greenstreet.net.au](http://www.greenstreet.net.au)

People login each quarter with updated information on the outcomes of their endeavours to reduce greenhouse gas emissions, especially through energy efficiency.

**Everyone gets a Green Street Score**
Currently, information submitted enables the calculation of a Green Street Score (GSS) for each workplace. The scores certify either Low emissions, Moderate emissions or High emissions and are represented via a Certificate showing priorities for future action by each business.

Green Street Badges are also achievable and these are posted to each business’s profile as a user friendly representation of the positive things being done and as signposts to inspire others to follow.

**Learning and connecting**
Green Street provides practical ideas through its ‘Green Tips’ section to enable people to find out more about what they can do to improve their energy efficiency and overall sustainability of their business or organization.

The ‘Green wall’ enables people to communicate with each other about what they are doing and communities of interest such as business precincts or suburbs can connect via a group clustering capability on the site.

Face-to-face events such as Kitchen Conferences, Green Street Cafes and the like are promoted on the site and downloadable printed material is provided to help with facilitation processes, marketing and promotion of events at a local level.

3. Capabilities to assist small and medium sized enterprises

**The Green Street website** includes the capacity for businesses to:

- **Assess** their current energy levels of sustainability
- **Post stories and videos** communicating their actions and progress
- **Connect as groups** within their sphere of interest (eg. Retailers, service businesses etc) to share and support
- **Access downloadable printable materials** which provide examples of signage and promotional resources useable in organisations to ignite, inform and support sustainable practices
- **Access online sales** of products and services which will enable sustainable practice
- **Link to online resources** which inform, educate and support sustainability.
- **Online help desk** to enable organisations to access personal support from the Green Street team
- **Join a Sustainable Business Precinct** as below.
4. Becoming a member of a Sustainable Business Precinct

Each business in a Green Street Business Precinct has a logged-in Profile and has a Green Street Score and has achieved (or is working toward the achievement of) Green Ticks which signify their sustainability achievements.

Some regions are preferring to rename their precincts. For example, Moreton Bay Sustainable Business Precincts. Check the listing to see if your region has taken up this option as some regions are sponsoring membership by businesses.

Green Street Ticks

The ticks are allocated according to a mix of scores from their Green Street Score (GSS) and the Green Street Badges they have achieved.

✔ Single tick – solid green start and doing more than the average business to be more environmentally sustainable
  • Green Street Score as a Low Contributor or Moderate Contributor and has at least three Green Street Badges *

✔✔ Double ticks - significant green benchmarks and acting in a very sustainable way
  • Green Street Score as a Low Contributor or is a Moderate Contributor and has at least six Green Street Badges

✔✔✔ Triple ticks - high levels of green practices and exceptional sustainable business performance
  • Green Street Score as a Low Contributor or is a Moderate Contributor and has at least ten Green Street Badges

*Note: The maximum (high contributor) Green Street Score is 100.

All businesses, including those not in a Precinct, are listed on the Green Street Business Directory and we think businesses that are having a go at being sustainable are worthy of our support. The listing also helps you to decide where to purchase what you need.

Businesses that are green are less likely to be passing on the costs of future carbon pricing. This means you will be paying less than you may have been. You will also be enabling green businesses to build an even greener workplace and so contribute to a more sustainable local economy and a more sustainable community.

Does your workplace want to join or start a Green Street Business Precinct?

There are a number of benefits to being part of a Precinct. You can also find out more about the monitoring and auditing of members of Green Street Business Precincts and also the shared ownership of Precincts and the investment required to join a Precinct.

Join or start a Precinct and be part of the move to have a more sustainable business.

The benefits of Green Street Business Precinct membership

Members of a Green Street Business Precinct will benefit by:

• Being helped to become more sustainable as a business;
• Being promoted as a business that is ‘having a go at being sustainable’;
• Becoming known as a member of a growing network of green businesses;
• Becoming more eco efficient and saving costs;
• Improving their competitiveness by generating new markets and new customers;
• Generating customer loyalty and trust and an improved public profile;
Moreton Bay Sustainable Business Strategy

- Helping with the development of more sustainable local economies and communities, and being seen to do so.

Participating businesses will be identified by:

- Their listing as part of their local or regional Green Street Business Precinct grouping on the Green Street website, in one of a Three Tick categorization of businesses;
- Display of a prominent sticker or sign on their building featuring the Green Street Business Precinct logo or local equivalent;
- Display of the Green Street Business Precinct logo or local equivalent on business stationery;
- Inclusion of the business name and promotional information on a printed promotional brochure for the local Precinct and the Green Street website; and
- Eligibility for local promotions and prizes.

Monitoring and auditing

The achievement of ticks will be monitored and audited via a process of:

- Initial self audit via the Green Street Score
- Peer audit with one other business in the precinct
- Random audit of businesses by the Green Street Team
- Audit by the Green Street Team for businesses applying for ‘Triple Green Tick’ status

Shared ownership

- Organisations, networks or agencies which take the initiative to help establish a Green Street Business Precinct will become part-owners of the Green Street Business Precinct product. These may be local Chambers of Commerce, Business Improvement Networks, Transition Towns Groups, corporate networks or other organisations.

Member investment

Members will contribute a monthly fee to be agreed, payable electronically, which will support the following:

- Template for the local printing and distribution of a Precinct Membership Sticker to member businesses
- Preparation of a template for the Precinct promotional brochure
- Overall management and promotion of the Precinct program
- Administration of the website, including the Green Business Listing and the Precinct section
- Publication of a Precinct E-letter
- Random auditing of businesses and auditing of Triple Tick membership applications
- Contribution of 30% of the monthly fee to the local network group for managing the precinct activity at a local level.
ATTACHMENT F

Businesses and organisations participating in the consultation

The 2013 consultation included both a phone survey of over 300 businesses and forum participants of 25 people.

The 2019 consultation was more focussed on individual conversations with business people, business networks, local government representatives, local government managers, regional agencies and community enterprises. Of the sixty-three (63) contacts made there was a personal consultation with thirty-four (34) people from twenty-eight (28) organisations and written response by two (2) people. The names of businesses and organisations that responded are listed below.

Australian Coastal and Marine Ecology (2)
East Coast Apprenticeships (2)
Electronic and Mechanical Callibrations (1)
Elexon Electronics (1)
Eric Bailey Global (1)
Flametree Financial (1)
Hills Chamber of Commerce (1)
IEQ Indoor Plants (1)
Innovate Moreton Bay (1)
Kennedy Timbers (1)
Kids Community Collect (1)
Millen Farm (2)
Moreton Bay Regional Council (2 elected representatives and 2 managerial staff)
Moreton Bay Regional Industry and Tourism (1)
Queensland Government (1)
Parent TV (1)
Print Approach (1)
Regional Development Australia Moreton Bay (1)
Rotary Club Redcliffe (3)
Samford Chamber of Commerce (1)
Samford Commons (2)
Samford Copy Centre (1)
Sartori Organics (1)
SBIM (1)
Springers Solar (1)
Sulinski Booth Architects (1)
Sustainable Startup Hub (1)
The Leisa Tree (1)
University of the Sunshine Coast (1)
Wine Tours (1)