

wao



Climate
Action
Initiative

Whakawhiti Ara
Transition
Pathway

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A note about this workbook

This workbook has been created as a learning resource for Wao as part of the Climate Action Initiative (CAI). All information supplied has been curated by Wao, Environmental Accounting Services and Applied Movement. Should you have any queries about the resource, please email kiaora@wao.co.nz.

The intention for this workbook is for you to use it in conjunction with the second phase workshop of the CAI, "Race to Neutral". This resource is intended to guide the development of a Climate Action Plan.

UN SDG Goals are the foundation for Wao

In 2015, countries working on the sustainable development agenda at the United Nations created 17 sustainable development goals. While these goals were meant to guide governments on focus areas and targets, many companies and organisations are aligning their goals with them as well.

The goals recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.



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We cannot forget that every individual and local act has a global impact. The global community has adopted a set of goals which provides not only goals and targets, but also a framework to measure our acts against. Each one of the 17 goals has to be viewed in the context of the whole. They provide us with a comprehensive matrix in which we work.

The space between whenua (land) and rangi (sky) is where we inhabit. What we strive to do is to ensure that we leave no holes in the ceiling or foundations by viewing the goals as one framework. When speaking about climate action, we cannot ignore biodiversity, water, air or land just as we have to take into consideration our human, social and economic needs.

Task 1: The Importance of Your Organisation's Values, Mission and Drivers

What your organisation is based on drives its success.

Look at the values of your organisation, and if you have one your mission/purpose statement. If you don't have them then list some that you would like to take back to your organisation to discuss and incorporate.

Your Values & Drivers

Values	What they mean to you
Example: Excellence, Value, Service, Community	Example: We are a small social enterprise treating our staff, volunteers and clients like family.

Write down the purpose/mission of your organisation

Example: to bring people in contact with nature for enjoyment.

List the drivers for your organisation

Example: to promote local staff and development of people, supply thrill seeking activities
- fun, excitement, conservation, education, jobs for locals.

List the people involved/affected by your/in your organisation

Example: staff, volunteers, customers, partners, competitors, funders.

List all the ways your organisation interacts with the environment (refer to your GHG emissions report)

Example: vehicles on land, water, trails, off road, take people into natural areas, walking, sitting, swimming, staff travel to work/locations, staff eat/drink.

Your Sustainability Big Goals

List each goal that is important to you and your organisation.

#	Sustainability Big Goal	What they mean to you

Task 1: Supporting Notes

The Art of Sustainability Goal Setting

When discussing setting sustainability goals among our team, many organisations simply want “the answer.” There are tools that allow you to provide key information and produce a numerical target. You could take that number and run with it. But you shouldn’t. Whether you look at students' exam results or the number of people who follow through on their new year's resolutions it's clear that getting the results and achieving the goal takes more work than just identifying and setting it.

Understand your motivation, your WHY

Setting sustainability goals can and should be more nuanced. Start by considering why your organisation is setting a goal in the first place. There are many reasons to set sustainability goals, and your primary objectives will dictate what type of goal you set and how you go about setting it. Referring back to the values and their meaning that you list above, think about what is motivating the goal for the for:

The organisation

It could be improving the reputation of your product or brand, pressure from customers, funders or other external stakeholders, a need to gain or maintain competitive advantage, a desire to reap the monetary savings that can accompany achieving sustainability goals, or a desire to “do the right thing.”

The people in your organisation

It could be they would like to demonstrate to their family and peers they are working in an organisation supporting them to lessen their cost on the environment. Or they want to work in an organisation that supports their health rather than contributes to lessening it.

Ask yourself and others within your organisation why you are setting goals before you start, and you'll be better equipped to set a meaningful goal.

Consider your audience

The audience for your goals could include the community, customers, funders, investors, employees, volunteers, suppliers, or even competitors. Consider which stakeholders are your primary audience and what their perspective on sustainability might be. Perhaps your primary stakeholders aren't focused on sustainability. In that case, look for ways to tie their main interests to the goals you're considering. For example, funders might care about reduced operating costs or risk mitigation, both of which can be co-benefits of setting and achieving sustainability goals. Consider all your stakeholders, determine what they care about, and tie that back to the goal-setting process. This can help you decide what type of goals to set, as well as how to communicate your goals once they're set.

Do your research

Your sustainability goals will be most impactful if they are built on the foundation of the mission and vision of your organisation. Think about how the goals are going to help your organisation succeed in the short- and long-term. Most importantly, talk to others within your organisation about sustainability.

Provide opportunities for employees and volunteers at all levels to offer feedback about existing programs and possible future goals. Gather as much information as you can and synthesise key themes. Ensuring that your sustainability goals align with the mission and vision of your organisation will pave the way to achieving your goals.

Weigh your options

With the above considerations in mind, you can then begin to identify goal options. We often see two approaches – going on faith or starting with a plan. Going on faith involves choosing a numerical target that sounds good (e.g. 20% by 2020) and developing an achievement plan only after you've begun.

Starting with a plan involves calculating the impact of future projects, such as lighting or heating-ventilation-AC upgrades, on your environmental metrics and using the resulting reduction as your goal. You then have a clear path to achievement and some assurance that you have set a reasonable goal.

We suggest a combination of the two – a little bit of planning and a little bit of faith. Both knowing that you can achieve your goal and stretching to maximise your impact are important aspects of sustainability goals.

Once you have established why you're setting a goal, who your key audience is, how your goals align with your organisation's mission and what approach you want to take, you are much better prepared to define your goals. Let this preparation be your guide as you weigh the benefits and considerations of various goal options and set meaningful goals for your organisation.

Now that you have identified some opportunities, how far do you think your organisation can go to reduce emissions?

What sort of target do you want to set to align your organisation values to your climate action?

Goal Setting

Absolute / Intensity / Science based targets. What's important to your stakeholders?

What to Do

Take a quick look at the supporting notes and back at your big goals and determine what sort of target suits your organisation.

Goal Type	Goal	Timeframe
Example: Absolute Target	Example: Reduce absolute emissions by 20%	2030

Task 2: Supporting Notes

Setting Greenhouse Gas Reduction Goals

Setting a GHG reduction goal is a tangible action that communicates to stakeholders your organisation's climate strategy and commitment. Having a target can motivate staff, help drive long-term strategies, and save money for the organisation through efficiency projects. A credible goal should meet the following criteria:

Organisation-wide

Including operations within the boundary.

Forward-looking

Based on the most recent base year for which data are available.

Long-term

Achieved over five to 10 years.

Reduction from baseline emissions

Expressed as an absolute GHG reduction, a decrease in GHG intensity, or as a goal to be carbon neutral. Absolute goals should take preference.

Aggressive

In comparison to the projected GHG performance for the organisation's sector.

Include scope 1 and 2 emissions

at a minimum, plus major scope 3 sources if possible.

Determining the Type of Goal

Goals can be expressed as an absolute GHG emissions reduction or as a decrease in GHG intensity. Absolute GHG reduction goals compare total GHG emissions in the goal year to those in a base year. GHG intensity goals allow an organisation to account for increases or decreases in production, square footage, or other metric over time. The ratio of GHG emissions to an appropriate normalising factor becomes the organisation's key performance indicator for measuring GHG intensity.

The most cutting-edge approach is to set a science-based target (SBT), which is an emission reduction target aligned with climate science. There are two methods for setting an SBT:

Sector-based approach

The global carbon budget is divided by sector, and an organisation's required emissions reduction is sector-specific.

Absolute-based approach

All organisations reduce their absolute emissions at the same rate, which refers to the total quantity of GHG emissions.

Engaging leadership has always been a critical step in the process for achieving sustainability goals, and this is no exception. Leaders who understand the importance of a GHG reduction goal and the multiple benefits that come with it— cost savings, community health improvement, risk mitigation — will be champions for this work and the journey ahead.

Making voluntary market claims

In addition to absolute and intensity-based GHG reduction goals, some organisations set a goal to be carbon neutral, which is a commitment to achieve and maintain net zero GHG emissions in an organisation's operations.

The New Zealand Government has recently published draft guidelines for making voluntary claims in the market. They are worth a read: [Interim guidance for voluntary climate change mitigation \(www.environment.govt.nz/publications\)](http://www.environment.govt.nz/publications)

Identify The Long Term Vision

Task 3: Lean in and Look Ahead

Refer back to your original list of Big Goals. Now let's start by making some short term goals. Just two or three actions will get us moving towards our long term vision.

Fill in the table below to identify some short term goals. Keep the SMART principles (listed in the supporting notes) in mind as you complete the table.

Timeframe suggestions are:

- Next 48 hours
- Next week
- Next Month
- Next year

Share your identified tasks with your small group.

Timeframe	Task	Links to organisation Strategy	Responsibility	Resources to make it happen	Collaborators
Example: next 48 hours	Example: Organise a staff meeting to communicate our GHG reduction goal	Example: Staff engagement	Example: Manager	Example: Tea and cake	Example: Senior Manager and operational Staff. Guest speaker from Wao.

Task 3: Supporting Notes

Setting short and long term tasks to reach our goals

It's easy to get caught up in your day-to-day tasks without considering what you want the future to bring. Many people work hard every day but feel as though they are drifting through life. The best way to combat feeling adrift in the world is to learn how to set achievable and meaningful goals for yourself or your organisation.

While there are many different types of goals, the two overarching categories are short-term and long-term goals. In general, short-term goals can be finished within a six-month to three-year time frame while long-term goals may take anywhere from three to five years (or even longer).

In many cases, a long-term goal requires and consists of many smaller, short-term goals. These smaller goals break the "big picture" vision down to bite-sized tasks. For example, you may have to clear a few short-term goals, such as researching a niche market, creating a landing page and auditing your brand strategy, before the long-term goal: launching a new marketing campaign.

Tips to create short-term goals

Here are three steps to take when planning your short-term goals:

1. Identify long-term goals

Knowing your long-term goals will help you break them down into smaller, bite-sized goals to work through before you reach your end game. We have assessed this long term goal in the previous task.

2. Set SMART goals

The SMART formula is a system designed to help you achieve your goals faster by getting as specific as possible on what it is you're wanting out of your goals. The SMART formula has you go through your goals to ensure they are:

- Specific
- Measurable
- Achievable/Attainable
- Relevant/Realistic
- Time-based

For example, a good SMART goal is, "I will conduct a waste audit to understand where to target changes in our organisation in the next month."

3. Keep track of your progress

There are many ways you can track your progress on your short-term goals and see how they're leading you to your long-term goals. Examples include:

- Writing in a journal on what you have completed for your goal each day.
- Keeping a running tally of days in a row you have worked on your goal.
- Share your progress with a mentor or trusted friend to help keep you accountable.
- Visualise yourself already completing this goal or working towards your goal either before you go to bed or as soon as you wake up.

Tips to create long-term goals

In addition to your short-term goal list, here are some methods to help you envision your goals across the long term:

1. Think of where you want to be in 10 years

You can break your goals down into different categories from financial to personal. It's also helpful if you align your goals to your values and what means the most to you. This makes them more personal, giving you greater drive to completing them in the long run.

2. Work backwards from that goal

It may seem counterintuitive to work backwards. However, starting at the finish line — as though you've already completed your goal — allows you to create tangible steps without becoming overwhelmed and losing sight of the long-term vision. Working backwards allows you to already feel the accomplishment and give you a boost of insight in how to reach it.

3. Break long-term goals into small, attainable steps

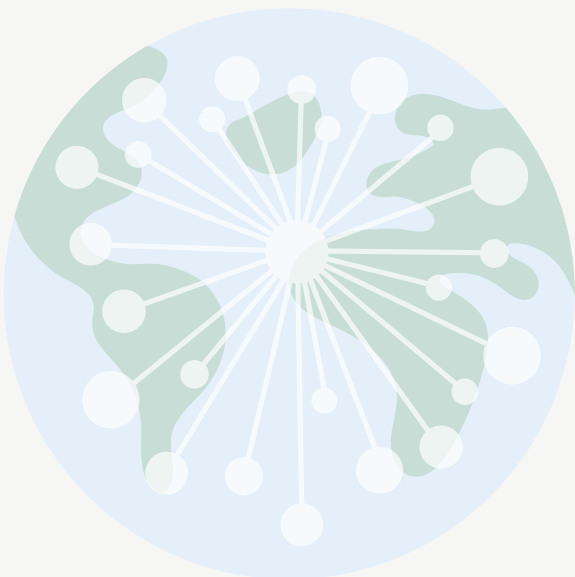
Create short-term goals for the intermittent steps towards your long-term goal's bottom line. An example would be writing 100 words a day (short-term goal) towards writing a novel (long-term goal).

4. Create monthly, short-term goals

Sit down with yourself monthly to go over your plan to reach your long-term goal. Create short-term goals based on what's going on that particular month.

5. Adjust goals as priorities change

As time goes on, your goals may change. Check in with yourself as often as you can and don't be afraid to adjust, tweak or even scrap your plans to start anew in your long-term goal's journey. Use your monthly check-ins to make sure your goal is on the same page as it was when you began.



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Accelerating the Queenstown Lakes District towards
a carbon zero, regenerative community.



What is the Wao Climate Action Initiative?

The Wao Climate Action Initiative is a program designed to inspire, educate and enable local organisations to enhance their understanding of their greenhouse gas emissions and support them with ideas of how to reduce their environmental impact.

Email kiaora@wao.co.nz to find out more, or visit www.wao.co.nz/climateactioninitiative

