



**SUSTAINABLE**  
futures for enterprise centres

Toolkit PART I

# Step-by-Step Guide

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# INTRODUCTION

## Toolkit and Action plan

One of the main goals of the SFEC project is to develop a Toolkit and Action plan to facilitate Enterprise centres to start and/or follow up the sustainable movement within their business. The Toolkit contains different kind of resources and tools as in a real toolkit.

In short, the Toolkit and Action Plan contains the following parts:

Part I : Step-by-Step Guide to Sustainable Development

Part II : Sustainable Framework WEA-model to Sustainable Development

Part III : WEA-model Baseline measurement questionnaire

Part IV : Inspiration Guide WEA-model

Part V : Action Plan Guide

This report contains the Step-by-Step Guide and is the main starting point for using the Toolkit and Action plan. While explaining the different steps we will refer to the other parts as valuable resources and tools you might use during a specific step.

## Sustainability and the SDGs

Sustainable development has been defined in many ways, but the most frequently quoted definition is from Our Common Future, also known as the Brundtland Report:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

## SUSTAINABLE DEVELOPMENT GOALS



Sustainability is the foundation for today's leading global framework for international cooperation—the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). These goals were adopted by all UN member states in 2015, with 169 targets to reach by 2030. The goals and target are universal, meaning they apply to all countries around the world. Reaching the goals requires action on all fronts—governments, businesses, civil society, and people everywhere all have a role to play. Further information can be found at the UN <https://sdgs.un.org/goals>

The EU made a positive and constructive contribution to the development of the 2030 Agenda. They are committed to implement the SDGs in all their policies and encourage EU countries in doing the same. Further information: [https://ec.europa.eu/international-partnerships/sustainable-development-goals\\_en](https://ec.europa.eu/international-partnerships/sustainable-development-goals_en) This is also incorporated in the new growth strategy of the EU the [European Green Deal](#) aiming at a [climate-neutral EU by 2050](#).

Within the SFEC-project application the consortium focuses on the following goals as they are important for Enterprise centres:

1. Sustainable Infrastructure/Buildings – SDG11 Sustainable cities and Communities and SDG13 Climate action.
2. Energy and Resource Efficiency – SDG7 Affordable and clean energy and SDG12 Responsible consumption and production.
3. Sustainable Eco-systems and Collective Action – SDG4 Quality Education, SDG12 Responsible consumption and production and SDG17 Partnership for the Goals.
4. Digital Technology for Sustainable Enterprise Centres – SDG8 Decent work and Economic Growth and SDG13 Climate action.
5. Sustainable Futures for Enterprise Centres – SDG9 -Industrial innovation and infrastructure and SDG17

## Step-by-Step Guide Introduction

The Step-by-Step Guide or roadmap in this report facilitates Enterprise centres and their tenants to become more sustainable. The steps in this guide are based on the Natural Step method. This framework is a scientifically substantiated and field-tested, used by many organisations, governments and schools worldwide. The framework offers a scientifically substantiated definition of sustainability, a step-by-step guide and also an iterative process to take concrete actions.

The guide ensures that your ambitions and directions can be translated into strategic and concrete actions. The method enables people and organisations to speak a shared language about sustainability so that everyone knows what is meant by it.

The Natural Step contains four science-based sustainability principles, or 'game rules' for sustainable development that can be applied fairly easy.

In a sustainable society, nature is not subject to systematically increasing...



1... concentrations of substances from the earth's crust (such as fossil CO<sub>2</sub>, heavy metals and minerals)



2... concentrations of substances produced by society (such as antibiotics and endocrine disruptors)



3... degradation by physical means (such as deforestation and draining of groundwater tables).



4. And in that society there are no structural obstacles to people's health, influence, competence, impartiality and meaning.

Do you want to read more about it in detail? Just go to: <https://thenaturalstep.org/approach/>

## Why this Step-by-Step Guide?

There is more and more consensus that sustainability should be an important issue for every organisation this includes Enterprise centres, their tenants and as part of the role they play in local and regional communities. But the issue is also difficult to handle in practice. Where do you start, what kind of actions are needed and how can you finance these actions?

Sustainability is a diverse subject, with many interconnected issues. Just look at the [Sustainable Development Goals from the United Nations](#) and all these interconnected issues become clear, from climate to circular economy, to biodiversity, human rights, health, education and more. To tackle all of this at once is difficult, but it is important to keep those underlying connections in mind. That is why this Step-by Step Guide takes a System Approach.

The idea of a Systems Approach can be applied on an organisational level and is based on the generalisation that everything is inter-related and interdependent. A system is composed of related and dependent elements which when in interaction, forms a unitary whole. A system is simply an assemblage or combination of things or parts forming a complex whole.

### Features

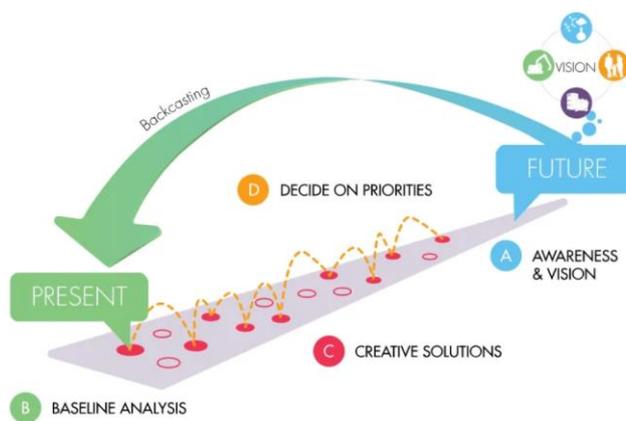
- A system consists of interacting elements. It is set of inter-related and inter-dependent parts arranged in a manner that produces a unified whole.
- The various sub-systems should be studied in their inter-relationships rather, than in isolation from each other.
- An organisational system has a boundary that determines which parts are internal and which are external.
- A system does not exist in a vacuum. It receives information, material and energy from other systems as inputs. These inputs undergo a transformation process within a system and leave the system as output to other systems.
- An organisation is a dynamic system as it is responsive to its environment. It is vulnerable to change in its environment.

## The Step-by-Step Guide in short

The Step-by-Step Guide is intended to be used by the directors, management and staff of Enterprise centres and their tenants. The focus is on developing a vision and strategy for sustainability and to develop an Action plan to realise your ambitions and goals.

The Step-by-Step Guide (or Roadmap) consists of the four steps (A to D) from the Natural Step method and a Preparation phase.

- Start-up: Preparation phase
- Step A: Awareness and Vision
- Step B: Baseline Analysis
- Step C: Creative Solutions
- Step D: Decide on Priorities



#### OUR ABCD PROCESS

The rules for sustainability are not isolated. To apply them, we go through our ABCD process.

After creating awareness and defining your vision (A) it is important to map and analyse your current business through a baseline analysis (B). Which developments and initiatives already started? And what is the level of integration in your business? After analysing the current situation you can start thinking about creative solution (C) and decide on your priorities (D). For example, which SDGs are most important for your organisation, tenants and community? After each step you refine the present steps which makes it an ongoing process.

NB Executing the strategy through activities is not part of the roadmap.

In the next sections of this report we will explain the different steps and refer to other parts of the SFEC Toolkit and Action plan to help and inspire you to realise these different steps.

Start-up

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# Preparation phase

## Intended results

At the end of this preparation phase the following results will be available

1. Common language by introducing key concepts like the SDGs and the WEA-model to Sustainable Development
2. Analysis report with intention, motives and ideas of your stakeholders
3. Assignment and Workplan in which the backgrounds, main goals, planning and budget is described

## Activities

Sub-step	Activity	Toolkit Resources
Initiative phase	<ul style="list-style-type: none"> <li>— Determining the assignment, scope and preconditions</li> <li>— Determining the end result (directive)</li> <li>— Positioning this assignment in the organisation</li> </ul>	<ul style="list-style-type: none"> <li>— SFEC Good Practice Compendium</li> <li>— Part II Sustainable Framework WEA-model to Sustainable Development</li> </ul>
Composing a working group from all layers of the organisation	<ul style="list-style-type: none"> <li>— Determining the client</li> <li>— Identify core layers of the organisation that should be involved in the process</li> <li>— Identify core sustainability players in the organisation</li> <li>— Compile a working group and determine the role and division of tasks, responsibilities and mandates</li> <li>— Check: are all parts of the WEA-model represented in the working group?</li> <li>— Setting up a governance structure: working group - client - steering group</li> </ul>	
Financing	<ul style="list-style-type: none"> <li>— Organise financing of your plan</li> <li>— Investigate sustainable business models</li> <li>— Think in terms of business cases</li> </ul>	Part IV Inspiration Guide WEA-model → Financing and business models/cases
Project Organisation & Planning	<ul style="list-style-type: none"> <li>— Define roles and task</li> <li>— Process planning and milestones</li> </ul>	
Communication	<ul style="list-style-type: none"> <li>— Develop a communication plan about how the organisation is taken through the different phases</li> <li>— Create a communication matrix to inform internal and external stakeholders about the process and, if desired, to provide input.</li> </ul>	Part IV Inspiration Guide WEA-model → Communication & Marketing
Start-up Survey	<ul style="list-style-type: none"> <li>— Organisation-wide survey which gain insight into the wishes, ideas and motives about sustainability according to your staff members.</li> <li>— Interview with some key persons to obtain more in depth information about wishes, ideas and motives.</li> <li>— Reporting and discussing results with your stakeholders</li> </ul>	
Policy & Certification document	<ul style="list-style-type: none"> <li>— Analyse strategic policy documents and certification issues</li> <li>— Reporting and discussing results with your stakeholders</li> </ul>	Part IV Inspiration Guide WEA-model → Certification
Trend scan	<ul style="list-style-type: none"> <li>— Analyse Best Practices of Enterprise centres</li> </ul>	— SFEC Good Practice

	— Reporting and discussing results with your stakeholders	Compendium
Workplan	<ul style="list-style-type: none"> <li>— Create work plan with your workgroup</li> <li>— Agree on working methods and agreements.</li> <li>— Create a support base for your plan</li> </ul>	

## Tips & Tricks

- Focus on the relationship with your tenants and stakeholders in your local and regional community, not only on the content. The transition to a sustainable business cannot be completed on your own. Cooperation is very important for the start-up to create awareness, support and ownership.
- Ensure all levels of your organisation are active and participating.
- Look for real commitment and be aware of 'greenwashing' (pretending to be greener or more socially responsible than a company or organisation actually is).

Step A

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# Awareness and Vision

## Intended results

At the end of this Step A Awareness and Vision the following results will be available:

1. First draft of ambitions and vision: the dot on the horizon. (raison d'être, core values, strategic goals + narrative and visual description)
2. Start-up training of your staff and other internal stakeholders

## Activities

Sub-step	Activity	Toolkit Resources
Program design Awareness and Vision	<ul style="list-style-type: none"> <li>— Program design Awareness and Vision workshop (1 day, or 2x half day)</li> <li>— Think about the goals and results you want to obtain. Which SDGs are most important for your organisation, tenants and community?</li> <li>— Why is this workshop important?</li> <li>— The program should contain at least the following three parts: 1) Knowledge (WEA-model, SDGs and System thinking) 2) Vision development and 3) Reflection</li> <li>— Choose different working methods to make sure that everybody is active during the program</li> <li>— Who should participate in the workshop?</li> </ul>	<ul style="list-style-type: none"> <li>— Part IV Inspiration Guide WEA-model → Professional development</li> </ul>
Practical organisational preparations	<ul style="list-style-type: none"> <li>— Set a date</li> <li>— Organise a location</li> <li>— Inspiring sustainable invitation</li> </ul>	
Reporting	<ul style="list-style-type: none"> <li>— Report the results of the program</li> <li>— Discuss the results with your stakeholders</li> </ul>	

## Tips & Tricks

- Be sure that all levels and roles are invited to the vision program. It is important to invite representatives of all your internal stakeholder and tenants to obtain support and ownership from the start.
- Part of the Knowledge transfer about for example the WEA-model to Sustainable development and the SDGs can also be handed over as part of the preparation of the workshop.
- Be sure that discussions about definitions and common language doesn't frustrate your program. This will grow along the way. For now, it is important to create energy and support.
- Try to connect to personal drives and motives regarding sustainability. That will create energy and support.
- Choose work methods that contribute to a creative, relaxed and productive session.
- Make your report strongly visual (no long reports that will not be read) and make sure that everybody in the organisation is informed. For example, make a video, a poster, banners, etc. Relate it to the SDGs. Showing it ones is not enough.
- Hire an illustrator to participate in the workshop to make visuals at the same time. The advance of this is that you have clear visual results immediately after the workshop.

Step B

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# Baseline analysis

## Intended results

At the end of this step B, Baseline analysis all stakeholder will have a clear overview of where the organisation stands related to the vision and the strategic goals, including an indication of the issues that need more growth and actions.

## Activities

Sub-step	Activity	Toolkit Resources
WEA-model survey	<ul style="list-style-type: none"> <li>— Collect all the activities and results that have been undertaken during the last couple of years.</li> <li>— You can use the survey on three levels: 1) Quick scan - only answer the MC-questions, 2) Medium scan – MC-questions and explanatory text or 3) Full scan – MC-questions, explanatory text and burden of proof.</li> <li>— You might use the points to give yourself a score for later on comparison and rewarding when you are going to repeat the survey after one or two years.</li> </ul>	<ul style="list-style-type: none"> <li>— Part III WEA-model Baseline measurement questionnaire</li> </ul>
Reporting	<ul style="list-style-type: none"> <li>— Analyse and report the results of the survey. How are the results related to your vision. On which issues did you grow, which parts not. Which part need attention and actions, etc. Where are the main gaps between your vision and the actual situation.</li> </ul>	
Workshop	<ul style="list-style-type: none"> <li>— Discuss the results with your stakeholders, tenants and community: 1) Where are the main gaps between your vision and the actual situation and 2) conclude on which issues you need to work on.</li> </ul>	

## Tips & Tricks

- Be sure that all employees can add activities they have undertaken during the last couple of years. From management to administrators, HRM, educators, canteen employees and desk clerk. Every activity matters.
- Also think about your suppliers and tenants and their sustainable activities. They might have effect on your business operations or services, etc.
- Think about the role you can play within your community. How is sustainability incorporated in this role?
- Take your time to perform a full baseline survey. This will take quite a lot of time but you will be rewarded with a lot of information, inspiration, energy and most of all good insight in your current situation. Be aware there is always a big difference between what we think the situation is and what it really is. You will only have reliable and valid results with the full scan!

Step C

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# Creative Solutions

## Intended results

Step C Creative Solutions will result in a large amount of ideas that can help bridge the gap between current reality and your vision. The ideas should be clearly clustered, for example on the basis of different SDGs or in the various change domains within the WEA-model to Sustainable Development.

## Activities

Sub-step	Activity	Toolkit Resources
Program design Creative brainstorm	<ul style="list-style-type: none"> <li>— Program design of creative brainstorm workshop(s) (1 day, or 2x half day)</li> <li>— The workshop should at least contain the following parts: 1) Wrap up results and main issues, 2) Formulate the most creative, smart and flexible solutions, measures and actions that you can take to bridge the gap between the current reality and your vision.</li> <li>— Choose work methods that contribute to a creative, relaxed and productive session.</li> </ul>	<ul style="list-style-type: none"> <li>— Part IV Inspiration Guide WEA-model → All issues</li> </ul>
Practical organisational preparations workshop	<ul style="list-style-type: none"> <li>— Set a date</li> <li>— Organise a location</li> <li>— Inspiring sustainable invitation</li> </ul>	
Reporting	<ul style="list-style-type: none"> <li>— Report the results of the program</li> <li>— Discuss the results with your stakeholders</li> </ul>	

## Tips & Tricks

- It is valuable to invite a broad and diverse group of people (both internal and external) for this step, in addition to the existing working group, who all bring their own perspective on the issues.
- It might be useful to send **Part IV Inspiration Guide** of the Toolkit before the workshop to trigger new ideas and creative solutions.
- Try to award individual ideas and solutions. Everybody should contribute to realise the vision and goals by implementing it in their daily work. Trust them too make the right choices. That will create energy and support.
- Choose work methods that contribute to a creative, relaxed and productive session.
- Make your report strongly visual (no long reports that will not be read) and make sure that everybody in the organisation is informed. For example, make a video, a poster, banners, etc relating it to the SDGs. Showing it ones is not enough.
- Hire an illustrator to participate in the workshop to make visuals at the same time. The advance of this is that you have clear visual results immediately after the workshop.
- It might also be useful to put all the ideas and solutions online for your employees so they can choose which one they want to implement in their daily work.
- Also involve your tenants and community to create and implement ideas and solutions. This will strengthen the bond with your tenants and your network.

Step D

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# Decide on Priorities

## Intended results

At the end of Step D Decide on priorities will result in a Strategic Action Plan with an overview of the actions and how they are interrelated, who will do what and when and the business case.

## Activities

Sub-step	Activity	Toolkit Resources
Program design Prioritising workshop	<ul style="list-style-type: none"> <li>— Program design of prioritising workshop(s) (1 day, or 2x half day)</li> <li>— Prioritise the creative solutions in a systematic and structural way according to different criteria arising from:               <ul style="list-style-type: none"> <li>○ the established vision</li> <li>○ the associated SDGs</li> <li>○ the sustainability principles</li> <li>○ the business case</li> <li>○ WEA-model to Sustainable development</li> <li>○ the ability to change and capacity</li> <li>○ ...and other criteria that are important to the organisation</li> </ul> </li> <li>— Create Strategic Action plan (probably multiple iterations)               <ul style="list-style-type: none"> <li>○ An overview of the short-, medium- and long-term actions with the greatest impact</li> <li>○ Description who will do what and when</li> <li>○ Description how the different actions and solutions relate to each other</li> <li>○ Description of business case in terms of costs and revenue</li> </ul> </li> </ul>	Part V Action Plan
Practical organisational preparations workshop	<ul style="list-style-type: none"> <li>— Set a date</li> <li>— Organise a location</li> <li>— Inspiring sustainable invitation</li> </ul>	
Reporting	<ul style="list-style-type: none"> <li>— Action plan</li> <li>— Launch of the Strategic Action plan to your internal and external stakeholders</li> </ul>	Part V Action Plan
Monitoring results an impact	<ul style="list-style-type: none"> <li>— Monitoring the results and impact of your action plan by repeating the Baseline measurement questionnaire every year and adjusting the Strategic Action plan when needed.</li> </ul>	Part III WEA-model Baseline measurement questionnaire

## Tips & Tricks

- Put all the activities and planning in a public GANTT Chart (<https://www.gantt.com/>) and make it online available or put it on a wall so your employees and tenants can view it every day.
- Be sure that the monitoring is planned too. Make it a standard agenda item in your meetings with your staff, employees and tenants.