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## **Exploration for an overarching goal for the NZSD**

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## About this report series

The New Zealand Sustainability Dashboard Report series is a publication of the ARGOS Group ([www.argos.org.nz](http://www.argos.org.nz)) – as part of the New Zealand Sustainability Dashboard project. All publications can be found on the website [nzdashboard.org.nz](http://nzdashboard.org.nz). However, Internal Reports could not be published on the website.



## The New Zealand Sustainability Dashboard project Research Partners



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## **Executive Summary**

This document consists of a collection of the goals, visions, values and purposes of various institutions in New Zealand such as government ministries and departments, local government, sector organisations, Crown Research Institutes, NGOs and other relevant institutions. It was assembled to help the New Zealand Sustainability Dashboard team articulate its overarching goal, and ensure that it is aligned New Zealander's values and visions for agriculture sector.

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# 1 Introduction

This document has been prepared to guide the selection of an overarching goal for the New Zealand Sustainability Dashboard (NZSD). The NZSD team wanted something that expressed the aspiration of all New Zealanders and thought the place to look would be at what institutions in New Zealand, particularly our governing bodies, say about their goals, visions, values and purpose. Hence many are reproduced below and justify our proposed goal and values, which can be stated as:

*We want a resilient and sustainable New Zealand that promotes through good governance, social well-being and economic resilience both in the present and the future, while maintaining, if not enhancing, the environmental integrity of eco-systems.*

*We will support this by co-creating with primary industry partners an online, sustainability assessment, reporting and decision support tool that will empower New Zealand producers, processors and distributors of food, beverage, wood and fibre to maximise their economic potential (e.g., access to premium markets and risk mitigation related to non-tariff environmental barriers).*

The relevance and legitimacy of these statements have been endorsed by the policies and strategies, goals, purpose, vision and outcome statements of the institutions listed below:

## 1.1 Government Ministries

- Ministry of Primary Industries (MPI) - Manatū Ahu Matua
- Ministry of Business, Innovation and Employment (MBIE) - Hikina Whakatutuki
- Te Puni Kōkiri
- Ministry for the Environment (MfE) - Manatū Mō Te Taiao
- Ministry of Justice - Tāhū o te Ture
- Old ministry – MAF

## 1.2 Government Departments

- Department of Conservation (DOC) – Te Papa Atawhai
- New Zealand Trade and Enterprise (NZTE)
- Statistics NZ - Tatauranga Aotearoa
- Parliamentary Commissioner for the Environment (PCE) – Te Kaitiaki Taiao a Te Whare Pāremata
- Department of Internal Affairs

### **1.3 Local Government**

- Environment Canterbury Kaunihera Taiao ki Waitaha
- Waikato Regional Council Te Kaunihera ā Rohe o Waikato
- Bay of Plenty Regional Council
- Marlborough District Council
- Hawkes Bay Regional Council

### **1.4 Sector organisations**

- ZESPRI
- Sustainable Winegrowing New Zealand (SWNZ)
- BioGro
- Beef + Lamb
- Fonterra
- Dairy NZ

### **1.5 Crown Research Institutes (CRIs)**

- AgResearch
- Landcare Research – Manaaki Whenua
- Plant and Food Research – Rangahau Ahumāra Kai
- National Institute of Water and Atmospheric Research (NIWA) – Taihoro Nukurangi
- SCION

### **1.6 NGOs**

- Forest and Bird
- Greenpeace NZ
- Fish and Game

### **1.7 Others relevant institutions**

- The Agribusiness Group
- AERU – Agribusiness and Economics Research Unity – Lincoln University

### **1.8 International – related to NZSD**

- SAFA

The rest of this document consists of quotes copied directly from the websites of the above institutions. All material contained in this document from herein is quoted from and referenced to the appropriate website.

## **2 Government – Ministries**

### **2.1 MPI – Manatū Ahu Matua**

Our vision is to grow and protect New Zealand. We do this by: maximising export opportunities for the primary industries; improving sector productivity; increasing sustainable resource use; and protecting New Zealand from biological risk.<sup>1</sup>

The definition of sustainable agriculture adopted by the Ministry of Agriculture and Fisheries (MAF) which became MPI was:

“...the use of farming practices which maintain or improve the natural resource base of agriculture. Sustainability also requires that agriculture is profitable; that the quality and safety of the food, fibre and other agricultural products are maintained; and that people and communities are able to provide for their social and cultural well-being.” (Source: PCE 2004: Growing for Good. p. 26, quoting OCED).

### **2.2 MBIE - Hikina Whakatutuki**

MBIE's purpose is to Grow New Zealand for All. <sup>2</sup>

We will do this by helping businesses to become more productive and internationally competitive, and by increasing opportunities for all New Zealanders to contribute to the economy. <http://www.mbie.govt.nz/>

This means providing more jobs and increasing the opportunities for New Zealanders to participate in more productive and higher paid work. Growth for all also means providing better quality housing that is safe and affordable for New Zealanders. <http://www.mbie.govt.nz/>

The Ministry of Business, Innovation and Employment (MBIE) plays a central role in shaping and delivering a strong New Zealand economy.<sup>3</sup>

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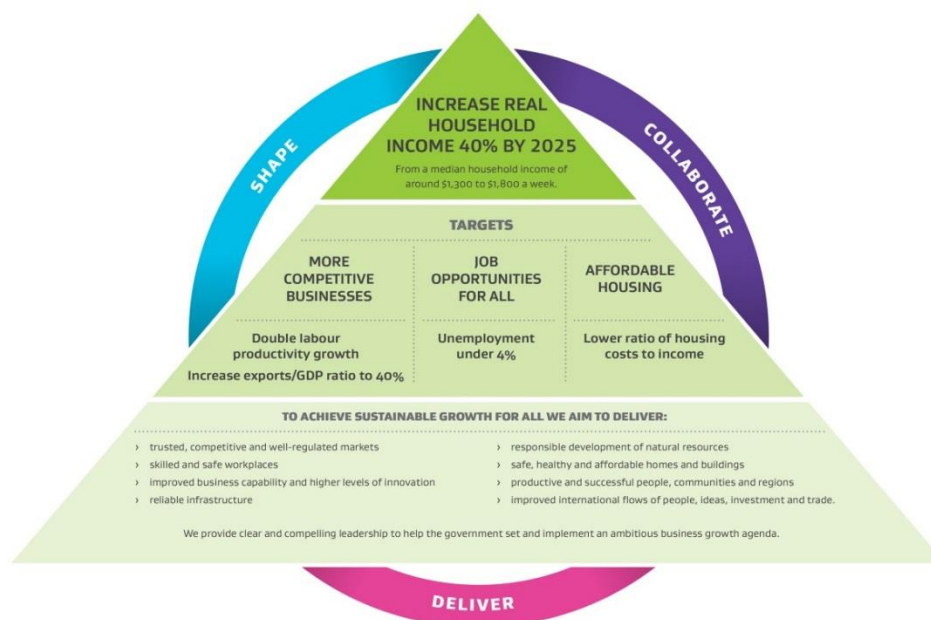
<sup>1</sup> <http://www.mpi.govt.nz/>

<sup>2</sup> <http://www.mbie.govt.nz/>

<sup>3</sup> <http://www.mbie.govt.nz/about-us>



# Grow NZ for all



‘Grow’ relates to the economy. To achieve the standard of living and quality of life we aspire to we need a better-performing economy that delivers sustainable growth.

‘For all’ captures growth for New Zealanders now and in the future – growth that doesn’t compromise our environment or the safety of our workplaces.

We will do this by helping businesses to become more productive and internationally competitive, and by increasing opportunities for all New Zealanders to contribute to the economy.

This means providing more jobs and increasing the opportunities for New Zealanders to participate in more productive and higher paid work. Growth for all also means providing better quality housing that is safe and affordable for New Zealanders.

These aspirations are echoed in our Māori identity – Hīkina Whakatutuki – which broadly means ‘lifting to make successful’.<sup>4</sup>

## Business Growth Agenda<sup>5</sup>

The Business Growth Agenda is an ambitious programme of work that will support New Zealand businesses to grow, in order to create jobs and improve New Zealanders’ standard of living. The Business Growth Agenda is delivering innovative initiatives and policy reforms that will help create a more productive and competitive economy.

<sup>4</sup> <http://www.mbie.govt.nz/about-us/our-purpose-and-role>

<sup>5</sup> <http://www.mbie.govt.nz/what-we-do/business-growth-agenda>

The Business Growth Agenda focuses on six key “ingredients” businesses need to grow: Export markets, innovation, infrastructure, skilled and safe workplaces, natural resources, and capital. Each of these has its own programme of work.



Progress reports will outline what’s being done to improve the business environment, and what further improvements are planned.

### 2.3 Te Puni Kōkiri

Te Puni Kōkiri works within the public sector, and with Māori communities, to support Māori collective success at home and globally. Te Puni Kōkiri means a group moving forward together. As the name implies, we seek to harness the collective talents of Māori to produce a stronger New Zealand.<sup>6</sup>

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<sup>6</sup> <http://www.tpk.govt.nz/en/>

## **2.4 Ministry for the Environment - MfE - Manatū Mō Te Taiao**

We work to achieve high environmental standards for New Zealand, while sustaining and enhancing social and economic development.<sup>7</sup>

## **2.5 Ministry of Justice - Tāhū o te Ture**

The Ministry of Justice delivers court and tribunal services including collection of fines and reparation, provides policy advice and negotiates Treaty of Waitangi claims on behalf of the Government. The Ministry of Justice is the lead justice sector agency and also supports the judiciary.<sup>8</sup>

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<sup>7</sup> <http://www.mfe.govt.nz/index.html>

<sup>8</sup> <http://www.justice.govt.nz/>

## 3 Government Departments and statutory organisations

### 3.1 Department of Conservation (DOC) – Te Papa Atawhai

Conservation for prosperity – Tiakina te taiao, kia puawai<sup>9</sup>

Vision, purpose and outcome

#### **DOC’s vision is:**

New Zealand is the greatest living space on Earth

*Kāore he wāhi i tua atu i a Aotearoa, hei wahi noho i te ao*

By “living space” we’re talking about our physical environment and the people, plants and animals that it supports.

By “greatest” we mean New Zealand being the best it can be—a country that prospers socially, economically and environmentally.

Our vision is bigger than DOC and bigger even than conservation. We want it to be a stretch and to be something everyone wants to sign up to, so we can all work together to achieve it.

We’re doing our part to make New Zealand the greatest living space on Earth by looking after our environment so all of us can enjoy it and get the benefits from it that we need for our health and well-being and our wealth. This includes things like: clean air to breathe; fresh water to drink and to run our industries; healthy soils to grow our food; places where we can find adventure and solitude, and much more.

#### **DOC’s purpose is:**

Conservation leadership for a prosperous New Zealand

By “prosperous New Zealand” we mean a country that is flourishing socially, economically and environmentally.

#### **DOC’s outcome is:**

New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, recreation opportunities and living our history.<sup>10</sup>

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<sup>9</sup> <http://www.doc.govt.nz/>

<sup>10</sup> <http://www.doc.govt.nz/about-doc/role/vision-role-overview-and-statutory-mandate/vision-purpose-and-outcome/>

## 3.2 NZTE

New Zealand Trade and Enterprise (NZTE) is New Zealand's international business development agency. Our role is to help New Zealand businesses grow bigger, better, faster in international markets.

NZTE's strategy supports the Government's [Business Growth Agenda](#) which creates conditions that encourage successful businesses to grow globally.<sup>11</sup>

## 3.3 Stats NZ - Tatauranga Aotearoa

Our goal is to give New Zealand the statistical information it needs to grow and prosper. We aim to tell the story of New Zealand through statistics that are relevant, accessible, and trustworthy.<sup>12</sup>

## 3.4 Parliamentary Commissioner for the Environment (PCE) – Te Kaitiaki Taiao a Te Whare Pāremata

### Mission

To maintain or improve the quality of the environment by providing robust independent advice that influences decisions.

### Values

Excellence. The questions we raise and the solutions we propose are based on sound science and reasoned argument. We are accountable to the people of New Zealand and we deliver value for the funding we receive.

Determination. We bravely and constructively question the status quo. We persist in communicating the results of our work in different ways to maximise its usefulness.

Generosity of spirit. We work together in an open collegial way, sharing our expertise, listening carefully and not rushing to judgement. We actively acknowledge decisions and actions that benefit the environment.

Innovation. Our independence empowers us to think freely and creatively. We strive to get beyond describing problems to proposing solutions.

Effectiveness. Others trust and respond to our advice. Our work has a lasting and tangible impact on the New Zealand environment.<sup>13</sup>

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<sup>11</sup> <http://www.nzte.govt.nz/en/about-us/>

<sup>12</sup> [http://www.stats.govt.nz/about\\_us.aspx](http://www.stats.govt.nz/about_us.aspx)

<sup>13</sup> <http://www.pce.parliament.nz/assets/Uploads/PCE-Values-English.pdf>

## **3.5 Department of Internal Affairs (DIA)**

### **Te Tari Taiwhenua**

Building a safe, prosperous and respected nation<sup>14</sup>

### **Kia Tūtahi Relationship Accord<sup>15</sup> - Kia Tūtahi Standing Together**

The Relationship Accord between the Communities of Aotearoa New Zealand and the Government of New Zealand

#### **Wawata - Vision**

The communities of Aotearoa New Zealand and the Government of New Zealand working together for a fair, inclusive and flourishing society.

#### **Kaupapa - Purpose**

Communities and government are increasingly working together to navigate the cultural, social, environmental and economic challenges for our society. In this context, the Relationship Accord supports the building of strong relationships between communities and government, with benefits accessible to all, so that we can jointly achieve our vision.

#### **Tuapapa - Foundations**

The work of communities and government together is integral to the fabric of our society. At the heart of our relationship, are the aspirations and wellbeing of whanau and individuals within our communities.

We, as communities and government:

- acknowledge the special relationship between the Crown and tangata whenua through Te Tiriti o Waitangi
- acknowledge our history and the past work achieved by communities and government to strengthen relationships
- respect and value the many cultures and diversity of the communities of Aotearoa New Zealand
- respect and value the contribution of tangata whenua, community and voluntary sector organisations; whether large or small, structured or informal
- respect and value the contributions of everyone who dedicates their time and energy voluntarily for the benefit of their communities
- recognize the role of government in setting policy and managing public resources and the importance of communities contributing to the development of policy.

#### **Tikanga - Principles**

We, as communities and government, agree to build our relationship on a set of principles that form the basis for committed actions.

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<sup>14</sup> <http://www.dia.govt.nz/>

<sup>15</sup> <http://www.dia.govt.nz/kiatutahi>

**We will respect Te Tiriti o Waitangi.**

We recognise Te Tiriti o Waitangi as the foundation document of Aotearoa New Zealand.

We respect all commitments that parties make under Te Tiriti o Waitangi.

We will weave Te Tiriti through the work we do.

**We have a collective responsibility to hear and respond to the voices of all.**

We will reach out to those who are not usually included and respond to the diversity in our communities.

We will take account of the people whose daily lives are affected by our work.

We will work to enable communities to determine their own destinies for the betterment of all.

We will increase opportunities for people to participate and flourish in their communities.

We will champion the principles and intent of this Relationship Accord.

**We will act in good faith.**

We will do what we say we will do and put in place ways of making this clear to everyone.

We will work cooperatively to resolve issues arising between us.

We will act in the spirit of generosity towards each other.

We will share our knowledge, celebrate success and learn from our experiences.

**Our work together will be built on trust and mutual respect.**

We will be honest and open.

We will develop and promote effective communication.

We will be responsive to each other's guidance and advice.

We will respect the different roles and responsibilities we have.

**Nga Mahinga - Putting the principles into practice**

The success of the Relationship Accord will depend on how we put the principles into practice. We start from a strong base of more than a decade of work to strengthen relationships between communities and government and deliver better results for the people of Aotearoa New Zealand.

We will commit to implementing this Relationship Accord to achieve the following outcomes.

The principles of the Relationship Accord are widely understood and modelled through consistent good practice.

Communities and government are in genuine and purposeful engagement on matters of mutual interest and importance.

Productive relationships between communities and government lead to decisions that reflect mutual interests.

Communities and government jointly resolve longstanding matters of concern, such as, participation in decision-making around policy and service delivery issues, and funding arrangements.

Communities and government have the resources to support working together better.

Communities and government jointly review progress and share learning.

We will draw on the skills and knowledge within communities and government to resolve any differences and put in place strategies to give effect to the principles in the Relationship Accord.



## 4 Local Government – DIA

The Local Government Act 2002 requires all councils to<sup>16</sup>:

- Separate policy setting from operational functions as far as possible.
- Prepare long term plans, annual plans and budgets ...
- Report annually on performance in relation their plans. Etc.

Regional Councils' responsibilities include:

- Sustainable regional wellbeing
- Managing the effects of using freshwater, land, air and coastal waters, by developing policy statement and the issuing of consents
- Managing rivers, mitigating soil erosion and flood control etc.

### 4.1 Environment Canterbury - Kaunihera Taiao ki Waitaha

Environment Canterbury is the regional council working with the people of Canterbury to manage the region's air, water and land. We are committed to the sustainable management of our environment while promoting the region's economic, social and cultural well-being.<sup>17</sup>

### 4.2 Waikato Regional Council Te Kaunihera ā Rohe o Waikato

The Waikato Regional Council works with others to build a Waikato that has a healthy environment, a strong economy and vibrant communities.<sup>18</sup>

### 4.3 Bay of Plenty Regional Council

#### Who We Are

Back in 1989, the Government took 25 organisations and turned them into the Bay of Plenty Regional Council. As caretakers of our land, air and water, Bay of Plenty Regional Council monitors the effects of human activities on our environment. We also promote the sustainable management of our natural and physical resources for present and future generations.

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<sup>16</sup> <http://www.localcouncils.govt.nz/lqip.nsf/wpgurl/About-Local-Government-Local-Government-In-New-Zealand-Councils-roles-and-functions>

<sup>17</sup> <http://ecan.govt.nz/about-us/pages/default.aspx>

<sup>18</sup> <http://www.waikatoregion.govt.nz/>



## What We Do

Bay of Plenty Regional Council's work guides and supports the sustainable development of the Bay of Plenty. We want to make sure our region grows and develops in a way that keeps its values safe for future generations.

A major focus of our work involves looking after the environment. We manage the effects of people's use of freshwater, land, air and coastal water. However, we also have a broader responsibility with others for the economic, social and cultural well-being of the regional community.<sup>19</sup>

### 4.4 Marlborough District Council

The council's statement is: *To enhance the lifestyle of the community by effectively and efficiently managing the district's resources in balance with environmental and community needs.*<sup>20</sup>

### 4.5 Hawkes Bay Regional Council

Hawke's Bay Regional Council has a vision for a vibrant community, a prosperous economy, a clean and healthy environment, now and for future generations.<sup>21</sup>

#### Our Purpose

Hawke's Bay Regional Council has a long term focus and we exist because of our statutory role in four core functions:

- Natural resource knowledge and management
- Natural hazard assessment and management
- Regional strategic planning

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<sup>19</sup> <http://www.boprc.govt.nz/council/about-us/>

<sup>20</sup> [http://www.localgovt.co.nz/site/local\\_government/find\\_a\\_council/by\\_region/marlborough/default.aspx](http://www.localgovt.co.nz/site/local_government/find_a_council/by_region/marlborough/default.aspx)

<sup>21</sup> <http://www.hbrc.govt.nz/About-your-Council/Pages/default.aspx>

- Regional scale infrastructure and services

## **Our Vision**

"A region with a vibrant community, a prosperous economy, a clean and healthy environment, now and for future generations."

## **Our Values**

### Excellence

We aim high and take pride in providing an exceptional service

### Forward Thinking

We anticipate and prepare for the future

### Innovation

We are open to change and seek new ways of doing things

### Integrity

We demonstrate openness, honesty and respect in our relationships

### Partnerships

We build strong partnerships to achieve common goals <sup>22</sup>

Developing resilient ecosystems, communities and our economy to enable growth across the region. E te iwi whanui, nau mai, haere mai. Welcome. <sup>23</sup>

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<sup>22</sup> <http://www.hbrc.govt.nz/About-your-Council/Who-we-are/Pages/Vision-Values.aspx>

<sup>23</sup> <http://www.hbrc.govt.nz/Pages/default.aspx>

## 5 Sector organisations

### 5.1 Zespri®

#### Vision

To be the 'acknowledged world leader in kiwifruit' and the retail category leader in kiwifruit. To be the retail category leader in kiwifruit, ZESPRI provides unrivalled excellence in:

- Brand-based consumer focus
- Customer relationships and innovation
- Cost-effective sourcing of superior fruit globally.

ZESPRI aims to create a worldwide, year round supply of kiwifruit. We don't want ZESPRI® Kiwifruit to be something people only see on supermarket shelves for a few months each year. To do this, we've formed partnerships with experienced growers around the world. The environment is of huge importance to ZESPRI; we guarantee that ZESPRI® Kiwifruit is grown in a way that has little impact on the environment.

How? We strive to use best practices in all of our processes and we are dedicated to being a sustainable business and market leader.

Above all, ZESPRI's focus is to satisfy our consumers by offering them the world's most delicious, nutritious and safest kiwifruit.<sup>24</sup>

### 5.2 Dairy NZ

Profitability, Sustainability, Competitiveness<sup>25</sup>

DairyNZ is the industry good organisation, representing New Zealand's dairy farmers. We are funded by farmers through a levy on milksolids. Our purpose is to secure and enhance the profitability, sustainability and competitiveness of New Zealand dairy farming. We aim to do this by leading innovation in world-class dairy farming and by working always in the best interests of New Zealand's dairy farmers.<sup>26</sup>

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<sup>24</sup> <http://www.zespri.com/about-zespri/zespri-vision.html>

<sup>25</sup> <http://www.dairynz.co.nz/>

<sup>26</sup> [http://www.dairynz.co.nz/page/pageid/2145855891/Who\\_we\\_are](http://www.dairynz.co.nz/page/pageid/2145855891/Who_we_are)

### 5.3 SWNZ - Sustainable Winegrowing New Zealand

Sustainable Winegrowing New Zealand was established in 1995 as an industry initiative directed through New Zealand Winegrowers and was commercially introduced in 1997 and adopted by growers from all the grape growing regions. The introduction of winery standards in 2002 has been a significant development, which further substantiates the industry commitment to sustainable production.



Sustainable Winegrowing New Zealand was developed in order to:

- Provide a 'best practice' model of environmental practices in the vineyard and winery.
- Guarantee better quality assurance from the vineyard through to the bottle.
- Address consumer concerns regarding products which are made taking care to respect the environment.

Sustainable Winegrowing New Zealand is an integral part of the future of New Zealand wine production. As such, the programme aims to deliver the following benefits to its members:

- A framework for viticultural and winemaking practices that protect the environment while efficiently and economically producing premium wine grapes and wine.
- A programme of continual improvement to ensure companies operate with a goal of improving their operational practices.
- A platform for technology transfer so that companies are kept up to date regarding any new technology and its application.
- An external audit structure that has integrity and rigour to comply with market expectations.
- Opportunity to be a part of the positive future and the New Zealand Wine industry goal of 100% of grape growers and winemakers operating under approved independently audited sustainability programs.<sup>27</sup>

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<sup>27</sup> <http://www.nzwine.com/sustainability/sustainable-winegrowing-new-zealand/>

## 5.4 BioGro

### For producers:

We provide producers with organic certification as an assurance of organic integrity for their customers. BioGro certification also gives producers market access in NZ and to key [international markets](#). We continue to be led by our philosophical roots, with Organic Standards that support the organic [principles](#) we were founded on.

Working with our team of passionate, professional [staff and auditors](#) gives you superior technical support and expertise. We also promote organics at consumer and trade fairs to ensure that consumers recognise the value of your organic status. BioGro now certifies over 1000 organic producers across New Zealand and in the Pacific region.

We certify businesses and organisations in all organic sectors including:

- primary production
- food processors
- wholesalers, distributors and retailers
- exporters and importers
- input manufacturers and service providers
- textiles, health and body care products

### For consumers:

We certify producers as 'organic' so that when you buy products/services you can be guaranteed that the highest organic standards have been met every step of the way.

[Our logo](#) guarantees that products have been produced without the routine use of synthetic pesticides or fertilizers, or genetically modified ingredients, that they have a reduced effect on the environment, animals have been treated humanely along the way, and that rural communities have been united and empowered.

Every year we audit our certified-organic producers and verify that they have met our organic standards. If they make the mark we authorize them to use our logo which is trusted the world over.<sup>28</sup>

Our founding philosophy and **values** are as fundamental to our success now as they were 30 years ago:

- Integrity and belief in what we do
- A total commitment to and passion for organics
- Care of our clients (certified producers), our staff & environment.<sup>29</sup>

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<sup>28</sup> <http://www.biogro.co.nz/what-do-we-do>

<sup>29</sup> <http://www.biogro.co.nz/our-philosophy-history-values>

## 5.5 Beef + Lamb

Beef + Lamb New Zealand. By farmers. For farmers

Beef + Lamb New Zealand invests your levies to support a growing sheep and beef industry that will provide sustained profits for you and your family.

To do this we focus on four programme areas – Farm, Market, People, and Information – to bring you the innovative tools and services and credible information and analysis you need to make the best decisions for your business.

It's all geared towards making continuous improvements on your farm, securing better access to overseas markets, and elevating the status of New Zealand beef and lamb to boost demand for the meat you produce.

Working together, we can help you improve your farm's productivity and profitability, and ensure a thriving future for our industry for generations to come.

Find out more about what we can do for your business...

[Farm](#) – Delivering research, development and technology transfer for whole farm systems

[Market](#) – Eliminating trade barriers and investing alongside meat exporters to promote New Zealand beef and sheep meat

[People](#) – Developing tomorrow's leaders and building a skilled workforce

[Information](#) – Delivering independent information and analysis to help decision-making across the sector. <sup>30</sup>

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<sup>30</sup> <http://www.beeflambnz.com/about-us/>

## 5.6 Fonterra

### Company Overview

Fonterra is a global, co-operatively-owned company with its roots firmly planted in New Zealand's rich land, working to unlock every drop of goodness from the 22 billion litres of milk we collect each year and sharing it with the world.<sup>31</sup>

### Our vision and values

Dairy is the hero of our story. We have a pure, natural product with unlimited potential. There are nutritional possibilities we've yet to explore.

It's this passion that is reflected in our vision to share dairy with the world. Around the world we want our customers to think 'Fonterra' first when they think dairy. In our branded markets we want our consumers to have our brands top-of-mind as the leaders of dairy. If we achieve this we will have achieved our vision of being the natural source of dairy nutrition for everybody, everywhere, every day. It's a bold goal, but it's grounded in reality. We have what it takes.

We have generations of dairy expertise behind us. We will be at the forefront of dairy innovation for generations to come.

Every day, our knowledge, our products and our people combine to bring the best of dairy to our customers and consumers around the world and the best returns to our business. Each day, we add to our reputation.

The infographic is divided into two horizontal sections. The top section has an orange background and features a white line-art illustration of a tandem bicycle. Below the bicycle, there is a list of five values. The bottom section has a purple background and features a white line-art illustration of a balance scale. Below the scale, there is a list of five values.

**CO-OPERATIVE SPIRIT**

- Put the whole of Fonterra before its parts
- Pitch in; volunteer my knowledge, capability and networks
- Safety first; for me and for others
- Form lasting partnerships
- Promote our reputation and honour our heritage
- Honour what's important to local communities

**DO WHAT'S RIGHT**

- Do what I say I will
- Speak openly and honestly
- Treat others as I would expect to be treated
- Have the tough conversations
- Have the courage to challenge when things don't seem right

For us, tomorrow is not just another day – it's an opportunity to make our vision real.

<sup>31</sup> <http://www.fonterra.com/nz/en/About/Company+Overview>



## OUR VALUES

We are all writing Fonterra's story.

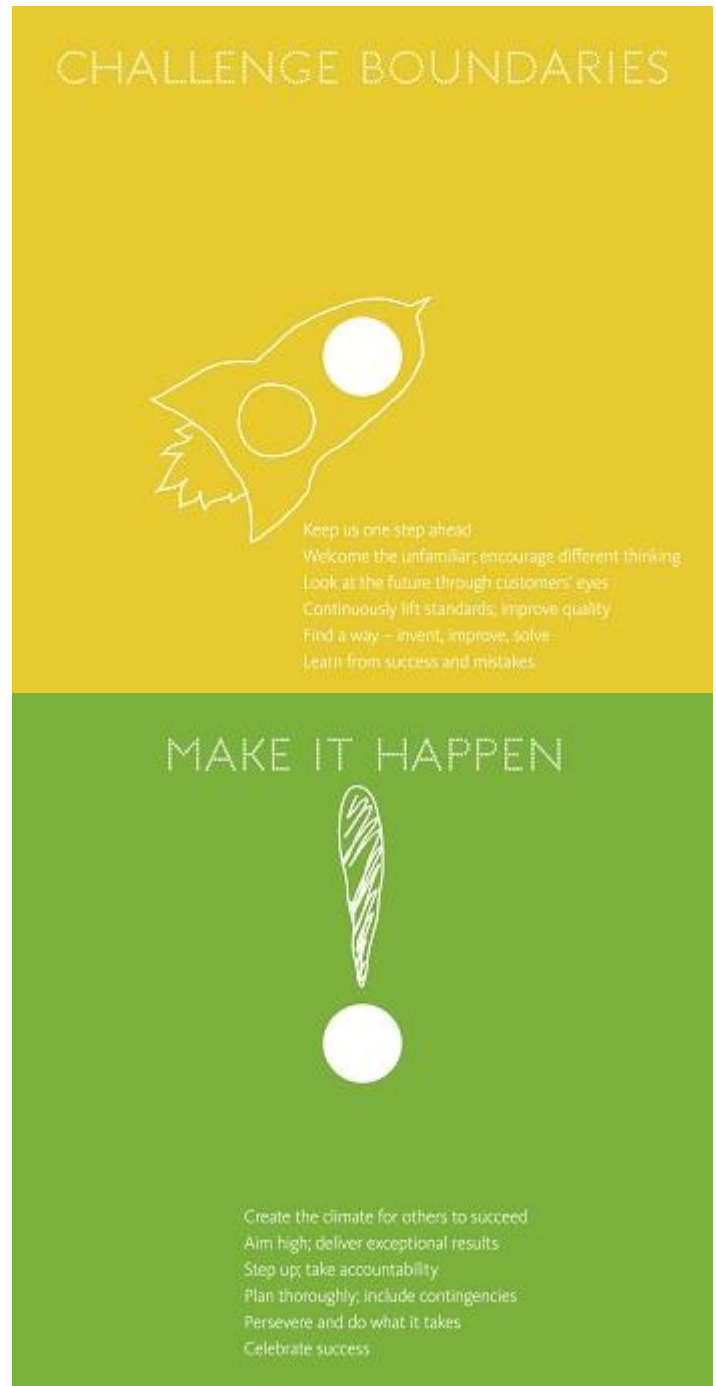
As individuals, we are shaped by different cultural, professional and personal experiences.

Our shared values enable us to combine our personal strengths with those of others to make Fonterra stronger, better, more innovative and more successful.

We could write a novel about our values. We're a company that spans many countries and cultures, and values are hugely important to us.

But when you boil it down, there are just four simple things that guide us.

And it doesn't matter who or where we are within Fonterra, these are the values we share.<sup>32</sup>



<sup>32</sup> <http://www.fonterra.com/nz/en/about/our+vision+and+values>

## 6 Crown Research Institutes (CRIs)

All CRIs operate under a particular legal framework and have the same operating principles which are:

[CRI name] will:

- operate in accordance with a Statement of Corporate Intent and business plan that describes how [CRI name] will deliver against this Statement of Core Purpose, and describes what the shareholders will receive for their investment
- meet its obligations as a Crown Company and remain financially viable, delivering an appropriate rate of return on equity
- develop strong, long-term partnerships with key stakeholders, including industry, government and Māori, and work with them to set research priorities that are well linked to the needs and potential of its end-users
- maintain a balance of research that both provides for the near-term requirements of its sectors and demonstrates vision for their longer-term benefit
- transfer technology and knowledge from domestic and international sources to key New Zealand stakeholders, including industry, government and Māori
- develop collaborative relationships with other CRIs, universities and other research institutions (within New Zealand and internationally) to form the best teams to deliver its core purpose
- provide advice on matters of its expertise to the Crown
- represent New Zealand's interests on behalf of the Crown through contribution to science diplomacy, international scientific issues and/or bodies as required
- seek advice from scientific and user advisory panels to help ensure the quality and relevance of its research
- establish policies, practices and culture that optimise talent recruitment and retention
- enable the innovation potential of Māori knowledge, resources and people
- maintain its databases, collections and infrastructure and manage the scientific and research data it generates in a sustainable manner providing appropriate access and maximising the reusability of data sets
- seek shareholder consent for significant activity beyond its scope of operation.

This statement provides key guidance to the [CRI name] Board for developing its Statement of Corporate Intent, which sets out [CRI name]'s strategy for delivering against its core purpose. [CRI name]'s performance will be monitored against the outcomes and operating principles in this statement.<sup>33</sup>

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<sup>33</sup> <http://www.agresearch.co.nz/Pages/default.aspx>

## 6.1 AgResearch

Farming, Food and Health, First <sup>TM</sup>

### Purpose

Our purpose is to enhance the value, productivity and profitability of New Zealand's pastoral, agri-food and agri-technology sector value-chains to contribute to economic growth and beneficial environmental and social outcomes for New Zealand.

### Outcomes

AgResearch will fulfil its purpose through the provision of research and transfer of technology and knowledge in partnership with key stakeholders, including industry, government and Māori, to:

- increase the value of these industry sectors to the New Zealand economy through the development of high-value pastoral-based products and production systems that meet current and future global market needs
- position New Zealand as a global leader in the development of environmentally sustainable, safe and ethical pastoral production systems and products
- ensure that New Zealand's pastoral sector is able to protect, maintain and grow its global market access
- increase the capacity of rural communities and enterprises to adapt to changing farming conditions in ways that balance economic, environment, social and cultural imperatives.

### Scope of Operation

To achieve these outcomes, AgResearch is the lead CRI in the following areas:

- pasture-based animal production systems
- new pasture plant varieties
- agriculture-derived greenhouse gas mitigation and pastoral climate change adaptation
- agri-food and bio-based products and agri-technologies
- integrated social and biophysical research to support pastoral sector development.

AgResearch will work with other research providers and end-users to contribute to the development of the following areas:

- biosecurity, land, soil and freshwater management
- climate change adaptation and mitigation
- food and beverage sector (including foods for human nutrition and health, food technologies and food safety). <sup>34</sup>

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<sup>34</sup> <http://www.agresearch.co.nz/Pages/default.aspx>

## 6.2 Landcare Research - Manaaki Whenua

### Purpose

Landcare Research's purpose is to drive innovation in New Zealand's management of terrestrial biodiversity and land resources in order to both protect and enhance the terrestrial environment and grow New Zealand's prosperity.

### Outcomes

Landcare Research will fulfil its purpose through the provision of research and transfer of technology and knowledge in partnership with key stakeholders, including industry, government and Māori, to:

- improve measurement, management and protection of New Zealand's terrestrial ecosystems and biodiversity, including in the conservation estate
- achieve the sustainable use of land resources and their ecosystem services across catchments and sectors
- improve measurement and mitigation of greenhouse gases from the terrestrial biosphere
- increase the ability of New Zealand industries and organisations to develop within environmental limits and meet market and community requirements.

### Scope of operation

To achieve these outcomes, Landcare Research is the lead CRI in the following areas:

- catchment-level ecosystems (including wetlands) and related ecosystem services
- terrestrial vertebrate pest control
- terrestrial carbon processes and inventory, and other greenhouse gases from soil and land
- land cover, land-use capability and effects, and spatial land information that integrates across sectors and scales
- soil characterisation, processes and services
- integrated social and biophysical research to support sustainable land resource management, including natural and urban environments.

Landcare Research will work with other research providers and end-users to contribute to the development of the following areas:

- biosecurity, land, soil and freshwater management
- climate change adaptation and mitigation
- industry and business environmental performance, including verification
- indigenous forestry
- urban environments
- Antarctica.<sup>35</sup>

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<sup>35</sup> <http://www.landcareresearch.co.nz/about/our-core-purpose>

## 6.3 Plant and Food Research – Rangahau Ahumāra Kai

Discover. Innovate. Grow.™

Plant and Food Research is a New Zealand-based science company providing research and development that adds value to fruit, vegetable, crop and food products.

With over 900 people based at sites across New Zealand, as well as in the USA and Australia, at the heart of Plant & Food Research is a goal to underpin the growth of plant and marine-based industry through the successful application and commercialisation of research-based innovation.

Our science supports the sustainable production of high quality produce that earns a premium in international markets, as well as driving the design and development of new and novel functional foods that offer benefits to human health and wellbeing.

Plant & Food Research is a New Zealand government-owned Crown Research Institute, subject to the Crown Entities Act 2004, the Crown Research Institutes Act 1992 and the Companies Act 1993.

Our Maori name, Rangahau Ahumara Kai, is more than a mere translation of Plant & Food Research; it embodies many important philosophies that are cultural taonga to Maori.

Rangahau Ahumara Kai:

"The searching out of knowledge to tend to Papatuanuku and to grow food and sustenance for the wellbeing of humankind".<sup>36</sup>

## 6.4 NIWA - Taihoro Nukurangi

Enhancing the benefits of New Zealand's natural resources

NIWA's mission is to conduct leading environmental science to enable the sustainable management of natural resources for New Zealand and the planet.

At NIWA we are committed to:

- Promoting creativity, innovation, and teamwork
- Ensuring our core science areas are appropriately staffed and supplied with sufficient equipment and resources to conduct leading-edge science and deliver innovative and unrivalled products and services
- Maintaining a culture which is adaptable and seeks opportunities
- Being recognised for our integrity, skill, and professionalism in conducting all aspects of the company's business
- Attracting, retaining, and rewarding high quality staff

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<sup>36</sup> <http://www.plantandfood.co.nz/page/about-us/>

- Providing a safe and healthy working environment
- Ensuring that all staff are treated in a fair and equitable manner and that their work and private lives are balanced
- Taking social responsibility and valuing our environment
- Encouraging stakeholder participation in setting our research and business strategies
- Working collaboratively with other organisations and people to form partnerships that add value to our research, intellectual property, and products and services
- Honouring the principles of the Treaty of Waitangi.

### **Statement of Core Purpose**

The Statement of Core Purpose spells out why the Government owns Crown Research Institutes and what it expects from them. In particular, it defines the areas of operation in which each CRI is the lead agency, and those in which it will collaborate with others to achieve the required outcomes.

### **Purpose**

NIWA's purpose is to enhance the economic value and sustainable management of New Zealand's aquatic resources and environments, to provide understanding of climate and the atmosphere and increase resilience to weather and climate hazards to improve the safety and wellbeing of New Zealanders.

### **Outcomes**

NIWA will fulfil its purpose through the provision of research and transfer of technology and knowledge in partnership with key stakeholders, including industry, government and Māori, to:

- increase economic growth through the sustainable management and use of aquatic resources
- grow renewable energy production through developing a greater understanding of renewable aquatic and atmospheric energy resources
- increase the resilience of New Zealand and South-West Pacific islands to tsunami and weather and climate hazards, including drought, floods and sea level change
- enable New Zealand to adapt to the impacts and exploit the opportunities of climate variability and change and mitigate changes in atmospheric composition from greenhouse gases and air pollutants
- enhance the stewardship of New Zealand's freshwater and marine ecosystems and biodiversity
- increase understanding of the Antarctic and Southern Ocean climate, cryosphere, oceans and ecosystems and their longer-term impact on New Zealand.

### **Scope of operation**

To achieve these outcomes, NIWA is the lead CRI in the following areas:

- aquatic resources and environments (with a focus on surface freshwaters and coastal environments)

- oceans
- freshwater and marine fisheries
- aquaculture
- climate and atmosphere
- climate and weather hazards
- aquatic and atmospheric-based energy resources
- aquatic biodiversity (including biosystematics) and biosecurity.

NIWA will work with other research providers and end-users to contribute to the development of the following areas:

- biosecurity, freshwater and hazards management
- climate change adaptation and mitigation
- ocean floor exploration
- seafood sector
- urban environments
- Antarctica.<sup>37</sup>

## 6.5 SCION

forests · products · innovation

Scion's vision: Prosperity from trees<sup>38</sup>

### Our vision story

Maori legend tells how a mighty tree created a world that people could live in by pushing the sky and land apart. At Scion, we know that trees create more than just a liveable world, they create a prosperous one.

Prosperity comes in many forms. Forest products contribute economic wealth by being New Zealand's third largest export earner. We see the potential for so much more. We add to regional and national prosperity by devising new and clever ways to use trees to build a bio-based economy.

We cannot achieve this by ourselves. We work closely with industry to lift forest productivity and manufacturing to new levels. Together we can get more out of every tree, from its bark to its fibres. From these fibres we can create biomaterials. From the chemicals stored in tree cells we can create energy to replace fossil fuels.

We extend New Zealand's reach by extending our own. Scion is creating new technologies and products by partnering with overseas companies and research organisations. We talk with global thought leaders; we understand future markets to generate new opportunities; and we help to

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<sup>37</sup> <http://www.niwa.co.nz/about/our-mission>

<sup>38</sup> <http://www.scionresearch.com/>

attract investment. Everything we do is about making New Zealand a great place to live, do business and make our customers more successful.

Prosperity grows from a healthy environment. Trees provide a valuable way of using land while protecting it at the same time. As part of our land's rich mosaic, forests can stabilise soil, lift water quality, store carbon and support biodiversity. At Scion, we provide the science to make sure that healthy environmental choices pay-off for landowners as well as the nation.

New Zealand grows forests well. Wherever they grow, forests can provide jobs. Scion is working to ensure forestry jobs get better, safer and produce higher value, so all communities can prosper.

At home, trees are all around us. Most of our homes and much of our furniture are constructed from trees, or products derived from trees. Scion is working to ensure the products we use on and in our homes become more diverse and perform better.

When we step outside, trees provide a place for us to relax and enjoy. Our forests help to make New Zealand one of the world's greatest adventure playgrounds. Scion aims to help keep it that way.

Trees are giants of the living world. They support life, protect land, are climate friendly and provide renewable materials and energy for people to use. At Scion, we stand tall among giants to create prosperity for New Zealand.<sup>39</sup>

### **Scion's purpose**

Scion is a New Zealand Crown Research Institute (CRI) that specialises in research, science and technology development for the forestry, wood product and wood-derived materials and other biomaterial sectors. Our purpose is to drive innovation and growth from these sectors to build economic value and contribute to beneficial environmental and social outcomes for New Zealand.

Scion is the leading CRI in the following areas:

- Sustainable forest management and tree improvement.
- Forestry biosecurity, risk management and mitigation.
- Wood processing, wood-related bioenergy, waste streams and other biomaterials.
- Forestry and forestry-based ecosystem services to inform land-use decision making.
- Scion collaborates with other research providers and end-users to develop:
- Land-based biosecurity, soil and freshwater management.
- Climate change adaptation and mitigation.
- Indigenous forestry.
- Industrial biotechnology and high-value manufacturing.
- We achieve our purpose through providing research, technology and knowledge in partnership with industry, government and Maori stakeholders.
- Our vision is 'Prosperity from trees' or 'Mai i te ngahere oranga'.<sup>40</sup>

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<sup>39</sup> <http://www.scionresearch.com/general/about-us/our-vision>

<sup>40</sup> <http://www.scionresearch.com/general/about-us>



## 7 Non-Governmental Organisations

### 7.1 Forest and Bird

Protecting our native plants, animals and wild places, on land and in our oceans. Help us to help nature. <sup>41</sup>

### 7.2 Greenpeace NZ

#### Our core values

Greenpeace's work is based on a number of key principles. They are reflected in all our campaigns, and they guide whatever we do, wherever we do it.

- Personal responsibility and Nonviolence

We take personal responsibility for our actions, and we are committed to nonviolence. These principles are inspired by the Quaker concept of 'bearing witness', which is about taking action based on conscience – personal action based on personal responsibility. We are accountable for our actions, and everyone on a Greenpeace action is trained in nonviolent direct action.

- Independence

We ensure our financial independence from political or commercial interests. We do not accept money from either companies or governments. And we mean any money. Individual contributions, together with foundations grants, are the only source of our funding. Our independence gives us the authority we need to effectively tackle power, and make real change happen.

- Greenpeace has no permanent friends or foes

In exposing threats to the environment and finding solutions we have no permanent allies or adversaries. If your government or company is willing to change we will work with you to achieve your aims. Dither, backtrack or turn around and we will be back.

What matters isn't words, but actions, and, as far as we're concerned, there's only one standard in this: The environment has to benefit.

- Promoting solutions

We seek solutions for, and promote open, informed debate about society's environmental choices. We don't work to manage environmental problems, we work to eliminate them. That's why we developed our roadmap to save the seas through the establishment of marine reserves, and an Energy [R]evolution blueprint that points the way to a clean economy. It's not enough for us to point the finger; we develop, research and promote concrete steps towards a green and peaceful future for all of us. <sup>42</sup>

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<sup>41</sup> <http://www.forestandbird.org.nz/>

<sup>42</sup> <http://www.greenpeace.org/new-zealand/en/about/Our-core-values1/>

## 7.3 Fish and Game New Zealand

Anglers and hunters for conservation

Fish & Game NZ manages, maintains and enhances sports fish and game birds, and their habitats, in the best long-term interests of present and future generations of anglers and hunters. We are a not-for-profit organisation, funded through the sale of fishing and hunting licences.<sup>43</sup>

## 8 Other relevant institutions

### 8.1 The Agribusiness Group

“Achieving Outcomes by Building Capability”<sup>44</sup>

The AgriBusiness Group was established in 2001 to help build business capability in the primary sector. It comprises a group of people dedicated to working with clients to develop sustainable and resilient businesses that:

- Fulfill the development needs of people, organisations and businesses involved in rural industries.
- Empower clients to position themselves for the future using creative and practical solutions and processes.
- Concentrate on markets in which they can develop competitive advantage.
- Establish industry best practice through the products and services they provide.
- Group members have been involved with rural industry for many years bringing wide-ranging skills and expertise.

#### How We Operate

The AgriBusiness Group focuses on building and enhancing capability within its client businesses and organisations, by working with them through the steps and processes of The AgriBusiness Improvement Pathway. The primary focus with clients is to clarify their strategic direction first before pursuing operational issues.<sup>45</sup>

The AgriBusiness Improvement Pathway - for Strategic Repositioning

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<sup>43</sup> <http://www.fishandgame.org.nz/>

<sup>44</sup> <http://www.agribusinessgroup.com/>

<sup>45</sup> <http://www.agribusinessgroup.com/how-we-operate.htm>



## 8.2 AERU – Agribusiness and Economics Research Unit – Lincoln University

Exercising leadership in research for sustainable wellbeing <sup>46</sup>

AERU research is appropriate for decision makers, uses the latest and most appropriate methods, and is underpinned by academic rigour. We focus on four main areas: trade and environment; economic development; non-market valuation; and social research.

The Unit specialises in strategic economic analysis; investigation and measurement of economic contributions; modelling and forecasting; development of indicators and monitoring; and qualitative and quantitative research design, administration, analysis and reporting.

Research clients include government departments, both within New Zealand and from overseas, international agencies, New Zealand companies and organisations and individuals. The AERU maintains strong networks, both globally and within New Zealand, which provides a robust vehicle for the gathering and dissemination of new knowledge through connections with key personnel and organisations. We pride ourselves on a vibrant workplace in which senior and emerging researchers work together to produce and deliver new knowledge.

Its vision is to be a *cheerful and vibrant workplace where senior and emerging researchers are working together to produce and deliver new knowledge that promotes sustainable well-being to make a difference through their research.*<sup>47</sup>

<sup>46</sup> <http://www.lincoln.ac.nz/aeru>

<sup>47</sup> <http://www.lincoln.ac.nz/Research-Centres/AERU/History/>

## 9 International – related to NZSD

### 9.1 Food and Agriculture Organisation of the United Nations (FAO) – Sustainability Assessment of Food and Agriculture (SAFA)

“Food and agriculture systems worldwide are characterised by all four dimensions of sustainability: good governance, environmental integrity, economic resilience and social well-being” (SAFA, 2013b – version 3.0: 2).

Sustainable development has been defined by FAO as “the management and conservation of the natural resource base, and the orientation of technological and institutional change in such a manner as to ensure the attainment and continued satisfaction of human needs for present and future generations. Such sustainable development (in the agriculture, forestry and fisheries sectors) conserves land, water, plant and animal genetic resources, is environmentally non-degrading, technically appropriate, economically viable and socially acceptable” (FAO Council 1989)” (as cited in SAFA, 2013b: 2).<sup>48</sup>

#### ‘Historical’ documents from PCE

PCE. (2003). Creating our future: Sustainable Development for New Zealand. PCE: Wellington.<sup>49</sup>

NZ has most of the ingredients to evolve its social, economic and environmental policies to deliver the qualities of life we aspire to and would wish for our children’s children:

- Innovative people
- A robust democracy
- A developed economy
- Abundant environmental resources
- A love of ‘team play’
- A growing sense of who we are
- A low population density. (PCE, 2002: 5)

These seem to have been abbreviated from a fuller version - Draft principles of NZ Sustainable Development Strategy - from:

PCE. (2002). Background paper: Creating our future, sustainable development for NZ. Government strategies.<sup>50</sup>

We will take account of full environmental, social, cultural and economic opportunities and consequences in making decisions affecting the well-being of current and future generations, in the following way:

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<sup>48</sup> <http://www.fao.org/nr/sustainability/sustainability-assessments-safa/en/>

<sup>49</sup> [http://www.pce.parliament.nz/assets/Uploads/Reports/pdf/Creating\\_our\\_future.pdf](http://www.pce.parliament.nz/assets/Uploads/Reports/pdf/Creating_our_future.pdf)

<sup>50</sup> [http://www.pce.parliament.nz/assets/Uploads/Reports/pdf/creating\\_bkgrd3.pdf](http://www.pce.parliament.nz/assets/Uploads/Reports/pdf/creating_bkgrd3.pdf)

- We will seek to understand and consider the positive and the negative long-term and short-term impacts across social, cultural, environmental and economic spheres in our decision making.
- We will actively seek win-win solutions which will maximise net benefit for the environment, economy, social and cultural development, such that gains are mutually reinforcing, rather than assuming or accepting that gain in one area is always achieved at the expense of another.
- We will seek to minimise costs and maximise benefits across social, economic and environmental spheres, in particular through decoupling environmental pressure from economic growth.
- We will explicitly address risks and uncertainty in addressing solutions and making choices, and we will take a precautionary approach to decisions that may have irreversible consequences.
- We will use the best information available to support making the best possible decisions in a timely fashion.
- We will look at the implications of our decisions from a global as well as a domestic perspective
- We will seek to ensure that New Zealand's public institutions value and express diversity and uphold freedom, democracy and participation.
- We will work in partnership with other sectors in the pursuit of sustainable development.