

BENCHMARKING ASSESSMENT REPORT

COMMUNITY BENCHMARKING


Kaikoura New Zealand

Report Date: 15 February 2010

Benchmarking Data Collection Period: 1 July 2008 – 30 June 2009

OVERVIEW

This annual assessment of **Kaikoura** was undertaken against Earthcheck benchmarking indicators and checklists developed for Green Globe and listed below.¹ They have been carefully selected to track performance in key areas of environmental and social performance impact. The lead agency responsible for collection, collation and authorisation of the information required by the indicators was the **Kaikoura District Council**.

		Indicator Measure (Benchmark)
1	Sustainability Policy	Policy is produced and in place ²
2	Energy Consumption	Energy used (GJ / Person Year) ³
		Renewable energy used (%) ⁴
3	Water Consumption	Water used (kL / Person Year) ³
		% of total water used is that is recycled/captured (%) ⁴
4	Waste Sent to Landfill	Waste landfilled (t / Person Year) ³
		% of total waste that is recycled/reused (%) ⁴
5	Greenhouse Gas (CO ₂) Production	Carbon dioxide produced (t / Person Year) ³
6	Air Quality	Nitrous oxides produced (kg / Person Year / Area) ⁵
7	Air Quality	Sulphur dioxide produced (kg / Person Year / Area) ⁵
8	Air Quality	Particulate matter produced (kg / Person Year / Area) ⁵
9	Waterways Quality	Tested waterways samples passing quality guidelines pa / Total number of waterways samples tested pa
10	Habitat Conservation (Biodiversity)	Area set aside for conservation of native species (ha) / Total community area (ha)
11	Green Space	Green space area of Community (ha) / Total community area (ha)
12	Travel & Tourism Accreditation	Environmentally accredited operators / Total number of operators in the community


¹ Please refer to the relevant Green Globe Sector Benchmarking Indicator (SBI) document for more details. For frequently asked questions (FAQs) about benchmarking or specific help, please log on to 'My EC3 Home' and visit your Earthcheck Benchmarking software.

² Produced by the lead agency after consultation with the community and consensus

³ Person year is equivalent to 365 person days. Green Globe Communities must also allow for both resident and transient (tourist) populations in indicators assessed on a per person year basis. Tourist activity is classified into an "overnight stay" or "day tripper". An overnight stay is counted the same as a permanent resident, that is, 1 person day. A day tripper is counted as 0.333 person day.

⁴ These indicators are for guidance only and do not affect the overall benchmarking evaluation.

⁵ Primary assessed impacts on air quality are emissions due to electricity consumption, vehicular transport, industrial processes and mining. The levels are calculated on a per unit area basis using total emissions and total bounded area of the Community, including waterways. The data is then normalized against the average number of person years per area of the country.

		Indicator Measure (Benchmark)
Lead Agency Performance		
13	Water Saving	Water saving (Checklist rating) ⁶
14	Waste Recycling	Waste recycling (Checklist rating) ⁶
15	Paper Products	Paper product types used (Checklist Rating) ⁶
16	Cleaning Products	Cleaning product types used (Checklist rating) ⁶
17	Pesticide Products	Pesticide product types used (Checklist Rating) ⁶

In addition to the indicator measures, a range of optional indicators are also provided. These present the opportunity to benchmark areas that reflect specific commitments to the local environment by the Community.

Optional benchmarks are encouraged and recognised by Green Globe, but are not used in the Benchmarking evaluation that assesses whether the Community has reached the standards to pass their Benchmarking Assessment and use the relevant Green Globe logo.

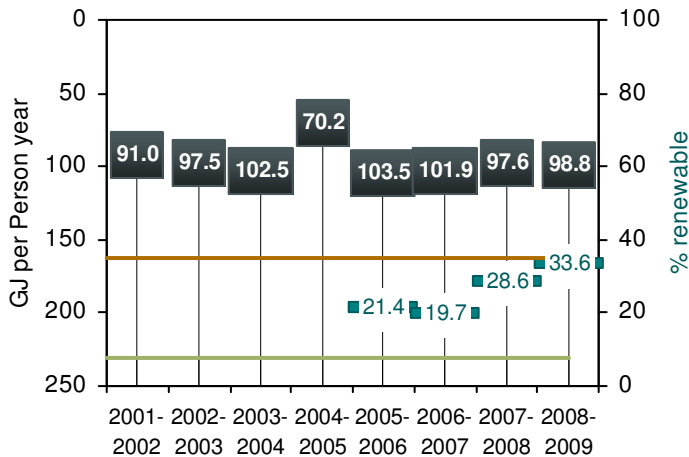
The data for the listed Earthcheck indicators and their benchmarks have been stated as compiled by **Kaikoura** in the prescribed manner, authorised by a senior officer of the Community's lead agency, the **Kaikoura District Council**, and submitted to Green Globe for an annual assessment.

⁶ Assessed for the lead agency only

1 Sustainability Policy ★

2 Energy Consumption

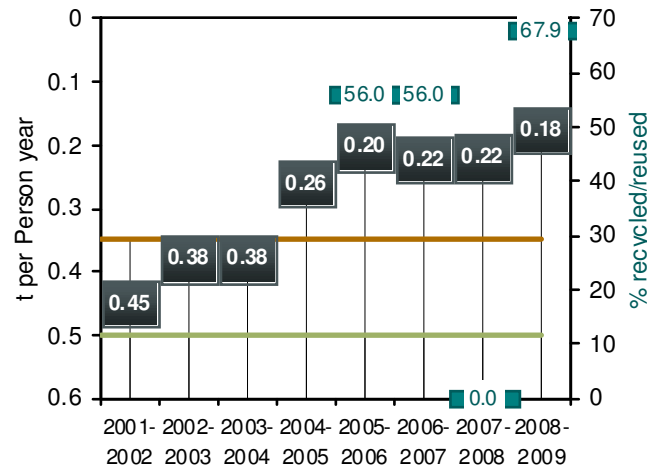
Energy consumed / Person year ★



Kaikoura consumed 98.8 GJ per Person Year for the year 2008-2009 (1/07/08 – 30/06/09), which was 39% better than the Best Practice level.

4 Waste Sent to Landfill

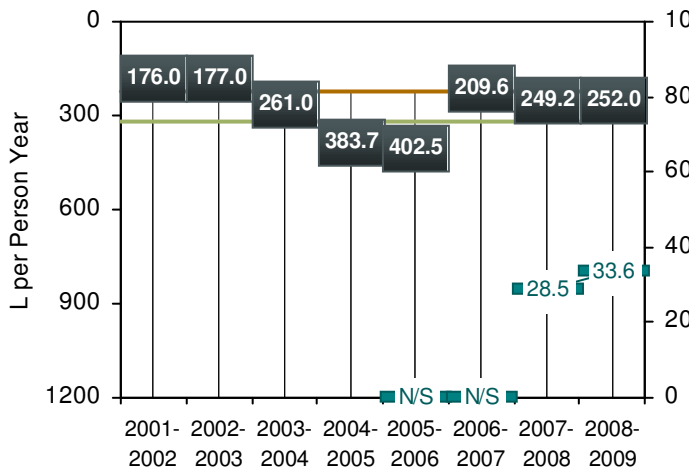
Waste landfilled / Person year ★



Kaikoura produced 0.18 t per Person Year for the year 2008-2009 (1/07/08 – 30/06/09), which was 47.9% better than the Best Practice level.

3 Water Consumption ⁷

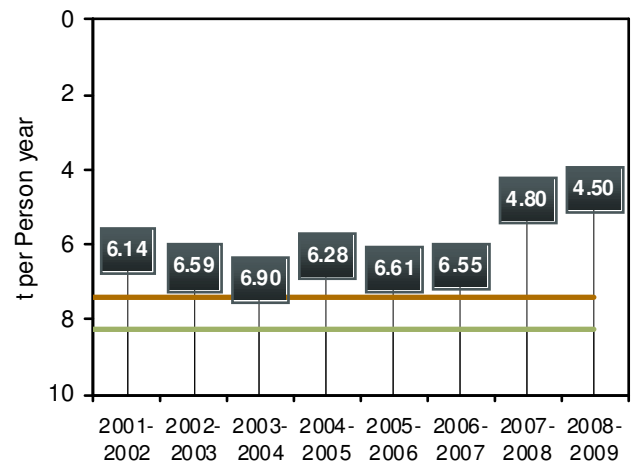
Water consumed / Person year ✓



Kaikoura consumed 252 kL per Person Year for the year 2008-2009 (1/07/08 – 30/06/09), which was 27% better than the Baseline level.

5 Greenhouse Gas (CO₂) Production

Carbon dioxide (CO₂) produced / Person year ★



Kaikoura produced 4.55 t per Person Year for the year 2008-2009 (1/07/08 – 30/06/09), which was 39% better than the Best Practice level.

Performance level:

Baseline —

Best Practice —

Current result:

Below Baseline ✖

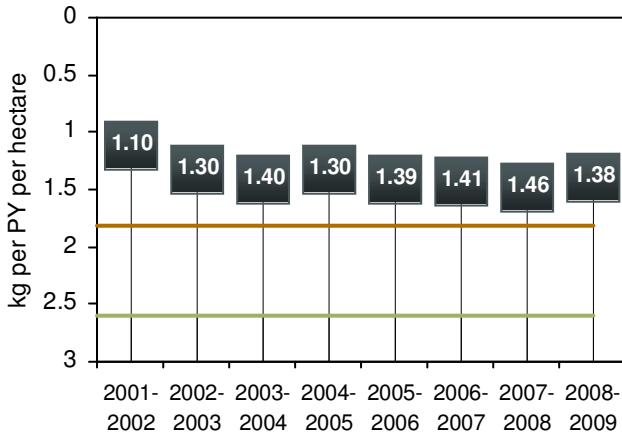
At or above Baseline ✓

At or above Best Practice ★

⁷ Baseline, Best Practice, and Community consumption figures are based on that supplied by water utilities for primarily domestic and commercial/industrial use. Agricultural consumption (including forestry and fisheries) accounts in many countries for around 50-80% of a country's overall consumption of fresh water, but most of this is usually obtained by direct extraction from bore holes and waterways.

6 Air Quality⁸

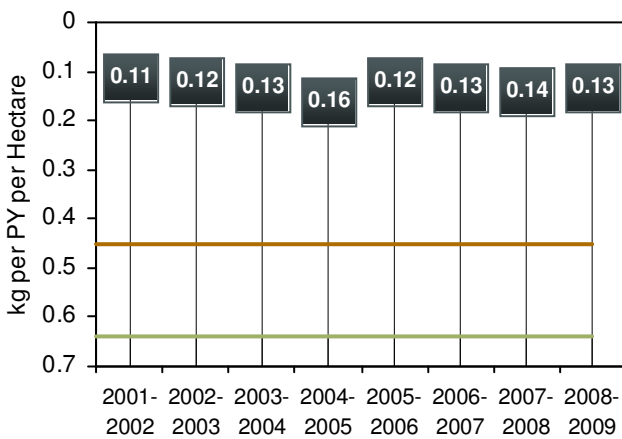
Nitrous oxides (NO_x) produced /
Person year / Area ★



Kaikoura produced 1.38 kg per Person Year per Hectare for the year 2008-2009 (1/07/08 – 30/06/09), which was 24% better than Best Practice.

7 Air Quality⁸

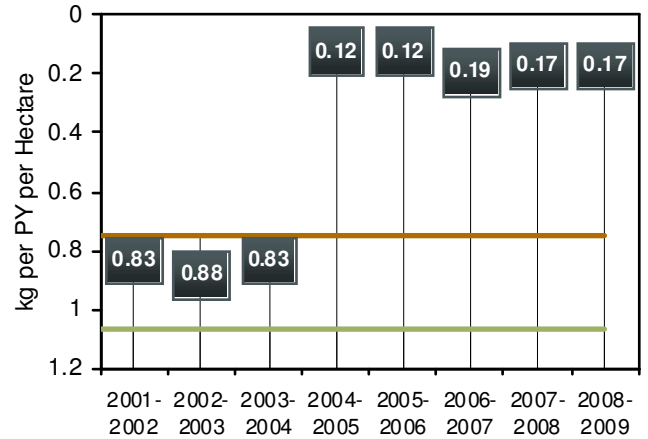
Sulphur dioxide (SO₂) produced /
Person year / Area ★



Kaikoura produced 0.13kg per Person Year per Hectare for the year 2008-2009 (1/07/08 – 30/06/09), which was 71% better than Best Practice.

8 Air Quality⁸

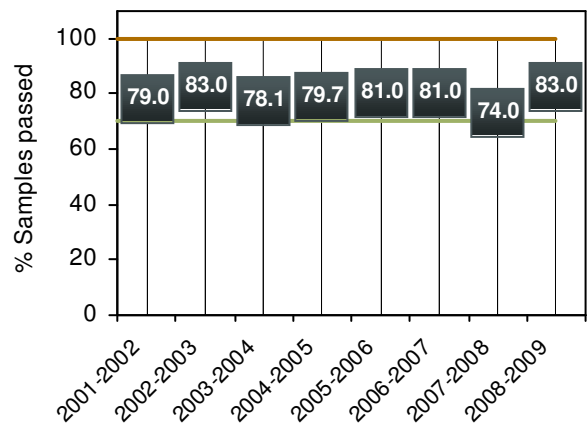
Particulate matter (PM10) produced /
Person year / Area ★



Kaikoura produced 0.17 kg per Person Year per Hectare for the year 2008-2009 (1/07/08 – 30/06/09), which was 77% better than Best Practice.

9 Waterways Quality

Water test passes / Water samples taken ✓



Waterways Quality for the year 2008-2009 (1/07/08 – 30/06/09) was 13% better than Baseline Level.

Performance level:

Baseline — Best Practice —

Current result:

Below Baseline ✖

At or above Baseline ✓

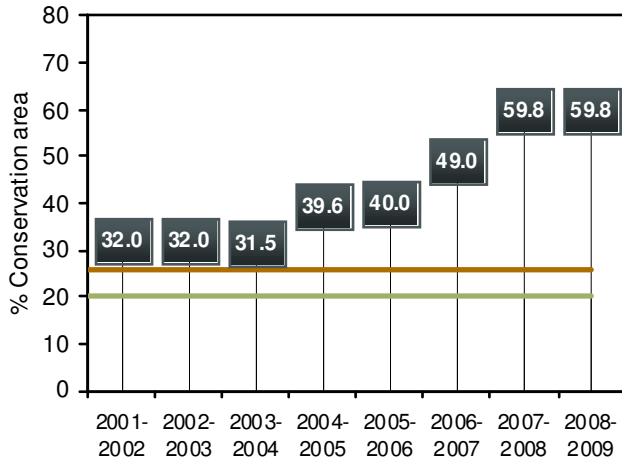
At or above Best Practice ★

⁸ Baseline, Best Practice, and Community consumption figures are based on that supplied by water utilities for primarily domestic and commercial/industrial use. Agricultural consumption (including forestry and fisheries) accounts in many countries for around 50-80% of a country's overall consumption of fresh water, but most of this is usually obtained by direct extraction from bore holes and waterways.

COMMUNITY PERFORMANCE BENCHMARKS

10 Habitat Conservation (Biodiversity)

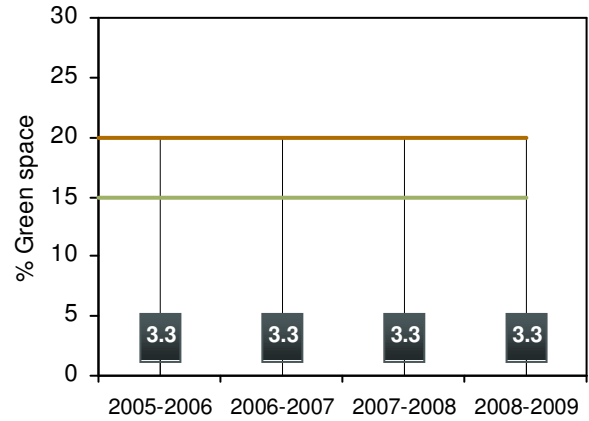
Habitat conservation area (ha) /
Total community area (ha) ★



Habitat Conservation (Biodiversity) for the year 2008-2009 (1/07/08 – 30/06/09) was 33.8% better than Best Practice.

11 Green Space

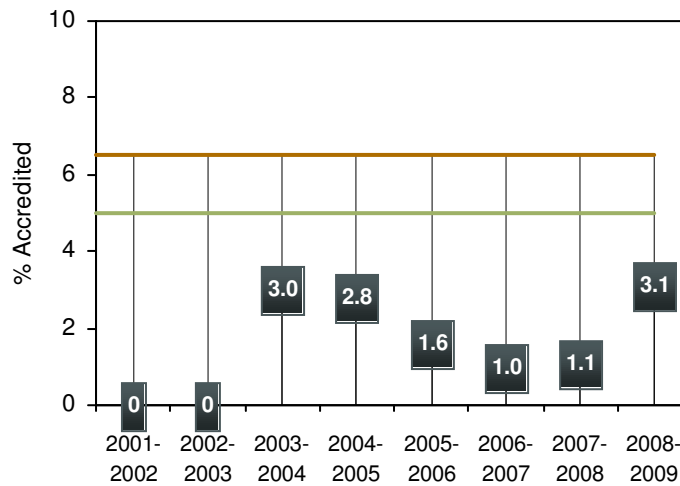
Green space area (ha) /
Total community area (ha) ✖



Green Space for the year 2008-2009 (1/07/08 – 30/06/09) was 11.7% below the Baseline Level.

12 Travel & Tourism Accreditation

Environmental performance accredited operations / Total travel & tourism operations



Travel & Tourism Accreditation for the year 2008-2009 (1/07/08 – 30/06/09)

It is recognised that in most regions around the world, travel and tourism has not, until very recently, had access to environmental accreditation programs, such as Green Globe, that are suitable for their business.

As a consequence this indicator's role is not to pass/fail a Community, but to encourage local travel and tourism operators, who are generally the main point of contact for visitors to the Community, to start taking part in, and promoting, environmentally aware programs.

This will not only help support the Community's goals for a better environment, but also promote their own businesses.

Performance level:

Baseline —

Best Practice —

Current result:

Below Baseline ✖

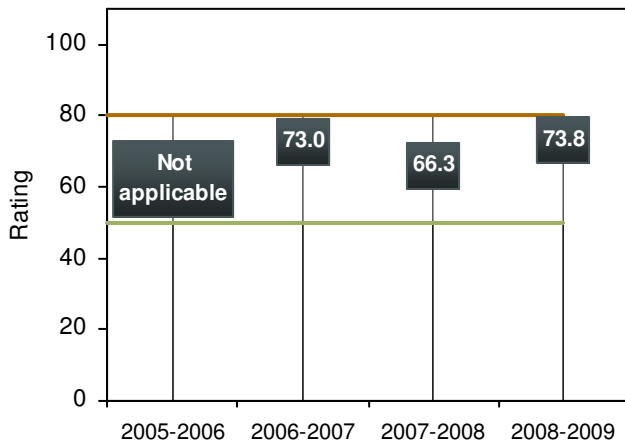
At or above Baseline ✓

At or above Best Practice ★

Lead Agency Performance

13 Water Saving⁹

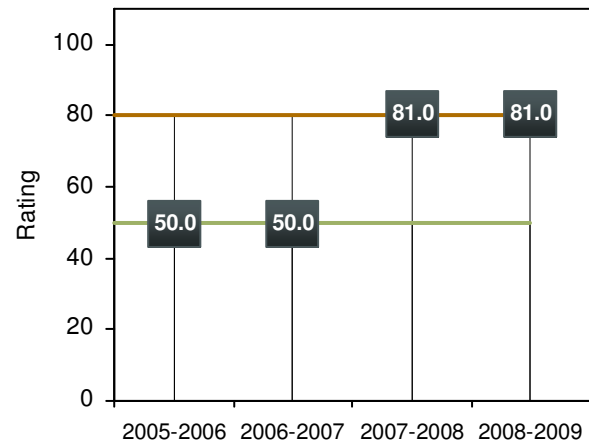
Checklist rating ✓



The Water Saving checklist rating for the year 2008-2009 (1/07/08 – 30/06/09) was 23.8 points better than the Baseline level.

15 Paper Products⁹

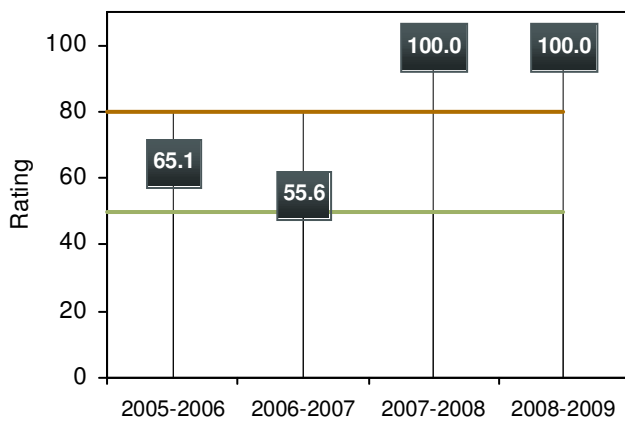
Checklist rating ★



The Paper Products checklist rating for the year 2008-2009 (1/07/08 – 30/06/09) was 1 point better than Best Practice Level.

14 Waste Recycling⁹

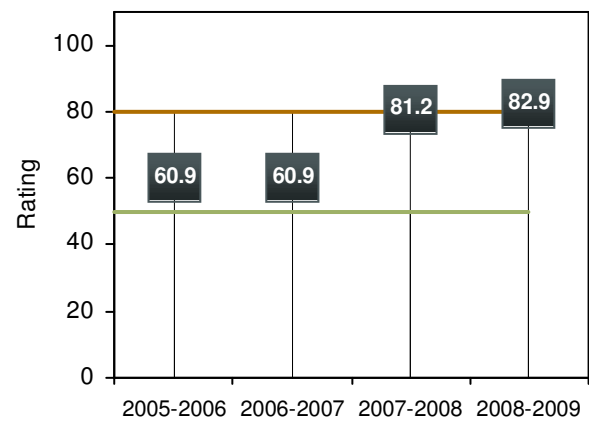
Checklist rating ★



The Waste Recycling checklist rating for the year 2008-2009 (1/07/08 – 30/06/09) was 20 points better than Best Practice Level.

16 Cleaning Products⁹

Checklist rating



The Cleaning Products checklist rating for the year 2008-2009 (1/07/08 – 30/06/09) was 2.9 points better than the Best Practice level.

Performance level:

Baseline — Best Practice —

Current result:

Below Baseline * At or above Baseline ✓ At or above Best Practice ★

⁹ Assessed for the Community's lead agency – the «Lead_agency».

Lead Agency Performance

17 Pesticide Products ¹⁰

Checklist rating



The Pesticide Products checklist rating for the year 2008-2009 (1/07/08 – 30/06/09) was 17.2 points better than the Best Practice level

Performance level:

Baseline —

Best Practice —

Current result:

Below Baseline ✖

At or above Baseline ✔

At or above Best Practice ★

¹⁰ Assessed for the Community's lead agency – the **Kaikoura District Council**

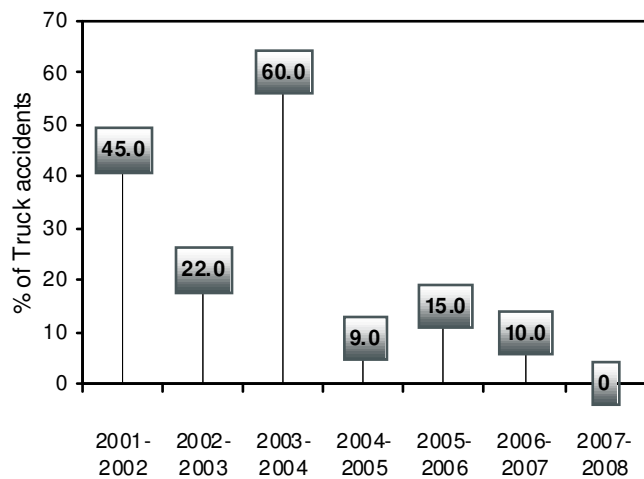
OPTIONAL BENCHMARKING INDICATORS

Kaikoura has also nominated optional Community Specified Indicators that they consider relevant to their specific locality. These indicators do not form part of the formal annual benchmarking exercise, however, their use reflects a commendable and very positive commitment by the lead agency to monitoring key factors that can impact on the community's environment and assessing community satisfaction.

Specified Indicators ¹¹

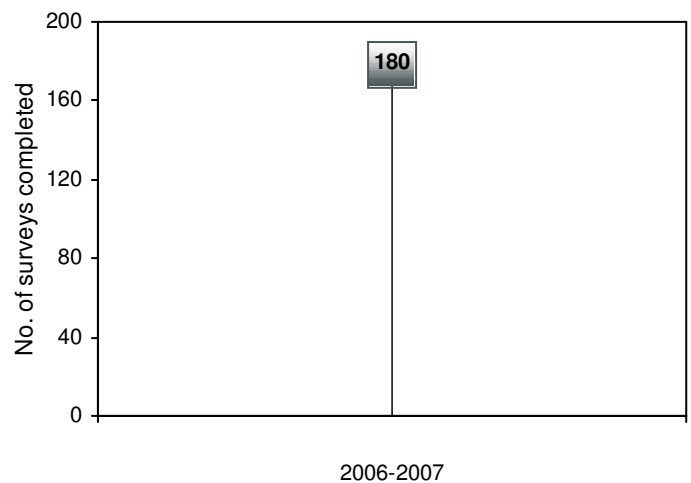
1 Environmental Hazard Monitoring

No. of truck accidents within **Kaikoura** involving chemical spills pa / Total number of truck accidents within **Kaikoura** pa



2 Community Satisfaction Survey

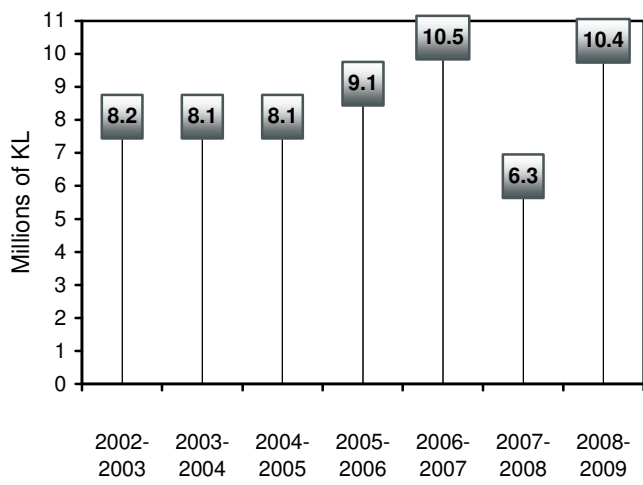
No. of surveys completed



¹¹ Indicators devised by the community for local performance assessment

Community Indicator - Rural Water Consumption

Rural Water Consumption



The supplied data has been compiled by **Kaikoura District Council** in the prescribed manner, authorised by a senior executive of the company and submitted for an annual assessment.

CONCLUSION AND RECOMMENDATIONS

Congratulations, **Kaikoura** has passed the requirements to continue to be recognised as a Green Globe Benchmarked Community and retains the right to display the Green Globe Benchmarked logo until the certificate expiry date.

In addition to having a Sustainability Policy in place, thirteen of the fourteen Assessed Earthcheck indicators are above the Baseline level. From the Benchmarking data provided, eight indicators, *Energy Consumption*, *Waste Sent to Landfill*, *Greenhouse Gas (CO₂) Production*, *Air Quality (NO_x)*, *Air Quality (SO₂)*, *Air Quality (PM₁₀)*, *Habitat Conservation (Biodiversity)*, *Paper Products* and *Waste Recycling*, are above the Best Practice level, which is an achievement to be very highly commended.

In addition, the use of optional Community Specified Indicators further demonstrates a very positive commitment to protecting the community's environment and assessing community satisfaction.

The value for *Green Space* was 11.7% below the Baseline level, but as this is a focus on open spaces created and set aside for recreational purposes (e.g. sports fields, parks etc.), it is recognised that in rural areas this is not always very relevant and/or a significant percentage of the Community area. It is also acknowledged that the actual area set aside for green space has increased by 8.4 hectares due to acquisition of new reserves by the **Kaikoura District Council**, which is to be commended.

Improvements in all the Earthcheck indicators will not only help the environment, but can also help reduce operational costs. In particular, **Kaikoura** is encouraged to investigate the marked increase in the level of water used by the Community.

Due to the positive commitment that the Community has demonstrated to the environment, the assessors are confident that **Kaikoura** can maintain or improve performance, where appropriate and practical, in all indicators. This will help maintain their status as a leader in setting high standards for their own environmental performance, and in line with Green Globe Policy, this would enable Benchmarked status to be retained.

APPENDIX

HISTORICAL DATA

The Benchmarking Assessors have included the historical Benchmarking Data for provide by the **Kaikoura District Council** for 2007-2008, however this data has not been formally assessed.

ENERGY CONSUMPTION

The Benchmarking Assessors sought clarification for *Energy Consumption* submitted for the 2007-2008 Benchmarking period. During clarification the **Kaikoura District Council** provided clarification for 2007-2008 and 2008-2009 benchmarking period. Total *Energy Consumption* has been calculated as per below;

2007-2008

• Hydro – Grid	38 827 104	kWh
• Diesel	5 495 892	L
• Liquefied Petroleum Gas	192	t
• Liquefied Petroleum Gas	117 688	L
• Gasoline (aviation)	181 565	L
• Coal (black)	51.5	t
• Wood (dry)	225	t
• Kerosene (lighting)	0	L
• Gasoline (automotive)	3 336 459	L

The above Energy Sources produced 489 449.9 GJ which equates to 97.6 GJ per Person Year. As Hydro – Grid was the only *Renewable Energy* source *Renewable Energy* % has been reported as 28.6%.

2008-2009

• Hydro – Grid	46 395 248	kWh
• Gasoline (automotive)	3 218 381	L
• Diesel	5 050 755	L
• Liquefied Petroleum Gas	217	t
• Liquefied Petroleum Gas	98 982	L
• Gasoline (aviation)	186 411	L
• Kerosene (lighting)	0	L
• Coal (black)	68	t
• Wood (dry)	225	t

The above Energy Sources produced 496 784.2 GJ which equates to 98.8 GJ per Person Year. As Hydro – Grid was the only *Renewable Energy* source the *Renewable Energy* % has been revised from 66.9% to 33.6%.

POTABLE WATER CONSUMPTION

2006-2007

The Benchmarking Assessors have revised the figure for *Potable Water Consumption* used for the 2006-2007 Benchmarking Assessment to reflect only urban water usage to ensure that performance can be compared over time and consistency in reporting. As the total

Potable Water Consumption has been calculated using the following methodology (Urban Water L / Person Year) = $989\,653\text{ L} / 4721 = 209.63\text{ L per Person Year}$.

Rural Water Consumption

As **Kaikoura District Council** can separate *Rural Water Consumption* the Benchmarking Assessors have provided an optional indicator to allow the **Kaikoura District Council** to monitor the performance for the usage of *Rural Water Consumption*. The results have been compiled from 2003-2004 to 2008-2009. Please see page 10 for further information.

2008-2009

The **Kaikoura District Council** advised at time of submission that for the overall *Water Consumption*, much of the volume can be attributed to greater use of water for irrigation in rural areas and more intensive farming practises including dairy conversions. The optional indicators shall also allow the **Kaikoura District Council** to monitor the *Rural Water Consumption*.

WASTE SENT TO LANDFILL

The **Kaikoura District Council** advised at time of submission that *Waste Sent to Landfill* is significantly less given the new waste reduction measures introduced this calendar year and more efficient operation of the recycling centre.

GREEN SPACE

The benchmarking assessors sought clarification for the submitted figure for *Green Space* as the figure of 99.8% was different to the **Kaikoura District Council's** previous benchmarking assessments. The **Kaikoura District Council** advised that the *Green Space Area* (ha) of 67.74km^2 (6 774 ha) was the same as **Kaikoura District Council's** previous assessment. The benchmarking assessors have calculated *Green Space%* based on the following methodology;

Green space area of Community (ha) / Total community area (ha)
 $= 6\,774 / 204\,800$
 $= 3.3\%$

This figure has been used for the 2007-2008 and 2008-2009 *Green Space* indicator.

CHECKLIST INDICATORS

2007-2008

The Benchmarking Assessors sought clarification for the checklist indicators *Water Savings, Waste Recycling, Paper Products, Cleaning Products and Pesticide Products*. The **Kaikoura District Council** provided clarification and the checklist indicators have been calculated accordingly;

- **Water Savings:** 66.3 points
- **Waste Recycling:** 100 points
- **Paper Products:** 81 points
- **Cleaning Products:** 81.2 points
- **Pesticide Products:** 97.2 points

BENCHMARK REVIEW

As standard policy, all Earthcheck indicators are reviewed annually, along with the performance levels which operators have to achieve in order to meet the benchmarking requirements. This review takes into account "business-as-usual" changes in practices and equipment, and is used to update where appropriate Baseline and Best Practice levels.

The Benchmark Review was undertaken in April 2008. The following benchmarks were revised as part of the review:

New Zealand, Community

Water Saving:

- Previous Baseline Level: 50 points
- Previous Best Practice Level: 75 points
- **Revised Baseline Level: 50 points**
- **Revised Best Practice Level: 80 points**

Waste Recycling:

- Previous Baseline Level: 50 points
- Previous Best Practice Level: 75 points
- **Revised Baseline Level: 50 points**
- **Revised Best Practice Level: 80 points**

Community Contributions:

- Previous Baseline Level: 50 points
- Previous Best Practice Level: 75 points
- **Revised Baseline Level: 50 points**
- **Revised Best Practice Level: 80 points**

Paper Products:

- Previous Baseline Level: 50 points
- Previous Best Practice Level: 75 points
- **Revised Baseline Level: 50 points**
- **Revised Best Practice Level: 80 points**

Cleaning Products:

- Previous Baseline Level: 50 points
- Previous Best Practice Level: 75 points
- **Revised Baseline Level: 50 points**
- **Revised Best Practice Level: 80 points**

Pesticide Products:

- Previous Baseline Level: 50 points
- Previous Best Practice Level: 75 points
- **Revised Baseline Level: 50 points**
- **Revised Best Practice Level: 80 points**



Benchmarks assessed by Earthcheck

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An Australian Government Initiative

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SUMMARY OF SUPPLIED BENCHMARKING DATA

Activity Measure(s)					
Person Years	5,027	PY		Waterways Quality	
Total Community Area	204,800	ha			Indicator
				Supplied	83 %
				Baseline	70 %
				Best Practice	100 %
				% difference	13 better than BL
Energy Consumption					
	Indicator				
Supplied	496 784	GJ			
Calculated	98.8	GJ per PY			
Baseline	231	GJ per PY		Habitat Conservation	
Best Practice	162	GJ per PY			Indicator
% difference	39	better than BP		Supplied	59.8 %
				Baseline	20 %
Renewable	33.6	%		Best Practice	26 %
				% difference	33.8 better than BP
Water Consumption					
	Indicator			Green Space	
Supplied	1266 538	kL			Indicator
Calculated	252	kL per PY		Supplied	3.3 %
Baseline	320	kL per PY		Baseline	15
Best Practice	224	kL per PY		Best Practice	20
% difference	21	Better than BL		% difference	11.7 below BL
Recycled/captured	0	%		Travel & Tourism	
					Indicator
Waste Sent to Landfill				Supplied	3.1 %
	Indicator			Baseline	5 %
Supplied	884	t (compacted)		Best Practice	6.5 %
Calculated	0.176	t per PY		% difference	38 below BL
Baseline	0.5	t per PY			
Best Practice	0.35	t per PY		Lead Agency	
% difference	49.7	better than BP			
				Water Saving	
Recycled/reused	67.9	%			Checklist
				Supplied Rating	73.8
Carbon Dioxide (CO2) Production				Baseline	50
	Indicator			Best Practice	80
Total CO ₂	22552	t		points difference	23.8 better than BL
	4.5	t per PY			
Baseline	8.25	t per PY		Waste Recycling	
Best Practice	7.4	t per PY			Checklist
% difference	39	better than BP		Supplied Rating	100
				Baseline	50
				Best Practice	80
				points difference	20 better than BP
Air Quality - Nitrous Oxides (NOx) Produced				Paper Products	
	Indicator				Checklist
Supplied	198 983	kg		Supplied Rating	81
	1.38	kg per PY per ha		Baseline	50
Baseline	2.6	kg per PY per ha		Best Practice	80
Best Practice	1.82	kg per PY per ha		points difference	1 better than BP
% difference	24	better than BP			
Air Quality - Sulphur Dioxide (SOx) Produced					
	Indicator				
Supplied	14 198	kg		Cleaning Products	

	0.13	kg per PY per ha		Supplied Rating	82.9	Checklist
<i>Baseline</i>	<i>0.64</i>	<i>kg per PY per ha</i>		<i>Baseline</i>	<i>50</i>	
<i>Best Practice</i>	<i>0.45</i>	<i>kg per PY per ha</i>		<i>Best Practice</i>	<i>80</i>	
<i>% difference</i>	<i>71</i>	<i>better than BP</i>		<i>points difference</i>	<i>2.9</i>	<i>better than BL</i>
Air Quality - Particulate Matter (PM10) Produced						
	Indicator			Pesticide Products		
Supplied	1 069 489	kg		Supplied Rating	97.2	Checklist
	0.17	kg per PY per ha		<i>Baseline</i>	<i>50</i>	
<i>Baseline</i>	<i>1.07</i>	<i>kg per PY per ha</i>		<i>Best Practice</i>	<i>80</i>	
<i>Best Practice</i>	<i>0.75</i>	<i>kg per PY per ha</i>		<i>points difference</i>	<i>17.2</i>	<i>better than BP</i>
<i>% difference</i>	<i>77</i>	<i>better than BP</i>				

Energy Consumption

Source	Quantity	Unit	Energy Consumption (MJ)
Hydro - Grid	46 395 247.82	kWh	167 022 892.2 MJ
Gasoline (automotive)	3 218 380.93	L	110 068 627.8 MJ
Diesel	5 050 754.93	L	194 959 140.3 MJ
Liquefied Petroleum Gas	217	t	10 751 686.9 MJ
Liquefied Petroleum Gas	98 982	L	2 543 837.4 MJ
Gasoline (aviation)	186 411	L	6 170 204.1 MJ
Kerosene (lighting)	0	t	0.0 MJ
Coal (black)	67.9	t	1 622 810.0 MJ
Wood (dry)	225	t	3 645 000.0 MJ
TOTAL			496 784 GJ

DETERMINATION OF BASELINE AND BEST PRACTICE LEVELS

General

The values for the Baseline and Best Practice levels for each indicator are derived from extensive worldwide research into available and appropriate case studies, industry surveys, engineering design handbooks, energy, water and waste audits, and climatic and geographic conditions.

National and regional data for per capita energy use, greenhouse gas and other emissions, wastes to landfill and water consumption, where available provide background data for normalisation of the expected performance values for per customer or employee, and/or overall performance of an enterprise being benchmarked. They are used to gauge the regional or national situation and environmental performances that an enterprise is based in, and hence what are reasonable levels to expect the enterprise to achieve.

A benchmarking result at, or above, the Baseline level demonstrates to all stakeholders that the enterprise is achieving above average performance. A result below the Baseline level indicates that an enterprise can and should carry out actions that will make beneficial improvements in performance.

Consideration of Climate

A major determinant of energy consumption in some sectors, primarily those centred on buildings such as accommodation, visitor centres and administration offices will be the dominant climatic conditions in which the enterprise is located. In general, to maintain the same level of indoor comfort, enterprises operating in hot or cold climates will consume more energy than those in temperate climates.

Similarly, it is recognised that in certain sectors a major determinant of potable water consumption will be the climate in which an enterprise is located, in particular those with large grounds and/or significant water-based facilities or activities. That is, enterprises located in hot climates are more likely to consume more potable water than equivalent ones located in cooler climates. Factors that are likely to lead to a higher level of potable water consumption, for example in the accommodation sector, include increased evaporation rates of swimming pools, personal bathing and irrigation demands of grounds. In consideration of this factor, Baseline and Best Practice levels can vary in relation to country location.

Waste Sent to Landfill

The benchmark indicator used for solid waste production (sent to landfill) is given in litres as waste bins are usually calibrated by volume, and it has been found that the majority of operations do not have access to the weight of material disposed of. However, if a weight is supplied, standard factors are used to convert from weight (e.g., kilograms (kg)) to volume (e.g., litres (L)). These are 300 kg/m³ for uncompacted waste or 650 kg/m³ for lightly compacted waste.

Operations should make note of the level of compaction when submitting data for assessment by Earthcheck.

Review of Performance Levels

The Baseline and Best Practice performance levels for Earthcheck indicators are continuously reviewed and are likely to change over time. This review by a team of international experts, takes into account “business-as-usual” changes in practices, equipment and facilities, as well as regulations and general improvement trends in performance and procedures. This review is used to update the levels of Baseline and Best Practice, and provides useful feedback to the user of the indicators.

The list below summarises the basic generic rules used to determine Baseline and Best Practice levels for Earthcheck indicators.

- If relevant enterprise sector specific case studies are not available for a type of activity in a designated region, then national averages will be used to ascertain the Baseline level. In this case, the Best Practice level will be set at a minimum of 30% better performance than the Baseline.
- If case study or national data are not available for a specific indicator, then the first enterprise that benchmarks will have its results set as 15% better than Baseline (i.e., half way between Baseline and Best Practice).