



Ministry for the  
**Environment**  
Manatū Mō Te Taiao

# MAJOR EVENT GREENING GUIDE

**A PRACTICAL GUIDE TO REDUCING THE ENVIRONMENTAL IMPACT OF A MAJOR EVENT**



## Disclaimer

This guide was developed by the Ministry for the Environment, in consultation with event organisers, key government departments and local authorities. Following the processes and suggestions in this guide does not mean that the event's strategy or plan – or the event itself – is endorsed by the Ministry for the Environment. Nor does it provide any guarantee or certification/verification that the event is 'green'.

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# Major Event Greening Guide

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A practical guide to reducing the environmental  
impact of a major event

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## Introduction

This guide is designed to help owners and organisers of major events ensure their event is both successful and more environmentally responsible. It outlines ways to develop and implement an environmental strategy and action plan, and offers practical tips, resources and checklists. Event owners and organisers will find it a valuable source of ideas for reducing their event's environmental impacts in many key areas – from choosing supplies and contractors, to managing waste and resource use, transport, energy, water and greenhouse gas emissions.

**Event greening makes good business sense and can mean a better experience for everyone involved.**

### HOSTING A MORE ENVIRONMENTALLY RESPONSIBLE EVENT CAN:

**Improve the experience of participants.** For example, a well-functioning public transport system will reduce travel time, traffic congestion, exhaust fumes, and parking issues. Good waste reduction policies and an efficient recycling system will reduce the amount of waste at an event.

**Position you as a leader** by setting best practice standards for more environmentally responsible major events in New Zealand. Demonstrating environmental commitment can also enhance relationships with customers and stakeholders.

**Save money** by reducing the cost of waste disposal, energy and water.

**Help meet international expectations.** Managing the environmental impacts is regarded as a core component of staging a world-class event. Significant efforts to reduce environmental impacts were made by the organisers of the 2006 FIFA Football World Cup in Germany, the 2006 Melbourne Commonwealth Games, the 2008 Beijing Olympics, the 2010 Vancouver Winter Olympics, and the 2010 FIFA Football World Cup in South Africa.

**Help protect New Zealand's '100% Pure' reputation.** New Zealand's '100% Pure' tourism brand puts environmental performance prominently on the radar for visitors. By demonstrating efforts to reduce the environmental impacts of major events, organisers can help safeguard New Zealand's international 'clean and green' reputation.

**Help meet New Zealanders' expectations.** New Zealanders are known to be concerned about environmental impacts. The majority – 83 per cent – are aware of the significant environmental problems the world faces as a result of global warming. Over 32 per cent are interested in environmentally responsible products and services.<sup>1</sup> As these proportions continue to grow, so too will public expectations for events that are more environmentally responsible.

**Create legacies** by raising attendees' awareness, inspiring behaviour change, and influencing suppliers to adopt greener practices.

**Help the environment and local communities** by creating new business opportunities, minimising greenhouse gas emissions, waste and the use of water and energy; and boosting local economies.

This guide has been designed to complement the Ministry of Economic Development's *Major Event Resource Bank*, which covers other aspects of major event planning. The guide was developed by the Ministry for the Environment, in consultation with event organisers, key government departments, and local authorities. The guide builds on the process for developing an environmental strategy and action plan set out in the 2007 Landcare Research Report, *Environmental Sustainability for Major Events Concept Development*.

<sup>1</sup> Moxie Design Group. 2006. *Understanding the market for sustainable living*. Wellington: Moxie Design Group.

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## How to use this guide

### Section one: Developing and implementing an environmental strategy and action plan

This section follows the four phases involved in developing and implementing an environmental strategy and action plan:

- > planning
- > before the event
- > during the event
- > after the event.

It includes tips and hints for engaging with stakeholders, assessing environmental impacts, and determining the scope of a strategy. It also covers communications and measurement, which need to be undertaken throughout the four key phases.

### Section two: Greening focus areas

This section includes specific guidance on the following key areas:

- > supplies and contracts (procurement)
- > waste and resource use
- > transport
- > energy
- > construction and temporary activities
- > water
- > greenhouse gas emissions.

Examples of environmental objectives, targets and actions are included. It should be noted that the guidance provided in this section is not exhaustive, but aimed at offering ideas and examples to start the greening process. Experts and resources are available to help develop specific strategy and actions appropriate to individual events: examples of web links, names and contact details are provided throughout the guide.

### Section three: Tools, checklists and templates

The final section contains useful tools for preparing an environmental strategy and action plan.

**Remember: choose what's relevant, realistic and appropriate for the event. Don't try to do everything.**

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## When to use this guide

It is important to start planning a greener event early; successfully implementing greening actions can require plenty of lead time.

Another reason to start the planning process early is that an environmental strategy may be a minimum requirement to enter a bid process. It may also provide a compelling point of difference between competing bids. Given New Zealand's geographic location, a good environmental plan could help counter concerns about the environmental impacts generated by participants travelling long distances to New Zealand.

Decisions made at the early planning stage can significantly influence the types of environmental impacts that arise from the event. For example, decisions about an event's location and venue can significantly affect the ability to reduce greenhouse gas emissions and impacts associated with transport, energy and water use. Wherever possible, those responsible for staging events should consider the potential environmental impacts of different locations and venues before making their final choice.

# Section one:

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## Developing and implementing an environmental strategy and action plan

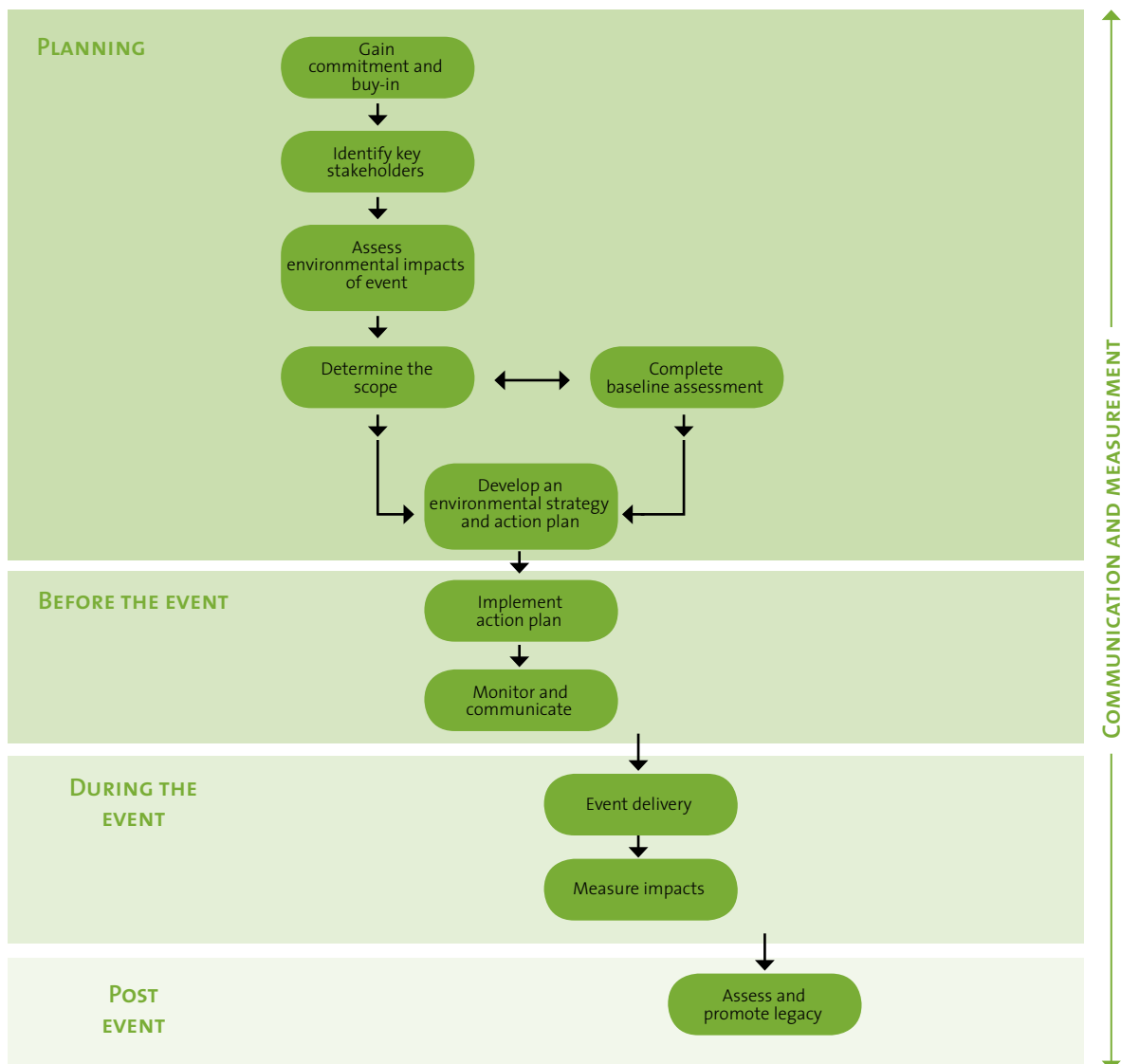


This section follows the four key phases involved in developing and implementing the environmental strategy and action plan for a major event:

- > planning
- > before the event
- > during the event
- > after the event.

A flow chart of the four key phases and the steps within each phase is set out in figure one.

**FIGURE ONE: FOUR PHASES TO GREENING AN EVENT<sup>2</sup>**



<sup>2</sup> Based on Landcare Research. 2007. *Environmental Sustainability for Major Events Concept Development*, page 33.

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## 1.1 Phase one – Planning

Planning lays the foundation for a successful environmental strategy and action plan, and involves six steps:

- a. Gain commitment and buy-in to reduce environmental impacts
- b. Identify key stakeholders
- c. Assess the environmental impacts
- d. Determine the scope
- e. Complete a baseline assessment, if appropriate
- f. Develop an environmental strategy and action plan, including targets.

### a. Gain commitment and buy-in to reduce environmental impacts

Before starting to develop a plan, it is essential to gain the commitment and buy-in of those responsible for implementing the event. Without the full commitment of the event owner<sup>3</sup>, event organisers<sup>4</sup> and decision makers<sup>5</sup>, it will not be possible to implement many of the initiatives needed to reduce environmental impacts. A commitment to greening initiatives by these key players also signals to other stakeholders that it is important.

To secure commitment, it must be demonstrated that greening:

- > is important for the success of the event
- > can help enhance attendees' experiences
- > meets attendees' expectations
- > meets a growing demand for more environmentally responsible products and services
- > will not place an unnecessary financial burden on the event, and may even reduce costs.

At this early stage, it is not necessary for key players to agree to specific targets and actions, but to the general principle of making an event more environmentally responsible.

### b. Identify key stakeholders

Identifying and involving key stakeholders early is critical to a successful greener event. Many stakeholders can make a valuable contribution to developing and implementing the strategy and action plan, especially those also involved in delivering the event.

Table one identifies stakeholders who could be part of developing and implementing the environmental strategy and action plan.

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<sup>3</sup> Event owner – the body that owns the rights to the event, eg, IRB for the Rugby World Cup, IOC for the Olympics.

<sup>4</sup> Event organisers – organisation or body responsible for the delivery of **that** specific event.

<sup>5</sup> Decision makers – other parties that have input into decisions and budgets, eg, Ministers and councils.

Table one: Examples of stakeholders

KEY STAKEHOLDERS:	OTHER STAKEHOLDERS:
» event organiser	» local community
» venue owner(s)	» local iwi
» local government	» interest groups such as local and international non-governmental organisations
» central government	» sports and cultural organisations
» sponsors	» advertising and merchandise providers
» suppliers/contractors	» accommodation providers
» regional tourism operators	» transport operators
» participants	» media and broadcasters.
» spectators.	

All stakeholders can play an important role in promoting and endorsing greening actions associated with the event. Many stakeholders may already have their own environmental programmes and strategies in place, which can assist in the planning process.

A mapping exercise will help define what is needed or expected from each stakeholder, and assess what stakeholders need in return. Section 3.1 describes the stakeholder mapping exercise in more detail.

### c. Assess the environmental impacts

Various factors influence what kind of environmental impacts an event may have. These include:

- > the type of event
- > whether it takes place at a single location or venue, or across a range of places
- > the duration of the event – whether one day, one week or one month
- > the time of year the event takes place
- > where participants come from and how far they need to travel
- > the food and beverages provided at the event
- > whether significant merchandising is involved.

#### THE KEY AREAS IN WHICH ENVIRONMENTAL IMPACTS ARE MOST LIKELY TO EMERGE ARE:

**Procurement** – what goods and services are purchased for the event, and from where

**Waste and resource use** – the type and volume of waste products generated as a result of the event

**Transport** – how people travel to and from the event

**Energy** – the kinds of energy used (eg, fuel and electricity) and where they are used

**Construction and temporary activities** – whether buildings (permanent or temporary) need to be constructed, upgraded or retrofitted

**Water** – the likely demand for water (eg, for showers or for watering grass)

**Greenhouse gas emissions** – the likely quantities of emissions generated by the event.

Refer to Section two for guidance and examples of objectives, targets and actions in these key areas.

When assessing the potential environmental effects associated with an event and how they might be managed, it is important to understand the requirements of the Resource Management Act 1991 (RMA). Refer to Section 3.2 of this guide for an overview of how the RMA and other key legislation can affect the planning and delivery of a greener event.

#### d. Determine the scope

It is impossible for an environmental strategy and action plan to address every conceivable environmental impact associated with an event. Therefore, it is important that both the strategy and plan clearly identify what they do and do not cover.

Before starting work on the strategy, identify which impacts are:

- > directly within the control of the event organisers (eg, waste)
- > outside of event organiser's direct control, but able to be influenced by them (eg, transport services to and from an event)
- > largely outside of the event organiser's control or influence (eg, international flights).

The plan should give priority to addressing the first two kinds of environmental impacts: those that are directly within the control of event organisers, or which they can influence.

#### TIP



It may be possible for event organisers to have greater influence over certain environmental matters than they anticipate. For example, organisers can influence accommodation suppliers by choosing or recommending accommodation with *Qualmark Enviro-Award* status (where available). For a major event, this may be an incentive for accommodation providers to seek certification.

By choosing venues, locations and suppliers that have organisational environmental policies and are undertaking greening actions, the event can utilise and build on these existing initiatives. This can save time and money.

To help prioritise the environmental impacts, the strategy and action plan need to consider issues:

- > with the most *visual impact* – eg, waste or traffic congestion
- > with the most *potential for cost savings or reductions* – eg, waste and energy
- > *associated with the particular event* – eg, water quality may be significant for a water-based event, whereas greenhouse gas emissions may be significant for a motor sport event
- > *of local or regional significance* – eg, water use in Auckland. It may be helpful to discuss such potential issues with the relevant council
- > *of national and international interest* – refer to the Ministry for the Environment’s [website](#) for information about the natural environment, built environment, climate change, resource efficiency, and environmental governance.

#### ‘GREENWASHING’

Greenwashing means misleading consumers about a company’s environmental practices or about the environmental benefits of a product or service.

Information about common greenwashing ‘sins’ and how to avoid them is available at <http://sinsofgreenwashing.org/findings/the-seven-sins/>

The Commerce Commission’s [green marketing guidelines](#) provide information on how to avoid making misleading or untrue claims about your event under the Fair Trading Act.

### e. Complete a baseline assessment

If an event is held regularly and past data is available, it is useful to undertake a baseline assessment of the event’s current and past environmental impacts. Used in conjunction with measurements taken while the event is underway, the baseline assessment can demonstrate improvements in environmental performance over time and provide the basis for success stories.

If the event is held regularly at different international locations, data gathered by previous hosts may offer valuable insights. For example, the Green Goal report produced following the 2006 FIFA World Cup provides useful information about greening activities undertaken at the event and how successful they were.

Refer to Section 1.5 (b) for more information about measurement.

### f. Develop an environmental strategy and action plan

Once steps ‘a – e’ are complete, the environmental strategy and action plan can be developed. Templates are provided in Section 3.3.

## The environmental strategy

The strategy needs to set out **what** is going to be done to reduce the environmental impacts of hosting an event, and **why** this should be done. It should provide:

<b>An overview of the event</b>	Key information such as dates, venue and expected number of attendees. An overview of any precedents or expectations set by previous events is also valuable.
<b>Potential environmental impacts</b>	Overview of identified impacts the event is likely to cause (see Phase 1 'c').
<b>Scope</b>	The focus areas that will be covered in the strategy (eg, waste, transport) and those which are not included.
<b>Environmental aim</b>	What the strategy aims to achieve.
<b>Guiding principles</b>	The principles used when developing the strategy and action plan. These can be useful when communicating objectives, as they prevent absolute statements which may be difficult to live up to (see below for examples).
<b>Objectives</b>	How the aim of the strategy will be achieved. Ideally, there should be an objective for each chosen focus area (eg, waste, transport, energy).
<b>Targets</b>	A measurable statement against which success can be measured (eg, X per cent of waste diverted from landfill).
<b>Stakeholders</b>	Key people (eg, partners, suppliers) involved in ensuring the strategy is delivered.
<b>Monitoring and reporting</b>	How progress on implementing the strategy will be checked and reported on before and during the event.
<b>Measuring success</b>	How the successful implementation of the strategy will be measured.
<b>Risk mitigation</b>	The identified risks and how they will be managed.

### *Examples of guiding principles*

- > Reasonable efforts will be made to reduce environmental impacts that fall within the direct scope of the event, where it is cost effective to do so.
- > Cost effectiveness: actions undertaken will focus on being cost effective and have a reasonable payback period, acknowledging that investment may be required.
- > Legacy initiatives that provide a longer-term benefit after the event will be encouraged.

## LEGACIES

When thinking about ways to make a greener event, think long term: there may be opportunities to create a valuable legacy after the event. For example, installing solar water heating can provide ongoing future benefits at the venue. Similarly, a recycling and composting system set up at a venue can be used again.

## The action plan

The action plan sets out how the aims, objectives and targets identified in the strategy will be achieved. It needs to clearly link to the strategy. For each of the chosen focus areas, it should set out:

<b>Why the action is important</b>	For example, why is it important to reduce waste at this event?
<b>Any initiatives already being undertaken</b>	For example, certain venues may already have composting and recycling facilities in place.
<b>Objective and targets</b>	For each of the focus areas outlined in the strategy.
<b>Actions required to achieve the targets</b>	The steps that must be taken to achieve the objectives and targets.
<b>Responsibility</b>	The person(s) or organisation(s) responsible for undertaking each action.
<b>Timeframes</b>	When each action will be completed.
<b>Measure of success</b>	How targets will be measured to demonstrate they have been achieved. The measurement may be quantifiable and/or qualitative.
<b>Funding requirements</b>	Potential costs of actions, and any funding required. At this stage, further feasibility studies may be required to determine the potential costs and/or funding requirements.

## ACTION PLAN TIP

The action plan needs to take account of those things that are already happening. For example, if the venue is already energy efficient, this should be noted to demonstrate sound procurement processes. It will also explain why certain activities, which may be expected, are not included in the plan.

## Setting targets

Setting targets is essential for measuring success. It is important to consider the kind of measurement that will be possible, what data can be collected, and any systems that may need to be put in place at the outset to enable data collection.

**Climate change** is an issue of global importance. As public awareness grows, so too do expectations that greenhouse gas emissions will be effectively measured and reduced. It is important to carefully consider options for dealing with the greenhouse gas emissions arising from major sporting, cultural and community events.

## Funding and sponsorship

Adequate funding for greening initiatives is crucial to ensure the objectives set out in the strategy and action plan can be implemented and achieved.

However, it is also important to consider the cost effectiveness of proposed actions; otherwise, large amounts of money may be spent to achieve only small environmental gains. Spending on environmental actions needs to be appropriate and realistic for the event. Actions that have longer-term benefits (eg, establishing permanent recycling facilities at a venue) may be more cost effective than one-off actions that may appear initially less costly. Considering the expectations of stakeholders may help determine whether to undertake an action.

It may be possible to apply for funding from organisations such as the *Energy Efficiency Conservation Authority* and *local councils*. Sponsorship is another potential source of funding. A growing number of businesses have well-developed environmental responsibility policies and seek to align themselves positively with such initiatives by becoming sponsors of, or suppliers to, major events that have a 'green' or community focus.

## Examples of major event strategies and action plans

- > *FIFA Football World Cup: Germany Green Goal 2006*
- > *Melbourne Commonwealth Games 2006*
- > *FIFA Football World Cup: Host City Cape Town Green Goal 2010 Action Plan.*

# 1.2 Phase two – Before the event

During this period, the targets and actions identified during the planning phase are investigated and – providing they are cost effective – implemented in readiness for the event.

## a. Training

The implementation phase is a good time to think about what training staff and volunteers may require. Ensuring these people understand the planned greening actions is important, as they are the ones who will interact with attendees or spectators. Training staff and volunteers to be 'green champions' on site can increase the likelihood of attendees participating in greening activities, such as recycling, and continuing such activities in their personal lives.

### GREEN VOLUNTEERS

- > **Selection** – The ability to role-model green behaviour should be a criterion for selecting volunteers.
- > **Training** – Ensuring volunteers understand the event's environmental strategy should be a key priority during training.
- > **Management** – Staff who will manage volunteers also need to understand and support the greening initiatives.



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## b. Monitoring progress

Monitoring progress throughout the implementation process will provide confidence that things are progressing to plan. When and how progress is to be reported should be covered in the strategy and action plan; so too should the groups (eg, venue owners, suppliers) responsible for providing necessary information.

## 1.3 Phase three – During the event

In this phase, the event takes place and the benefits from the environmental strategy and action plan are realised.

During the event, the focus should be on:

- › **overseeing activities** – for example, ensuring recycling stations are working efficiently and being used correctly by attendees
- › **engaging visitors and the wider public** through signage, loud-speaker announcements and promotions
- › **measuring impacts** – capturing key data to demonstrate that targets have been met and aims achieved.

## 1.4 Phase four – After the event

Without adequate post-event analysis and assessment, it is difficult to determine how successful greening actions have been and what lessons have been learnt.

During this phase, the focus should be on:

- › **analysing the data** collected against targets set in the strategy and plan
- › **reviewing the action plan** and **receiving feedback** from stakeholders about what worked well and what could have been done differently
- › **providing feedback** to suppliers and venue owners so they can improve their services for future events
- › **communicating the results** to the event owner, attendees, future organisers of the event, and other groups interested in the actions undertaken.

It is important to share the greening successes and lessons learnt to:

- › reduce negative public scrutiny and greenwash claims
- › support future major events in New Zealand that seek to reduce environmental impacts
- › promote New Zealand as a green tourist destination.

## 1.5 Other key aspects to consider

Both communications and measurement need to be considered throughout the four phases.

### a. Communications

Hosting a successful greener event provides an opportunity to:

- > promote the environmental and economic benefits of environmental responsibility to communities and businesses
- > raise awareness of environmental issues and encourage behaviour change. With over 50 per cent of New Zealanders known to be interested in learning more about how to protect the environment,<sup>6</sup> greening initiatives are likely to be well received by attendees and the wider public
- > reinforce New Zealand's '100% Pure' tourism branding, which is important to the country's tourism marketing and exporting firms.

Therefore, communicating greening actions should play an integral part in the event's overall communication plan, and be incorporated into all communications about the event.

#### TIPS FOR COMMUNICATING OBJECTIVES

**Be transparent** about what greening actions are possible for the event.

**Share the environmental strategy and action plan** with communities and businesses well before the event to ensure key messages are clear, consistent and transparent. Consider inviting businesses to provide input and feedback – they may have good ideas and be keen to take ownership of some parts of the plan. They can also help by communicating key messages through their own networks.

**Keep messages clear and simple** so they can be easily understood.

**Offer incentives** to encourage the community, businesses and attendees to participate in greening activities. For example, offer awards for 'greener' behaviour, such as receiving a free drink on display of a public transport ticket.

**Train volunteers and staff to be 'green champions'** so they can communicate key messages to attendees at the event. For example, they could wear T-shirts that have greening messages on them or encourage the correct use of the recycling system.

**Use a range of communication methods** – website, social media (eg, Facebook), stage announcements, signage, and green champions.

**Share the story of the greening journey** and what has been achieved. This will help New Zealand bid for future events, and help position the event organiser as a leader in delivering environmentally responsible events.

### EXAMPLES FROM MAJOR EVENTS

**FIFA Football World Cup 2006** organised a competition amongst schools and soccer clubs to profile Green Goal. Students and soccer players were encouraged to take part in greening activities in and around their schools and soccer clubs.

**Singapore Youth Olympics 2010 CAN (Create Action Now) Green** organised numerous environmentally friendly activities to help raise environmental awareness. Activities included photo mosaics, T-shirt drawing, and an organic food demonstration.

## b. Measurement

The old adage 'what gets measured gets managed' is relevant to greening an event. Measurement is important for tracking progress and demonstrating what environmental improvements were achieved. It also helps to build the business case for greening future events.

Measurement needs to be considered in the early planning stages, so there is time to put in place the necessary reporting systems to capture data.

### Setting up a measurement system

The first step is to determine how the effectiveness of greening actions will be evaluated. Will a post-event report be prepared and if so, will greening actions be included?

Then identify:

- > the data that needs to be collected
- > the unit the data should be collected in (eg, weight vs. volume or dollar vs. kilowatt hours)
- > who is responsible for collecting or providing the data
- > when the data will be collected and at what stages and times
- > the format the data will be collected and stored in (eg, file format)
- > how the data should be interpreted and who will interpret it
- > whether certain data (eg, greenhouse gas emissions) needs to be verified by a third party and if so, by whom.

**Talk to stakeholders, such as venue owners, suppliers and councils, to find out what they currently measure and how.**

Expert advice on what and how to collect data can make the measurement process easier for everyone.

A number of firms can help measure the environmental impacts of an event and demonstrate the environmental improvements made. Firms are listed in the *Yellow Pages*.

In addition, the Ministry for the Environment and Ministry of Economic Development can provide general advice about measurement systems. Email [info@mfe.govt.nz](mailto:info@mfe.govt.nz) or [info@med.govt.nz](mailto:info@med.govt.nz).

### EXAMPLE: MELBOURNE COMMONWEALTH GAMES 2006 – ENVIRONMENT REPORT CARD

This *Environment Report Card* describes the initiatives that helped ensure the Melbourne Commonwealth Games' environmental objectives were met, and how these initiatives were monitored, implemented and reported. It also provides evidence of the lasting environmental benefits of the 2006 Commonwealth Games for stakeholders and the community.

# Section two:

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## Greening focus areas

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This section is designed to help develop objectives, targets and actions for the following key greening focus areas:

- > supplies and contracts (procurement)
- > waste and resource use
- > transport
- > energy
- > construction and temporary activities
- > water
- > greenhouse gas emissions.

These focus areas have been chosen because:

- > they are likely to have the highest environmental or visual impact
- > they are the environmental impacts most commonly addressed by other major international events
- > addressing them is consistent with government environmental policy priorities for waste, energy, water and climate change.

Links to useful resources and case studies are also provided.

**Remember: choose what's relevant, realistic and appropriate for the event. Don't try to do everything.**

## 2.1 Supplies and contracts (procurement)

By using sustainable procurement processes for an event, the environmental impacts associated with goods and services can be significantly reduced.

**Sustainable procurement:** where organisations meet their needs for goods and services in a way that achieves value for money and generates benefits – not only to the organisation, but also to society and the economy – whilst minimising damage to the environment.<sup>7</sup>

Start early: it is easier to ensure potential suppliers and contractors adopt greening actions at the beginning of the procurement process than expecting them to do so later once a contract has been signed. Be clear about environmental requirements when tendering and ensure these are spelled out in contracts.

### Benefits of sustainable procurement

Through sustainable procurement an event can:

- » reduce the amount of waste sent to landfill, reduce greenhouse gas emissions, energy use, non-renewable resource use, and water use. This can save money
- » enhance the ability of suppliers along the supply chain to provide more environmentally responsible goods and services.

### EXAMPLES OF POSSIBLE OBJECTIVE, TARGETS AND ACTIONS FOR PROCUREMENT

#### OBJECTIVE

Ensure that procurement decisions about goods and services reduce impacts on climate change, waste, water and energy as far as reasonably possible.

#### TARGETS

All requests for proposals and clauses in supply contracts for the event's goods and services follow environmentally responsible guidelines.

Procurement decisions can show an assessment and management of environmental risks identified in all contracts.

#### SUPPORTING ACTIONS

Develop specific guidelines appropriate to the event's objectives and targets that suppliers or service providers tendering for contracts can follow.

Add clauses to the tendering process and contracts that specifically outline the environmental responsibilities of suppliers or contractors. For example: (a) 'All packaging is to be either recyclable or compostable within the region if possible'. (b) 'All staff are educated on environmentally responsible practices relevant to their role (eg, waste management and water efficiency)'.

Encourage suppliers or service providers to take up an accepted environmental accreditation scheme.

Provide performers, media, and event attendees with information about New Zealand's environmentally responsible accommodation, transport and activity providers before, during and after the event.

Where possible, determine minimum environmental requirements any supplier, venue or service provider must meet. For example, 'The supplier must have a sustainability policy and action plan'.

<sup>7</sup> Based on the working definition adopted by the Ministry of Economic Development from the *Procuring the Future UK Sustainable Procurement Task Force 2006*. [http://www.med.govt.nz/templates/ContentTopicSummary\\_\\_\\_29536.aspx#fnref1](http://www.med.govt.nz/templates/ContentTopicSummary___29536.aspx#fnref1)

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## Useful resources

*Business Guide to a Sustainable Supply Chain* – this New Zealand Business Council for Sustainable Development guide provides tools which can be adapted by individual companies to meet their own needs.

*Eco-labels directory* – developed by the New Zealand Government to improve the availability of information about ecolabels and other sustainability indicators relevant to consumers, suppliers and other organisations.

*Environmental Choice* – initiated and endorsed by the New Zealand Government. It provides a credible and independent guide for those wanting to purchase products that are better for the environment.

*International Green Purchasing Network* – *Green Purchasing and Green Public Procurement Kit* – provides information on how to establish and implement a green purchasing programme.

*Rugby World Cup 2011 Sustainable Procurement Toolkit* – a useful resource for anyone wanting to identify potential suppliers of goods and/or services.

*Sustainable Business Network* – a forum for businesses interested in sustainable development practices. It has developed the *Greenlist*, a directory of sustainable products and services.

*Buy Smart program* – run by the Vancouver Olympic Committee and the Province of British Columbia's 2010 Commerce Centre, this initiative uses the purchasing power of the Games to support ethical sourcing and enhance the social, environmental and economic performance of the Games and the Games supply chain.

### TIPS FOR CHOOSING VENUES AND SUPPLIERS

Look for venues that have a *Qualmark Enviro-Award* or certification from *Green Globe* or *carboNZero*. These programmes provide assurance that venues are taking steps to manage and reduce their environmental impacts.

Ask a supplier if they have an environmental policy or plan, and read it. Ask specific questions about:

- » Waste – do they seek to minimise waste, and have recycling and composting facilities?
- » Energy efficiency – do they use or supply *energy efficient products* and avoid unnecessary lighting?
- » Water efficiency – do they have water saving measures such as water efficient taps and dual flush toilets?
- » Staff – are staff aware of the organisation's environmental policies and trained to implement them?
- » Sustainable products – do they use green or sustainable products where possible?

## 2.2 Waste and resource use

Waste is arguably the most visible environmental impact arising from a major event, and its presence can diminish the quality of attendees' experiences. Waste can also be costly to dispose of.

For attendees, waste minimisation – such as recycling and composting – is the most tangible, practical, environmental action they can take. Moreover, it is likely that attendees already do it to some extent: many people recycle regularly at home and work, and expect to be able to do it wherever they go.

The range of recycling and composting options varies between regions, as do the costs. In Queenstown, for example, sending waste to landfill can be up to three times more expensive than recycling.<sup>8</sup> Talk to the local council(s) to find out what services are available in the region(s) where the event will be held.

Waste service providers are key stakeholders in major events, and it is important to determine early on what recycling and composting services they offer. This information will help determine what products can be used during the event and how waste facilities will be set up.

### EXAMPLES OF POSSIBLE OBJECTIVE, TARGET AND ACTIONS FOR WASTE AND RESOURCE USE

OBJECTIVE
To reduce the amount of waste produced through activities related to the event.
TARGET
X per cent of waste diverted from landfill.
SUPPORTING ACTIONS
Provide suppliers and caterers with procurement guidance about sustainable packaging for food and beverage containers (see supplies and contracts).
Minimise construction and demolition waste (see construction and temporary activities).
Train staff and volunteers to champion waste minimisation activities.
Develop a waste awareness campaign as part of the event.
Encourage people to recycle at the event by offering incentives such as their deposit back upon return of an official event cup or container that is reusable or refillable.
Set up staffed recycling stations at event to help ensure people use recycling bins correctly.

### A GOOD WAY TO THINK ABOUT WASTE AT AN EVENT IS:

- » **controlling the inputs** – eg, what food and beverage containers are permitted on site
- » **managing the outputs** – eg, providing bins for recyclables and compostables, and having volunteers to help attendees make the right choice about where to put their waste.

<sup>8</sup> Otago Southland Waste Services and Smart Environmental Ltd. April 2008. Sourced from Queenstown Lakes District Council – *Zero Waste Guide for Events*.



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## Useful resources

*Auckland City Council* – event waste management case studies and a zero waste event guide.

*Christchurch City Council* – Organising a Minimum Waste Event: a step-by-step guide for event organisers and managers.

*Queenstown Lakes District Council* – Zero Waste Guide for Events.

*LoveNZ recycle with care* – The LoveNZ brand is available for use at events.

*Zero Waste* – contains help and information about reducing waste and recycling.

*Womad 2008* – Towards Zero Waste: a case study from the Taranaki Regional Council.

### EXAMPLES FROM MAJOR EVENTS

**Sydney 2000 Olympics** – a list of acceptable materials for packaging and foodware was developed, removing the use of polystyrene, aluminium foil, and plastic foodware.

**FIFA World Cup 2006**, Germany achieved a 17 per cent reduction in waste in and around the stadium by using returnable refillable cups instead of throw away cups.

**FIFA World Cup 2010**, South Africa is encouraging local schools to run a special Litter Free Sports Day or make their normal sports day a Litter Free Day, where children are encouraged to 'do the right thing' and put their rubbish in the bin.

## 2.3 Transport

Transport can be one of the most complex aspects of hosting a major event and is often the largest contributor to costs, greenhouse gas emissions, and reduced air quality. Encouraging people to use greener transport modes to get to and from events will reduce travel time, traffic congestion, exhaust fumes, and parking issues.

**Greener transport modes** can mean taking the bus, train or shuttle; carpooling (private vehicles with four or more occupants); cycling or walking. Encouraging people to make these transport choices can require collaboration between venue owners, transport companies, and regional councils.

### EXAMPLES OF POSSIBLE OBJECTIVE, TARGET AND ACTIONS FOR TRANSPORT

#### OBJECTIVE

Ensure people travel to and from event venues safely, efficiently and in a timely manner.

#### TARGET

X per cent of all spectators use public transport to and from the event venue.

#### SUPPORTING ACTIONS

Encourage people to use greener transport modes by providing:

- » attractive walking routes between venues and central areas
- » reliable and frequent public transport services between venues, related events and central areas
- » incentives for attendees such as free public transport for attendees on display of event ticket.

Provide people with easily accessible information on what greener transport modes are available to get them to and from venues through:

- » key websites
- » booklets containing information such as all regional transport options, timetables, fares and routes.

Provide disincentives to travel by private car, for example:

- » charge high parking fees to private vehicles with fewer than four attendees
- » restrict or prohibit private vehicle parking near venue.

Promote accommodation close to venue so people can easily use greener transport modes.

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#### EXAMPLES FROM MAJOR EVENTS

**2000 Sydney Olympic Games** – Private vehicle transportation to and from the Games was banned. Transport test events were held to get people to experience the ease of reaching the games site by public transport.

**2006 Melbourne Commonwealth Games** – On Games days, people with tickets to the events could travel free on Melbourne's trains, trams and buses that accept Metcard. Travel Smart brochures were delivered to up to 10,000 households near key Games venues and up to 10,000 employees in the CBD, informing people about the public transport options.

**2006 FIFA World Cup, Germany** – Public transport tickets were included with event tickets. 'World Cup Miles', attractive routes connecting the main stations with stadiums, were set up to encourage spectators to walk to games.

#### Useful resources

*New Zealand Transport Agency* has developed a framework for transport planning, specifically geared towards the Rugby World Cup 2011. However, many of the principles and practices can be applied to other major events. For further details please email [info@nzta.govt.nz](mailto:info@nzta.govt.nz).

## 2.4 Energy

Managing energy and improving energy efficiency at an event can lead to cost savings. If existing venues, such as stadiums are being used, it is important to signal early that energy efficiency is a goal – many energy efficiency initiatives require a significant lead time and investment.

### AN EVENT'S MAIN ENERGY USAGE WILL COME FROM:

- » using electricity to run lighting, heating and/or cooling in venues, stadiums, training facilities and/or festival sites
- » using fuel to move goods and services, attendees, performers, officials and other key stakeholders to and from the event (see transport section).

### EXAMPLES OF POSSIBLE OBJECTIVE, TARGET AND ACTIONS FOR ENERGY

OBJECTIVE
Reduce ongoing energy use, costs and emissions directly associated with the event.
TARGET
X per cent reduction in use of energy at existing stadium.
SUPPORTING ACTIONS
Talk to venue(s) owners – do they have an energy management plan? Do they use energy efficiency products?
Ensure energy audits of venues (eg, stadium or convention centre) are undertaken, using an accredited auditor. Auditing is a key tool to help identify energy-saving opportunities.
Monitor and benchmark energy use at venues.
Train staff and volunteers in the basics such as turning off lights or appliances at the wall.
Consider back-up generators: what is the fuel source of these? Can an alternative fuel to diesel be used?
Encourage widespread use of <i>energy efficient appliances</i> and energy efficient/sustainability powered transport modes and vehicles related to the event.

### Useful resources

The *Energy Efficiency and Conservation Authority* (EECA) has experienced account managers who can work with event organisers to identify opportunities to reduce energy use and save money. They also have a range of energy efficiency tools and guides.

## 2.5 Construction and temporary activities

Inevitably, some construction may be required during the preparations or delivery of an event. Specific facilities may need to be built or existing facilities upgraded.

Temporary activities and structures may also be required, including marquees, live site venues, fan zones, construction offices, catering zones, and visitor or volunteer centres.

Much can be done to improve the economic and environmental performance of such facilities and structures by using environmentally sustainable design (ESD) principles and practices. These ensure design and fit-out choices will, over the life of the facility or structure, address the important issues of energy efficiency, water conservation, waste minimisation, and transport. ESD emphasises the big picture, by looking for ways that will make the biggest impact. Designers should therefore tailor their ESD objectives to each specific facility or structure type, use and location.

### EXAMPLES OF OBJECTIVE, TARGETS AND ACTIONS FOR CONSTRUCTION AND TEMPORARY ACTIVITIES

OBJECTIVES	
<p>Improve the economic and environmental performance of facilities by reducing the environmental impacts associated with the design, construction, operation and deconstruction of facilities.</p> <p>Reduce the environmental impacts associated with facilities by using environmentally-preferred construction materials that have environmental certification.</p>	
TARGETS	
<p>All construction projects, including retrofits, have ESD principles incorporated into their design.</p>	<p>All buildings have performance targets for their operation and these are met or exceeded X per cent of the time.</p>
SUPPORTING ACTIONS	
<p>Include use of ESD principles in all contract documentation for the design and construction of projects.</p> <p>Ensure the business case for all projects uses a whole-of-life costing approach, to maximise economic and environmental performance over a facilities' useful life.</p> <p>Use architects, engineers, quantity surveyors and other building professionals with experience in applying ESD principles and practices.</p>	<p>Develop performance targets for the operation of the building that cover:</p> <ul style="list-style-type: none"> <li>» energy use (efficiency and conservation)</li> <li>» water use (efficiency and conservation)</li> <li>» materials (non-toxic and better for health and the environment)</li> <li>» waste minimisation (reuse and recycling)</li> <li>» other areas, particularly the building type and intended use.</li> </ul> <p>Use an integrated 'whole building' design approach to ensure a project's participants and systems work together to maximise performance outcomes.</p> <p>Use passive solar design principles to maximise energy efficiency.</p>

Use contractors with proven experience in applying ESD principles and practices.

Use environmentally-preferred construction materials that are:

- » durable and fit for purpose
- » sustainable
- » non-toxic and non-harmful to people and the environment
- » made from recycled content
- » able to be reused or recycled at the end of their usable life.

In the case of timber and wood products, credible environmental certification (such as *Forest Stewardship Council* or *Programme for the Endorsement of Forest Certification*) ensures they come from a sustainably managed source.

Ensure waste minimisation targets are included in contract documentation for contractors.

*Green Star NZ rating tools* are New Zealand's environmental certification tools for commercial buildings.

### CONSTRUCTION SUCCESS STORIES

*AMI stadium*, Christchurch – 99.9 percent of the demolition waste created by upgrading the AMI stadium for the Rugby World Cup 2011 has been diverted from landfill.

*Department of Conservation Head Office* – the Department occupies refitted premises in downtown Wellington that boast some of the most advanced sustainable ventilation and energy-saving strategies.

For more success stories, see the *New Zealand Green Building Council's case studies*.

### Useful resources

*Value Case for Sustainable Building in New Zealand* – Ministry for the Environment.

*Integrated Whole Building Design Guidance* – Ministry for the Environment.

*Passive Solar Design Guidance* – Ministry for the Environment.

*Green Star rating tools and case studies* – New Zealand Green Building Council.

*Commissioning and ongoing commissioning guidelines* – Ministry for the Environment.

*LEVEL website* – guidance for building professionals – BRANZ.

*Environmental Choice New Zealand* – certified building materials.

*EECA website* – energy efficiency guidance and tools.

*REBRI website* – construction and demolition waste minimisation guidance and tools – BRANZ.

## 2.6 Water

New Zealand's water quality in urban and rural areas is under increasing pressure as agriculture and urban development intensifies.<sup>9</sup> A major event presents an opportunity to highlight the importance of using water efficiently – including by rainwater capture and collecting grey water for reuse.

It is essential to work with venue owners when developing water savings objectives. Ensuring water resources are used efficiently at a venue is ultimately the responsibility of its owner.

If a new venue is being built, work with the designers and builders early in the process to ensure water saving mechanisms are incorporated into the design and construction.

### EXAMPLES OF OBJECTIVE, TARGET AND ACTIONS FOR WATER

#### OBJECTIVE

Work with venue owners to ensure water resources are used efficiently by reducing water consumption and managing discharges to water.

#### TARGET

X per cent reduction in use of potable water at existing venue.

#### SUPPORTING ACTIONS

For existing venue(s) and facilities:

- » undertake baseline water use audits and identify opportunities to retrofit improvements and reduce costs
- » implement at least one cost effective water-saving measure identified through the baseline audit.

For new-build facilities:

- » maximise water-saving mechanisms, and have the capacity to monitor water usage.

Promote accommodation providers that use water efficiently (eg, in sanitary facilities, laundry and grounds) to event attendees.

### EXAMPLES FROM MAJOR EVENTS

**Melbourne Commonwealth Games 2006** – collected and recycled rainwater within the athletes' village and at venues.

**FIFA Football World Cup 2006, Germany** – achieved 18 per cent reduction in water consumption at stadiums by collecting rainwater, and using dry urinals and other water-saving devices.

*Beijing Olympics 2008* – initiated 121 water-saving projects, which were able to collect an average of one million tonnes of water a year.

9 <http://www.mfe.govt.nz/issues/water/water-quality.html>

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## 2.7 Greenhouse gas emissions

International concern about climate change has led to increasing interest in the amount of greenhouse gases emitted in producing and delivering goods and services, including events. The calculation of carbon footprints<sup>10</sup> is becoming more common, as are reduction and mitigation actions.

### Measuring greenhouse gas emissions

Compiling a credible and robust greenhouse gas inventory requires robust methodology and measurement systems.

The Ministry for the Environment's *Guidance for Voluntary, Corporate Greenhouse Gas Reporting: Data and Methods for the 2008 Calendar Year* provides helpful information. However, the advice is directed mainly at corporate organisations: the approach taken to compiling a carbon inventory for an event may need to be quite different. Expert advice is therefore highly recommended. New Zealand firms and programmes which can help include:

- > *PriceWaterHouse Coopers*
- > *carboNZero*
- > *Deloitte*
- > *Airshed*
- > *Offset the Rest.*

### Emission reduction activities

Many of the actions recommended in other focus areas will also reduce emissions. For example, taking steps to increase energy efficiency, encouraging the use of public transport, and reducing waste can all help reduce emissions. Likewise, data collected may be used to calculate emission savings.

### Offsetting

Offsetting is where individuals and organisations mitigate their emissions by investing money in projects that avoid the production of carbon or remove it from the atmosphere.

Credible reductions in emissions should always accompany offsetting measures. It is more effective when greening an event to avoid creating the emissions rather than paying to offset them.

Again, if offsetting is to be part of an environmental responsibility plan, it is important to get expert advice. The Ministry for the Environment can provide general advice about offsetting greenhouse gas emissions, as well as measurement and reduction activities: email [info@mfe.govt.nz](mailto:info@mfe.govt.nz). Offsetting providers and carbon brokers are another good source of information about offsets.

**Purchasing or developing offsets is a complex area and requires a significant investment. It is important to get it right.**

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<sup>10</sup> A carbon footprint is 'the measure of greenhouse gas emissions caused by an organisation, event or product'.



**EXAMPLE FROM MAJOR EVENT**

**Big Day Out Australia** – Attendees to the Big Day Out music festival had the option of purchasing a ‘Clean and Green’ Ticket. This ticket cost an additional \$1.60, which covered the cost of offsetting carbon through Australia’s Mallee Eucalyptus tree plantations.

**EXAMPLES OF OBJECTIVES, TARGETS AND ACTIONS FOR GREENHOUSE GAS EMISSIONS**

OBJECTIVES	
Measure the carbon footprint of the event. Ensure activities are undertaken in such a way as to avoid emissions wherever possible. Undertake actions to offset emissions generated directly by event-related activities. or Provide opportunities to encourage individual and corporate responsibility and choice.	
TARGETS	
A greenhouse gas emissions inventory is completed for the event.	X number of emissions reduction actions are identified and implemented.
ACTIONS	
Complete a verified emissions inventory report for the event. Many of the actions undertaken to reduce energy, transport and waste will reduce emissions.  Undertake specific projects that create certified/verified carbon credits.  Undertake a community conservation project, such as planting trees on the green belt, or help develop a regional forest. Talk to councils and the Department of Conservation about access to conservation estates for planting trees.	

**Useful resources**

*carboNZero* – one tool that can help certify an event and make it carbon neutral.

*Offset the Rest* – a tool to help manage carbon emissions.

*Airshed* – provides tools and advice on managing carbon emissions.

# Section three:

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## Tools, checklists and templates

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The following information and tools will help when developing and implementing an environmental strategy and action plan:

- > stakeholder mapping exercise
- > relevant legislation
- > strategy and action plan templates
- > focus area checklists.

## 3.1 Stakeholder mapping exercise

The importance of identifying and gaining commitment from key stakeholders is outlined in Section 1.1.

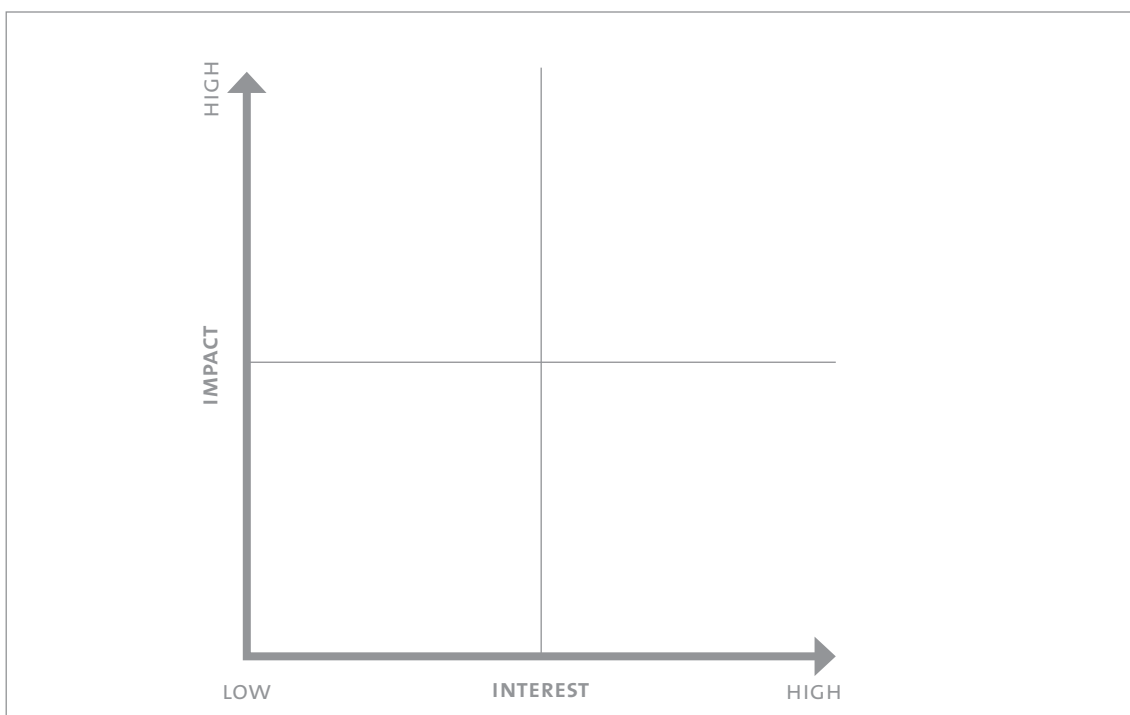
A mapping exercise is a good way to determine a stakeholder's level of interest in the greening of an event, and the impact they can have on the successful implementation of the environmental strategy and action plan.

### Step one: Compile a stakeholder plotting chart

- > Brainstorm all stakeholders who may be involved in developing and delivering the environmental strategy and action plan.
- > For each stakeholder, define their ability to impact, positively or negatively, on the delivery of the environmental strategy and action plan.

Use the following chart to show where stakeholders fit in terms of their interest and possible impact.

**FIGURE 2: STAKEHOLDER PLOTTING CHART**



Once the chart is compiled, identify which relationships are the most important. These will sit in the ‘high impact/high interest’ quadrant. Focus on gaining commitment and buy-in for the environmental strategy and action plan from these stakeholders.

Stakeholders who feature in the medium to low quadrants of the chart are still important, but may warrant a less intensive level of direct engagement (eg, a communications approach using newsletters, websites and email updates).

### Step two: Complete a project stakeholders’ table

- > Describe what the stakeholder and the event organiser need and want from each other to develop and deliver the environmental strategy and action plan. For example, the event organiser may need a supplier to provide recyclable or compostable packaging. The supplier may want their environmentally responsible products or services to be widely promoted.
- > Describe the objectives of the relationship with each stakeholder.
- > Identify the relationship owner(s) for each stakeholder.
- > Determine how to engage with each stakeholder, eg, one-on-one meetings, forums, newsletters or websites.

Stakeholder	Level of interest	Ability to influence or impact on the delivery of the strategy	What you want from stakeholder	What stakeholder needs from you	Strategic relationship objectives	Relationship owner(s)	Engagement techniques
Event owner							
Venue owner(s)							
Central government							
Local government							
Sponsors							
Suppliers							
Participants							
Attendees/spectators							

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It is also essential for the stakeholder mapping exercise to consider the expectations of attendees or spectators. Many visitors to New Zealand expect to experience a clean and green country; they may in fact have higher expectations for New Zealand than for other countries.

## 3.2 Relevant legislation

Early in the planning phase, find out what legislative requirements may impact on the delivery of an event. This will ensure there is sufficient time to apply for any necessary consents or concessions. The key legislation that is likely to affect efforts to green a major event includes:

### Resource Management Act 1991 (RMA)

Some aspects of the event may be covered by requirements under the *RMA*. For example, environmental effects during construction and nuisance effects of noise for local residents. It is also likely that resource consents will be required, particularly where the scale of the event is outside the scope of existing consents or if a venue is to be newly constructed or developed.

Talk to the local council early to find out whether resource consents are needed. To find out the relevant council(s) to talk to visit [www.lgnz.co.nz/lg-sector/maps/index.html](http://www.lgnz.co.nz/lg-sector/maps/index.html).

Visit [www.mfe.govt.nz/rma/public/index.html](http://www.mfe.govt.nz/rma/public/index.html) for information on the RMA and applying for a resource consent.

### Conservation Act 1987

If an event is taking place on public conservation land, talk to the Department of Conservation to find out whether a concession is needed under the *Conservation Act*. A concession is an official authorisation to operate in an area managed by the Department. It may take the form of a lease, license or permit. To find out more about concessions visit: [www.doc.govt.nz/about-doc/concessions-and-permits/concessions/](http://www.doc.govt.nz/about-doc/concessions-and-permits/concessions/)

### Local Government Act 1974 (LGA)

Schedule 10 of the *LGA* allows councils to order temporary road closures and to charge event attendees for the private use of a public road. This schedule may be relevant, particularly if organisers intend to encourage people to use 'greener' modes of transport.

### Waste Minimisation Act 2008

This *Act* was introduced to encourage waste minimisation and decrease waste disposal in New Zealand. Under the Act, a \$10 per tonne levy (excluding GST) on all waste disposed of in landfills was imposed from 1 July 2009. Visit [www.mfe.govt.nz/issues/waste/](http://www.mfe.govt.nz/issues/waste/) for more information.

### Fair Trading Act 1986

The *Fair Trading Act* prohibits misleading and deceptive conduct, false representations, and unfair practices by people in trade. For guidance on how to avoid misleading or untrue greening claims about an event, refer to the Commerce Commission's [guidelines for green marketing](#).

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## 3.3 Templates

### Environmental strategy template

<insert event name>

Strategy for an environmentally responsible event

#### INSTRUCTIONS FOR USING THIS TEMPLATE

- » Refer to the major event greening guide for more information on what to include in the strategy.
- » Use language and headings appropriate to your particular event and that link to your broader planning activities. The headings shown here are suggestions only.
- » Do not include in your own strategy the examples that appear in this template – these are intended only to show how to complete the template.
- » The text under each heading is a guide only and should be deleted as you complete your environmental strategy.
- » Write in a way that can be communicated to all stakeholders.
- » You can download this template from the Ministry for the Environment's website to use or adapt to suit your needs.

#### Event overview

Provide an overview of the event:

- > dates
- > expected number of attendees – participants and spectators
- > locations and venues
- > any specific aspects that might cause particular environmental issues
- > any precedents if the event has taken place before.

#### Potential environmental impacts

Using the brainstorm (see section 1.1 c of the guide) outline the types of impacts that are anticipated.

#### Environmental aim

- > What is the aim for greening the event?
- > Why is it important to do this?
- > What will it achieve?

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## Scope

- > What things does the environmental strategy cover?
- > What things does it not cover?
- > What are the priority areas? There may be only one or two, or several (see 'Focus areas', below). For maximum transparency, state why particular areas have and have not been included.

## Guiding principles

- > What principles underpin the strategy?

## Focus areas, objectives and targets

Which focus areas will be part of the strategy and action plan? For example:

- > supplies and contracts (procurement)
- > waste and resource use
- > transport
- > energy
- > construction and temporary activities
- > water
- > greenhouse gas emissions
- > others.

Set objectives and targets for each focus area included in the strategy.

## Stakeholders

- > Which stakeholders will have a role in ensuring the strategy is delivered?

## Measuring success

- > How will the successful implementation of the strategy be measured?

## Monitoring and reporting

- > How will progress be monitored?
- > What reporting requirements are in place? Address what is required from those reporting against this strategy; also those reporting into the wider event organising body.

## Risk mitigation

- > What are the risks associated with this strategy?
- > How will they be eliminated, reduced or mitigated?

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# Environmental action plan template

<insert event name>

## Environmentally responsible event action plan

### INSTRUCTIONS FOR USING THIS TEMPLATE

- » While this action plan follows on from the strategy, it needs to contain enough information to stand alone: someone reading just the action plan needs to clearly understand what it is trying to achieve. Therefore, some parts of this template may replicate the strategy – cut and paste between the documents where necessary.
- » This template follows the structure of section two of the *Major Event Greening Guide*. Delete or add sections that are relevant to your specific event.
- » Do not include in your own plan the examples that appear in this template – these are intended only to show how to complete the template.
- » The text under each heading is a guide only and should be deleted as you complete your action plan.
- » Write in a way that can be communicated to all stakeholders.
- » You can download this template from the Ministry for the Environment's website to use or adapt to suit your needs.

### Event overview

Provide an overview of the event:

- > dates
- > expected number of attendees – participants and spectators
- > locations and venues
- > any specific aspects that might cause particular environmental issues
- > any precedents if the event has taken place before.

### Environmental aim

What is the overall outcome that is being sought for the event?

### Scope

What is and is not included in the action plan?



## Supplies and contracts (procurement)

Insert a general comment about the role that suppliers can play in reducing the event's environmental impacts. For example, 'Suppliers play an important role in reducing energy or water use and in minimising the amount of waste generated'. This can be based on ideas generated during the brainstorm process in the planning phase (see section 1.1 c of the guide) and on any baseline assessment data.

### Initiatives already undertaken

- > List any steps already initiated by event organisers, venue operators or suppliers. For example, 'Food suppliers have a policy to use locally sourced produce'.
- > Try to be specific about actions.
- > Include references to any publically available information (eg, a website) about a specific venue or actions being undertaken. This increases transparency.

Objective			
Targets			
Action	Responsibility	Timeframes	Measure of success

### Funding requirements

What are possible funding sources for these environmental initiatives?

Include known costs if possible, or estimates of potential costs.

## Waste and resource use

Insert a general comment about waste and resource use for the event. For example, 'The main source of waste on the day of the event will be packaging from attendees' purchasing/bringing food and beverages to the event' or 'Similar events have generated XX kilograms of waste'. This can be based on ideas generated during the brainstorm process in the planning phase (see section 1.1 c of the guide) and on any baseline assessment data.

### Initiatives already undertaken

- > List anything already initiated by event organisers, venue operators or suppliers. For example, 'Selected venues have compost and recycling facilities in place'.
- > Try to be specific about actions.
- > Include references to any publically available information (eg, a website) about a specific venue or actions being undertaken. This increases transparency.

Objective			
Targets			
Actions	Responsibility	Timeframes	Measure of success

### Funding requirements

What are possible funding sources for these environmental initiatives?

Include known costs if possible, or estimates of potential costs.

## Transport

Insert a general comment about transport for the event. For example, ‘Public transport will be crucial in ensuring that xx attendees can reach the venue in a timely manner’. This can be based on ideas generated during the brainstorm process in the planning phase (see section 1.1 c of the guide) and on any baseline assessment data.

### Initiatives already undertaken

- > List any steps already initiated by event organisers, venue operators or suppliers. For example, ‘Venues have been selected that are close to many public transport linkages such as bus and rail links’.
- > Try to be specific about actions.
- > Include references to any publically available information (eg, a website) about a specific venue or actions being undertaken. This increases transparency.

Objective			
Targets			
Action	Responsibility	Timeframes	Measure of success

### Funding requirements

What are possible funding sources for these environmental initiatives?

Include known costs if possible, or estimates of potential costs.

## Energy

Insert a general comment about energy use for the event. For example, 'The main source of energy use will be lighting at the venue'. This can be based on ideas generated during the brainstorm process in the planning phase (see section 1.1 c of the guide) and on any baseline assessment data.

### Initiatives already undertaken

- > List any steps already initiated by event organisers, venue operators or suppliers. For example, 'Selected venues have energy policies' or 'Venue uses energy efficient light bulbs and water heating'.
- > Try to be specific about actions.
- > Include references to any publically available information (eg, a website) about a specific venue or actions being undertaken. This increases transparency.

Objective			
Targets			
Action	Responsibility	Timeframes	Measure of success

### Funding requirements

What are possible funding sources for these environmental initiatives?

Include known costs if possible, or estimates of potential costs.

## Construction and temporary activities

Insert a general comment about the likely impacts from construction activities. For example, 'The main impact will be construction and demolition waste'. This can be based on ideas generated during the brainstorm process in the planning phase (see section 1.1 c of the guide) and on any baseline assessment data.

### Initiatives already undertaken

- > List any steps already initiated by event organisers, venue operators or suppliers. For example, 'Selected contractors have environmental policies' or 'Contractor has a policy to recycle xx per cent of all construction waste'.
- > Try to be specific about actions.
- > Include references to any publically available information (eg, a website) about a specific venue or actions being undertaken. This increases transparency.

Objective			
Targets			
Action	Responsibility	Timeframes	Measure of success

### Funding requirements

What are possible funding sources for these environmental initiatives?

Include known costs if possible, or estimates of potential costs.

## Water

Insert a general comment about water use for the event. For example, 'The main source of water use will be from toilet and showering facilities at the venue'. This can be based on ideas generated during the brainstorm process in the planning phase (see section 1.1 c of the guide) and on any baseline assessment data.

### Initiatives already undertaken

- > List any steps already initiated by event organisers, venue operators or suppliers. For example, 'Selected venues have water policies' or 'Venue uses water efficient shower heads and dual flush toilets'.
- > Try to be specific about actions.
- > Include references to any publically available information (eg, a website) about a specific venue or actions being undertaken. This increases transparency.

Objective			
Targets			
Action	Responsibility	Timeframes	Measure of success

### Funding requirements

What are possible funding sources for these environmental initiatives?

Include known costs if possible, or estimates of potential costs.

## Greenhouse gas emissions

Insert a general comment about likely sources of greenhouse gas emissions for the event. For example, 'The main source of emissions will be transport related'. This can be based on ideas generated during the brainstorm process in the planning phase (see section 1.1 c of the guide) and on any baseline assessment data.

### Initiatives already undertaken

- > List any steps already initiated by event organisers, venue operators or suppliers. For example, 'Selected venues have energy policies' or 'Venue uses energy efficient light bulbs and water heating'.
- > Try to be specific about actions.
- > Include references to any publically available information (eg, a website) about a specific venue or actions being undertaken. This increases transparency.

Objective			
Targets			
Action	Responsibility	Timeframes	Measure of success

### Funding requirements

What are possible funding sources for these environmental initiatives?

Include known costs if possible, or estimates of potential costs.

## Approval

This plan has been approved by:

Signed \_\_\_\_\_

Position \_\_\_\_\_

Date \_\_\_\_\_

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## 3.4 Checklists

The following checklists are designed to help plan and deliver a greener event. They highlight issues to consider and questions to ask potential suppliers and contractors. **Decide which checklists are relevant and appropriate to the specific event.**

Each checklist (except for 'event planning') is broken into four phases of the event planning process:

- > event planning
- > before the event
- > during the event
- > after the event.

These checklists should be used in conjunction with the environmental strategy and action plan templates.

You can download these checklists from the Ministry for the Environment's website to use or adapt to suit your needs.



# Event planning

ACTIONS	YES	FUTURE ACTION	NOT APPLICABLE
Have the event owner, event organisers and decision makers committed to hosting a greener event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have key stakeholders been identified, eg, venue owners, local government, sponsors, and suppliers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has a stakeholder mapping exercise been carried out to determine the likely level of stakeholder interest, and the impact they may have on achieving the environmental objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has the likely range of environmental impacts been assessed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have legislative requirements been identified and considered, eg, the Resource Management Act 1991 and Local Government Act 1974?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have discussions been held with local council(s) about what resource consents are required? Have they been applied for (if necessary)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has a baseline assessment of the current impact of the event been undertaken (in the case of repeat events)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the environmental strategy include:			
» An overview of the event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Potential environmental impacts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Environmental aim?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» The scope?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Guiding principles?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Monitoring and reporting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Measuring success?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Risk mitigation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the action plan include the following:			
» Any initiatives already being undertaken?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Actions – to achieve objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Roles and responsibilities for delivering the actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Timeframes for implementation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Methods for measuring targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Potential costs or cost savings of actions and any funding required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has consideration been given to the training needs of staff and volunteers to ensure they are familiar with greening actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have funding and sponsorship options been investigated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have the communication methods for publicly promoting the event’s environmental objectives been decided?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Supplies and contracts (procurement)

ACTIONS	YES	FUTURE ACTION	NOT APPLICABLE
<b>Event planning</b>			
Have the supplies and contracts that will be included within the environmental strategy been defined, eg, packaging used by food and beverage providers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have greening objectives been discussed with potential suppliers and contractors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do the 'Procurement' sections of the environmental strategy and action plan identify:			
» Objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Key stakeholders who can help achieve objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Actions – to achieve objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Roles and responsibilities for delivering the actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Methods for measuring targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Potential costs or cost savings of actions and any funding required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do potential suppliers have policies and plans for:			
» Minimising waste, eg, avoiding individually packaged items and using reusable, recyclable or biodegradable packaging?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Recycling and composting waste?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Sourcing food, goods and services from local providers where possible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Using certified sustainable products?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Using energy efficiently, eg, minimising transport emissions and energy usage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Before the event</b>			
Have greening clauses been included in suppliers' contracts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>During the event</b>			
Is packaging reusable, recyclable or biodegradable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is packaging being returned or disposed of correctly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>After the event</b>			
Has positive or constructive feedback been provided to suppliers to help them improve their environmental performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has consideration been given to what went well and what could be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have lessons learnt been incorporated into planning for future events and shared with other event organisers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Waste and resource use

ACTIONS	YES	FUTURE ACTION	NOT APPLICABLE
<b>Event planning</b>			
Have the types of waste products that will be generated as a result of the event been identified?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have the local council(s) been contacted to find out what can and cannot be recycled and composted in the relevant area(s)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has the scope of waste reduction activities associated with the event been defined, eg, waste directly related to the event only, or waste at associated festival sites and tourist 'hot spots'?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do the 'Waste' sections of the environmental strategy and action plan identify:			
» Objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Key stakeholders who can help achieve objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Actions – to achieve objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Roles and responsibilities for delivering the actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Methods for measuring targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Potential costs or cost savings of actions and any funding required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have waste objectives and targets been discussed with potential suppliers and contractors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Before the event</b>			
Do suppliers' and caterers' contracts include clear statements about what can and cannot be recycled and composted in the area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are recycling, composting and rubbish bins organised?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has consideration been given to how waste will be moved from the 'front end' to where it will be aggregated before removal from the site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have staff and volunteers been briefed on how to use the bins correctly and responsibly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have the people managing the collection of full bins been briefed so they know how to handle each stream of material?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there systems in place to measure the quantities of waste recycled, composted and sent to landfill?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>During the event</b>			
Are recycling bins clearly marked and visible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there clear labels on all receptacles intended for waste products (eg, wheelie bins for rubbish or skips for back-of-house cardboard recycling)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are staff and volunteers located at bins to help attendees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>After the event</b>			
Has all waste been collected and sorted?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has the percentage of total discarded materials that were successfully diverted to recycling and composting been calculated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has all waste been disposed of correctly and responsibly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have any re-usable, non-recyclable items been given to charity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has consideration been given to what went well and what could be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have the lessons learnt been incorporated into planning future events or shared with other event organisers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Transport

ACTIONS	YES	FUTURE ACTION	NOT APPLICABLE
<b>Event planning</b>			
Have discussions been held with local councils and transport providers about the most efficient ways of getting attendees, and goods and services, to and from the event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If public transport services are not available, have bus or shuttle services been organised to get attendees to and from the event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do the 'Transport' sections of the environmental strategy and action plan identify:			
» Objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Key stakeholders who can help achieve objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Actions – to achieve objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Roles and responsibilities for delivering the actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Methods for measuring targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Potential costs or cost savings of actions and any funding required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has consideration been given to offering incentives that encourage attendees to use greener transport modes and discourage car usage (apart from disabled access)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Before the event</b>			
Have attendees been informed of the most efficient transport options to get to and from the event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have details on bus timetables, carpooling options, transit stops, and the location of secure bicycle storage been publicised?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If attendees need accommodation, have options close to the venue been recommended?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>During the event</b>			
Are transit stops and bicycle storage facilities clearly marked?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have parking spaces been limited to discourage private vehicle usage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>After the event</b>			
Has consideration been given to what went well and what could be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have lessons learnt been incorporated into planning for future events and shared with other event organisers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Energy

ACTIONS	YES	FUTURE ACTION	NOT APPLICABLE
<b>Event planning</b>			
Have opportunities to reduce energy use – and available tools, guides and grants – been discussed with the Energy Efficiency and Conservation Authority (EECA)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If using an existing venue(s), has its manager been asked whether they have an energy management plan or use energy efficiency products?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If building a new venue or facilities, does the building design incorporate energy savings and efficiency practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do the 'Energy' sections of the environmental strategy and action plan identify:			
» Objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Key stakeholders who can help achieve objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Actions – to achieve objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Roles and responsibilities for delivering the actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Methods for measuring targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Potential costs or cost savings of actions and any funding required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Before the event</b>			
Are all necessary energy savings and efficiency measures in place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>During the event</b>			
Are all unnecessary lights and electrical equipment switched off to avoid unnecessary energy wastage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are appropriate communication methods such as clear signs being used?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>After the event</b>			
Has feedback been provided to the venue owner to help them improve their environmental performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has consideration been given to what went well and what could be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have lessons learnt been incorporated into planning for future events and shared with other event organisers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Construction and temporary activities

ACTIONS	YES	FUTURE ACTION	NOT APPLICABLE
<b>Event planning</b>			
Have discussions taken place with construction managers about opportunities to incorporate environmentally sustainable design principles into the design of temporary facilities (and, wherever possible, permanent facilities)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have all necessary resource and building consents been applied for?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do the 'Construction' sections of the environmental strategy and action plan identify:			
» Objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Key stakeholders who can help achieve objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Actions – to achieve objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Roles and responsibilities for delivering the actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Methods for measuring targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Potential costs or cost savings of actions and any funding required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Before the event</b>			
Have all construction activities been completed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>After the event</b>			
Has consideration been given to what went well and what could be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have lessons learnt been incorporated into planning for future events and shared with other event organisers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Water

ACTIONS	YES	FUTURE ACTION	NOT APPLICABLE
<b>Event planning</b>			
Have venue owners been asked about their current water savings mechanisms?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If a new venue is being built, have potential water savings mechanisms been discussed with the designers and builders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do the 'Water' sections of the environmental strategy and action plan identify:			
» Objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Key stakeholders who can help achieve objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Actions – to achieve objectives and targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Roles and responsibilities for delivering the actions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Methods for measuring targets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
» Potential costs or cost savings of actions and any funding required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Before the event</b>			
Are all water savings mechanisms in place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>During the event</b>			
Are appropriate communication methods such as clear signs being used?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>After the event</b>			
What went well and what could be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have lessons learnt been incorporated into planning for future events and shared with other event organisers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





