

Report No:	REP12-08-08
File No:	E390
Date:	27 July 2012
<b>Decision Required</b>	

## REPORT SUMMARY

**Report to:** Environment & Planning Committee  
**Meeting Date:** Thursday, 9 August 2012  
**Report Authors:** Rob Francis, Environmental Education Officer  
Karen Lee, Sustainability Adviser, Nelson City Council  
**Subject:** **ENVIRONMENT AWARDS REVIEW**

### EXECUTIVE SUMMARY

Staff from both Nelson City Council and Tasman District Council have undertaken a Review of the Environmental Awards. The reason for the Review is that as the Awards have been running for a number of years, staff consider that it is best practice, and opportune, to periodically review the programme to see if it is aligned with both Councils' objectives. In addition, Tasman District Councillors have requested a Review through the Long Term Plan process.

The Review involved discussions with a number of stakeholders, sponsors, Award recipients, Councillors and staff.

The key findings of the Review are that the Awards provide some excellent outcomes with many people in the community happy and engaged with the process. However, in their current format, the Awards do not appear to be consistently encouraging good sustainable practices in everyday activities to the level intended in both councils' objectives. A high proportion of feedback suggested that the Awards continue, but with changes.

### RECOMMENDATION

The provisional staff recommendation is that the Awards continue as a joint council sponsored activity for the period 2013 - 2017 (three programmes on a biennial basis), after which they should be reviewed again.

Staff request approval in principle for further investigations to take place, with a view to putting a final proposal in front of both councils for sign-off in November 2012.

Subject to approval, the new format Awards would be run in 2013.

**DRAFT RESOLUTION**

**That the Environment & Planning Committee:**

- 1. Receives the report Environment Awards Review, Report REP12-08-08; and**
- 2. Agrees in principle to the Environment Awards continuing as a joint Tasman District Council and Nelson City Council sponsored event; and**
- 3. Agrees in principle to the Environment Awards being run on a biennial basis; and**
- 4. Agrees to staff undertaking further investigations on the following matters and reporting back to the Committee on them at a later date:**
  - a. Investigate the implications of having the Awards as a biennial event and spreading the Awards over the calendar year to make them relevant to communities of interest - e.g. heritage week, fitting in with school planning.**
  - b. Investigate linking the Awards to mainstream activities such as the Chamber of Commerce Awards for business.**
  - c. Identify ways to facilitate greater engagement between the wider community and the Awards, for example through field days, workshops and presentations of best environmental practices.**
  - d. Development of ways to actively promote all entrants by acknowledging all entries, and using a range of community media.**
  - e. Development of a year book for the Awards to inspire and inform our community on an ongoing basis to help provide recognition for all entrants and sponsors and to be funded, at least in part, by sponsors.**
  - f. Development of an improved sponsor's package.**
  - g. Refinement of the number of categories to best match Council priorities and community engagement.**
  - h. Development of improved criteria and judging process.**
  - i. Assessment of the financial implications and present a new financial framework for a joint Council Awards programme; and**
- 5. Notes that the Review is still to be discussed by Nelson City Council.**

Report No:	REP12-08-08
File No:	E390
Report Date:	27 July 2012
<b>Decision Required</b>	

**Report to:** Environment & Planning Committee  
**Meeting Date:** Thursday, 9 August 2012  
**Report Author:** Rob Francis, Environmental Education Officer  
**Subject:** **ENVIRONMENT AWARDS REVIEW**

## **1. Purpose**

- 1.1 The purposes of the report are to present the Tasman Nelson Environmental Awards Strategic review findings to the Committee and seek approval in principle to various changes in the way the Awards are run and approval to undertake further investigations on several matters.

## **2. Background**

- 2.1 The Tasman Nelson Environmental Awards have been running for a number of years. Staff consider that it is best practice, and opportune, to periodically review the programme to see if it is aligned with both Nelson City Council and Tasman District Council objectives. In addition, Tasman District Councillors have requested a review through the Long Term Plan process.

## **3. Present Situation/Matters to be Considered**

- 3.1 The Tasman Nelson Environment Awards are a joint Nelson City and Tasman District Council event. Any changes will require mutual agreement of both Councils, and appropriate resource allocation.
- 3.2 A copy of the Tasman Nelson Environmental Awards Strategic review report is attached to this report as Annex 1. The key question asked during the review as whether the current Environment Awards format “delivers” positive behaviour change in the region and supports sustainability by:
- Promoting and recognising the range of good sustainability-focused projects in the region.
  - Celebrating good environmental practice.
  - Encouraging good sustainable practices in everyday activities in the region.
- 3.3 The review also considered whether there are better ways of achieving these objectives other than through the use of Awards throughout the region. A number of different ways were used to engage with stakeholders and others in the Tasman/Nelson communities. The data from stakeholders is outlined in the attached review report (in Appendix A of that report).
- 3.4 The following is a brief summary of the key findings from the review and are matters for the Committee to consider:

- The event provides recognition and celebration of projects in the region and provides information on other projects happening in the region.
- The Awards have an attractive and recognisable brand. However, feedback suggests that this brand may serve to “silo” award activities into a “green” niche. There is concern that the Awards primarily reach the participants and the “early adopters” of sustainability rather than the wider community.
- There could be improvement in making all participants feel recognised within their community.
- The Awards support Council objectives including a range of best practices as promoted in the Resource Management Act.
- Promotion has taken place consistently within Council media channels. However, similar promotion of the Awards and winning projects in mainstream media has been difficult to access.
- Holding the Awards on an annual basis has not allowed sufficient time for new projects to develop and mature, resulting in “shoulder-tapping” to secure entries.
- Improvements suggested included; running the Awards every second year, “decentralising” the Awards, developing some independent input on criteria, and reviewing the judging process.

#### **4. Financial/Budgetary Considerations**

- 4.1 The financial considerations relevant to this report are that the current budget in the Long Term Plan for the Environment Awards is \$3,000 from this Council on a biennial basis starting from 2013 and the staff time involved in undertaking the further investigations contained in the recommendation. Any financial implications relating to any new approach to the Awards would be dealt with in a further report to the Committee once the investigations are undertaken.

#### **5. Options**

- 5.1 That the Environment Awards cease to continue as an event.
- 5.2 That the Environment Awards continue without changing.
- 5.3 That the Environment Awards continue, but in a new format (still run with Nelson City Council, run biennially, potentially other changes as outlined in paragraph 6.5 below).

## 6. Pros and Cons and Evaluation of Options

- 6.1 Most respondents to the review agree that the Awards do recognise and celebrate positive environmental efforts in the community. The Awards have an attractive and recognisable brand. Most feedback recommended more promotion of the Awards to achieve a higher profile. In their current form, the Awards are a cost effective way for the councils to engage with the community.
- 6.2 However, in their current format, the Awards do not consistently encourage good sustainable practice being undertaken in everyday activities to the level intended in both councils' objectives. In addition, holding the Awards every year has not allowed sufficient time for new projects to develop and mature.
- 6.3 Most feedback suggested that the Awards continue, but with changes.
- 6.4 To make the Awards more engaging and relevant to the wider community and capture widespread interest and recognition, it may well be more effective to develop a new delivery format which takes the Awards to the community.
- 6.5 Should the Awards be retained, improvements to be considered include: running the Awards every second year; "decentralising" the Awards; developing independent input on criteria; reviewing the judging process; developing an improved sponsor "package"; develop active promotion of all entrants by acknowledging all entries, and using a range of community media; facilitating greater engagement between the community and the Awards through field days and presentations of best environmental practices.
- 6.6 Based on the review findings staff consider that option 3 (the Awards continuing but in a revised format) is the preferred option. Staff consider that the Awards should continue to be jointly run by Nelson City Council and Tasman District Council, but that they only be undertaken every second year. Staff consider that a number of other changes may be needed to the Awards format and we would like the opportunity to investigate these matters further and to report back to the Committee in November 2012.
- 6.7 At this stage, however, staff seek the views of the Committee on the suggestion that the Awards be "taken to the community" and run on a distributed basis along with other events, rather than as one major Awards event. The reason we are seeking an indication from the Committee at this stage is that we do not wish to raise expectations within the community of such a change by discussing the possibility with them, if it is not favoured by the Committee. The benefits of a distributed approach to the Awards are that the good practice examples may reach a wider range of people and have greater influence, and that the councils will be seen to be working more within the community. The possible disadvantages may be increased staff time to organise a number of smaller events throughout the community and a lower profile to the Awards, as they will not run as one high profile event.

## **7. Significance**

- 7.1 This is not a significant decision according to the Council's Significance Policy. Staff have consulted with relevant stakeholders during the Environmental Awards review.

## **8. Recommendation/s**

- 8.1 The provisional staff recommendation is that the Awards continue as a joint council sponsored activity for the period 2013 - 2017 (three programmes on a biennial basis), after which they should be reviewed again.
- 8.2 Staff request approval in principle for further investigations to take place, with a view to putting a final proposal in front of both councils for sign-off in November 2012.
- 8.3 Subject to approval, the new format Awards would be run in 2013.

## **9. Timeline/Next Steps**

- 9.1 A decision in principle by August 2012 from both councils to continue the Awards, in a new format.
- 9.2 Further investigations into a number of options going forward, to be presented to both councils by November, 2012.
- 9.3 If given the go-ahead, to deliver the Awards in a new format in 2013.

## **10. Draft Resolution**

### **That the Environment & Planning Committee:**

- 1. Receives the report Environment Awards review - Report REP12-08-08; and**
- 2. Agrees in principle to the Environment Awards continuing as a joint Tasman District Council and Nelson City Council sponsored event; and**
- 3. Agrees in principle to the Environment Awards being run on a biennial basis; and**
- 4. Agrees to staff undertaking further investigations on the following matters and reporting back to the Committee on them at a later date:**
  - a. Investigate the implications of having the Awards as a biennial event and spreading the Awards over the calendar year to make them relevant to communities of interest - e.g. heritage week, fitting in with school planning.**

- b. Investigate linking the Awards to mainstream activities such as the Chamber of Commerce Awards for business.**
  - c. Identify ways to facilitate greater engagement between the wider community and the Awards, for example through field days, workshops and presentations of best environmental practices.**
  - d. Development of ways to actively promote all entrants by acknowledging all entries, and using a range of community media.**
  - e. Development of a year book for the Awards to inspire and inform our community on an ongoing basis to help provide recognition for all entrants and sponsors and to be funded, at least in part, by sponsors.**
  - f. Development of an improved sponsor's package.**
  - g. Refinement of the number of categories to best match Council priorities and community engagement.**
  - h. Development of improved criteria and judging process.**
  - i. Assessment of the financial implications and present a new financial framework for a joint Council Awards programme; and**
- 5. Notes that the review is still to be discussed by Nelson City Council.**



Rob Francis  
Environmental Education Officer

#### **Annex 1: Tasman Nelson Environment Awards review**

## TASMAN NELSON ENVIRONMENT AWARDS STRATEGIC REVIEW Nelson City Council & Tasman District Council

### Table of Contents

1. REVIEW SUMMARY
2. BACKGROUND OF THE AWARDS
3. REASON FOR THE REVIEW
4. METHODOLOGY USED TO REVIEW AWARDS
5. FINDINGS AND DISCUSSION
6. STAFF RECOMMENDATIONS

### APPENDICES

- A - Environment Awards Review Data
- B - Relevant Council Strategies and Plans
- C - Review of Other Council Award Events
- D - Literature Review of Awards, Award Frameworks and New Zealand Culture
- E - Environment Awards Timeline - 2013

### Review Objectives

- To establish if the Environment Awards in their current form are effective at creating positive behaviour change and promoting best environmental practice in the community.
- To identify options for improving the Awards format, if required.

### 1. REVIEW SUMMARY

The review asked whether the current Environment Awards format “delivers” positive behaviour change by:

- Promoting and recognising the range of good sustainability-focused projects in the region.
- Celebrating good environmental practice.
- Normalising sustainable practices in the region.

The review also considered whether there are better ways of achieving these objectives other than through the use of Awards.

A number of different ways were used to engage with stakeholders and others in the Tasman/Nelson communities. The data from stakeholders is described in Appendix A.

The following is a brief summary of the findings:

- The event provides recognition and celebration of projects in our region. Most respondents, to our online survey, said that the Awards were a positive experience; former entrants felt affirmed and appreciated for the effort they were making, and that they also felt inspired about other projects that they learned about through the Awards process.



- The Awards have an attractive and recognisable brand. However, feedback suggests that this brand may serve to “silo” award activities into a “green” niche. There is concern that the Awards primarily reach the participants and the “early adopters” of sustainability rather than the wider community.
- There could be improvement in making all participants feel recognised within their community.
- The Awards do support council objectives including a range of best practices as promoted in the Resource Management Act.
- In terms of raising awareness of the Awards, promotion has taken place consistently within Council media channels. However, it has been difficult to access similar promotion of the Awards and winning projects in mainstream media.
- Holding the Awards on an annual basis has not allowed sufficient time for new projects to develop and mature, resulting in “shoulder-tapping” to secure entries.
- Should the Awards be retained, improvements to be considered, included; running the Awards every second year, “decentralising” the Awards, developing some independent input on criteria, and reviewing the judging process.

### **Conclusion**

The Awards provide some excellent outcomes with many people in the community happy and engaged with the process. However, in their current format, the Awards do not appear to be consistently supporting the normalisation of good sustainable practice to the level intended in both councils’ objectives.

A high proportion of feedback suggested that the Awards continue, with changes.

*“It’s great to celebrate and reward environmental initiatives but I’m not sure that the Awards have a high enough profile to really actively promote positive behaviour change”*

*“I think the Awards are good, they need to get more exposure to a wider audience, not just those that are already committed to good environmental practices”*

Research shows that the best chance to engage people in new sustainable behaviours is when they get to “do it for themselves” (eg, making decisions themselves rather than those decisions being implemented through infrastructure, regulation or other top-down mechanisms).

To make the Awards more engaging and relevant to the wider community and to capture mainstream interest and recognition, it may well be more effective to develop a new delivery format which takes the Awards to the community, rather than expecting the community to come to the Awards. This format includes developing support activities, which have longevity and deliver engagement for all stakeholders, including entrants, Councils, sponsors and the wider community.

Staff recommendations are given at the end of this report.

## **2. BACKGROUND OF THE AWARDS**

The Environment Awards are a joint initiative of Nelson City Council (NCC) and Tasman District Council (TDC). They recognise and celebrate people and organisations who have demonstrated the use of good environmental practice and enhanced regional sustainability. The Awards have been running since 1999 and, since 2009, have been run jointly with both Councils.

The partnership between the two Councils for the Awards has added value both in terms of communicating and supporting each Council’s objectives, and in offering a genuinely regional opportunity to our community.

### **What is meant by sustainability?**

Sustainability relates not only to environmental factors, but also economic, social and cultural factors. Over the years this has been reflected in the varied entries which have contributed not only to environmental outcomes but also engaged our community and helped to weave care for our environment into our social, economic and cultural community values.

### **Entries over last five years**

2007 - 27 entries.

2008 - 36 entries.

2009 - 87 entries (first year of joint Awards).

2010 - 81 entries.

2011 - 59 entries.

The number of entrants has increased significantly since Nelson City re-joined the Awards, with both areas represented evenly. There was a drop of entries in 2011 from both areas. This may be because of the annual frequency of the Awards, and/or a reflection of the time and resource that people in our community are willing to expend through the Awards process.

### **Categories in 2011**

- Rural.
- Schools.

- Community Groups.
- Commercial.
- Urban Design.
- Best Use of Renewable Energy.
- Environmental Leadership.
- Heritage (culture).
- Heritage (built).

### **Sponsors**

There have been good and enduring sponsors for the event. The sponsors, listed below, have provided an award to the value of \$1000 for each category they sponsor, except Heritage categories with \$500 each:

- Sealord.
- Nelson Pine Industries.
- Cawthron Institute Trust Board.
- Radio Nelson.
- NZ Historic Places Trust.
- Landcare Research.
- EECA.
- Irving Smith Jack.
- Parkes Automotive.
- Wakatu Inc.
- Ngati Rarua Atiawa Iwi Trust.
- Arrow International.
- Resene Paints.

### **Entry process and criteria**

- A timeframe of approximately six weeks is allowed from opening the Awards for entries to be submitted.
- On-line and paper entry forms are provided.
- Criteria are reviewed by specialist staff.

### **Judging**

- A judging panel is assembled comprising a Councillor; a staff specialist and a sponsor where available.
- The judges are responsible for creating a shortlist of typically three entrants, and then carrying out field visits, as appropriate, for the shortlisted entrants before deciding on a final winner.
- The recognition levels include “entrant”; “finalist” and “winner”.

### **The Awards Ceremony**

- The initial Awards ceremonies were held in community halls.
- In 2009 and 2010, the Awards ceremonies were held at the Woollaston Estates and gained a higher media profile.
- In 2011, the Awards ceremony was held at the Theatre Royal, a previous Award recipient.
- In recent years, a professional MC has been hired.

### **Messaging**

The Environment Awards “brand” in this region belongs to, and is associated with, both councils. The Awards continue to provide a clear message from both councils on values relating to the environment and sustainability, and provide an important platform for both community and Councils to “walk the talk”.

The Environment Awards “brand” is well established through some sections of the community, enabling the promotion of sustainability in a positive and engaging way. However, the flip side of the brand strength is the possibility that it is also creating a silo between what are judged to be sustainable and every-day non-sustainable behaviours.

### **Promotion**

A key objective of the Awards activity is to make behaviours visible, thus supporting the creation of new norms. Promotion takes place through council newsletters, press releases, local radio and TV interviews. In addition, an amount of networking “spreads the word”.

### **Financial background**

The total cost for the Awards in 2011 was \$17,124.13. This includes sponsor contributions to the value of \$8000. The cost has varied each year depending on the number of categories and venue costs, with 2011 being the most expensive event to date.

The financial level of support from sponsors, providing all of the prizes, means that the Awards, in its current form, is a cost effective way for the Councils to engage with the community.

## **3. REASON FOR THE REVIEW**

The reason for undertaking this Review is that as the Awards have been running for a number of years and staff consider that it is best practice and opportune to periodically review the programme to see if it is aligned with both councils’ objectives.

In addition, Tasman District Councillors have requested a Review through the Long Term Plan process.

## **4. METHODOLOGY USED TO REVIEW AWARDS**

Stakeholders approached for this review comprised entrants; councillors; sponsors; staff and other community members, to test awareness of the Awards outside of direct participants.

The methodology was as follows:

- Online survey for stakeholders and broader community to which 45 people responded (see Appendix A)
- SWOT analysis by staff (see Appendix A)
- Focus group of Councillors, Council staff and broader community members (see Appendix A)

- Review of other Awards programmes and activities around the country (see Appendix C)
- Literature review of behaviour change drivers (see Appendix D)

## 5. FINDINGS AND DISCUSSION

The following key factors have been chosen to connect stakeholder feedback and suggested format changes with the literature, practices from other councils (see Appendix C) and achievement of both Councils' objectives.

### a. Recognition and celebration

Most respondents agree that the Awards recognise and celebrate positive environmental efforts in the community. Feedback received from former entrants said the Awards were a positive experience; they felt affirmed and appreciated for the effort they were making, and that they also felt inspired about other projects that they learned about through the Awards process.

*"It was our first time - but yes, we thought it was a great celebration of many amazing achievements of many groups in the Nelson/Tasman area  
"The Awards are an opportunity to recognise the efforts of "behind the scene people, especially volunteers"*

In their current format, the Awards do not appear to be consistently supporting the normalisation of good sustainable practice to the level intended in both Councils' objectives. Research tells us that change will emanate most effectively, rapidly and last longest if it originates from a trusted person/group.

The community likes having information that is *"easy to understand, specific to me, and easy to do"*. In the case of the Awards feedback strongly supported the notion that we like seeing examples from like-minded people, people we trust and respect. However the awareness of these examples remains limited to the people directly participating in the event.

*"It's great to celebrate and reward environmental initiatives but I'm not sure that the Awards have a high enough profile to really actively promote positive behaviour change"*

Feedback suggested it may well be more effective to develop a new delivery format which takes the Awards to the community, rather than expecting the community to come to the Awards.

*“Awards are great for recognising commitment. But also good to have activities to encourage others to look after their environment”*

*“Consider decentralising the Awards ceremony and bringing them to recipients in person at appropriate community, school, or business gatherings”*

*“I think their needs to be more kudos given to them by linking them to a bigger event such as Ecofest or for businesses, the Chamber of Commerce Business Award”*

d. The “brand”

The Awards have an attractive and recognisable brand. Research has shown that the common factor amongst successful brands was the “provision of stories that were relevant to the brand and that resonated with participants”. However, feedback suggesting that this branding can serve to “silo” award activities into a “green” niche is contrary to the Councils’ objective to encourage sustainable behaviours that anyone can do.

e. Literature Review

The literature review (see Appendix D) confirms the strong culture New Zealand has of “team” rather than focusing only on leaders, and a sense of fair play which demands that everyone receive recognition. Effective leadership “needs to place emphasis on motivating and inspiring, be team oriented and focus on the work at hand”. It is important for this reasons that the awards appear inclusive and acknowledge as wide a range of input as possible.

*“I think acknowledgement of all nominated persons would be good”*

*“I would like to see each youth group who enters get a token monetary gift-\$50 voucher?, as this would help them keep going and acknowledge their efforts are worth something even if they are not the winner”*

The Awards do support a range of best practices as promoted in the Resource Management Act 1991. The Awards are also an excellent example of partnership between the two Councils, which in itself is a valuable message. See Appendix B for a list of relevant Council plans and strategies.

g. Promotion

Most feedback recommended more promotion of the Awards. A higher profile, especially if mainstream media was employed, could lead to attract more entrants and normalise sustainable actions.

The use of social media was suggested as a way of engaging with particular areas of the community e.g. youth. With the use of additional resources to build relationships with external media networks, promotion could be improved to make the awards more visible and inspiring to the broader community.

*“Don't just use council communication vehicles to promote it - are you directly contacting groups, using sponsor's own networks and newsletters, community newspaper articles etc”*

*“I think more needs to be done to promote great environmental projects to achieve positive behavioural change in our community”*

*“...especially the subsequent promotion opportunities for good practice examples around the regions”*

*“It would be nice to get a paragraph about each of the projects/people that are nominated written up in the council newsletter before the prize giving and the finalists have a more in depth article later as well”*

Support was strong for a change to make the Awards a biennial event.

*“Running the Awards biennially may help increase the number of entries”*

*“Consider holding these Awards every two years rather than annually; this may result in more entries and would also be addressing concerns regarding council spending”*

*“Two-yearly cycle for Awards so they have more bite and businesses have more to offer”*

i. Format

Many improvements to the Awards process and format were offered for consideration including:

- Provision of “field-days” to showcase environmental entrants/projects
- Incorporate Awards with another event, like Ecofest
- Promote ongoing engagement throughout the year
- Separate the schools section
- Have people's choice as well as judging panels
- The Awards themselves could benefit from a graphic design upgrade for each category
- Provision of photo boards of the nominees or winners' projects on the day of Awards ceremony
- Developing some independent input on criteria
- Review the judging process

j. Sponsorship

In the Review of other environmental Awards events (refer Appendix C), all three council environmental events looked at had bigger budgets and more resources to operate than the Tasman Nelson Awards. One council's costs, in particular, were considerably more and included significant promotional expenditure. Where Sponsors are the main financial supporters, their financial contribution has been used to fund both prizes, and the running of the Awards event.

### **Discussion Conclusion**

The Awards remain a valued and recognised vehicle in engaging our community.

The intent of the Environment Awards is for the people of Tasman and Nelson to:

- Be inspired to act through great examples of sustainable practices
- Be inspired to act, because "it is the way we do things round here"
- Be inspired to act through celebration of environmental projects

The following suggestions would support the achievement of the Environmental Awards goals:

- By making projects and activities viable and visible to all
- By making Awards relevant to communities of interest as well as cultural, social and geographic communities
- By celebrating endeavour and success
- By inspiring and informing
- By showing that we "walk the talk"

## **5. STAFF RECOMMENDATIONS**

**The provisional staff recommendation is that the Awards continue as a joint Council sponsored activity for the period 2013 - 2017 (three programmes on a biennial basis), after which it should be reviewed again.**

**Staff request approval in principal for the following investigations to take place, with a view to putting a final proposal in front of both councils for sign-off in November 2012.**

**Subject to approval, the new format Awards would be run in 2013.**

The proposed list of changes to be investigated:

- Investigate implications of having the Awards as a biennial event and spreading the Awards over the calendar year to make them relevant to communities of interest - eg, heritage week; fitting in with school planning, etc (see Appendix E - proposed timeline to run Awards in 2013 )



- Investigate linking Awards to mainstream activities such as the Chamber of Commerce Awards for business (subject to approval by the board of any organisation approached).
- Facilitate greater engagement between the wider community and the Awards through field days, workshops and presentations of best environmental practices
- Develop active promotion of all entrants by acknowledging all entries, and using a range of community media
  - Generally, more promotion needs to occur to raise the profile, and attract more entrants, particularly through mainstream media, sponsor's and community networks
- Develop a year book for the Awards to inspire and inform our community on an ongoing basis. This will provide recognition for all entrants and sponsors and funded, at least in part, by sponsors.
- Develop an improved sponsor's package.
- Refine the number of categories to best match Council priorities and community engagement.
- Develop improved criteria and judging process.
- Assess financial implications and present new financial framework for a joint Council Awards programme.

### **Report Authors**

Karen Lee, Sustainability Adviser, Nelson City Council

Rob Francis, Environmental Education Officer, Tasman District Council

## APPENDIX A Environment Awards Review Data

### A.1 Internet Survey: Summary of Feedback

(Forty-five people participated, a mix of former entrants, Sponsors, Councillors and Council staff, other stakeholder and community members)

#### 1.1 Suggested Adaptations

##### a. Entering - Promotion

- Mentoring by previous winners or relevant experts to help with entry
- Better clarity around the categories
- Better prizes for youth
- But need broader publicity to raise awareness in the community
- Don't just use council communication vehicles to promote it - are you directly contacting groups, using sponsor's own networks and newsletters, community newspaper articles etc.
- FB, Twitter for youth most definitely. An event at Victory Square/School is always good.
- for business the Chamber of Commerce could help
- For iwi, get Tiakina Te Taiao to identify nominees including cultural and commercial iwi ones;
- for youth maybe Glen Lauder and Phil could do some promotion;
- greater advertising to increase awareness
- I would like to see each youth group who enters get a token monetary gift- \$50 voucher?, as this would help them keep going and acknowledge their efforts are worth something even if they are not the winner.
- if they got greater promotion
- It might be useful to get a prominent person in the community to act as an Awards "ambassador" or "sponsor" during the promotion phase,
- More business entries could be encouraged by checking with consent planners for new businesses that have started up
- More invitations by those who know about potential nominees & ask someone else to nominate them rather than more work for nominated group/individuals
- more public event, advertise it for general attendance or run it in conjunction with (and at) Ecofest
- Needs to be seen to be worth the time - appropriate recognition/profile in return
- Perhaps earlier notice of the timeframe for the Awards. Use e-mail and contacts as the cheapest most direct form of communication.
- Promote directly through their own links (as per above) For business use e.g. Richmond Unlimited, Our Town Motueka, Uniquely Nelson, Chamber of Commerce, sponsors own newsletters etc.
- Promote through other avenues, not just Council ones e.g. business networks, service organisations.
- Promotion amongst community organisations
- Promotion of the Awards (pre and post) needs to be enhanced.
- Push through Youth Council? Schools? Shoulder-tap potential nominees.
- Recognition/promotion - they also need to be seen to be professionally run

and worth their time

- Staged entry with easy expression of interest application followed by more detailed entry?
- talk to them 1st e.g. teachers forum, Whakatu Incorporation, Commerce Nelson
- use Facebook
- Perhaps come out and speak to students in schools who may be interested early in the year.
- Running the Awards biennially may help increase the number of entries.

b. Judging

- Focus on sustainability and environment not business success
- MORE AWARD EMPHASIS ON SUSTAINABILITY OF THE PRODUCTIVE SECTOR
- Needs be picked up by all community and business groups - may be more face to face briefings
- Restricting entries to projects that fit criteria only
- Separate school section

c. Ceremony

- acknowledge all nominations
- Also should stick to a single winner for the prize money, splitting it up reduces the incentive.
- It would be nice if the winner only gets \$750 and the runner-up gets \$250 as again this helps keep the projects going.
- live local music with nibbles
- More advance warning of whether a winner
- top guest speaker,
- Up to a point as some really great projects miss out in publicity as they are not the “winners”
- Yes -make sure that all entries are acknowledged and a certificate given
- Nominees putting forward own multi media presentation

d. Audience

- Always followed with lots of positive media coverage will help
- Better payback for the winners in terms of publicity.
- Could be more public to acknowledge those who have been selected in the top few.
- especially the subsequent promotion opportunities for good practice examples around the regions
- For business give them more incentives, eg an advertising package around their win
- get it on the local TV
- I think more needs to be done to promote great environmental projects to achieve positive behavioural change in our community.
- I think the Awards are good, They need to get more exposure to a wider audience, not just those that are already committed to good environmental

practices.

- It would be nice to get a paragraph about each of the projects/people that are nominated written up in the council newsletter before the prize giving and the finalists have a more in depth article later as well.
- More coverage (advertising features? Articles) in local papers
- More publicity for their business either due to entering or as a winner/runner up
- Needs more publicity
- Opportunity for profiling and promotion. Advertising as part of prize package?
- Perhaps do a feature on the nominees - they are then more likely to promote you
- Positive media reports and promotion of winners will gain buy-in
- Promotion of the Awards (pre and post) needs to be enhanced.
- Talks at the Suter if the wins are interesting, and especially do-able for small businesses, schools and in the homes.
- The business seen as a environmentally sound practice business winners acknowledging more.
- They would want to see some benefit and business advantage in it. This may mean more public recognition of award winners is needed.
- Think the Awards do well. Some photo boards of the nominees or winners projects would be a great addition on the day
- Use Facebook
- Use local weekly papers with profiles of nominees
- Yes but I think, for my area, farming, this could be improved.
- Everyone who is nominated must be better than not doing anything so worth publicising

## 1.2 Suggested Approaches

### a. Ceremony

- Attaching the Awards ceremony to an event or locality which demonstrates good practice
- Two-yearly cycle for Awards so they have more bite and businesses have more to offer.
- Consider holding these Awards every two years rather than annually; this may result in more entries and would also be addressing concerns regarding council spending.
- Decentralise and bring Awards to recipients to their community, school or business gathering
- Perhaps it could just be a celebration of involvement in community based environmental projects and only a couple of prizes for extra special endeavours. A person could speak who had done an inspirational project.

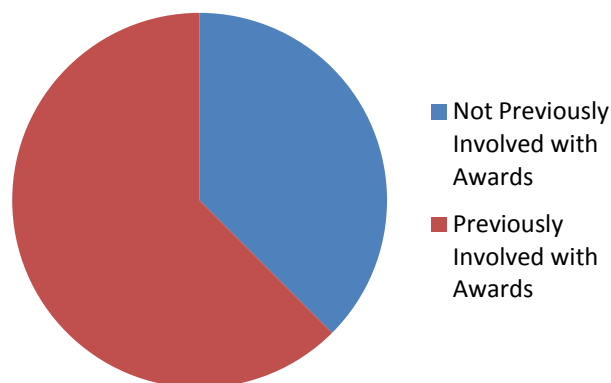
### b. Audience

- Forum for environmental groups as per Nelson Heritage Advisory Group which is an umbrella organisation
- Free publicity. Awards, money or things. How about an on-going small article in the NCC newspaper?

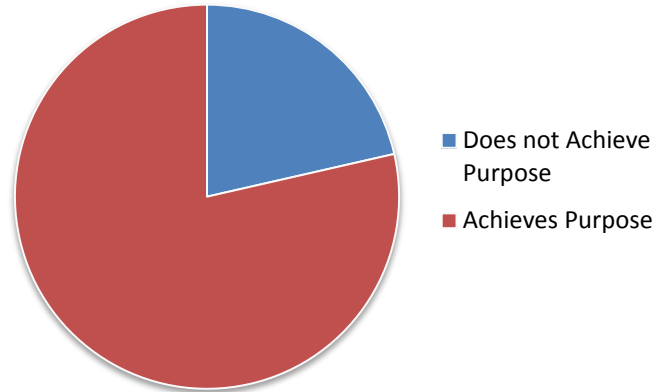
- Have farming sector join FEA trust
- How about more publicity through the year not just at Awards time.
- I suggest greater use and promotion is made of the winning projects and the concepts or behaviour they represent
- I think their needs to be more kudos given to them by linking them to a bigger event such as Ecofest or for businesses, the Chamber of Commerce Business Awards.
- If the Awards were run in parallel with the Chamber of Commerce business Awards
- If they are accommodating, tours of the winning facilities, if it's something that can be seen? It doesn't have to be elaborate - just 5 min talk and 5 min tour during lunch?
- It's all down to the promotion and how it is targeted. You may need different messages for different audiences e.g. schools versus businesses
- Maybe need to get Federated Farmers or Fonterra involved to encourage more farmers to enter.
- More link-up with the groups they sponsor - e.g. my sponsor was interested in our Weed busting project, but I would like to see if they followed up on it in their business life!
- Needs a critical mass of nominees to make it an award worth using for promotion - could link business Awards with the Nelson-Tasman sustainability profile i.e. businesses committed to that Nelson Inc concept
- News stations or a current affairs programme involved
- Not sure but could they be appended to or linked with the business Awards?
- A celebrity dinner?
- Opportunity to visit projects / properties that receive Awards - if owners are willing
- Would it be possible to have Field days to the winning sites?
- The Awards themselves could benefit from a graphic design upgrade for each specific to the category

### 1.3 Environmental Awards Review Internet Survey Graphs

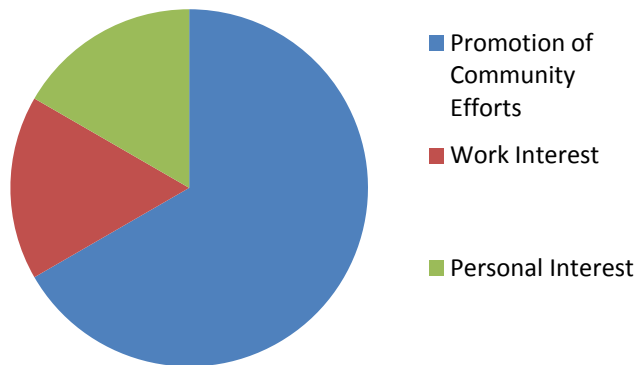
#### 1. Have been involved in the Awards as a sponsor or nominee?



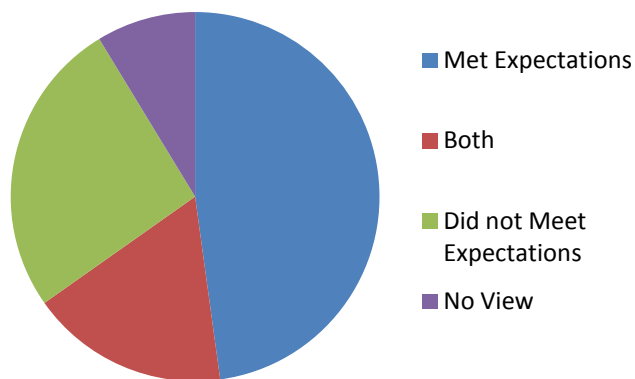
2. The purpose of the Awards is both to celebrate and reward great environmental projects and to create and support positive behaviour change in our community. Do you think the Awards do this?



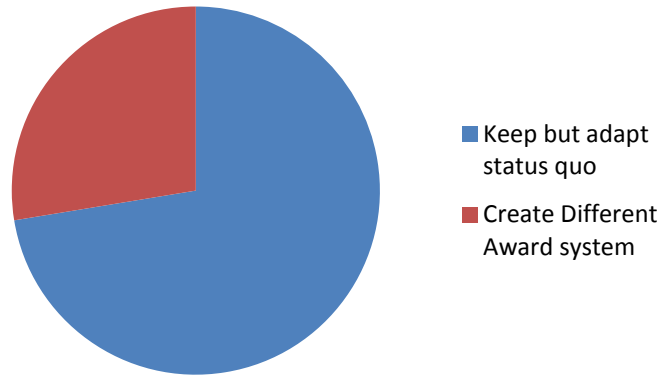
3. Motivation to become involved in Awards



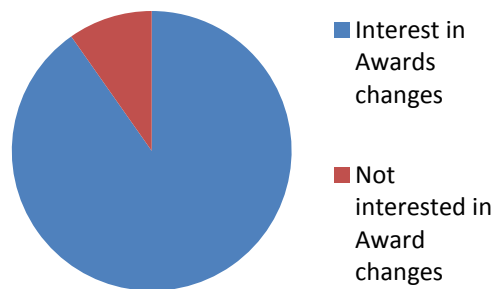
4. Did the Awards meet your expectations?



5. Is there an alternative activity which you would prefer to see rather than Awards?



6. Would you like to be kept up to date on future news about the Environment Awards and other environmental projects?



### A.2 Focus Group Ideas Summary

- Reward everyone rather than judging
- Engage in an enjoyable way
- Get into the mainstream
- Pecha kucha winners/fun/entertainment
- Public acknowledgement
- Coming together/sharing
- Rolling focus
- Ongoing engagement - throughout year
- People's choice as well as/instead of judging panels
- Align with sectors
- Biennial
- Access to information
- Norms created by shared behaviours made visible
- Connectivity
- Take modelled behaviours to the community

Environmental Awards Focus Group Brainstorm 22-May-12	Blue Dot own group priority choice	Green Dot all group priority choice
FUN - social interaction	9	2
Examples from like-minded people, people we trust and respect	8	14
Having information that is easy to understand and specific to me and easy to do and implement	8	7
Incentives (\$avings) and punitive measures	7	3
Demonstrably improve the environment AND practically achievable for me	7	3
Real people, real stories, practical examples	6	3
Repetition to encourage normalising of behaviour	6	2
On going showcasing of success stories lots e.g. through Facebook, connect to other sites rather than from TDC Facebook page	6	2
Whanau and family, children's development and well being, financial incentive, savings	6	0
Rewards/environmental credits/brown points for good behaviour that can be turned into cash or benefits	5	3
Seeing people enjoying themselves and having fun	5	0
Everyone in NZ be given the technology/equipment free to generate their own electricity	4	4
Seeing how easy it can be	4	0
Applicability to your life - realistic	4	0
Change has to be easy to do, simple, attractive, cost effective & time efficient	3	1
Personalise to specific sector groups e.g. Farmers at Field Days	3	0
Knowledge of how to do something	2	1
Inspirational examples	2	0
Has associated benefits e.g. Getting fit, saving \$	2	0
That what we do will improve environment - make it beautiful	2	0
What other people think of me	2	0
Traditional practices and cultural values	1	2
Follow up support	1	1
Recognition for changing behaviour	1	0
Important that all change levers are able to be implemented	1	0
Comfort zone - okay being open to new ideas	1	0
Projects and practices	1	0
Business challenge	1	0
Everyday choices	1	0
Others be inspired by my/our modelled behaviour	0	0
Examples of people you like, doing something you respect e.g. Taking the bus	0	0
Community Gardens of good size in every community	0	0
Being reminded of the absurdity of your behaviour can lead to change	0	0
New innovations inspire e.g. Glass crusher creates sand	0	0
Advantages of doing something	0	0
Has to be fashionable for some people e.g. Teenagers	0	0
Part of who I am - values	0	0
Fear motivation - exposure	0	0



Waka to work	0	0
Carrot Mob support to recognise environmentally friendly businesses	0	0
Text Flash Mob	0	0
Business - number of people visiting linked to environmental outcome or project	0	0
Ambassadors - e.g. Cyclist	0	0

### A.3 Environment Award SWOT Analysis

Thursday, 1 March 2012

Katie Greer, Jo Reilly, Karen Lee and Rob Francis

#### **Strengths:**

Showcase for regional success  
 Recognises and rewards success  
 Stand out entries  
 Networking  
 Raising awareness  
 Joint Council participation across whole region Sponsors/ funders goodwill  
 Brand/certificate  
 Increase in entries from Nelson City  
 Quality of entries  
 Only environmental Awards in region  
 Goodwill  
 "Feel good" event  
 Sponsors have endured and new sponsors have joined

#### **Weakness:**

Not enough time to develop projects on an annual basis Awards not big enough  
 Platform to really learn about winners; Pigeon-holes people  
 Categories too inflexible  
 This year's venue, not intimate  
 Over-the-top catering  
 Awards not relevant to a large percentage of our community, siloing Awards  
 Under council brand  
 Preaches to the converted  
 Had to "twist arms" to gain the number of entries in 2011  
 Small number of rural entries  
 Entrants find the entry forms time-consuming  
 "Siloing" the Awards under the council brand

#### **Opportunities:**

Develop a by-line for the event e.g. "little changes, big difference", "let the environment love you back",  
 "Saving the environment, one step at a time"  
 Iwi - make something relevant  
 Awards field days  
 Link to people's needs to make more relevant, eg field days/open days  
 Incorporate with Ecofest?

- Develop projects with sponsors
- Tell the story of wine, food and venue
- Develop brand/by-line
- Make entering easier/online?
- Reduce costs through venue and catering
- Adding Awards to mainstream Awards? - Community Awards, Business Awards, School Awards, Heritage week
- Individual school Awards built into prize-giving
- Take the Awards out into the community
- Do better on post event feed back
- Have one permanent venue
- Timing - time of year, week, evening?
- Run every two to three years
- Everybody rewarded/supported, rather than just winners

**Threats:**

- Demotivating, if entering to make up numbers
- Lack of media interest
- Loss of sponsors
- Lack of entrants
- Entry form seen as barrier/perception of too much time and not worthwhile

**A. 4** Other interviews were conducted, including with Tasman Councillors, Judene Edgar and Martine Bouillir, and members of the Nelson Youth Council

**Relevant Council strategies and plans:****B.1 Nelson City Council**

## 1. Nelson Community Plan 2011-21

Environmental Management/Fostering Change through non-regulatory means: Environmental advocacy, education and behaviour change programmes are a key part of non-regulatory methods to achieve environmental goals. Council works with other organisations and community groups to achieve good environmental outcomes in the community. Key initiatives include Ecofest.

## Community Outcomes/Goals

- Healthy land, sea, air and water - we protect the natural environment
- People-friendly places - we build healthy, accessible and attractive places and live in a sustainable region.
- A strong economy - we all benefit from a sustainable, innovative and diversified economy

Service level: sustainability advocacy - Environment Awards

## 2. Sustainability Policy

Aims: Demonstrate leadership in sustainability across the region

- Achieve best practice standards
- Meet and strive to surpass requirements of environmental legislation targets
- Build partnerships and projects that create learning networks
- Take account of the impact on future generations when making decisions
- Provide decision makers with the information they need to deliver sustainable outcomes

**B.2 Tasman District Council**

## Community Outcome

Our communities enjoy access to a range of cultural, social, educational and recreational services.

Our communities respect regional history, heritage and culture.

How the activity contributes:

By promoting involvement in activities like the Environment Awards, Sea Week, Enviroschools, and Ecofest which allows different sections of the community to participate, learn and teach each other about matters relating to community well-being.

By promoting an appreciation of culture and heritage through running an Environmental Awards programme and targeting funding to heritage and related projects.

### Activity Goal:

The Environmental Management activity goal is to:

Effectively promote the sustainable management of the District's natural and physical resources by:

(1 -5 not relevant)

6. Educating communities and providing information to enable sustainable, resilient and productive communities within the District.

### Principal Objectives:

The principal objectives of the Environmental Management activity to advance the goal of the activity are to:

Work with, and disseminate to, the community, information about good environmental practices and behaviours.

The purpose of the Local Government Act 2002 highlights the need for local authorities to play a broad role in promoting social, economic, environmental and cultural well-being with Section 3(d) specifically requiring local authorities to take a sustainable development approach in their choices and activities.

This requires local authorities to undertake planning and decision-making that is genuinely long-term in scope and integrated in nature. The Act places the onus on councils to not only consider future generations, but also actively pursue expertise in understanding what the future needs may be.

The purpose of the Resource Management Act is to promote the sustainable management of natural and physical resources.

The Tasman Resource Management Plan has been prepared by the Tasman District Council under the Resource Management Act 1991 (the Act). The purpose of the Plan is to assist the Council to carry out its functions in order to achieve the purpose of the Act. The purpose of the Act is to promote the sustainable management of natural and physical resources.

## APPENDIX C Review of Other Council Award events

### 1. Auckland City Council (Contact: Tracy Tristram)

The Awards were established in 2000 by the Auckland Regional Council to support the council’s mission of “working in partnership with our regional community to achieve social, economic, cultural and environmental well-being”. The aims of the 2007 Sustainable Environment Awards were to:

- Raise the profile and perception of value of the ARC
- Create profile for environmental achievements
- Recognise, celebrate and value people doing great things for the environment
- Raise the profile of environmental action to ARC’s key partners and stakeholders
- Create opportunities to strengthen and establish new partnerships

Project Brief and Communication Aims - 2007 - Environment Awards	Achieved?	Measure
<b>Raising Profile</b> Raise the profile of the ARC Raise the positive perception of value of the ARC Raise the profile of environmental action in the region Recognise, celebrate and value people doing great things for the environment Raise the profile of environmental action to ARC’s key partners and stakeholders Celebrate, recognize and reward environmental initiatives in the Auckland region	Yes Unknown Yes Yes Partially Yes	X positive media stories recorded (X NZ Herald, X community newspapers, X specific magazines, 2X TV One coverage evening and breakfast) A high % of positive feedback about the Awards from staff and applicants Over 120 people attended the Awards ceremony
<b>Successful promotion of the event</b> Successful promotion of the Awards event  encourage free publicity and positive media coverage of the Sustainable Environment Awards - from call for entries to publishing details of the event and the winners.	Partially  Partially	Small number of entries to the Awards, but very successful media coverage of the applicants  Paid and free publicity were used to encourage entries and to publicise winners  Overall more effective promotion needed to encourage more applications  Overall continue to use the media/communications plan to promote the winners as this was so successful

Project Brief and Communication Aims - 2007 - Environment Awards	Achieved?	Measure
<p><b>Strengthen and build partnerships</b>            Strengthen relationships with existing partners            encourage staff, councillors and politicians to support the Sustainable Environment Awards and spread the word            facilitate community leadership, building trust, developing collaborative solutions and engaging the community at all levels            create an opportunity to establish new partnerships</p>	<p>Partially            Partially            Unknown            Partially</p>	<p>Key partners such as Honda, MFE &amp; Team Solutions involved in judging panels. Need a specific partnership plan to be further developed in future projects</p> <p>Overall staff promoted Awards through their networks effectively, but it was identified that more staff needed to be engaged in the project</p> <p>New partnerships were established through the project on the judging team and over 80% of applicants to the Awards were first time entries. The challenge for the project is how to maintain these relationships</p>
<p><b>Participation in the Awards</b>            Increased participation in the Awards</p> <p>Applications to a high quality</p>	<p>Partially            Yes</p>	<p>Significant decrease in the number entries received as compared to previous years</p> <p>Applications received were to a high standard</p>

## 2. Kapiti Greenest Street Award (Contact: Jake Kroos)

Objective:

To promote environment using practical support both within community and through services provided by Council such as garden support, etc. Outcomes are also around community resilience and cohesion.

- How:

Sustainable neighbourhood coordinator works with networks, green newsletter, limited advertising, etc to secure entries (typically small number around 2 or 3). This area appears to be a challenge. Street participants do before and after carbon footprint measurement, and then range of practical initiatives driven by them, eg, growing food, composting, reducing transport footprint, etc. Judging criteria are varied and include carbon footprint, social, etc.

- Prize:

\$3000 but people appear to be more motivated by social and environmental outcomes.

- Resources:

0.25 fte plus \$10,000 - possibly \$15,000 this year.

Comments:

Working with New Zealand Footprinting this year to promote outcomes

Other comments:

From conversations with Jake it appears to be quite hard to ensure there are sufficient entrants.

### 3. Marlborough District Council Environment Awards:

- Contact: Nicky Eade
- Marlborough objective:

To promote sound environmental management as good business

- Do they achieve this?

Yes. Run every second year for a long period.

- Categories:

“Farming”, “Forestry” and Winegrowing/horticulture. Plus “habitat enhancement”, “landscape” (amenity, building, plantings), “efficiency” and “innovation”

Separate schools Awards runs parallel - four Awards (July/December) Ceremony at Council - tea and ceremony with Mayor

- Prizes: \$1000 from sponsor
- Sponsors: One for each category. \$1500 (\$1000 as prize plus \$500 towards cost of running Awards. Council puts up \$10,000 for main Awards plus Annie finds funds for schools Awards).
- Judging: judging teams of three for each category - expert, previous winner or similar, council staff - depends.. Judges are paid \$50 per half day.
- Sponsored supreme award of \$2000
- Ceremony: presentation dinner with guest speaker - reasonably formal. Big organisation/expensive - funded out of \$10,000 (free tickets sponsors and entrants limited - pay extra)

Comments:

Didn't feel Ballance model works for them - glad they didn't get involved - wrong shape for what happens in region plus didn't want to run annually

Field Days open to everyone - each category has a workshop or visit or seminar for each winner.

Publicity: employs coordinator to help run Awards, journalism skills for media releases, paid advertising.

Marlborough committed to continuing with Awards. Advocacy outcomes supported as not active in other advocacy areas.

(Please note that some of these articles have been summarised by K Lee (ref: KL))

**Community Engagement for Waste Minimisation in the Nelson and Tasman Regions**

L Apmt and S Bridgman (2012)

Change will emanate most effectively, rapidly and last longest if it originates from a trusted person/group. The main reason for this is because the trusted person/group will give the example of how the behaviour works easily.

Leaders exist throughout the region but will come about on their own (they cannot be appointed). Natural leaders can be supported or trained

Reputation is a key leader for change, with communities recognising alpha personalities but perhaps finding the „quiet achievers“ more influential.

Different approaches are key to different communities, which may be geographic (Nelson/Tasman villages) or ethnic (e.g. a large British community, Iwi, etc)

**Rewarding Excellence: An International Study into Business Excellence Award Processes**

Grigg, N., & Mann, R. (2008). Rewarding excellence: An international study into business excellence award processes. *The Quality Management Journal*, 15(3), 26-40.

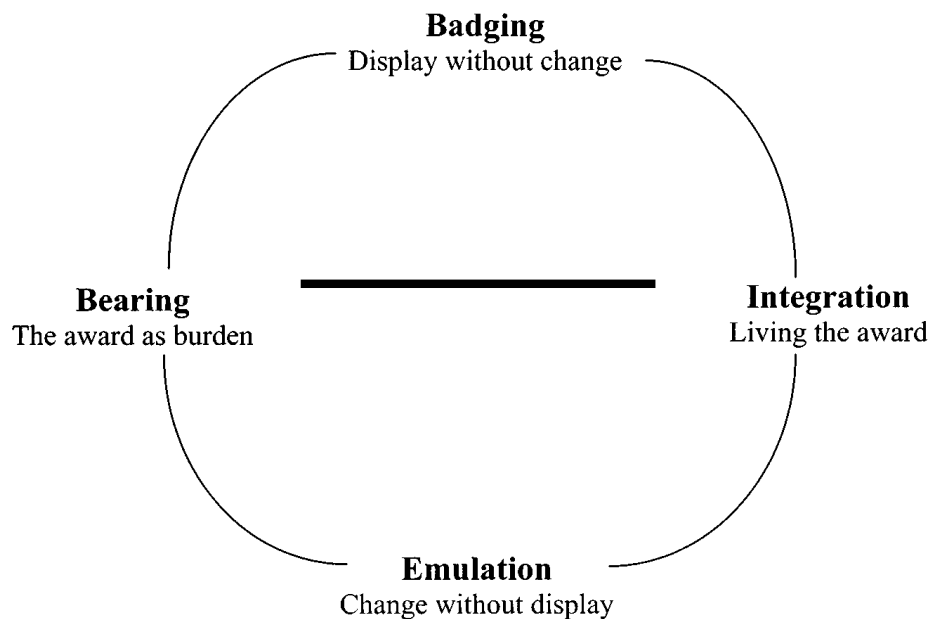
**Summary of findings**

The primary objective of the international scheme is to enhance national levels of quality, but the complexity of the process was also proving to be a barrier. This combined with a move towards the process of the Awards framework becoming the prime focus of the custodians to the detriment of raising awareness about business excellence. An outcome of the study was to simplify the process and extend the range of Awards and develop activities to raise awareness such as site visits to previous winners and on-line tools for self-assessment. (KL)

**Nonprofit's Use of Awards to Improve and Demonstrate Performance: Valuable Discipline or Burdensome Formalities?**

Paton, R., & Foot, J. (2000). Nonprofit's use of Awards to improve and demonstrate performance: Valuable discipline or burdensome formalities? *Voluntas*, 11(4), 329-353.





This model is interesting as it shows how the award may impact on recipients in different ways, with the aim eventually of achieving the desired target of integration-living the award (KL).

This study looks primarily at the internal impact within organisations of going for Awards. Essentially it recognises that the desire to conform to a standard is a social construction which is subject to considerable uncertainty and ambiguity. Different meanings, purposes, politics and cultures affect how these standards are enacted, and how they evolve. This leads to a certain level of unpredictability in the delivery and outcomes of the Awards.(KL)

**The egalitarian leader: A comparison of leadership in Australia and New Zealand: APJM**

Trevor-Roberts, E., Ashkanasy, N. M., & Kennedy, J. C. (2003). The egalitarian leader: A comparison of leadership in australia and new zealand. *Asia Pacific Journal of Management*, 20(4), 517-540.

This study highlighted that whilst New Zealand shares some leadership traits and egalitarian principles with other cultures, there are nevertheless some leadership culture differences pertinent specifically to New Zealand.

Of note is a strong team orientation in New Zealand culture. New Zealand leaders need to place emphasis on motivating and inspiring, be team orientated and focus on the work at hand. An effective leader in New Zealand must be able to lead a team to achieve the goals they have set (KL)

**Experiences of brands and national identity: AMJ AMJ**

Bulmer, S., & Buchanan-Oliver, M. (2010). Experiences of brands and national identity. *Australasian Marketing Journal*, 18(4), 199-205.

The objectives of this qualitative study in New Zealand were to determine how national identity is experienced in brands and to identify which brands make people feel the way they do about their own national identity in the New Zealand context.

The study found that frequently advertised local and multinational brands were identified as brands that make people feel the way they do about their own national identity. Heritage brands, that do little advertising or whose marketing communications could not be recalled, also contributed strongly to national identity.

The common factor amongst all these brands was the provision of stories that were relevant to the brand and that resonated with participants. From a practitioner perspective the study provides evidence of a link between brands and national identity and points to the importance of brand owners understanding how their brand stories affect consumer usage and purchase of brands, and impact on brand value - summary by KL

### **Tall Poppy Syndrome: Implications for entrepreneurship in New Zealand**

Kirkwood, J. (2007). Tall poppy syndrome: Implications for entrepreneurship in New Zealand. *Journal of Management and Organization*, 13(4), 366-382.

The Tall Poppy Syndrome (TPS) of knocking high achievers is often described as being ingrained in New Zealand's culture. This study interviews 40 entrepreneurs to explore how TPS impacts on entrepreneurs. Internationally, New Zealand is considered to be a highly entrepreneurial country. Thus TPS and an entrepreneurial culture appear to co-exist. Over half of the participants had experienced TPS in their role as entrepreneurs and their individual strategies for managing its impact included 'staying under the radar', not telling people they owned a business and not 'flaunting' their wealth.

Secondly, people who have experienced a business failure may be reluctant to establish another business because of the public reaction to their 'fall' (as exemplified by reluctance of Golden Bay farmers to be publicised? KL)

A second suggestion is to promote entrepreneurs who the general population can relate to as role models. Prior research has shown that the perceptions of tall poppies emerge from their personality and behaviour, therefore examples of entrepreneurs who have favourable personalities and whose behaviour is seen as positive may assist in the public perception of entrepreneurs.

Educating the general population about the qualities of entrepreneurs may be a slow and difficult task but could be vital to improving the perception of entrepreneurs in New Zealand and hence reducing the impact of TPS.

Categories:

School, Primary Production, Business, Heritage, Sustainable Design, Individual leadership, Group leadership and People’s choice

\*Business not in timeline yet

<p><b>JAN</b> Awards promotion</p>	<p><b>FEB</b> Open Heritage Award</p>	<p><b>MAR</b> Judge Heritage Award Open Primary Production Award</p>
<p><b>APR</b> Heritage Week Awards</p>	<p><b>MAY</b> Judge Primary production Award</p>	<p><b>JUN</b> Open School Award Primary production Award Field Day</p>
<p><b>JUL</b> Open Individual and Group Awards</p>	<p><b>AUG</b> School Award School Award Open Day Open Sustainable Design Award</p>	<p><b>SEP</b> Judge Individual and Group Award</p>
<p><b>OCT</b> Individual Award Group Award Open People’s Award Judge Sustainable Design Award</p>	<p><b>NOV</b> People’s Award Ceremony at Saxton Launch of Year book (present Individual, Group and People’s Awards, Sustainable Design Award plus celebrate other wins thru year)</p>	<p><b>DEC</b> Awards promotion</p>