Greater Wellington Communication Strategy

2003 - 2006

Andrew Cutler

Strategic Communication Manager

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1.   Executive summary

Greater Wellington has a unique role to play in the future of this region. It is the only agency with an explicit focus on achieving a sustainable region.

The adoption of the Take Ten Quality for Life outcomes (hereafter Take Ten) demonstrates our commitment to the idea of achieving a sustainable region: the challenge now is to turn that commitment into reality.

The purpose of this strategy is to focus the communications resources of the organisation on achieving a sustainable region. Achieving this outcome requires more than regulation, policy development, or even direct intervention in parks, flood-protection, land management and pest control (although all these things are essential). It requires an informed, motivated community willing to actively play their part, and also willing to support the regulation, policy and intervention that we undertake.

This is not an operational plan. It does not describe activities for individual programmes at a strategic or divisional level. Rather, it is the framework within which operational plans are developed and monitored through the first three years of the 2003 – 2013 LTCCP.

- At a corporate level the strategy targets resources so that the organisation can communicate its core strategic outcome, and engage the community in its achievement.

- At a divisional level the framework of outcomes, research process and communication tools will enable divisions to develop communication plans based on their own specific needs within an approach that supports the overall strategic direction of the organisation.

The rationale for the strategy has been developed over the last eighteen months, and is described in the following sections.

Introduction

The introduction provides background on the development of this strategy, and identifies the principles on which it has been developed.

Strategic context

The dimensions of government, social, economic and organisational environment are reviewed, and the conclusion is that there is a considerable opportunity for Greater Wellington to pursue its outcomes through a communication strategy promoting a sustainable region. The generally positive strategic context reduces the risks and barriers to the successful achievement of a communication strategy focused on this outcome.

Audience and message research

The strategy starts from the principle that communications and marketing will be audience centred. Existing research is reviewed to provide a broad indication of known audience segments. The research identifies a large segment of residents who are disposed to 'do something' to help the

environment. An ongoing research programme is then outlined that will enable the development of specific messages, and the ongoing monitoring and evaluation of programmes.

Outcomes

The strategy identifies five outcomes that contribute to the overall outcome of a sustainable region. These outcomes are focused on:

- Raising awareness and knowledge of sustainability.

- Achieving voluntary change among individuals and groups.

- Developing partnership and collaboration with the community.

- Creating a positive perception of the organisation so it can more easily achieve its strategic outcomes.

- Supporting divisional communication programmes.

Communication tools

Communication tools are described that will enable the organisation to communicate effectively with target audience segments. The tools are based on the communication framework adopted by Council on 18th March 2003:

- A brand that communicates the organisation's purpose and role.

- Social marketing to directly engage the public – those identified in research who wish to 'do something' - in the achievement of our programme.

- The strategic communication programme using media to communicate with the region as a whole.

- Divisional communications to focus on individual programmes.

Budget

A summary of the major budget items included in the Communication Department Operating Plan 2003 – 2013.

2. Introduction

Governments and peoples across the globe are facing the single biggest challenge of the 21st century and beyond:

How can quality of life be maintained and enhanced on a finite planet?

The Greater Wellington Regional Council has identified ten areas where we feel we can best contribute to quality for life in our region: biodiversity, water, air, energy, land, transport, waste, recreation and parks, safety and hazards and community.

This communication strategy is designed to support Greater Wellington's goal of a sustainable region through development of a communication programme that raises awareness, increases understanding, influences attitudes and leads ultimately to changed behaviours. This programme is directly focused on enabling individuals and communities to contribute to the goal of a sustainable region, and to support co-operation and partnership between Greater Wellington and local and central government, business and iwi.

To achieve this goal Greater Wellington's communications will seek to achieve the following strategic outcomes:

- A high degree of awareness and understanding in the regional community of the social, cultural, economic and environmental benefits of achieving a sustainable region, and Greater Wellington's role in achieving this outcome.

- Individuals, communities and organisations in the regional community have made long term behaviour and attitude changes that support achieving a sustainable region.

- There is a positive and consistent profile of the organisation and its key functions.

- The organisation has partnerships and collaborations with communities and organisations in support of the goal of a sustainable region.

- Communications supports the divisional programmes that make up the Take Ten.

This strategy will have operational influence in three ways:

- Directly, through the brand, social marketing and media programmes. These programmes are focused on communicating the Take Ten. The operational plans are not included in this strategy.

- Indirectly, through providing a framework for the development of divisional communication plans. These plans will be developed once this strategy is approved.

- In partnership with other council strategies, such as the environmental education programme.

2.1   Background

The Greater Wellington Regional Council has for several years been actively considering how it should communicate with the regional community.   The proposed strategy reflects the evolution of thinking, from a focus on raising awareness and knowledge to an integrated approach that views communications as a means to achieve the Take Ten outcomes.

Research undertaken in preparation for the 2000 LTFS identified a demand for a stronger regional identity, and better communications. As a result a strategic communication budget was approved in the 2000 LTFS to fund the *Elements* newspaper, and other programmes focused on increasing awareness and understanding of the Council's activities.

In 2000 and 2001 Council staff and consultants undertook a review of Council communications including research on audience awareness and a review of the communications activities of other local authorities and government agencies. From this work a communications plan was reported to Council on 12 April 2001 (report 01.246). Its main recommendations were that the Council:

- Formally review the name and logo in 2002 as part of the LTFS (now LTCCP) process.

- Develop a detailed long-term communication programme around the LTCCP, the core objectives to be to shape and influence attitudes and therefore decisions and behaviour of key groups and the general population in support of the LTCCP sustainability outcomes.

In line with these recommendations a review of the Council's brand identity began in December 2001 around the time that senior staff began background work on developing the LTCCP. The review of the brand culminated in the approval of a new name and identity in July 2002.

Development of a detailed long-term communication programme continued during 2002 in parallel with development of the draft LTCCP. In November 2002 the linkages between the two projects were made explicit at the Solway Park workshop where the communication framework for marketing the LTCCP was presented to Council. The Council subsequently approved this framework on the 18th April 2003. The communication framework is:

- The Greater Wellington Regional Council brand

- A social marketing programme

- The strategic communications programme

- Divisional communications

This document completes the process initiated in April 2001 by elaborating on the framework, establishing outcomes and objectives and defining the steps to achieving them.

2.2   Principles

This strategy is based on the following principles.

A medium to long term approach. This strategy has been developed with medium to long-term outcomes in mind. This approach acknowledges that while raising awareness can be achieved relatively quickly, changing behaviours and attitudes requires a long-term focus.

Actively seeking partnerships. Developing partnerships with public and private sector organisations is a basic principle of this strategy. Achieving many of the Take Ten outcomes requires the successful development of ongoing partnerships with individuals, communities or organisations. Several of our programmes already work with community organisations – this strategy seeks to extend that practice. Successful delivery of the communication and social marketing programmes will be greatly enhanced through business, organisational and community partnerships. In the medium and long-term, developing partnerships with the community will benefit the organisation's overall reputation.

Engaging a large number of people. This strategy is based on the principle that individuals can make a difference to their local environment. By engaging with the whole community, and offering information and actions that can be easily adopted we plan to offer individuals an opportunity to contribute to achieving a sustainable region.

Working co-operatively. Developing the framework of the communication strategy in parallel with the LTCCP means there will be close integration with divisional communication and marketing activities that support the Take Ten outcomes.

Being audience centred and using a wide range of communication tools. This strategy will use detailed and ongoing research to develop messages and target audiences. The strategy makes use of a full range of communication tools to achieve its outcomes, and uses a social marketing approach to engage and sell its messages. This approach builds on the previous focus on awareness raising and complements the work being undertaken in environmental education.

2.3   Role of communications

The role of communications can be considered at two levels. Firstly the structure of the activity within the organisation, and secondly, the broader role of the activity in supporting the organisations outcomes.

2.3.1   Structure of communications within the organisation

The present structure of the organisation sees communication activities partly centralised and partly decentralised. The Communication Department's role is to implement strategic communication outcomes, and to provide support to divisions in pursuit of their operational outcomes. At an operational level, three of the five operational divisions employ marketing / communication staff to promote their activities to their stakeholders and the general public.

The development of this strategy is a key tool in ensuring this structure operates effectively. It will provide an agreed framework for communications activity, while enabling divisions to focus on their specific communication outcomes.

2.3.2 Role of communications in influencing community behaviour

The role and place of communications in influencing community behaviour is well described in the following model, adapted from work done by Landcare Research. The model outlines the range of tools available to environmental policy makers. Communication activity fits into two broad areas. Firstly, it has a leading role to play in achieving voluntary change. Secondly, it assists in gaining consent for functional policies such as regulation or influencing changes in property owner behaviour.

The major gap in Greater Wellington's communications has been a project to motivate the broader community toward voluntary behaviour change. The strategic communication initiatives are mass media based (e.g. *Elements*, radio) sufficient only to raise awareness and knowledge of the organisation's activities. A suite of environmental education projects has been introduced, but the reach of these programmes into the broader community is limited. By adopting a social marketing programme with a broad reach, this strategy complements these existing projects. With regard to the role of supporting functional policies, this strategy provides a framework of research, tools and outcomes from which divisional communication programmes will be developed.

3. Strategic context

The development of a communication strategy must take account of the broader strategic environment within which it will operate. This environment consists of four dimensions:

- Government policy and legislative environment.

- Economic environment.

- Social environment.

- Organisational environment.

The following analysis identifies the major factors in each of the four dimensions, and their potential impact on the proposed strategy.

3.1 Government policy and legislative environment

3.1.1 Broad policy settings

The current government has developed a broad policy and legislative framework that supports and promotes sustainable development in local communities and at a national and international level. This approach is described in two documents, The Government's Approach to Sustainable Development (August 2002) and Sustainable Development for New Zealand - Programme of Action, (January 2000).

The Government's Programme of Action identifies four focus areas. These are:

- Water quality and allocation.

- Energy.

- Sustainable cities.

- Child and youth development.

Of these issues, water and energy are directly addressed in the Take Ten. Sustainable cities are indirectly addressed through issues such as waste, transport, community, safety and hazards, recreation and parks. Only in the area of child and youth development are our programmes largely unrelated.

In both documents the government identifies participation and collaboration between central and local government agencies and communities as vital to the achievement of its strategy. Participation and collaboration is also seen as being in the spirit of sustainable development insofar as it promotes innovative and locally based solutions to problems. Just such an approach is envisaged in this communication strategy.

3.1.2   Specific policy settings

In addition to the broad policy settings described the Government has enacted or approved a range of policies specifically addressing sustainability issues. The most direct legislation affecting Greater Wellington is the Local Government Act 2002. Part 1, Section 10 establishes the promotion of 'social, economic, environmental and cultural well-being' as a purpose of local government. This statement of purpose is the same as the principles for decision making outlined in The Government's Approach to Sustainable Development (p. 11).

Other policy and legislative changes reflecting the focus on sustainability include:

- Energy Efficiency and Conservation Act, 2000. The Energy Efficiency and Conservation Strategy, 2001 'promotes a move toward a sustainable energy future for New Zealand through energy efficiency, energy conservation and renewable energy'.

- Ratification of the Kyoto Protocol, December 2002 and the establishment of a Climate Change Office within MfE.

- New Zealand Transport Strategy, December 2002 that has as a goal 'by 2010, New Zealand will have a transport system that is affordable, safe, responsive and sustainable'.

- New Zealand Biodiversity Strategy, February 2000.

- National Waste Strategy, March 2002.

- Biosecurity strategy (in development).

3.1.3   Impact of government policy on Greater Wellington

There are several major benefits to Greater Wellington from the establishment of these policy instruments.

- Government policy and legislation has a major influence on the attitudes and behaviours of businesses, organisations and individuals. The increased awareness of the impact of these policies can be seen in areas as diverse as the dairy industry response to water pollution problems, increasing use of triple bottom line reporting, or in decisions on investment in energy generation and pollution control such as the Marsden Point upgrade.

- The establishment of the policy framework gives Greater Wellington medium term certainty that our policy and communication approach is in line with government intentions. The range of policy and legislative instruments is broad and will influence agency decisions throughout the life of this strategy, and in all likelihood through the life of the LTCCP.

- Establishment of the framework means that government agencies are receiving resources to implement these policies, and are seeking partnerships to facilitate implementation.

3.2   Economic environment

A positive economic environment is an important component of a sustainable region. A healthy economy enables individuals, business and government to contribute to the achievement of sustainability objectives through the dedication of time and resources. A negative economic environment would be a barrier to the achievement of the strategies outcomes.

The Regional Economic Outlook, February 2003, found that 'the outlook for 2003 is bright for most of the region' but also found that 'Wellington is struggling to transform itself from a centre for large corporations into a hub for education, the arts, tourism and innovative small to medium sized enterprises'.[1]

In the Government's Approach to Sustainable Development several economic factors are identified as important components of achieving a sustainable region. These factors are ensuring sustainable patterns of production and consumption are established, and supporting innovation and skill development to increase the wealth of the community.[2]

In line with these policy settings the government is promoting a range of policies that support sustainability as part of its economic growth framework. These include its support for the Knowledge Wave conferences, and the promotion of concepts such as triple bottom line reporting in government. Economic drivers to increased efficiency and sustainability are appearing in key areas, and broadening from policy prescriptions to economic incentives and instruments. The system of fishing quotas was an early example of this 'effects based' approach. More recently carbon credits have been offered to generators of renewable energy as part of the government's response to the Kyoto Protocol. The government is also negotiating with industry to provide exemptions from carbon charges for the adoption of cleaner technologies, as demonstrated with the decision on the Marsden Point upgrade. In the transport sector the government is supporting public transport in its National Transport Strategy through mechanisms such as the alternatives to road programme.

It is fair to note that some business groups contest the relevance of sustainability as a business driver, and in specific areas like reform of the Resource Management Act, argue that such policies actively hinder economic growth potential.   On the other hand, groups such as the Sustainable Business Network, actively support these initiatives.

Overall, the medium-term economic environment, both in terms of economic activity and policy trends does not appear to pose a barrier to the objectives of this strategy. In terms of the economic transformation process taking place in the region, the forecast economic structure may well be more sympathetic to the aims of Greater Wellington's strategy.

3.3   Social environment

For this communication strategy to be successful it is preferable that public attitudes and opinions are broadly supportive of its outcomes. In this analysis the nature of public attitudes and opinions has been gauged in several ways, including survey research and public involvement.

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[1] Regional Outlook, February 2003, p 1.
[2] The Government's Approach to Sustainable Development, 2002, p 12.

3.3.1 Survey research

Survey research undertaken by Greater Wellington shows a consistent level of concern about environmental issues over the last three years, and a parallel level of willingness to do something to help the environment.

Surveys undertaken by NRB Research (December 2000, n=1000) and BRC Research (July 2002, n=602) asked respondents to rate their concern about the environment. As the following table shows, the levels of concern were consistent.

Question	December 2000	July 2002
I consider myself a 'greenie' and proud of it	13%	11%
I am reasonably concerned about the environment and environmental issues	73%	75%
I am not overly concerned with environmental issues and tend to leave that to others	13%	15%

The Environmental Behaviour Survey (2001) asked 1000 Wellington residents to describe what they would do to help the environment.

I am deeply concerned about the environment and do almost everything I can to help	8%
I am concerned about the environment and would like to do more to help	68%
I care about the environment but think too much can be made of it and there are more important issues	22%

Public attitudes towards environmental issues were tested in qualitative research undertaken in July 2002. The study undertaken by UMR research investigated the environmental values of residents across the region. Most respondents believed the region was a great place to live and work. The regional environment, good transport services and easily available entertainment and work opportunities were particularly noted. On the issue of involvement or support for looking after the environment, the general response (p 68) was that responsibility was shared between individuals, communities and local government. The general view expressed was that local communities had a role to play where more than individual action was required.

At a broader community level, involvement in environmental activities has developed and deepened in the past decade. The range of interested community organisation now extends beyond

'traditional' conservation groups (Forest and Bird, botanical and ornithological societies) and now encompass many groups focused on environment or conservation activities for particular areas (Karori Sanctuary, Care Groups, Friends of Otari) or particular issues (Sustainable Business Network, Zero Waste). Also, some service organisations (e.g. Rotary) are becoming involved in community conservation projects, pointing to the opportunity to further increase involvement.

3.4 Organisational environment

The final component of the context is an organisational environment that supports the strategic outcomes being communicated. If, by its actions an organisation demonstrates support for the objectives it states as being strategic it is more likely to be credible in the public mind, and more likely to harness the energy of its staff and collaborators.

In the last eighteen months Greater Wellington has taken significant steps to develop a policy framework that supports the achievement of a sustainable region. The adoption of the Take Ten as the basis for the Council's LTCCP signals to the public, government, the community and staff that the organisation is committed to making a difference in this area. At a practical level, some new programmes have been adopted in the Take Ten (renewable energy, for example) while most existing programmes naturally align with the Take Ten outcomes. To the public and other external agencies, the major change that will be noticed is the adoption of a brand identity that directly reflects Greater Wellington strategic outcomes, and a communication programme that offers opportunities for collaboration and engagement at an individual, community and organisational level.

There are risks associated with this approach. By adopting a brand and communication strategy that is strategically aligned with our outcomes, the organisation is making a promise to the community about what we seek to achieve. Failure to meet the spirit or fact of our promise will compromise the brand image. On the other hand, the adoption of the brand image is a spur to the organisation to achieve the promise of its publicly adopted image. Examples of this can already be seen in actions underway to develop an internal waste reduction programme, and could be further developed through initiatives like reducing the organisation's carbon footprint.

3.4.1 Other organisations

In the greater Wellington region many organisations, in government and private sector, are adopting sustainability practices. As the centre of government administration, Wellington is likely to have a high concentration of organisations adopting these policies. These range from waste reduction initiatives, to encouraging car-pooling, tele-working, energy and water conservation. The spread of these practices provides a positive environment for the communication of our objectives.

3.5 Conclusion - a positive strategic context

The preceding review suggests that the strategic context for the development and introduction of this communication strategy is very positive. Of the four factors considered, three are positive (government / policy, public opinion, organisation) and forecasts of the fourth – the economy – are benign. This represents a very considerable opportunity for Greater Wellington. As noted, achieving the outcomes in the Take Ten will require engagement and participation with our community over

the medium to long term. The positive strategic context reduces the risks and barriers to the successful achievement of a communication strategy focused on this outcome.

4. Understanding our audiences

Understanding our audiences, and developing messages that communicate persuasively is a key part of this strategy. In other words, our strategy will be audience centred. This will be achieved in two ways.

Firstly, existing research is used to help develop the broad direction of this strategy. The research information is considered alongside the review of the strategic context and the organisation's strategic plan.

Secondly, a research programme is described that will support the ongoing communication programme through identification of audience segments, testing of messages and communication tools, and monitoring outcomes.

4.1 Stakeholders and audiences for issue communications[3]

This strategy does not identify stakeholders or audiences for all specific issues – this is the responsibility of divisions in their divisional communication plans. For example, a stakeholder needs analysis was recently completed for natural hazard communication. The scale and nature of audience research needs to be appropriate to the issue or project. The Communication Department undertakes regular audience awareness, knowledge and attitude research that together with the knowledge of staff and key stakeholders is a sufficient basis for identifying audiences for most small issues.

4.2 Research results and the strategic direction

This strategy has already reviewed the strategic context within which it will operate. A second major influence on strategic direction for communications is our research understanding of our audiences. This understanding falls into two broad categories:

- Audience segmentation. What we know about the attitude and nature of groups within the community.

- Awareness, attitude and knowledge. What we know about the levels of knowledge of groups within the community.

Greater Wellington has undertaken a number of substantial audience research projects in the last three years including two awareness surveys (2000 and 2002) and a survey of environmental behaviours (2001). This work provides some clear pointers for strategic direction and a substantial body of information for further analysis.

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[3] Stakeholders are individuals or organisations that are directly concerned with particular issues. Audiences are groups identified or segmented on the basis of demographic, psychographic, geographical or other criteria.

4.3   Audience segmentation

Detailed audience segmentation will be part of the research process undertaken in July – September 2003. However the broad segmentation can already be discerned from existing research information on the structure of the general public, community and government organisations.

4.3.1   Broad segmentation

We already know (see table below) that between 8 – 13% of the public describe themselves as concerned about the environment while 13 – 22 % describe themselves as unconcerned.   Most importantly, there is a broad middle grouping of 68 – 75% that describe themselves as reasonably concerned and would like to do more to help.

From the perspective of applying resources to where they will achieve the best result, it is clear that the audience with most potential for change is the 68 – 75% who would like to do more to help. From the perspective of the organisation's objective of achieving a broad level of engagement this group is clearly the primary audience for our messages, and will be the focus of further research analysis.

Segment	Message focus	Potential
Those who are concerned about the environment and will do what they can to help. 8 – 13%.	Increase incentives to action.	Short term opportunity to influence. Opinion leaders.
Reasonably concerned – would like to help more. 68 – 75%.	Raise awareness and knowledge, Reduce barriers, increase incentives.	Medium term. Will require ongoing information and incentives.
Not overly concerned – leave it to others. 13 – 22%	Regulation, incentives, awareness and knowledge.	Will only change in the long term as incentives, information or regulation have influence.

4.3.2   Detailed demographic segmentation

All the surveys referred to have included demographic information – age, gender, income, residence – and some psychographic information such as attitude. Some very broad trends are evident from a review of the data, supplementing the broad segmentation discussed above. For example, there are clearly gender differences in levels of knowledge and ability to participate. Age and income also appear to be a common factor across surveys influencing knowledge and ability to participate. This information requires further analysis, but is suggestive of the type of messages that should be developed for particular audiences.   For example, we would target messages to women that emphasise actions that don't require a lot of time.

Demographic or Psychographic Information	Source
Younger people know somewhat less about the environment and social issues in general.	Awareness Survey, 2000, 2002 EBS, 2001
People on incomes lower than $30k are less likely to believe they can positively influence the environment, or that it is 'their' problem. They are also more likely to say they have no time to help.	Awareness Survey, 2000, 2002 EBS 2001
Women are more likely to describe themselves as concerned about the environment than men, but say they have less time to do something to help.	Awareness Survey 2000, 2002 EBS
Women are less likely to say they know 'a lot' or 'something' about the environment than men, and are somewhat more likely to say they want additional information.	EBS 2001

4.3.3   Structural segments - community

A second audience group is community organisations. This is a structural segment, meaning that the structure of the organisation, including its purpose and activities, defines its segment.

There are many hundreds of community organisations in the region, ranging from residents associations, service clubs to special interest clubs and hobbyists. A substantial infrastructure of groups involved in environmental or 'care' activities already exist. Several, such as the Karori Wildlife Sanctuary Trust and Forest and Bird have many thousands of members throughout the region. As the following table notes, extending the awareness and knowledge of these 'activated' groups is a first target area with the potential for achieving short-term gains. The task with service and community organisations is to extend their repertoire of awareness and knowledge to sustainability issues. With hobby and recreationally focused groups the task will be more complex, and may rely on linking specific issues with interests.

Type of organisation	Focus of organisation	Potential
Environmental / Care Groups	Active groups, but usually limited in knowledge of issues and linkages. Place or region focused.	Short term potential to build relationships, raise awareness and influence behaviour.
Service clubs / community and residents associations.	Active on a broad range of issues. Not focused on sustainability issues.	Medium term potential to raise awareness and influence behaviour on

	Often suburb focused.	specific issues – e.g.: water.
Hobby / recreation groups.	Specific focus on their issue. May overlap with sustainability issues.	Longer term potential to enlist on particular issues.

4.3.4   Structural segments - local and central government, government agencies

A second structural segment is that of central and local government, and government agencies. As noted in the strategic overview, central government is promoting sustainability initiatives throughout the government sector.   Aside from the obvious importance of building collaboration and partnership with this sector, it should also be recognised that this is sector has a large economic and employment impact in the region. Government administration accounts for 9 % of employees and 10 % of regional GDP. The health sector alone accounts for another 5 % of GDP and 8 % of employment[4].

Type of organisation	Specific organisation	Potential
Central government	Some agencies directly linked to sustainability initiatives (e.g. MfE, Doc, Climate Change Office).	Early target for building collaboration and partnership. Opportunities for involving staff. GWRC the ideal agency to help deliver outcomes in the region.
TA	Some TA's engaging on sustainability issues in particular areas.	Early target for collaboration and partnership on specific issues. Opportunities for involving staff.
Health sector and other non-core government agencies.	Sustainability not a core part of their business. Issue specific opportunities.	Medium – long term target for engagement on agency specific issues – i.e., transport and health sector.

4.3.5   Sub-regional segments

A third type of segment is based on geographical sub-region. There will clearly be sub-regional differences in the importance and impact of messages. For example, water conservation is very

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4 Regional Outlook, February 2003, p 2.

important in the Kapiti Coast, but of lower importance in Wellington. Identifying sub-regional differences will be an important part of the ongoing research programme.

4.3.6 Summary of segments

The following is a summary of the available information on broad audience segmentation.

Potential	General public	Community organisations	Central / local government
Most potential for quick adoption of Take Ten outcomes.	8 – 13% who are concerned.	Environmental / Care Groups	Some core government agencies.
Most potential for influence and change medium term.	68 – 75 % who would like to help.	Service clubs / community and residents associations.	TA's, specific agencies – e.g. Health.
Least potential – longer term challenge.	13 – 22% someone else's problem.	Hobby / recreation groups.	Agencies with no specific relationship to sustainability issues.

4.4   Research on awareness, attitude and knowledge

Existing research identifies some issues with levels of knowledge about the environment in the community. As the following information from the Environmental Behaviour Survey shows, a large group say they know little about the overall condition of the environment. Clearly there is a substantial opportunity to raise general levels of awareness and knowledge among the public.

	A lot / a fair amount	Not that much / hardly anything
How much would you say you know about the overall condition of the environment?	55 %	44 %

On specific issues the picture is more varied. The 2002 awareness survey found that on matters like public transport the public felt better informed than on issues like resource protection or flood protection. These detailed results will be fed into the research analysis process planned in July – September 2003.

Awareness of the organisation itself is high. The results of awareness surveys in 2000 and 2002 show 98 % and 97% prompted awareness. Awareness of the organisation's purpose remains much lower, with 21% and 28% respectively associating the organisation with 'care for the environment'. The awareness research has also consistently shown 'false positives' that suggest public understanding of our role is shallow. For example, when prompted, 62% of residents believe we are responsible for sewage disposal – which we are not.

From another perspective, the Environmental Behaviour Survey asked residents their opinion on the overall condition of the environment.

	Very good	Good	Average	Poor	Very Poor
How would you rate the overall condition of the natural environment in the greater Wellington region?	20 %	51 %	24 %	3 %	1 %

The results of this question have important implications for the development of communication messages. Based on these results it would be inadvisable to run a campaign such as the Auckland Regional Council's 'Big Cleanup' as nearly three quarters of residents don't believe the region is dirty. Clearly, further investigation into these attitudes is required before developing any large-scale communication programmes.

4.5   Research on image

Surveys of awareness in 2000 and 2002 asked questions about perception and image. Results were nearly identical in both surveys.

Perception or image of the regional council.	2000	2002
Very favourable / favourable	56 %	57 %
Neutral	33 %	34 %
Not favourable / very unfavourable	9 %	7 %

4.6   Future research programme

One of the first operational tasks under the proposed strategy is undertaking a review of existing research (internal and external) resulting in a summary report on known audiences and messages for Take Ten areas. As noted in the section below, we are aware of a substantial body of research on the Take Ten areas that is, or has been recently undertaken by other agencies. Integrating this research with our own is a priority. This process is scheduled to take place in July – September 2003. While this research is planned as part of the social marketing project, it will provide a basis for audience

analysis and message development for projects across the organisation. This will fill a significant gap in the organisation's current toolkit.

Our research will seek to extend and deepen our understanding of the following matters:

• What is the current awareness and understanding of the Take Ten issues, and sustainability?

• What is the public willing to do (and not do), to achieve a sustainable region. In particular, what actions are individuals and groups willing to take?

• What messages motivate individuals and groups to adopt more sustainable behaviours, and what are the barriers to individuals and groups undertaking such change?

A further objective of the research programme will be more detailed segmentation of the community beyond the broad segmentation already identified.

Based on this assessment, gaps in our knowledge will be identified and further primary research will be undertaken, including a benchmark survey of awareness, knowledge attitudes and behaviours from which future success measures can be gauged. Annual research to measure progress from the benchmark will be undertaken over the course of the strategy, and relevant research from external agencies will be monitored for input into the development of individual campaigns.

By the end of this strategy's life – in 2006 – the ongoing research programme will provide the organisation with a detailed picture of our audiences, and their responses to our communications. This will provide Greater Wellington with a substantial body of information with which to base future planning for communications and marketing under the next LTCCP.

4.7 Existing and other sources of research

Greater Wellington is in the fortunate position that several substantial audience and message research programmes are already underway or proposed within the organisation. We are also fortunate that several government organisations and other regional councils have recently been undertaking, or intend to undertake, research on these issues. Collaboration with some of these organisations has already begun.

Examples of existing research or research planned in the near future that we can use include:

Transport

• Transport Division is nearing completion of a major research project into the marketing of public transport services. Included in this programme has been qualitative and quantitative research into audience structure and key messages. The results of this research will be used in the development of the social marketing project as well as the Transport Division's communication and marketing plan.

Water

- Utility Services has carried out a programme of audience research over the last three years as part of their annual water conservation programme. The communication department carried out qualitative research into a trial direct marketing project in January – February 2002. The results of this research will be used in the development of the social marketing project.

Emergency preparedness

- Emergency Management has recently completed a stakeholder analysis of what hazards people know about, where they go to get information, what hazard information they found useful and how prepared they are for emergencies.

Examples of research from other organisations include:

Water

- NRB does an annual survey for the Kapiti Coast District Council that includes questions on awareness of water conservation.

Waste

- Public understanding of waste and rubbish reduction issues, and response to Reduce Your Rubbish marketing campaign. This has included focus groups and nation-wide survey research (scheduled for completion mid 2003).

Energy and Air

- The Climate Change Office is presently undertaking market research into public understanding of climate and energy issues, and messages and tools. This research includes focus groups, stakeholder surveys and survey research.

- The Government has announced a public education campaign on vehicle emissions. It is likely this will be based on new or existing market research.

- EECA is currently researching attitudes to energy efficiency in transport, home and work. This work will be completed in July.

Biodiversity

- DOC is seeking funding for national market research project on attitudes to weeds.

- MAF has recently completed benchmark research on public understanding of the term biosecurity and knowledge of what not to bring into NZ for the Protect New Zealand campaign.

Recreation

- SPARC is continuing survey work to support the Push Play campaign. Last survey was in 2002 and next one planned for 2004.

4.8   Conclusion

Existing research provides clear direction for the development of this strategy.

- A broad group of the public disposed to 'doing something' about the environment.

- A substantial information gap.

- A general attitude that the local environment is in good condition.

- A generally favourable attitude to the organisation.

As with the analysis of strategic context, there appear to be no outstanding barriers to achieving the organisation's strategic aims. In fact there is a solid base for developing a communication programme focused on encouraging behaviours that contribute to the achievement of a sustainable region.

5.   Outcomes

This section develops of a set of outcomes focused on contributing to the achievement of a sustainable region. These outcomes have been developed within the context of the strategic issues and research information reviewed.

The broad focus of these outcomes is the following areas.

- Raising awareness and knowledge.

- Influencing attitude and behaviours.

- Developing partnership and collaboration.

- Ensuring a positive profile of the organisation

- Supporting organisational development.

The outcome areas now proposed are not dissimilar to those proposed during work undertaken on a communication strategy in 2001, but reflect developments since then, notably the approval of the communications framework of branding, social marketing and media communications. Work undertaken on the communication framework and strategic analysis has also identified that development of partnership and collaboration is also a key outcome area.

For each of the outcome areas measures have been identified for evaluating Greater Wellington's success. While these measures focus on directly evaluating the success of communication activities, the success of the programme will also be reflected indirectly in the achievement of Take Ten outcomes. In this regard the communication strategy is similar to the environmental education strategy that seeks to achieve long-term change through school programmes. The delivery of the school programmes can be directly measured, but the achievement of long-term outcomes can only be inferred from changes to attitudes and behaviour over time.

5.1   Description of the outcome areas

5.1.1   Awareness and knowledge

It is relatively easy to raise levels of awareness. This can be done through the news media, electronic or print media, signage, vehicles and through the work of staff. Over the last decade surveys have shown that the Wellington Regional Council has had high levels of prompted awareness (97% in a July 2002 survey). However, when probed it is clear that these high levels of awareness cloak a shallow level of knowledge about our activities.

The focus of much of our communications to date – in *Elements* for example – has been on profiling our functional activities. As suggested in our research, however, we haven't been as successful in raising awareness and knowledge about the state of our regional environment. The proposed outcome has a sharper focus on raising awareness of the benefits of a sustainable region in general

and our role in achieving that aim. In doing so we are not aiming simply to raise awareness of the organisation – we are seeking to raise awareness of the outcomes we are aiming to achieve.

Increasing knowledge of our activities among the public is a more challenging task than raising awareness. To increase knowledge you must first gain awareness, and then engage the individual or group with information that is relevant to their needs, interesting or entertaining. To this end, audience and message research is essential, and a long-term approach required. This strategy identifies and programmes audience and message research that is to be undertaken, and how it will be used in the social marketing, mass media and functional communications undertaken by Greater Wellington.

5.1.2   Attitude and behaviour

Influencing attitude and behaviour is the most challenging communication outcome in this strategy. Ultimately, we must influence the attitudes and behaviours of thousands of individuals toward actions that will contribute to achieving a sustainable region. This is not an easy task, nor will it be accomplished overnight.

The research suggests that we are beginning this process with a community that is largely sympathetic and willing to participate. Turning this willingness into action will still be a challenging task. Motivating individuals to change their behaviour is affected by many factors, only some of which are open to direct influence. Communication and marketing professionals identify the following steps to achieving behaviour change.

Create an intention to act	Intention to undertake action is affected by a/ what the individual believes are the social norms or pressures, and b/ by their personal attitudes toward that behaviour.
Taking action	Taking action is influenced by the ease of the action, which means a/ the barriers (lack of knowledge, lack of skill) and b/ the experience (easy to do).
Maintaining behaviour	Maintaining the behaviour is influenced by personal and social reinforcement a/ did I benefit personally from the action (either psychologically – feeling good; or in a concrete way – I saved money) and b/ a belief that I have done something good for the community.

Achieving behaviour change requires a long-term approach and the use of a wide range of communication tools. For some individuals becoming aware of an issue is a stimulus for action. For others a greater level of knowledge and incentive is necessary to prompt action. A principle of this strategy is to use a full range of communication tools to influence attitude and behaviour change. The range of communication tools proposed is covered in the section on communication channels.

5.1.3 Partnership and collaboration

Communication programmes can directly and indirectly contribute to developing and maintaining partnerships and collaboration between the organisation and individuals, communities and other organisations. The social marketing programme will have a direct focus on establishing partnerships and collaboration. In other functional areas, communications will assist in maintaining and establishing relationships, such as care or friends groups. Measures of partnership and collaboration include simple direct measures (numbers of partnerships).

5.1.4 Organisational image and development

Communication activities provide a number of benefits to the organisation. Having a positive image in the community makes it easier for staff in all areas to do their jobs. Our research shows a high level of positive and neutral attitude (91% in 2002) and this strategy seeks to maintain this. Communication staff provide professional advice to divisions to support their functional activities that in turn contribute to the achievement of the Take Ten outcomes. The communication department manages general media contacts, produces *Elements*, and provides advice on print and electronic publications.

Internally, management and promotion of the brand supports internal cohesion and provides a professional image that staff can be proud of. Communications staff assist management with organisation wide communication, and provide staff with internal communication tools such as Coast to Coast. Communication staff work collaboratively across the organisation to implement programmes and solve problems.

5.2 Outcome areas

The following are the five outcome areas. The table following this list elaborates the linkage to specific measures and existing baseline research.

- A high degree of awareness and understanding in the regional community of the social, cultural, economic and environmental benefits of achieving a sustainable region, and Greater Wellington's role in achieving this outcome.

- Individuals, communities and organisations in the regional community have made long term behaviour and attitude changes that support achieving a sustainable region.

- The organisation has partnerships and collaborations with communities and organisations in support of the goal of a sustainable region.

- There is a positive and consistent profile of the organisation and its key functions.

- Communications supports the programmes that make up the Take Ten.

Outcome One	**A high degree of awareness and understanding in the regional community of the social, cultural, economic and environmental benefits of achieving a sustainable region, and Greater Wellington's role in achieving this outcome.**
Measures	Increased public understanding of Greater Wellington's role.
	Increased public understanding of social, cultural, economic and environmental benefits of achieving a sustainable region.
	80% of residents are concerned about the environment or environmental issues.

Measures	Column 2	Column 3
	Increased public understanding of Greater Wellington's role.	Baseline. No direct comparison. Awareness survey July 2002 found that 28% of regional public associate Greater Wellington with care for the environment. Baseline to be established in research process July – September 2003.
	Increased public understanding of social, cultural, economic and environmental benefits of achieving a sustainable region.	No direct baseline, however the Environmental Behaviour Survey, June 2001 asked about knowledge about the environment.\n\n7% know a lot about the environment.\n\n48% know a fair amount about the environment.\n\n38% know not that much about the environment.\n\n6% know hardly anything about the environment.\n\nBaseline to be established in research process July – September 2003.
	80% of residents are concerned about the environment or environmental issues.	Baseline - Environmental Behaviour Survey, 68 – 75% say they are concerned about the environment.

Outcome Two	Individuals, communities and organisations in the regional community have made long term behaviour and attitude changes that support achieving a sustainable region.	
Measures	80% of people surveyed are doing something positive for the environment.	Baseline - Environmental Behaviour Survey, June 2001: 68% say they would like to do more to help the environment. Range of measures in the Environmental Behaviour Survey, including involvement in environmental activities, reported behaviours such as recycling, water conservation, composting, regular tuning of vehicles, use of public transport. Other survey measures will be available from Transport Market Research – 2003, Reduce Your Rubbish Survey Research – 2003, Climate Change Office Survey – 2003.
	8% of households have enrolled in the Social Marketing Programme by 30/12/04.	Baseline – response to ARC's Big Cleanup is approximately 8% of households.
	20% of residents have participated in an organised environmental action in the past year. Indirect / inferred measures such as achievement of Take Ten outcomes where they are directly related to the social marketing campaign.	Baseline – Environmental Behaviour Survey, 16% of residents declared they had been involved on a regular basis in an environmental cause or organisation.

Outcome Three	The organisation has partnerships and collaborations with communities and organisations in support of the goal of a sustainable region.	
Measures (Note, this measure will separate partnerships and collaborations established by departments other than communications – for example, Care Groups.)	Number of community groups working with Greater Wellington in support of a sustainable region. Number of collaborations with government, business or other organisations in support of a sustainable region. Number of collaborations with TA's.	No existing baseline.

Outcome Four	There is a positive and consistent profile of the organisation and its key functions.	
Measures	60% of surveyed residents of the region have positive views of the GWRC.	Baseline – 2002 communication survey: 58% had a favourable or very favourable idea or image of the WRC. 33% had a neutral attitude.

Outcome Five	Communications supports the programmes that make up the Take Ten.	
Measures	80% of staff are aware of the Council's strategic goals (Take Ten), and how they contribute to its achievement	Internal communication audit, 2001. On a scale of 1 – 6, knowledge of the organisation's long term plan scored 3.5, and local agenda 21 (sustainability) 2.6.

6 Communication tools

One of the principles of this strategy is to make use of a full range of communication tools to achieve its outcomes. The approval of the communication framework in March 2003 laid the foundation for the development of such an approach. The framework identified four main communication programmes that together constitute an integrated approach to communicating the Take Ten outcomes:

A brand that states who we are and what our purpose is.

A direct social marketing campaign that involves local residents in our programmes.

A mass media programme that supports social marketing, and raises awareness of our activities.

- Communication plans in divisions supporting stakeholder communication programmes and product focused marketing and communication activities.

6.1   The role of each communication tool

The communication tools identified in this strategy are designed to support achievement of the Take Ten through the communication outcomes identified in the previous section. As noted in the introduction the adoption of social marketing as an additional tool closes a major gap in the communication process, and will enable the organisation to effectively promote voluntary behaviour change to a wide cross-section of the community.

6.1.1   A brand that states who we are and what our purpose is.

The new brand is a keystone element in the communication of the organisation's strategic outcomes. The brand describes the organisation's role and purpose while explicitly recognising our regional focus. The brand, and its supporting story, position the organisation as the lead agency responsible for achieving a sustainable region.

Consistent and professional application of the brand will help raise awareness and knowledge of our role and purpose across the community. The brand and its associated story quickly explains our role, purpose and goal.

6.1.2   A direct social marketing campaign that involves local residents in our programmes.

The social marketing programme is designed to achieve voluntary attitude and behaviour change among individuals and groups across a wide spectrum of the community. The programme is directly linked to the achievement of the Take Ten, and will work in concert with divisional Take Ten programmes.

The social marketing programme is designed to be complementary to existing programmes such as the environmental education initiatives. These initiatives are detailed and participative, but reach only small segments of the community. The social marketing programme will be less

detailed, but will seek to engage a much larger segment of the community in actions that contribute to achievement of a sustainable region. The social marketing programme will focus on the Take Ten outcome areas (e.g. water, waste, air, etc) and will be developed in a way that will support the functional programmes in divisions that also focus on these areas.

The social marketing programme will employ direct communication tools that have not previously been used by Greater Wellington. These tools include database-managed direct mail and direct outreach to community organisations. Social marketing approaches are receiving attention from government agencies as a long-term means of influencing behaviours. The Ministry for the Environment recommended social marketing to the incoming government in its briefing papers, commenting that:

> "We believe that social marketing, which uses 'customer-focused' approaches and a variety of communication tools, offers opportunities to encourage environmentally friendly behaviour by individuals and households. It is not a 'quick fix' – to be effective it requires a long-term commitment. It needs to be based on good research about what the target audience already knows and is doing, and the barriers to change."[5]

6.1.3 A mass media programme that supports social marketing, and raises awareness of our activities.

The existing mass media programme – originally the strategic communication initiative – comprises the *Elements* newspaper, radio and television advertising, and general marketing activities. This programme will be focused on supporting the achievement of the social marketing programme (and thus the Take Ten outcomes) by raising awareness and knowledge of our activities.

The use of mass media to directly support the social marketing programme and the Take Ten outcomes means a more focused use of the resource will be possible and messages will be closely based on research information.

6.1.4 Communication plans in divisions supporting stakeholder communication programmes and product focused marketing and communication activities.

The relationship between the strategic and divisional communication activities is demonstrated in the following table showing how a divisional communication plan would be developed in harmony with the overall outcomes outlined in this strategy. Development of divisional communication and marketing plans will take place following the approval of this strategy.

6.2 Other communication tools – Greater Wellington website

One important communication tool that was not included in the March 18th framework is Greater Wellington's website. The redevelopment of the existing website is included in the 2003 LTCCP, and will be an important tool in achieving the Take Ten outcomes.

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[5] Ministry for the Environment, Briefing Paper to the Incoming Government, 2002, p 7.

The following table outlines the primary communication tools that will be used to achieve voluntary community change in support of the Take Ten, and functional activities that also support the Take Ten.

Outcomes to which these tools contribute	Short – long Term	Tools
Awareness • A high degree of awareness and understanding in the regional community of the social, cultural, economic and environmental benefits of achieving a sustainable region, and GW's role in achieving this outcome. • There is a positive and consistent profile of the organisation and its key functions.	Short term impact can be achieved. Promotion needs to be maintained over the long term to build recognition and understanding, and to develop a positive perception. Message research and consistency and repetition of messages vital to achieve cut-through. The key is motivating individuals and groups to participate.	***The objective is to project a consistent brand identity alongside a consistent set of powerful messages.*** Branding and image. Creates recognition and builds image. Positions the organisation. Brand acts as a shortcut to awareness of purpose and values. Branding implemented by July 2003 and maintained thereafter. Mass media. Radio, television and print advertising will communicate simple messages to broad audiences and create a 'top of mind' awareness of issues. *Elements* delivered four times a year to every household communicates broader messages. News media. Communicates issue based, project or functional information. Opportunities for placing editorial and opinion columns to be developed. Communication department co-ordinates media activity. Public relations. Using opportunities to develop messages and issues in the public arena. For example, ARC's 0800 Smokey campaign. Community outreach – as part of the social marketing programme – aims to develop awareness and knowledge among community organisations. Programme of presentations, displays, brochures and promotional materials to be developed as part of the SM Programme. Outreach will communicate with a wide range of community organisations (residents associations, service clubs, and so on) that the organisation has little or infrequent contact with. Personalised communication through the social marketing programme – supported by consistent media and community outreach – will achieve awareness as a by-product.

		Partnerships and collaboration with other government and non-government agencies will aim to achieve consistency of messages, and best use of resources.
Knowledge building • A high degree of awareness and understanding in the regional community of the social, cultural, economic and environmental benefits of achieving a sustainable region, and Greater Wellington's role in achieving this outcome. • There is a positive and consistent profile of the organisation and its key functions.	Medium term outcome. Needs consistency in messages to achieve impact. Many of the organisation's functional communication activities will benefit from the message and audience research undertaken for the social marketing programme. Opportunities for the promotion of functional activities as part of the social marketing programme will be sought. E.g. summer activity programme fits well with the community and recreation focus of the Take Ten.	***The objective is to make it easy to access credible, easy to understand information about the Take Ten programme.*** Many of the same tools that are used to raise awareness are also used to increase knowledge. A key approach will be to provide audiences with a simple set of messages and actions that support achievement of the Take Ten as the basis for learning. • Mass media will include key messages and information. • Community outreach will include key messages and information on Take Ten campaigns. Engagement with community organisations will create opportunities for information exchange and two way communication. • Personalised communications will focus on key actions, and encourage individuals to seek more information. • Public relations activities will seek opportunities to publicise major issues. • News media. Opportunities to communicate the functional activities of the organisation will be sought. Publications. The organisation produces publications on a wide range of issues and operations. Publications are primarily produced by divisions, and support functional communications. The communications strategy will contribute to focusing these publications through message and audience research that identifies key messages, while branding will ensure a consistently high quality in production and linkage to the corporate image. Website. A redeveloped website will provide comprehensive information to the public about our functional and strategic activities. It will serve as a key information resource for individuals or groups participating in the social marketing programme. It will have interactive content enabling individuals or groups to sign-up to programmes, book for activities, receive regular e-mail information.

		Environmental Programmes – the communication strategy will integrate with Take Action, Take Care, Take Charge through message development, publications and branding.
Influencing attitude • Individuals, communities and organisations in the regional community have made long term behaviour and attitude changes that support achieving a sustainable region. • The organisation has partnerships and collaborations with communities and organisations in support of the goal of a sustainable region.	Medium - long term outcome. Attitudes are influenced by many factors, including knowledge and prior experience. To have the best chance of influencing attitude we must have all other communication and functional activities working together.	***The objective is to create a climate of opinion, in the media and through community values, that influences individual attitudes to support our outcomes.*** All the above tools will contribute to developing a climate of opinion favourable to the achievement of the Take Ten outcomes. Key to influencing attitude will be the development of research-based messages and tools. This will be the first task of the social marketing programme. The development of these messages will flow through to other functional areas of the organisation. In addition to the existing tools, the following tools will be important in influencing attitude change. Community outreach. Community organisations often contain opinion leaders – people who through their public profile or actions help define community values and attitudes. By seeking opportunities to present our programme to these groups we hope to favourably influence the opinion leaders. Participation and collaboration. Continuing existing partnership and collaboration opportunities, and developing new ones will positively influence the attitudes of government and non-government organisations. The plan will actively seek partnership and collaboration on the communication and achievement of Take Ten outcome areas.
Behaviour change • Individuals, communities and organisations in the regional community have made long term behaviour and	Medium - long term outcome.	***The objective is to develop a pathway of simple behaviours that motivates individuals can undertake to support achievement of a sustainable region.*** All the above communication tools will support the achievement of behaviour change. In addition, the following tools will be focused on this outcome. Social marketing programme. The social marketing programme will use the following tools.

attitude changes that support achieving a sustainable region. • The organisation has partnerships and collaborations with communities and organisations in support of the goal of a sustainable region.		• Regular, personal communication with individuals, using targeted direct mail and community outreach. • Communication of research driven messages advocating simple actions that individuals can do to make a difference, using direct mail and mass media. • A supporting structure of information – through publications and the website, that reinforces the simple behavioural messages. • Identifying incentives and barriers to behaviour change, and working with government and the private sector to achieve change. • Integration with other Greater Wellington product marketing – particularly in transport and parks.

Functional communication
 	
• Communications supports the range of programmes that make up the Take Ten.
	Short and long term.	***The objective is to provide quality, timely communication support to the divisions.***
		
		• External communication strategy in place.
		• Internal communication strategy developed by 30/9/2003.
		• Divisional communication plans developed by 31/12/2003. Plans will include:
		  • Identifying issues, programmes and activities that require communications.
		  • Identifying how issues, programmes and activities relate to the Take Ten, and how they can support achievement of the Take Ten outcomes, and the outcomes in the communication strategy.
		  • Identifying stakeholders.
		  • Developing a timeline for publications, promotions, events, presentations and marketing.
		  • Communication department support for branding, publications, mass media (Elements / radio / television) and news media activities.

7. Budget

7.1   Overall budget

Development of this communication strategy in parallel with the LTCCP has meant that proposals for funding of strategic communication activities have been through an extensive process of development, review and debate. The result is an integrated programme that uses a wide range of communication tools to reach the widest possible audience. The budget for the programme identified in this strategy was first presented in April 2003 in the Communications Department's Proposed Operating Plan 2003 – 2013, and has subsequently been incorporated in the LTCCP 2003 – 2013.

Budget item	Annual expenditure
Administration (salaries etc)	$295,000
External communication	$63,000 (newsletters, speakers, brand maintenance, research).
Internal communication	$56,000 (Coast to Coast, etc).
Strategic Communication	$400,000 ($50,000 charge for administration, $350,000 for Elements, TV / Radio advertising).
Social Marketing	$325,000

7.2   Specific programmes

7.2.1   Administration

The communication budget funds four staff:

Communication Advisors (two).   Writing and production of *Elements*, *Coast to Coast*, communication planning and media relations, writing and planning radio and general advertising,

communication support to divisions (particularly Wairarapa), advice and assistance with publications.

Corporate Publisher. Management of the corporate brand and style including advice on publications, signage, vehicles and uniforms. Management of preferred supplier relationships with designers, printers and other suppliers. Development of intranet and internet sites. Training and development of staff skills in the area of publications.

Strategic Communication Manager. Advice and support to divisions and managers on communication issues. Oversight of brand, strategic marketing and communication programmes.

7.2.2   External communication

The external communication activity produces general publications and advertising that doesn't fall within divisional operations, maintaining the brand, and undertaking annual research into awareness.

7.2.3   Internal communication

Internal communication activities support the strategic objectives by ensuring staff understand the overall objectives of the organisation, and raising awareness throughout the organisation of the activities and programmes of divisions.

Activities include publishing *Coast to Coast* and other internal publications, and the production of sundry items such as water bottles.

7.2.4   Strategic communication

The strategic communication resource is closely aligned with the social marketing project to ensure an integrated approach to delivering Greater Wellington's Take Ten outcomes. The core activities of this programme are mass media communications designed to reach the broadest possible audience. Activities include the publication and distribution of four editions of *Elements* to the region, radio and television advertising, and sundry promotions using such as billboards and bus advertising.

7.2.5   Social marketing

The social marketing activity is designed to complement the strategic communication resource by delivering messages derived from the Take Ten programme directly to individuals and community organisations. In doing so it seeks to engage the broader community in actions to achieve a sustainable region.

Activities include direct mail, direct promotion to individuals and organisations, advertising and promotional activities.