



# Greater Wellington Regional Council Community Engagement Strategy 2006 - 2009

Draft

**FOR FURTHER INFORMATION**

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# Greater Wellington Regional Council

## Community Engagement Strategy 2006 - 2009

### 1. Purpose

The purpose of this strategy is to provide a clear direction for Greater Wellington's community engagement activities so that they support Greater Wellington's vision of a sustainable region. This strategy outlines the outcomes we want to achieve, the tools we are going to use and how we are going to measure progress.

#### 1.1 Outcomes

Four communication outcomes have been developed for Greater Wellington's community engagement activities. These describe broad areas of achievement. Within these outcome areas various communications and community engagement tools will be utilised to achieve these outcomes. Each outcome will be subject to measures of success. These success measures will drive operational activity within the organisation.

##### **These outcomes are:**

1. The Greater Wellington community understands and supports Greater Wellington's roles.
2. Greater Wellington is accountable and consultative so that people can participate.
3. The community will have the necessary information to access Greater Wellington's services and support our functions.
4. The Greater Wellington community has the opportunity and motivation to learn about and participate in achieving an environmentally sustainable region.

By achieving these outcomes we will ensure that informed and motivated communities are engaged with Greater Wellington in pursuit of the overall outcomes of the 2006 – 16 LTCCP.

Informed communities will:

- Be able to participate more fully in democratic and consultative processes;
- Engage more effectively with Greater Wellington at a policy and operational level;
- Have a greater appreciation of Greater Wellington's role;

- Be more aware of services and facilities provided by Greater Wellington.

Motivated communities will:

- Participate and contribute to community outcomes;
- Support and actively contribute to programmes and activities.
- Engage more frequently with policy and operational processes.

Success in achieving these outcomes in an integrated and cost-effective manner will support the regulatory, policy and direct interventions of Greater Wellington across the full range of its activities.

## **2. Stakeholders and audiences**

All communications should be based on understanding the interests and needs of our stakeholders and audiences with whom we are attempting to communicate. This understanding should then be balanced with Greater Wellington's tactical or strategic needs before we decide on what will be communicated, and when and how the message will be delivered.

Managers and officers, with the guidance of councillors, will make every effort to work with stakeholders and audiences to develop positive and durable relationships.

### **2.1 Stakeholders**

Our stakeholders can be divided into those groups and individuals who are focused on specific, but usually short-loved issues (e.g., rail commuters from the Kapiti Coast) and those individuals, organisations and groups with whom we have long-term relationships (e.g, Land Transport New Zealand). Long-term stakeholders are generally more easily identifiable and stable than issue focused stakeholders.

### **2.2 Audiences**

Audiences are not created by an issue or relationship, but are groups of the community with whom we choose to communicate for our own strategic or tactical reasons. Examples of some of the audiences that we have chosen to communicate with are business owners and operators, rural residents and farmers, teachers, school children, parents and urban households / families.

We will not target our general communications (e.g. *Elements*) to specific audiences – such as ethnic or demographic groups. Specific audiences will be identified for specific campaigns or consultations.

### **2.3 Stakeholder list**

The following is a summary of key stakeholders identified by staff throughout Greater Wellington. Such lists are guides to work, and the intention is that this be constantly updated. It does give, however, an indication of the wide variety of stakeholders we need to be aware of in our work.

**Draft**

Stakeholder Summary	Issue stakeholders	Long-term stakeholders
Transport	Kapiti Rail Action Group, Busway supporters / Johnsonville rail line supporters, Chris Horne, Cycle Aware Wellington, Transmission Gully Action Group Inc.	LTSA, MoT, TAs, Toll, Stagecoach, Infratil, Transport 2000+, Bus and Coach Association, Transit NZ, Mana Coach Services, Rail Heritage Trust, Wellington Region Chamber of Commerce, Rail and Maritime Transport Union, New Zealand Railways, NZ Green Party.
Utility Services, Parks and Forests	Anti pesticide campaigners. Hunters and recreationalists. Paekakariki Community Board (QE Park). Friends of Belmont / Whareroa. East Harbour community.	Friends of parks, TA water customers, consultants and suppliers, Historic Places Trust. DoC, license and lease holders, concessionaires.
Catchment Management	Anti pesticide campaigners.	Federated Farmers, Fish & Game, NZ Deerstalkers' Association, Animal Health Board, Biosecurity NZ, NPCA, Landowners/farmers, Fonterra, Iwi, River Scheme members, Friends of the Rivers, DoC, Care Groups, Community Groups, Forest & Bird.
Environment	Submitters to consents. Exide group.	Federated Farmers, Businesses, Schools, Care Groups, Forest and Bird, Botanical Society, Ornithological Society, Wellington Fish and Game, Meridian Energy, Transpower, Transit NZ, EECA, Historic Places Trust, Wellington Regional Environment Association, Enviroschools Trust.
		TAs, DOC, Friends care groups, Forest and Bird, Wellington Botanical Society, Wellington Conservation Board, Recreational groups e.g. fishing clubs, tramping clubs, golf clubs, rafting operators, Community groups e.g. Otaki & Waikanae Community Boards, Rotary clubs, Probus clubs, resident's associations, community committees. Other environmental groups e.g. harbour associations, Vegetation Frameworks - Catchment agency action group.
Corporate	Submitters to Representation Review.	
Political	Opponents and submitters to Wellington Regional Strategy.	TAs (Mayors, councillors and senior officers), Central Government (Ministers, MPs and officials in key ministries and departments), Wellington Regional Chamber of Commerce.

### 3. Communication tools

A range of communication tools will be used to achieve the communication outcomes. The benefits and costs of these tools, along with their strategic value to Greater Wellington, are outlined in the table below.

<b>Tool</b>	<b>Benefits / Costs</b>	<b>Strategic value</b>
News media	Reaches a mass audience, and can be influential in the creation of public opinion among general audiences and specific stakeholders. Low direct cost, but low level of influence. Best for simple messages. Often the vehicle of choice for issue focused stakeholders.	Rates and transport issues will be a major focus of media attention in the coming years. Strengthening the news media programme is a means of managing the risks associated with these issues.  Raising public awareness of Greater Wellington's activities through the news media, particularly local initiatives and infrastructure investment, is an important method of raising understanding about the organisation.
Marketing / Social Marketing	Can reach either a mass or very targeted audience / stakeholder group. Can reach audiences that are not normally engaged with Greater Wellington. High cost, but high levels of message control and engagement possible.	To maintain and develop its position as an organisation leading on sustainability issues, Greater Wellington must demonstrate its leadership to a wider community, including individuals and groups who are not normally engaged with our activities.  Central government initiatives on water quality, air quality and climate change will place increasing pressure on regional government to achieve statutory targets. Non-regulatory voluntary tools are an important response to this challenge, and social marketing in particular is a proven tool for increasing knowledge and awareness, and motivating behaviour change.

<p>Electronic tools</p>	<p>Potential audience enormous, but actual audience dependent on promotion. Very useful tool for communicating detailed information in a cost-effective way. High establishment cost, but relatively low maintenance cost. Has potential for more interactive communications.</p>	<p>There is a demand from some stakeholders and audiences for more detailed and more user-friendly information. Creating engagement and awareness with stakeholders and audiences across the full range of issues Greater Wellington is involved would be costly and time consuming if we used traditional publications and mass media.</p> <p>Electronic tools, such as websites, electronic newsletters, electronic discussion forums and the like provide an opportunity to provide detailed and user-friendly information in a cost effective and timely way.</p>
<p>Environmental Education</p>	<p>Potential to reach important, specific stakeholders or audiences with very specific messages.</p> <p>Potential to reach and influences schools and their communities.</p>	<p><i>Take Charge</i></p> <p>Businesses are key sector in the community with the potential to substantially improve environmental outcomes. Greater Wellington’s education functions have not been sufficiently resourced to fulfil their potential to implement regional rules and prevent pollution. There is also an opportunity to build relationships and partnerships with a sector that could make a significant contribution toward the goal of a sustainable region, and the capacity to successfully target pollution “hot spots”.</p> <p><i>Take Action / Enviroschools</i></p> <p>School education programmes are an important means of bringing messages about environmental responsibility to the community. School programmes also have the potential to engage the wider community in environmental</p>

		activities. The existing programme provides intensive curriculum support to a small number of local schools. Broadening the reach of this programme is important if it is to fulfil its promise.
Publications	Can reach mass audiences in a cost effective way, or user specific audiences with targeted information. Dependent on good distribution systems for effectiveness. Important role in creating a corporate image, and in providing base-line communications.	Publications, such as Elements, brochures and information sheets, are a key means of informing the public about Greater Wellington's activities, programmes and services. More strategic use of these tools, including better distribution and more focused content, is needed to ensure the widest audience for the organisation's messages.
Stakeholder relationships	Very issue and stakeholder specific. Can be extremely effective when timely and well executed. Requires a positive corporate culture to empower and guide staff.	Developing effective long-term relationships with key stakeholders is a key requirement for the organisation's success. This process has been managed in a relatively ad hoc fashion to date.

#### **4. Internal management**

Media and communication activities will be centralised in the Communications Department. This will enable clear lines of accountability and allow the Manager, Communications to better delegate tasks and co-ordinate activities across the organisation. There will be more opportunity for team work on larger projects, peer review and professional development of staff. A portfolio system will be developed to enhance our ability to deal with divisional issues.

Divisional Managers will remain responsible for marketing activities in their divisions, although Greater Wellington's social marketing programme will remain the responsibility of the Communications Department. However, the Manager, Communications will adopt a semi-formal arrangement to co-ordinate marketing activities across the Council in order that we maximise the effect of programmes.

#### **5. Key communication strategic issues for Greater Wellington for 2006-09 and key tools to mitigate risk**

This section summarises the key issues and risks facing Greater Wellington's communications during the 2006 – 09 period.



Key Issue / Risk	Public and political reaction to the rating impact of major infrastructure expenditure in the 2007 – 2009 period.
Tools	<p><b>News media</b> – The rating impact of transport and water infrastructure expenditure (and possibly WRS implementation) will be a major focus of media attention in the coming years. Strengthening the news media programme is a means of managing the risks associated with this issue.</p> <p><b>Publications</b> - Key publications (<i>Elements</i>) will incorporate information about infrastructure programmes and the reasons for their implementation. Publications will be supported by web-based information. Developing key messages for the media and publication programmes will be a key activity.</p> <p>The media and publication programme will communicate to the wider public the benefits of Greater Wellington’s activities, as part of a tactic of positioning the organisation as a vital and valuable contributor to the region’s social and economic life.</p> <p><b>Stakeholder relationships</b> - Councillors and officers will ensure that key structural stakeholders are fully aware of likely rating impacts, and any issue based stakeholders have their concerns quickly answered.</p>
Key Issue / Risk	Public concern at the perceived slowness of improvements to rail, bus and road infrastructure.
Tools	<p><b>News media</b> - The media programme will effectively and consistently communicate the reasons why it takes significant time to procure new transport infrastructure, and why rates and charges are rising in order to pay for this investment.</p> <p><b>Publications</b> - Greater Wellington’s usual publications will communicate the same messages as in the media programme. Additional specific publications, targeting stakeholders such as commuters, may be required to keep the public well informed. These communications will be supported by electronic tools.</p> <p><b>Stakeholder relationships</b> - An active stakeholder programme will be developed to ensure structural and issue focused stakeholders are kept informed during the procurement process.</p>

Key Issue / Risk	Public and government have high expectations for Greater Wellington investment in such areas as regional parks and flood protection.
Tools	<p><b>News media</b> - The media programme will seek to communicate key messages about the organisational and financial capability of Greater Wellington in the metropolitan and local news media</p> <p>Local media will be particularly effective at communicating messages about local initiatives and infrastructure investment. This will be an important tool for managing expectations.</p> <p><b>Publications</b> - Project specific publications will continue to be developed to ensure local communities and issue stakeholders are well informed about projects. Electronic publications will be particularly effective in providing information about specific projects or issues.</p> <p><b>Stakeholder relationships</b> - Senior officers and councillors will actively seek to manage the expectations of structural and issue specific stakeholders.</p>
Key Issue / Risk	Working co-operatively with territorial authorities at a time when regional leadership is increasingly required.
Tools	<p><b>Stakeholder relationships</b> - Key councillors and officers will have a lead role in ensuring relationships are maintained and developed.</p> <p><b>News media</b> - The media programme will support councillors and officers, and mirror key messages.</p>
Key Issue / Risk	Issues such as climate change, water quality and quantity and air quality raise public expectations of action.
Tools	<p><b>Social marketing</b> – The social marketing programme will demonstrate to the government and the public our leadership on key issues and engage the community.</p> <p><b>News media</b> - News media will be an important tool to raise awareness of key issues and how Greater Wellington is responding.</p>

## 6. How we will measure success of strategy and achievement of community outcomes

The success of this strategy will be evaluated by assessing the operational effectiveness of each outcome against a series of measures.

Outcomes	Our approach	Specific evaluation measures
<p>Outcome One</p> <p>The Greater Wellington community understands and supports Greater Wellington's roles.</p>	<p>Strengthen news media programme to ensure key issues are fully covered, co-ordination and liaison with news media is maintained, writing and promotion of stories is improved and coverage of council decisions is comprehensive.</p> <p>More strategic use of Elements to communicate key messages and stories and improved distribution and display systems for brochures.</p> <p>Undertake further investment in websites and electronic tools to develop a more audience focused web-presence, electronic newsletters and other e-tools such as discussion forums and audio-visual information.</p>	<p>Ongoing media monitoring programme and communication surveys.</p>
<p>Outcome Two</p> <p>Greater Wellington is accountable and consultative so that people can participate.</p>	<p>Ensure all consultation materials meet high standards of readability and accessibility to appropriate stakeholders and audiences.</p> <p>Develop easy to access electronic means of participation and consultation.</p> <p>Development of a consultation policy and investigation into best practice and innovative consultation methods.</p>	<p>Level of participation in consultations.</p>
<p>Outcome Three</p>	<p>News media programme.</p>	<p>Public awareness of Greater Wellington's role and specific</p>

<p>The community will have the necessary information to access Greater Wellington's services and support our functions.</p>	<p>More strategic use of Elements to communicate key messages. Improved distribution of information about services through more effective display systems and electronic tools.</p> <p>Ensure web site and electronic communication tools have up-to-date and audience focused information about services and activities. Use enhanced feature and promotion to increase traffic to the site.</p> <p>Use mass media, including radio and print advertising, where appropriate.</p>	<p>services provided.</p> <p>Measures of public use of our website, readership of Elements and usage of specific information tools, such as brochures.</p>
<p>Outcome Four</p> <p>The Greater Wellington community has the opportunity and motivation to learn about and participate in achieving an environmentally sustainable region.</p>	<p>Broaden the reach of Take Action to the Enviroschools programmes.</p> <p>Better resource the Take Charge programme so that it can effectively work with business sectors.</p> <p>Refocus the Be the Difference programme to key Greater Wellington and national issues such as climate change, water conservation and quality, and energy efficiency. Enhance web-based tools to make the programme more cost effective.</p>	<p>Participation in Take Action, Enviroschools and Take Charge.</p> <p>Membership of Be the Difference, usage of Be the Difference website, recall of Be the Difference by the general public and reported behavioural change.</p>

## Appendix One

### Summary of research on public attitudes

Greater Wellington undertakes a regular, 18 month survey of public attitudes to the organisation and its communication tools. The last study was undertaken in July 2005. The research shows that public attitudes toward Greater Wellington and our role are stable and positive.

- A high proportion of Wellington residents think that Greater Wellington is fulfilling its role in the community 'quite well' to 'extremely well' (84%).
- 53% of residents have a favourable / very favourable attitude toward Greater Wellington. 10% have an unfavourable or very unfavourable attitude.
- Greater Wellington is regarded as the leading agency in the region responsible for caring for the region's environment. 35% identified Greater Wellington with this role, 19% Wellington City Council and 8% the Department of Conservation.
- Understanding of sustainability has strengthened. In 2004, only 36% of the public could describe what a sustainable region meant to them. By December 2005 61% of residents could describe what sustainability meant to them.
- Greater Wellington's communication tools are well regarded. Readership of Elements has strengthened significantly since 2003, a new brand has been established, the web site has been redeveloped, Be the Difference has established itself as a leading sustainability brand.
- June 2005 awareness survey found that 35% of the region's public associate GWRC with care for the environment (+6% over 2003).
- 84% of the public believe GWRC is fulfilling its role well (+3% over 2003).

### Media coverage

- 2004 – 2148 stories (94.4% positive/neutral, 5.5% negative)
- 2005 – 2178 stories (91.7% positive / neutral, 8.2% negative)