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Committee Policy, Finance and Strategy Committee
Author Helen Wood

Review of Be the Difference Programme

1. Purpose

The purpose of this report is to:

- Provide a progress update on the *Be the Difference* programme (previous progress updates were provided to the Committee in reports 03.418 and 03.684)
- Describe the forward programme of campaigns, for the next 18 months.

2. Background

The *Be the Difference* social marketing programme was developed in recognition that Greater Wellington cannot achieve all the goals in its LTCCP *Towards a Sustainable Region* through its traditional tools of direct operation, regulation or incentives.

Councillors will recall discussion at their LTCCP workshop in November 2002 (Solway Park) that in order to achieve our aim of a sustainable region, the Council should seek to achieve behaviour change at an individual and household level. It was explicitly acknowledged that such tools were long-term in nature, should be based on market research and should complement programmes both of this council and of other organisations.

The social marketing programme was approved as part of the LTCCP in June 2003. Subsequently Clemenger BBDO was selected as the agency to assist us to develop the overarching creative concept and key messages for the programme and to implement the direct marketing and media tools.

\$325,000 was voted annually to run the core *Be the Difference* programme. In addition \$200,000 from the Strategic Communications budget was allocated to support the programme through advertising and promotion. To put it in perspective the budget for each person in the region is about \$1.18 per person per year.

3. Outcomes and targets

3.1 Outcomes

Be the Difference directly supports three of the five outcomes in the communication strategy approved by the Council on 30 June 2003 (report 03.341).

- Outcome Two – Individuals, communities and organisations in the regional community have made long-term behaviour and attitude changes that support achieving a sustainable region.
- Outcome Three – The organisation has partnerships and collaborations with communities and organisations in support of the goal of a sustainable region.
- Outcome Five – Communications supports the programmes that make up the Take Ten.

3.2 Targets and measurement

A specific membership target for the *Be the Difference* programme was set as part of the Communications Department Business Plan 2003 –2013:

- That 8% (13,600) of the households of the region have signed up to it by 31/12/05

In order to evaluate the success of *Be the Difference*, a research and monitoring programme has been developed to benchmark existing behaviours and attitudes, and measure behavioural changes among *Be the Difference* members and the overall region's population during the course of the programme. The monitoring programme includes quantitative survey research and qualitative measures. A relatively large proportion of expenditure has been dedicated to monitoring and research (some 16% of the total) to allow learning as the programme progresses. The first round of benchmark quantitative research with members of the programme is nearing completion.

We have chosen to measure self-reported changes in behaviour as explored by trained researchers through a mix of qualitative and quantitative tools. This approach is similar to other long-term social marketing programmes including Auckland's *Big Clean Up* and is cost effective. The programme does not attempt to link changes in the physical environment to behaviour change. Establishing causal links between individual behaviour change, and changes to the physical environment is extremely difficult. Essentially, it would require a research programme that actively observed individual / household behaviours as well as quantifying other impacts on the physical environment such as weather patterns. For example, the level of pollutants entering rivers and the sea from stormwater drains is influenced by the amount of rain and wind as well as the behaviours of householders and businesses.

4. Membership

The *Be the Difference* programme was designed as a commitment-type social marketing programme. From other social marketing programmes we know people are more likely to change their behaviour when they have made a conscious commitment. The programme invites members to join the *Be the Difference* programme and receive information. To join, members have to provide some detailed information about their existing behaviours. This type of programme supports Outcome One of the Communications Strategy, that individuals, communities and organisations in the regional community have made long-term behaviour and attitude changes that support achieving a sustainable region.

4.1 Sign-up numbers

The programme was launched at the end of February through a direct-mail delivery to 172,000 households. Prior to the launch officers advised the Councillors Reference Group that a 3-4% response (5100 – 6800 households) was our launch target (by comparison, commercial direct mail can expect as little as a 1% response).

As at 16 June, 6208 households had joined the programme, meeting our initial launch target. The response rate is equivalent to 3.6% of households in the region. The majority of sign-ups have come from the launch mailer (4800), with 994 sign-ups online and 414 via coupons in launch advertising.

The sub-regional breakdown is as follows:

City or District	Number of households
Kapiti	734
Lower Hutt	1120
Upper Hutt	451
Porirua	449
Wellington	2649
Wairarapa	468
Other/unallocated	337
Total	6208

4.2 Feedback from members

Qualitative research with *Be the Difference* members was undertaken during April as part of the development process for the second information pack on waste. State of Mind (a research unit of Clemenger BBDO) conducted 7 focus groups with *Be the Difference* members. Members were asked about their motivations for joining the programme and their reaction to the first information pack on water quality. Reasons for joining the programme included personal enjoyment of the local environment through activities such

as walking and gardening, a desire to ‘save the planet’ and a belief that joining was a pledge to the council about supporting the environment. Members provided feedback on the water quality pack that the content was informative and provided new information and that the tone of the communication was right. Members also said they liked the visual style of the pack such as the fish funnel image.

5. Advertising and promotional activity

Two advertising and promotional campaigns have been run to support the *Be the Difference* programme so far. The first campaign was run in March to support the launch phase by raising awareness of the programme, and to encourage sign-up. The second campaign was run during April and May to raise awareness of water quality issues, and to support the mailing of the first direct mail package to members. 20 large newspaper advertisements and over 1300 radio advertisements were placed during this part of the campaign.

The media selected for the water quality campaign was chosen to meet a number of objectives:

- engage those who had already signed up
- stand out and be different amongst a mass of social marketing messages (create talkability)
- encourage a wide audience to change their behaviours and think about signing up to *Be the Difference*

As a promotional stunt, an underwater billboard was temporarily placed in Frank Kitts Lagoon (visible from the overbridge and walkways), carrying the message “*You put it down the drain, you swim in it here.*” The billboard generated coverage on TV One and the DomPost.

We can conclude from the level of media coverage that the water quality campaign generated (listed below) and the continuation of high sign-up numbers during this period, that the water campaign met its objectives.

5.1 Media coverage

The launch of the programme and the subsequent water quality campaign generated media coverage during the period March to May as follows:

Media Release	Media Coverage
Launch of programme	Stories in Dominion Post, Hutt News, Porirua News, Western News
Water quality campaign	Photo in Independent Herald. Story in Wairarapa News

Media Release	Media Coverage
Resene partnership	Story and photo in Dominion Post, Hutt News, Contact, Horowhenua Mail, Kapiti Observer
Underwater billboard	Live interview (4.5 minutes) with Chairperson on Breakfast television. Coverage on national radio and commercial radio. Story and photo in Dominion Post. Stories in Hawkes Bay Today and Greymouth Evening Standard. Story and photo in Ad Media magazine.

6. Partnerships

6.1 Territorial authorities

A key outcome of the programme is to establish positive collaborations with territorial authorities. This supports Outcome Three of the Communications Strategy that the organisation has partnerships and collaborations with communities and organisations in support of the goal of a sustainable region.

Councillors and officers have actively sought opportunities to brief their territorial authority colleagues, and have received a very positive response to the programme. As the programme develops, officers are meeting with territorial authorities to find opportunities to collaborate on specific campaigns. There has been a positive response to these approaches.

- Presentations on the *Be the Difference* programme have been made by Councillors and officers to Kapiti Coast District Council, Wellington City Council, the joint meeting of the Wairarapa councils and the Wellington Regional Environmental Agency.
- Barry Harris briefed all the Chief Executives of the Territorial Authorities about the *Be the Difference* programme during the development phase of the programme last year, and officers have continued to keep Mayors and Chief Executives of all the Territorial Authorities up to date with progress on a regular basis.
- Officers are meeting with territorial authorities on project collaboration on the waste and other campaigns.

6.2 Commercial partnerships

An objective of the programme is to establish partnerships with commercial organisations. Commercial partnerships help spread the messages to wider audiences, and provide incentives to members to maintain positive behaviours.

The first commercial partnership for the *Be the Difference* programme was with Resene. They agreed to distribute a 'paint swatch' brochure in the 12 Resene Colorshops in the greater Wellington region from early April, around

the popular DIY period of Easter. The swatch encouraged households to clean paintbrushes in the laundry sink or in a bucket that is tipped on the garden with a key message “*You have made your home beautiful, but don’t ruin the homes of others.*”

Resene has had positive feedback from staff, customers and environment groups on the brochure. Resene has also expressed interest in working with us on future campaigns.

BP approached Greater Wellington as the result of the advertising for the water quality campaign with an interest in partnering with us to promote their carwash facilities. They have already worked with Auckland Regional Council’s *Big Clean Up*. We are currently working on a discount voucher for BP car washes that will be sent to members to reinforce the message that washing your car at a car wash is preferable to washing it on the road where detergent runs into stormwater and out to sea.

6.3 MfE / Central government involvement

We have had preliminary positive discussions with officers of Department of Conservation, EECA, Ministry for the Environment, Occupational Safety and Health Service about the potential for working together on campaigns in the future, for example with DOC on weeds, OSH on air quality.

We applied to the Ministry for the Environment’s Sustainable Management Fund for additional funding for the community outreach component of the programme. Annually, \$45,000 of the *Be the Difference* funding is tagged to developing a programme with community groups (e.g. Lions, Rotary) to inform and engage them in actions that promote a sustainable region. The Ministry informed us in April that our application was successful, and that we will receive an additional \$87,500 for the year 1 July 2004 to 30 June 2005.

The additional funding will enable us to employ community liaison advisors (one full-time, one part-time) to work with community groups in Wellington and Kapiti. The advisors will develop a toolkit of approaches (using existing materials and resources from Greater Wellington) and work with community groups to present information to them and engage them in environmentally sustainable behaviours. We will measure the success on the actions the groups agree to undertake and their reported environmental behaviours over time. This pilot – the first of its kind in New Zealand – will give us a detailed insight into the role community groups can play in changing environmental behaviours and in achieving urban sustainability outcomes.

7. Synergies with other Greater Wellington programmes

Communications Department staff are working closely with staff from across the organisation to co-ordinate messages, support existing programmes, and find opportunities for new initiatives. This approach supports Outcome Five of the Communication Strategy, that communications supports the programmes that make up the Take Ten. Already there have been synergies identified

between the water quality campaign and the *Take Action* and *Take Charge* programmes

The *Be the Difference* programme fits well with the messages of the *Take Action for Water* schools programme. On the suggestion of the *Take Action* team, we are providing the *Be the Difference* sign-up form with a covering letter to schools as classes finish the programme, with the objective of encouraging parents to join the programme and support the positive environmental behaviours their children have learnt. We have also received a number of inquiries from secondary schools, interested in using campaign materials in their teaching.

The fish funnel postcard has been included into the *Take Charge* programme manual given to participating businesses. The partnership with BP carwash facilities also complements the work that *Take Charge* programme has undertaken with oil companies in the region.

8. Budget

\$325,000 was voted annually (for the years 2003/04; 2004/05 and 2005/06) to run the core *Be the Difference* programme. In addition \$200,000 from the Strategic Communication budget was allocated to annually support the programme through advertising and promotion. To date (16 June) expenditure is as follows.

Be the Difference Expenditure 03/04	
Database development / management	\$24k
Research	\$96k
Launch mailer	\$91k
Launch advertising	\$77k
Water mailer	\$32k
Water advertising	\$81k
Water promotional activity (fish postcards, underwater billboard etc)	\$25k
Website	\$7k
Community Outreach	\$18k
Administration	\$13k
Total	\$464k

8.1 Value of free publicity

We have endeavoured to generate media opportunities through the water campaign, which build awareness of key messages without incurring additional advertising expenditure.

Clemenger BBDO have estimated that the media coverage of the Resene paint swatch and the underwater billboard is equivalent in value to about \$17000 of advertising.

In addition, a two-page article on the *Be the Difference* programme is to appear in an American public policy magazine later this year. The journalist, an American now living in Wellington, decided to write the article after being impressed by the advertising for the water quality campaign.

9. Forward programme

Now that the *Be the Difference* programme has been successfully launched, we need to confirm a forward programme at least for the next 18 months. Having clarity on future campaign topics will assist us with forward planning including pursuing partnership opportunities with other organisations (territorial authorities, central government, private sector companies and community groups).

The following topics are proposed for the *Be the Difference* forward programme. Note linkages will be drawn between campaign topics to reinforce and repeat messages.

Timing	Topic	Rationale	Behavioural change messages
July 04	waste	Build on MFE's Reduce Your Rubbish campaign Synergies with water messages Strong member interest in recycling	Sort your rubbish – reduce, reuse, recycle
Nov 04	energy / air	Air pollution is greater from short car trips Stormwater contaminants are linked to vehicles Spring is a good time to encourage people to leave their cars at home	Reduce your number of short car trips Tune your car Take public transport, walk, cycle or ride share

Timing	Topic	Rationale	Behavioural change messages
March 04	energy /air	Autum is the time to promote planning ahead for winter energy usage and highlight air pollution problems Repeat/reinforce transport messages from November	Think about winter heating now – insulate your home; get dry firewood in; replace fireplaces with alternative heating Take public transport, walk, cycle or ride share
July 05	biodiverity / land	Winter is a good planting time for natives	Plant native plants Remove pest plants Dispose of weeds carefully
Nov 05	water/ waste	Persistency and consistency of messages through repeating campaigns	Consider what you put down stormwater drains Use water wisely Reduce, reuse, recycle

10. Conclusion

In conclusion the *Be the Difference* programme has met its launch objectives, and outcomes for year one. Feedback on the programme from members has been very positive and the programme has also generated significant media interest.

11. Recommendation

It is recommended that the Committee note the contents of this report.

Report prepared by: Report approved by: Report endorsed by:

Helen Wood
Communications

Andrew Cutler
Strategic
Communications
Manager

John Allard
Corporate Policy
Manager