



Regional Plan review

Engagement and Communications Plan

Draft

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1. Engagement and Communication Plan purpose

The purpose of the Engagement and Communication plan is to provide an opportunity for ratepayers and stakeholders in the Wellington region to contribute towards policies for natural resource management and the development of a Proposed Regional Plan.

The Engagement and Communication Plan (the Plan) has three parts:

- An Engagement Strategy that consults with regional communities about their natural resource priorities
- An External Communications Strategy to encourage community participation in the consultation and provide for scientifically informed debate
- An Internal Communications Strategy that provides opportunities for across-council collaboration

The Plan has responded to provisions in the Resource Management Act and Local Government Act describing consultation¹. The Governance Statements for Greater Wellington Regional Council also describe the consultation approach for the region.

In summary, the main points to consider in a review of the regional plan are:

1. The consultation should specifically include Ministers of the Crown, local authorities, iwi authorities, and marine reserve boards (Schedule 1, RMA).
2. People participating in the consultation should be supplied with the necessary information to participate in an informed way (s89, LGA).
3. Groups such as iwi authorities should be allowed to identify resource management issues specifically of concern to them (Schedule 1, RMA).
4. The consultation should identify the views and preferences of persons likely to be affected by, or to have an interest in Natural Resources Management (s78.1, LGA).
5. People should be actively encouraged to participate in the consultation who will, or may be affected by, or have an interest in a matter (s82.1.b, LGA).
6. People wishing to present their views to council should be provided with opportunities designed to meet their needs and preferences (s82.1.d, LGA).
7. The results of a consultation should be received by council with an open mind (s82.1.e, LGA).

¹ See Appendix A for further detail

8. There is no prescribed consultation procedure in the LGA, however the Greater Wellington consultative statement says that whatever is in the Act represents the minimum procedure (GW Section 6.1) and the Greater Wellington processes described include work groups, web-based contact and general media (GW 2008).
9. Consultation cannot be limitless. In the Acts referred to, the scale of consultation processes should take into account the significance of the decisions resulting from the consultation, the amount of information already accumulated from previous consultations and the relative costs and benefits of any alternative procedures (LGA 82.3; 82.4.b; 82.4.e).

2. Engagement Strategy

The Engagement Strategy has four stages prior to the statutory Regional Plan process beginning in Stage 5. Figure 1 begins with (1) an invitation to community groups, agencies and organisations to participate in the consultation, (2) a series of consultation workshops with communities throughout the region, (3) analysis of the results of the consultation, (4) clarification and testing with work groups, and (5) development of a proposed regional plan.

2.1 Stage 1 – Invitation

During this stage, the organisations, institutions, agencies and groups associated with the different regional stakeholders will be introduced to the purposes and processes of the consultation; how the consultation is relevant to them, and their members encouraged to attend. This stage establishes a communication link with groups and establishes an alignment in expectations about the Regional Plan and the processes of public engagement. It will show that the engagement supports a transparent and open process of Council deliberation and decision making.

General regional publicity will be carried out at this stage involving:

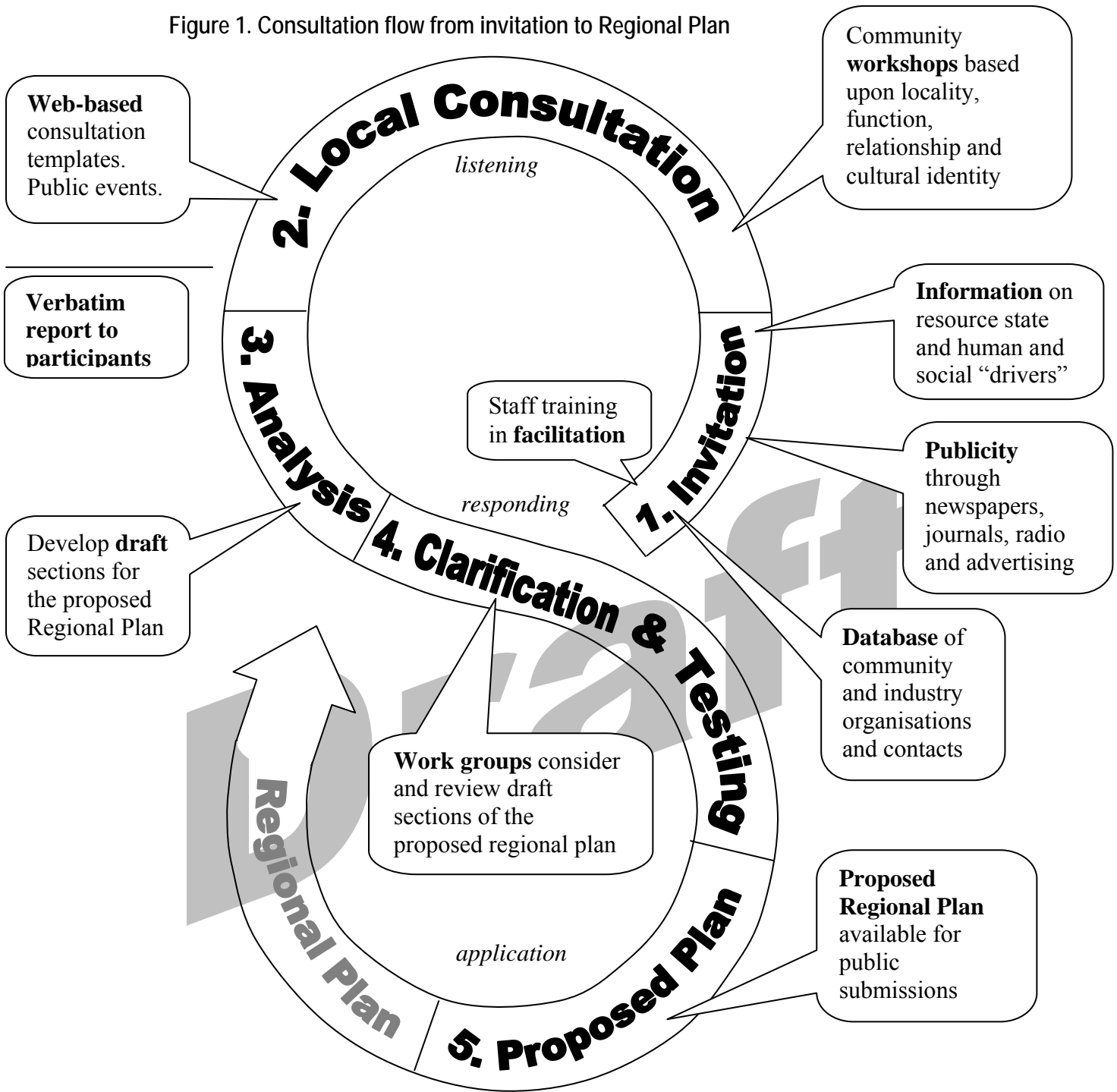
- awareness raising of regional issues and encouragement to join the consultation
- publicity of consultation events and opportunities.

At a minimum each stakeholder group will receive a personalised letter of invitation and background science information about the state of natural resources in the region. Meetings of Greater Wellington staff with some groups may be possible and required to build more personal relationships prior to the Consultation beginning.

Greater Wellington's key stakeholder groups will be able to participate in all 5 stages of the consultation if they wish to maintain the continuity of their contributions.

During this stage staff will be involved in developing more alignment in consultation expectations and in-house training on workshop facilitation.

Figure 1. Consultation flow from invitation to Regional Plan



2.2 Stage 2 - Local consultation

This is mainly a “listening” stage where regional communities describe their priority needs to Greater Wellington. Community workshops are proposed in 16-20 community centres (Appendix B) to enable participants to learn about the issues from council staff and other participants. Two approaches are proposed for this stage of community consultation (directed workshops and web-based), these are described further in Appendices C and D.

Directed workshop consultation: This approach uses a facilitated process with post-it notes and workshop templates to gather information from all the people attending.

Web-based consultation: This approach provides an opportunity for individualistic ratepayers to participate in the consultation. On its own, it is the least desired approach because participants do not get an opportunity to exchange knowledge and information with other regional groups. However, in combination with the community workshops it can ensure that everybody has at least one chance to contribute to the consultation.

The consultation will provide Environmental Policy staff with the background information and feedback they need on regional community expectations regarding natural resource management. The model developed for the consultation is described in Equation 1.

Equation 1. Design equation for public consultation

(Resource State + Management Opportunity) x Motivation
x (Community Role)
x (Policy methods x Strength of Council-Community Relationship)
-> Draft Regional Plan + Regional Council Role

At the workshop meetings a workshop template and post-it notes will be used to gather information about:

- Resource state
- Benefits and problems associated with existing resource management
- Role for local communities in resource management
- Regional Council role and policy mechanisms

2.3 Stage 3 – Analysis

The analysis is dependent upon the number of events held, the number of ideas generated at each event and how consistent they are with other similar events (see Appendix F). A consultation report will be prepared for sending to all participating stakeholders. This report will only contain the material gathered from the workshops and web site.

From the consultation material, Environmental Policy staff will begin preparing drafts for sections of the Proposed Regional Plan. Some of the gathered material will not be suitable for the Regional plan and will be directed to other Council planning and strategic sections.

2.4 Stage 4 – Clarification and testing

Work groups are proposed for exploring and advising on policy mechanisms in the Draft Regional Plan (Appendix E). People who participated in Stage 2 of the consultation will be able to volunteer to take part in the follow-up work groups. A minimum of 10 work groups is likely (one for each natural resource topic and/or a specific geographic location).

The work groups will enable staff ideas to be developed, refined and tested through discussion, so that quite detailed nuances in policy can be explored. Work groups can provide a way of validating staff interpretation and application of the consultation results. Although on the surface work groups appear to be quite a simple and possibly appealing approach to community consultation, their limitations and pit-falls can be very subtle. By holding work groups after stage 2 of the regional consultation and building upon previously gathered material, some of these limitations can be reduced.

2.5 Stage 5 – Development of a proposed Regional Plan

It is expected that the proposed regional plan will be constrained by the results of the regional consultation and work groups. It should not introduce any rules or strategies that have not been developed or discussed in the consultation or work group stages.

Consultation has traditionally been focussed upon existing community organisations. This is not the recommended approach for two reasons, (a) such groups have not been mandated by their communities to represent them in such a process, and (b) they provide too narrow a cross-section of potential community stakeholders.

3. Engagement Strategy for Māori

Consultation with Māori can involve iwi authorities, marae, hapū, or individuals. In this strategy, a separate consultation workshop is proposed with iwi authorities. Tangata whenua and taura here will also be invited to attend other community workshop events in their local area.

4. Engagement milestones

Each stage of the consultation will provide the following outputs for council use and preparation of the proposed Regional Plan. The timetable itself will need to kept “in step” with the Regional Plan timetable.

Stage 1: A database of regional contacts prepared, with notes guiding the consultation process, by May 2010.

Stage 2: Consultation results gathered and digitised, by September 2010.

Stage 3: Analysis completed and Consultation Reports sent out to participants for feedback by December 2010.

Stage 4: Reports available for discussion with work groups by June 2011.

Stage 5: Consultation results incorporated in the proposed Regional Plan (and or any accompanying documentation). Feedback from community stakeholders is expected by June 2012.

5. Communications Strategy

The Communications Strategy is designed to be whole of council strategy to assist council spokespeople, staff and councillors to express the goals of the consultation and Regional Plan review, and encourage the community to get involved in the engagement process. The strategy supports the engagement programme for the Regional Plan review by preparing the community for the engagement process, informing the public about environmental trends and conditions in the region and in their areas and strengthening relationships between Greater Wellington and its publics (**See Appendix G**).

Much of the Communications Strategy builds upon existing communications activities, but some additional ones are proposed:

- Web-site (or webpage on Greater Wellington site) dedicated to the Regional Plan and Engagement Strategy
- Facebook ‘natural resources page’ for promotion, information and feedback
- Council ‘Drop-in’ centres in Wellington and the Wairarapa
- Outdoor posters and online media (i.e. web ads) advertising local consultation events.

6. Internal Communications Strategy

The Internal Communications Strategy is designed to ensure a “whole-of-council” approach so that all departments can support the engagement strategy, promote the engagement events and participate in the process. Regular communication from the managers and opportunities for staff to participate in internal engagement processes will help staff understand the process and feel that their input is valued.

The key activities associated with the internal communications strategy are:

- Natural Resource Plan roadshow by the CEO and senior staff to Greater Wellington offices and depots
- Divisional presentations by staff involved in the engagement and consultation
- Lunchtime seminars on Regional Plan issues by science, policy and engagement staff
- Internal electronic newsletters.

Appendix A: Statute descriptions of consultation

RMA (2009)

Schedule 1, Section 3 Consultation

- 1) During the preparation of a proposed policy statement or plan, the local authority concerned shall consult—
 - a) the Minister for the Environment; and
 - b) those other Ministers of the Crown who may be affected by the policy statement or plan; and
 - c) local authorities who may be so affected; and
 - d) the tangata whenua of the area who may be so affected, through iwi authorities; and
 - e) the board of any foreshore and seabed reserve in the area.
- 2) A local authority may consult anyone else during the preparation of a proposed policy statement or plan. ...
- 4) In consulting persons for the purposes of subclause (2), a local authority must undertake the consultation in accordance with section 82 of the Local Government Act 2002.

Schedule 1, Section 3B Consultation with iwi authorities

For the purposes of clause 3(1)(d), a local authority is to be treated as having consulted with iwi authorities in relation to those whose details are entered in the record kept under section 35A, if the local authority—

- a) considers ways in which it may foster the development of their capacity to respond to an invitation to consult; and
- b) establishes and maintains processes to provide opportunities for those iwi authorities to consult it; and
- c) consults with those iwi authorities; and
- d) enables those iwi authorities to identify resource management issues of concern to them; and
- e) indicates how those issues have been or are to be addressed

LGA (2007)

Section 40 Local governance statements

- 1) A local authority must prepare and make publicly available, following the triennial general election of members, a local governance statement that includes information on... (h)

consultation policies; and (i) policies for liaising with, and memoranda or agreements with, Māori;

Section 78 Community views in relation to decisions

- 1) A local authority must, in the course of its decision-making process in relation to a matter, give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter.
- 2) That consideration must be given at—
 - a) the stage at which the problems and objectives related to the matter are defined:
 - b) the stage at which the options that may be reasonably practicable options of achieving an objective are identified:
 - c) the stage at which reasonably practicable options are assessed and proposals developed:
 - d) the stage at which proposals of the kind described in paragraph (c) are adopted.
- 3) A local authority is not required by this section alone to undertake any consultation process or procedure.
- 4) This section is subject to section 79 about weighing up the significance of the need to consult.

Section 82 Principles of consultation

- 1) Consultation that a local authority undertakes in relation to any decision or other matter must be undertaken, subject to subsections (3) to (5), in accordance with the following principles:
 - a) that persons who will or may be affected by, or have an interest in, the decision or matter should be provided by the local authority with reasonable access to relevant information in a manner and format that is appropriate to the preferences and needs of those persons:
 - b) that persons who will or may be affected by, or have an interest in, the decision or matter should be encouraged by the local authority to present their views to the local authority:
 - c) that persons who are invited or encouraged to present their views to the local authority should be given clear information by the local authority concerning the purpose of the consultation and the scope of the decisions to be taken following the consideration of views presented:
 - d) that persons who wish to have their views on the decision or matter considered by the local authority should be provided by the local authority with a reasonable opportunity to present those views to the local authority in a manner and format that is appropriate to the preferences and needs of those persons:

- e) that the views presented to the local authority should be received by the local authority with an open mind and should be given by the local authority, in making a decision, due consideration:
 - f) that persons who present views to the local authority should be provided by the local authority with information concerning both the relevant decisions and the reasons for those decisions.
- 2) A local authority must ensure that it has in place processes for consulting with Māori in accordance with subsection (1).
 - 3) The principles set out in subsection (1) are, subject to subsections (4) and (5), to be observed by a local authority in such manner as the local authority considers, in its discretion, to be appropriate in any particular instance.
 - 4) A local authority must, in exercising its discretion under subsection (3), have regard to—
 - a) the requirements of section 78; and
 - b) the extent to which the current views and preferences of persons who will or may be affected by, or have an interest in, the decision or matter are known to the local authority; and
 - c) the nature and significance of the decision or matter, including its likely impact from the perspective of the persons who will or may be affected by, or have an interest in, the decision or matter; and
 - d) the provisions of Part 1 of the Local Government Official Information and Meetings Act 1987 (which Part, among other things, sets out the circumstances in which there is good reason for withholding local authority information); and
 - e) the costs and benefits of any consultation process or procedure.
 - 5) Where a local authority is authorised or required by this Act or any other enactment to undertake consultation in relation to any decision or matter and the procedure in respect of that consultation is prescribed by this Act or any other enactment, such of the provisions of the principles set out in subsection (1) as are inconsistent with specific requirements of the procedure so prescribed are not to be observed by the local authority in respect of that consultation.

Section 88 Use of special consultative procedure in relation to change of mode of delivery of significant activity

Should include a statement of proposal.

89 Summary of information

A summary of the information contained in a statement of proposal must—

- a) be a fair representation of the major matters in the statement of proposal; and

- b) be in a form determined by the local authority; and
- c) be distributed as widely as reasonably practicable (in such manner as is determined appropriate by the local authority, having regard to the matter to which the proposal relates) as a basis for general consultation; and
- d) indicate where the statement of proposal may be inspected, and how a copy may be obtained; and
- e) state the period within which submissions on the proposal may be made to the local authority.

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Appendix B: Community centres in the Wellington region

Table 2 lists the community centres selected for local workshops in Stage 2 of the engagement strategy. The centres reflect population size and ethnicity, accessibility, and type of natural resource issues that could possibly provide a focus. The stakeholder segments in the Table list the communities that would be encouraged to participate in each community workshop (without excluding any other potential participants).

Table 2. Community centres in the Wellington region that would be included in the consultative workshops

Community centres	Stakeholder segments	Predominant natural resource issues
Martinborough	Tauherenikau, Lake Wairarapa, and Lake Onoke	Water quality and flow Soils and land management
Masterton	Upper Ruamahanga	Water quality and flow Land management Air quality
Tinui	Eastern Wairarapa	Soils and land management Coastal
Wainuiomata	Eastern harbour communities	Water quality Air quality Biodiversity
Wellington central city	Wellington catchments Wellington Harbour Asian community	Water quality Land management including subdivisions Storm water Air quality Coastal Heritage Biodiversity
Territorial Authorities	Regional local government	Water quality and quantity Storm water Land development Air quality Coastal Biodiversity

Community centres	Stakeholder segments	Predominant natural resource issues
Wellington- transnational departments and commercial	Central government Commercial organisations	Water quality and quantity Storm water Land management including subdivisions Air quality Coastal Biodiversity
Iwi authorities	Te Rūnanga o Raukawa Inc Te Rūnanga o Atiawa ki Whakarongotai Inc Te Rūnanga o Toa Rangatira Inc The Wellington Tenth Trust Te Rūnanganui o Taranaki Whānui ki te Upoko o te Ika a Maui Kahungunu ki Wairarapa Rangitāne o Wairarapa Inc.	Cultural values Water quality and quantity Storm water Air quality Coastal Biodiversity Land management including subdivisions Heritage
Wellington-eastern city	Wellington catchments Wellington Harbour	Water quality Storm water Land management including subdivisions Air quality Coastal Heritage Biodiversity
Wellington-southern city	Wellington catchments Wellington Harbour	Water quality Storm water Land management including subdivisions Air quality Coastal Heritage Biodiversity

Community centres	Stakeholder segments	Predominant natural resource issues
Wellington-western city	Wellington catchments Wellington Harbour	Water quality Storm water Land management including subdivisions Air quality Coastal Heritage Biodiversity
Wellington-northern city	Wellington catchments Wellington Harbour	Water quality Storm water Land management including subdivisions Air quality Coastal Heritage Biodiversity
Porirua	Porirua catchments Titahi Bay Pauatahanui Inlet Polynesian community	Water quality Storm water Land management including subdivisions Air quality Coastal
Paraparaumu	Pukerua, Paraparaumu and Waikanae catchments Retirees Lifestyle-block owners	Water quality and quantity Storm water Land management including subdivisions Air quality Coastal Biodiversity
Waikanae, Otaki	Provincial towns, Agriculture & horticulture Lifestyle-block owners	Water quality and quantity Storm water Coastal Land management including subdivisions

Community centres	Stakeholder segments	Predominant natural resource issues
Upper Hutt	Upper Hutt catchments Urban Māori	Cultural values Water quality and quantity Storm water Land management including subdivisions Air quality Biodiversity
Lower Hutt	Lower Hutt catchments	Water quality and quantity Storm water Land management including subdivisions Air quality Biodiversity
Schools	Owhiro School	Coastal Water quality and quantity Air quality Coastal Biodiversity
Total of 18 Community Centres		

Appendix C: Directed workshop consultation (Stage 2a)

A directed workshop involves participants pooling their knowledge and working together to resolve an issue of importance to the group. It is a “directed workshop” in the sense that the issue is negotiated with them by the instigating agency (in this case, the regional council) and the decision-making framework to be followed is provided for workshop participants in a template.

Directed workshops need not be limited to any specific number of people. Hundreds of people can be catered for at each workshop, as long as enough workshop templates and consumables are available. Facilitation is less critical for directed workshops because participants work to a set template outlining the process to be followed. The event director does however, need to be experienced in group processes and public facilitation, in order to adapt the process to each occasion and type of people present.

It is proposed that each workshop begins with an introduction about the purpose and scope of the workshop and how it will contribute towards the Regional Plan. After the introduction, each workshop breaks up into subgroups of 4 – 8 people each able to work around a workshop template. Directed workshops can be designed to stay within 3 hours, if that is required, but can easily take longer.

Each Directed workshop would have the following programme:

- 1.1 An introduction from Greater Wellington.
- 1.2 Break-out groups of 3-8 people formed.
- 1.3 Workshop to complete supplied templates with six open questions addressing: resource state, natural resource management options and the Regional Councils’ role in supporting the natural resource management options. Participants in the subgroups will write their ideas down on post-it notes and attach these to a workshop template (one for each subgroup).
- 1.4 Plenary session with workshop participants providing an overall summary of their groups’ results.

The facilitation for these events can be provided by Greater Wellington staff that have attended a training course prior to these events. Over 20 staff are required for the consultation, but the training will also be provided to other staff that may benefit from obtaining extra facilitation skills.

Appendix D: Web-based consultation (Stage 2b)

The increasing availability of digital technologies has led to increasing interest in “e-democracy”. There are at least four different models for e-democracy:

- Direct plebiscitary democracy. The public respond to established questions in a one-way flow of information about their preferences and dislikes
- Online communities. Utilising existing online communities to respond by invitation to pre-defined issues
- Online surveys. Gauging public opinion through questionnaires
- Online policy deliberation. Debating public policy online requires that people have access to comprehensive and balanced information about policy issues. The public adapts the online process to suit their priorities

The Web-based consultation proposed is an Online survey. It expected to be a one-way flow of information based upon a restricted supply of background information and a number of questions. The results from the web-based consultation will be summarised and made available in a web-based report.

Although the background of participants cannot be predicted, the results can be sorted according to their demographic information, e.g. locality and gender. The demographic information will be used to assist in evaluating the effectiveness of the consultation plan.

Appendix E: Work-group consultation (Stage 4)

Work groups are proposed for clarification and testing of policy options in response to the community issues raised in Stage 2. A work group is a carefully planned discussion designed to build a knowledge-base in a defined area of interest. Work groups follow an interview process but are structured to generate interaction between participants and develop themes of discussion, in contrast to being mainly a process of questions and answers². Work groups enable participants to share information, develop descriptions of the topic of interest and problem-solve shared concerns.

Work groups require skilled facilitation and have no more than 20 members to enable participants to contribute equally to the discussions³. Work-group participation should be by invitation only, so that numbers can be managed and catered for. Each work group could take 2.5-3.0 hours (i.e. up to a maximum of 10 minutes total speaking time per person).

Each Work-group Consultation should utilise the following programme.

- 1.1 An introduction from Greater Wellington staff on the selected issue.
- 1.2 Each participant describes how they are affected by the issue and the specific problem/s that they would like addressed through the regional plan.
- 1.3 A systems-diagram is developed to describe the interactions between the descriptions provided by participants. This guides any future trade-offs between outcomes and objectives that might need to be made by Greater Wellington staff.
- 1.4 Each participant describes the attributes of successfully formulated and implemented policies to address the issues raised during the Work-group meeting.
- 1.5 A summary by work group participants of the group results.

² Krueger RA 1988. Focus groups: a practical guide for applied research. Sage Publications, Newbury Park, CA

³ Morgan DL 1997. Focus groups as qualitative research. Sage Publications, Thousand Oaks, CA.

Appendix F: Consultation analysis

The consultation and engagement processes will produce a lot of information from participants. Staff at Greater Wellington will appropriate the results of the consultation to their own purposes through summarizing, analyzing, interpreting and prioritisation. This will involve grouping the range of ideas so that the final list is small enough to be used in decision making, and fitting the ideas generated into an existing Regional Plan structure.

The analytical process can be deductive if it works from pre-existing concepts and applies them at the local level for confirmation. Sometimes this process is called “top down”. Or it may be inductive if it works in the reverse direction (to deductive reasoning), proceeding from specific observations to make broader generalizations. Sometimes this is called “bottom up” processes.

The proposed consultation is generally inductive as that is more time and resource efficient than deductive processes. It is expected to generate a lot of material about a wide variety of topics and their linkages:

- Waterway water quality
- Water allocations and water harvesting
- Air quality
- Soil quality and erosion
- Coastal environment
- Energy, infrastructure and waste
- Historical heritage
- Indigenous ecosystems
- Biosecurity
- Landscape
- Natural hazards
- Other – natural resource
- Other – economic
- Other – social and cultural

Within each of these there will need to be:

- a) Vision and issues
- b) Objectives, trade-off mechanisms and weightings
- c) Policy options, prioritisation criteria and weightings
- d) Method options, prioritisation criteria and weightings
- e) Performance measures, prioritisation criteria and weightings

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Appendix G: Communications Strategy

Introduction

The Communications Strategy (Table 5) is designed to be whole of council strategy to assist council spokespeople, staff, Committee members and councillors to express the goals of the Regional Plan review and encourage the community to get involved in the engagement process. The strategy supports the engagement programme by preparing the community for the engagement process, informing the public about environmental trends and conditions in the region and in their areas and strengthening relationships between the Greater Wellington and its publics. Specifically the communications strategy will assist to:

- Achieve a Regional Plan review that reflects Regional Policy Statement and community aspirations and achieves Greater Wellington and community goals/outcomes for natural resources.
- Develop a space where the community can help Greater Wellington find solutions to environmental/ natural resource issues
- Reassure the community that their views matter (that we have listened to them and that we care) through reporting back to them what we heard from them, and
- Build meaningful relationships with our communities and help them understand each other.
- To achieve the level of community engagement desired requires extensive and ongoing communications with the public using a range of communications channels, as well as ongoing evaluation to determine the effectiveness of those communications tactics.

Overarching goals

- To strengthen relationships between Greater Wellington, collaborating agencies and the general public in the region.
- To describe regional natural resource issues identified by Greater Wellington.
- To communicate with the public our expectations for the community engagement process, what it can achieve, and what the public's roles and responsibilities in that process might be.
- To strengthen relationships internally by keeping staff well informed and engaging them in the decision making process, building on existing values for interdivisional cooperation and support.

Communications objectives

- To communicate with the full range of regional communities the specific details of where and how they can participate in the engagement process
- To ensure ongoing communications maintains relationships with our communities throughout the engagement process so they can see how we are using/ assimilating/ analysing their contributions
- To provide the public and communities with objective information about the trends and state of the environment in the region and the issues that Greater Wellington will be addressing in their consultation
- To explain in plain English how the Regional Plan can benefit everybody in the region
- To inform staff about the Regional Plan review process, and encourage them to communicate our messages to their communities

Communications principles

- Communication by Greater Wellington staff/ committee members/ management with staff and the public about the Regional Plan will be aligned internally to provide consistent messages and principles
- We go to the community from the beginning to present the key resource management issues identified in the Regional Policy Statement as well as our supporting science information
- We establish an environment in which Regional Plan issues are relevant to stakeholder groups and invite engagement
- We employ a range of tactics to talk with the community and use external facilitators if necessary to utilise engagement tools effectively
- We accept that sometimes contention and chaos through this process of engagement are necessary to build trust
- We will listen and put into practice what people say on issues relevant to the Regional Plan and Greater Wellington defined issues
- We have the strength to see it through (this means going back to the community at various stages as is appropriate)
- Through this process we will identify and utilise opportunities to improve social and cultural wellbeing of communities

Audiences

The audience for the communications strategy is wider than those people participating in the engagement process. This enables people with a low degree of participation in community-based events to be linked into the process and its development.

Some people will respond to cognitive messages about the engagement process and their responsibility. Other people will respond to peripheral messages (the advertising route) and the excitement of being part of something significant. The audiences are:

- general public not policy literate
- general public not scientifically literate
- general public with both policy and science understanding
- environmentalists and NGO group members
- members of existing Greater Wellington community groups & schools
- ratepayers in direct contact with Greater Wellington staff (i.e. flood protection schemes, land management catchment schemes, consent holders, transport groups etc)

Success criteria

To monitor the effectiveness of the communication campaign and adapt it through time will require some Council staff collecting additional information and providing feed-back reports.

- Monitoring media stories in newspapers, agricultural journals, letters to the editor, TV news and TV journals
- A database of public critique provided to receptionists
- Solicited public feedback with the Engagement Report

What will it look like if we are successful?	Monitoring and Evaluation
Communities/ general public will understand how they can participate in the engagement process.	Awareness of members in Council policy groups Numbers participating in public forums, online forums, facilitation sessions, drop in sessions.
Communities/ general public will understand Greater Wellington defined issues and the science underpinning resource management decision making	Take-up of information in newspapers and popular media and expectations of Council
A high number (20%) of the Wellington region's adult population will participate in some way	Measured by numbers participating in public forums, online forums, facebook page, facilitation sessions, drop in sessions.
Participants and general public will be able to see how we have considered their views throughout the	Feedback obtained in response to the Engagement Report

What will it look like if we are successful?	Monitoring and Evaluation
engagement process	
General public will appreciate their ability to contribute towards the Regional Plan Review	Document changes in numbers of criticisms received from the public by the Council

Key messages⁴

- There are a number of concerns that we [in the Council] have about the state of natural resources in the region and how this could limit their future use by communities in the Wellington region.
- We need to know how regional communities would like to address these issues and how Greater Wellington could assist them in that process.
- We will provide people with objective scientific information to highlight trends and the state of the environment to help them make informed contributions to the engagement process.
- The community can help us identify a range of possible options for the Regional Plan to help address the environmental issues.
- We want to work in partnership with the community – we are listening and want to have open dialogue.
- Greater Wellington is required to work with companies, government agencies, communities and landowners in the Wellington region to manage the use of natural resources for the benefit of the region and for future generations.

Branding for the Natural Resource Management Project

Background

At their March meeting, Te Upoko Taiao asked that special attention be paid to branding around the community engagement for the Natural Resource Management Plan. To that end Matt Velde and Jim Flack had an open air brainstorming session (Queen Elizabeth Park, Masterton, 26 March) building on the ideas the NRMP Engagement Group has been discussing for the past months. We also looked at powerful questions to engage the community, again sifting through past discussions for choice material.

Discussion – brand slogan

Matt and Jim feel strongly that the term Natural Resource Management does nothing to stir the heart and engage the mind. Any branding slogans like “managing our natural resources” were, therefore, off limits.

⁴ Table 3

We feel the word environment is a good replacement for natural resources, and valuing is a vast improvement on managing. Values of an environment can be social, financial, cultural, historic, intrinsic, inspirational, etc.

Brand slogan

Based on the above believe the brand slogan should read:

VALUING OUR ENVIRONMENT - TE UPOKO TAIAO
Land, waterways, coasts, air, biodiversity

It is planned to send this to a designer to graphically enhance it. (see communications work programme below)

Opportunities for preparing the ground for community engagement

We need to let people know in the simplest way possible GW's role in managing the environment and how the plans help do this and why we need community opinions. Focusing on well known – and lesser known - community figures answering a series of questions (see below) in the local media would be a good way of creating the context required for our engagement.

GW could do the interviews and write the articles for the smaller community papers and this would probably be accepted, particularly with a picture of the person in their chosen environment. For the larger media outlets, the DomPost (Greenzone), Hutt News, Wellingtonian and Wairarapa Times-Age, we would pitch these people and the questions as story ideas and encourage their journalists to do the interviewing. Each community will have people that will be a good fit.

These stories and opportunities would ideally be placed in the weeks leading up to the beginning of the consultation to prepare the ground.

Powerful questions for engagement

Note that we are asking these questions are to prepare the ground for the workshops. The questions will differ from those that we ask in the workshops

- Greater Wellington is responsible for how we manage land, water, air, coast and biodiversity. How do you think we are doing?
- Think about your local environment. What are the places you value? Why?
- The places you value – what sort of environmental shape are they in? What do you see as the biggest threat to these places?
- How do you want these places to look in the future?
- What can we all do to make this happen?

Key messages to support the questions

- During June, July and August Greater Wellington will be holding workshops throughout the region about how we manage and value our environment.
- The information will help shape the plans for how we manage land, water, coast, air, and the native trees, birds, fish and insects that make up our biodiversity in the Wellington region
- We manage the environment in partnership with the community
- We need to know your opinions.

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Communications team work programme

Task	Timeframe	Status
Branding for the engagement	ASAP	Underway
Stories for local newspapers (see section on branding above)	ASAP	Underway
Our Region article Introducing the engagement personal stories about environment	Mid-April	Underway
Media releases targeted to each local area where workshops will be held, inviting people and highlighting environmental issues in those areas	From late May and ongoing	
Web page for regional plan	ASAP	Underway
Web pages for engagement	Mid April Pages on: engagement sessions personal stories the science about the committee online engagement form (based on workshop template) link to existing plans from intro feedback	Underway
Web form for engagement	May	Underway
Posters for outdoor advertising of engagement	May	Not started

Letters to participants	ASAP	Underway
Facebook page	Mid April	
Opinion piece Fran Wilde/ Te Waari (international biodiversity day)	Late May	
Radio advertising	June	
Rural Focus article	Next edition	
Community Newspaper Ads and advertorial	Ready by Mid-May Focus on setting tone, advertising engagement sessions. These will be staggered according to when and where workshops are being held	
Create web ads To direct to website to complete online survey “Tell us what you think about our environment and be in to win.”	Ready by mid May for running from late June.	
Signboards for meetings	Late May – to show people how to get to venue	
Site specific photo/ key point laminated A4s for meetings	Early May	
Trial run of workshop	late April	

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Table 3: Communications tactics

Tactic	Rationale	Key messages	Audiences	When
Invitational letters	<p>The letters achieve a number of objectives</p> <p>Invite people by way of personal invitation from key leaders (Fran, Te Waari & others)</p> <p>Inform people who we are</p> <p>Tell them about the workshop sessions</p> <p>Explain what we are trying to achieve and why we want their input</p> <p>Illustrate how this will be an ongoing engagement</p>	<p>The Regional Council is required to work with communities in the Wellington region to manage the use of natural resources for the benefit of the region and for future generations</p> <p>There are a number of concerns that we [in the Council] have about the state of natural resources in the region and how this could limit their future use</p> <p>We are keen to hear what concerns you have and what you value in your local environment</p> <p>We need to know what sort of environment you want to pass on to the next generation and how we can work together to make that happen.</p> <p>You can help us find solutions to environmental issues – we are listening and want to have open dialogue.</p>	All potential participants – includes those we haven't had an interaction with before	Early May - 6 weeks prior to workshops sessions starting
<p>Introductory Our Region article</p> <p>June 2010</p> <p>And follow up articles</p>	<p>Our Region goes out to all households in the region via the community newspaper channel. Last survey showed readership/ awareness rate at 39% (2008).</p> <p>It's the easiest and cheapest way to reach the greatest number of people</p>	<p>The Regional Council is required to work with communities in the Wellington region to manage the use of natural resources for the benefit of the region and for future generations</p> <p>There are a number of concerns that we [in the Council] have about the state of natural resources in the region and how this could limit their future use</p> <p>We need to know what sort of environment you want to pass on to the next generation and how we can work together to make that happen.</p> <p>You can help us find solutions to environmental issues – we are listening and want to have open dialogue.</p>	All readers of Greater Wellington's magazine Our Region.	Mid April
Dedicated webpage on	We can refer people to the website to:	As above plus:	All communities.	Mid April

Tactic	Rationale	Key messages	Audiences	When
GW site	<p>Highlight our goals and objectives</p> <p>advertise and promote events</p> <p>report on progress</p> <p>provide a forum for further feedback</p> <p>complete online survey</p> <p>However for it to be useful we have to have a mechanism to drive traffic to it</p>	<p>We are working towards a regional plan for natural resources that uses sound science to deliver on community aspirations</p> <p>Note – the structure of the website can be based on our engagement strategy, so if we are inviting people to issues-based engagement sessions (i.e. water quality, air quality as opposed to a 'Masterton session on every issue), our website/ webpage is structured similarly, with subsections on each issue</p>	Staff with relationships with external groups could forward link to those groups	
<p>Facebook NRM page linked to website</p> <p>Forum for feedback. Would need moderation</p>	<p>Facebook NRM page linked to website to advertise and promote engagement events</p> <p>It's a cheap way to attract a more youthful audience to participate in the engagement process (or at least be aware of it). WCC is using facebook for its engagements</p> <p>Advertise competition (around above online survey)</p> <p>Also a forum for feedback. This would need moderation</p>	<p>The emphasis here is on the brief and snappy:</p> <p>Share with us what concerns you and what sort of environment you want to pass on to the next generation. How can we work together to make that happen.</p> <p>You can help us find solutions to environmental issues – we are listening and want to have open dialogue.</p>	<p>Youth but potentially anyone with a facebook page including those outside the region</p> <p>Staff with relationships with external groups could forward link to those groups</p>	Running from mid April
Media personal stories	<p>Get famous/ respected people to talk about their environment, favourite places, what they value and why</p> <p>Creating interest, provoking people about environment; environmental issues</p> <p>Send stories to local media and also put on GW</p>	<p>This is about valuing the values that people place on their environment</p> <p>Communities learning from each other what's valuable or perceived to be valuable</p> <p>What's good and what's not so good from the perspective of people on the street</p>	Readers of community newspapers/ GW website	ASAP and weekly publishing throughout engagement period

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	website			
Regular media releases about workshop sessions	Greater Wellington has a high hit rate via media releases to get information into community newspapers. Regular news releases can promote meetings, provide feedback to communities and promote further discussion about the issues (in specific geographical communities) that we are grappling with in natural resources management	Greater Wellington's developing a new plan for managing our natural resources that uses sound science to deliver on community aspirations There are a number of concerns that we [in the Council] have about the state of natural resources in the region and how this could limit their future use You can help us find solutions to environmental issues – we are listening and want to have open dialogue.	Specific geographical communities	10 days before each workshop session to get them in community papers
Community newspaper advertising	To highlight goals and objectives Advertise and promote events Can attach advertorial stories	The emphasis here is on the brief and snappy: Share with us what concerns you and what sort of environment you want to pass on to the next generation. How can we work together to make that happen. You can help us find solutions to environmental issues – we are listening and want to have open dialogue.	Readers of Dominion Post and the Fairfax community newspapers	Regularly - fortnightly
Website ads on metsservice.co.nz	To drive traffic towards the GW website which gives information and promotes event	Something provocative, slightly mysterious about natural resources	All those who click on the Wellington page of the metsservice website	One for the engagement period depending on cost
Radio advertising	The main purpose would be to advertise and promote engagement events in the local area, much as we do for Regional Outdoors Programme and water conservation. Could be costly but there is an opportunity to use existing	Greater Wellington's developing a new plan for managing our natural resources that uses sound science to deliver on community aspirations You can help us find solutions to environmental issues – we are listening and want to have open dialogue.	Reaches a different demographic	As

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	radio spend. This could be deleted as an option if there are insufficient funds			
GW newsletters to external audiences (utilising existing communication channel)	The main purpose is to advertise and promote events. We have many of these going to communities on issues such as flood protection, land management, care groups, schools - there is no cost to us to utilise these existing communications channels to promote engagement events	The Regional Council is required to work with communities in the Wellington region to manage the use of natural resources for the benefit of the region and for future generations There are a number of concerns that we [in the Council] have about the state of natural resources in the region and how this could limit their future use We need to know what sort of environment you want to pass on to the next generation and how we can work together to make that happen. You can help us find solutions to environmental issues – we are listening and want to have open dialogue.	Greater Wellington communities in flood protection, land management, environmental care groups, parks users groups	Ongoing
Outdoor advertising - posters	These can be used to inform and promote the engagement workshops by being specific to an area They can also illustrate issues and promote the brand we are trying to get across. We can incorporate these into a range of existing communications channels (Our Region, Rural Focus, Newsletters Where – bus shelters, libraries, community bulletin boards, schools	Very few words, so a need for a key slogan or phrase to highlight the engagement e.g. It's precious. Help us keep it that way (followed by info about how to participate)	Many	By beginning of June to be put up from mid June (2 weeks before first workshop sessions
Rural Focus newsletter (Greater Wellington's	This allows us to promote and advertise the engagement events to people who are better informed about what we want to do and are more likely to have a desire to be involved in the	The Regional Council is required to work with landowners in Wellington region to manage the use of natural resources for the benefit of the region and for future generations	6577 households on rural delivery in the region	From May 2010

Tactic	Rationale	Key messages	Audiences	When
magazine for rural landowners	engagement process and who own more than half of the region's land. This is a key advertising channel and gives us opportunities to be more specific about our messages.	<p>There are a number of concerns that we [in the Council] have about the state of natural resources in the region and how this could limit their future use particularly for farmers</p> <p>We want to work with landowners to ensure our plan enables our resources to be used sustainably in the future.</p> <p>You can help us find solutions to environmental issues – we are listening and want to have open dialogue.</p>		
Opinion/editorial pieces	<p>An opinion/editorial piece in Dompost by Fran Wilde or another councillor gives an opportunity to promote the engagement process, highlight the new way of doing things and canvass the issues Greater Wellington is trying to address. Possibly start a debate in the letters column</p> <p>A theme might be - Is science on its own enough (answer, no, community has to help determine what its willing to accept in terms of natural resource management)</p> <p>Another by Te Waari Carkeek could consider issues from a Māori perspective</p> <p>Risk is that we polarise; we want to avoid them and us (mitigated by focusing on the technical/science information – the 'what we know')</p>	<p>The Regional Council is required to work with communities in the Wellington region to manage the use of natural resources for the benefit of the region and for future generations</p> <p>There are a number of concerns that we [in the Council] have about the state of natural resources in the region and how this could limit their future use</p> <p>We're doing things differently this time; working in partnership with the community to ensure our plan enables our resources to be managed sustainably, using sound science to deliver on community aspirations</p> <p>It's important we work together – the community can help us find solutions to environmental issues. We are listening and want to have open dialogue.</p>	Business people, farmers, opinionated people and idealists, politicians	To launch project
Radio features on "country life" National Radio – Saturday	To promote the concept of a new way of natural resource management 'for the people, by the people and as equal partners'	As above for opinion editorial piece	Rural people	Timed just before rural meetings begin

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mornings or Our Changing World				
Māori media Radio/ TV Mana Magazine Koha Tumai TPK Te Atiawa Te Upoko O Te Ika	Promote the partnership way of working to Māori audiences and build an understanding of the resource management issues we are grappling with Promote engagement sessions Feature about natural resources management	As above for opinion editorial plus: We're establishing a new way of working as partners to deliver the sustainable management of natural resources in our region for all communities, including Iwi	Iwi/ Māori audiences	To launch and then ongoing
Radio bulletin boards Access Kapiti Independent Samoa Radio Groove Muse RadioActive BeachFM	To advertise events	Simply the when and where		

Tactic	Rationale	Key messages	Audiences	When
Internal comms				
Roadshow about the regional plan engagement for staff	To inform staff and get them excited about the regional plan engagement Dave to send email to all staff before paper bag lunches Paper bag lunches in Wellington, Masterton, Upper Hutt	What's happening Why we are doing it the way we are doing it Role of science etc Get feedback – what do you think --sessions to be led by Nigel C and Wayne O, with input from Terry P, Miranda R and Matt & Jim	GW staff	Late April
Information/ Q & A on Gwennie		What's happening What's it about	GW staff	Late April
Personal invites to staff	To encourage staff buy in	Dave, Fran, Te Waari to send invitational letter to staff encouraging them to participate in workshops sessions in their community	GW staff	Early June
Total				

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