

Impactful Communications and Engagement for Climate Action



Workshop hosted by City of Melbourne on 28 February 2018

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Key actions: recommendations

1. A summary of this report with the recommended actions is available to brief senior decision makers in Corporate Affairs, Policy and the broader Executive Management and councillors.
Responsibility: *Cities to drive internal engagement. ClimateWorks to establish a platform for cities to share approaches.*
2. Dedicated mapping of decision-making processes is captured prior to the next workshop to enable decision making at the next workshop.
Responsibility: *ClimateWorks Australia with support and information from cities.*
3. Mapping of the ecosystem of all relevant stakeholders and their programs, e.g. ClimateWorks and Generation Yes, Cities and data platform, CNCA and Community of Practice
Responsibility: *ClimateWorks Australia with city input.*
4. Sub groups are established to focus on specific actions
Responsibility: *Cities to nominate dedicated staff to participate in one/or more of four top priority action sub groups by 18 April 2018. ClimateWorks to provide platforms through which connection can take place and information and approaches can be shared.*
5. A second workshop is planned for May 2018 to take forward the efforts in February/March 2018
Responsibility: *ClimateWorks to coordinate content and logistics with City of Sydney and core participants.*
Timeframe: *Proposed dates May 2018. Cities to nominate availability to host.*

Background

In 2017 four capital cities, ClimateWorks Australia (Generation Yes), the Climate Council and Sustainability Victoria met in Sydney and identified an urgent need for collaboration to strengthen communication efforts in a time of urgent climate action and to do so effectively with consideration to the increase in programs and campaigns with aligned goals. There are substantial resources and effort by cities, state governments and non-profit organisations to motivate and support communities to reduce greenhouse gas emissions. The initial workshop was funded by a Carbon Neutral Cities Alliance (CNCA) mini grant and catalysed a larger grant to cover an eight-month collaboration process between the Cities of Sydney, Melbourne, Adelaide and Perth, with ClimateWorks Australia convening the collaborative effort. The workshop held on 28 February 2018 was a key part of this collaborative process.

A workshop was organised to time with a visit from Dr Michael Shank, coordinated by City of Melbourne and a broader membership of capital cities and stakeholders was created to maximise the opportunity. Organisations represented at the workshop were the Cities of Adelaide, Hobart, Melbourne and Sydney, ACT Government, ClimateWorks Australia and Sustainability Victoria. Representatives from the Cities of Perth, Darwin and Brisbane were unable to attend in person.

The workshop was facilitated by Dr Michael Shank, communications director for the Carbon Neutral Cities Alliance and the Urban Sustainability Directors Network and by Michelle Isles, Manager - Capacity Building ClimateWorks Australia.

Expected workshop outcomes

- Enhanced knowledge of methods for effective communication for climate action.
- An agreed framework for collaboration between capital cities and stakeholders.

Outcome 1: Enhance knowledge of methods for effective communication for climate action

The workshop began with group improvisation exercises that encouraged participants to step into the role of communicators, which is often assumed to be only the role of elected members in the city government environment.

Participants had the opportunity to pitch their city with feedback from the group, distilled by Michael Shank, examples of which are included below.

City of Melbourne: *Now we're starting to feel the burn: we need to turn around the great things of Melbourne, need to flip it: going from coal-fire electricity to renewables; from fossil fuel cars to electric cars.*

City of Hobart: *We have an economy that is transitioning. Hobart is an innovation hub, this is a good place to test your technology and knowledge and to learn how to do it better. And we have MONA.*



City of Adelaide: *Adelaide is a smart, green city. The economy is changing and we are creating more jobs in the city. Together, we create a new future.*

How to deliver an effective pitch:

1. Engage your audience by creating a dialogue, ask questions upfront, use visualisation and show passion
2. Use a surprise angle, come in uniquely, creatively. Deliver humour, this creates comfort and a positive experience. For instance, the City of Hobart punched a short line 'And we have Mona'.
3. Be future and solution focused; end with moving forward and call to action
4. Create a movement, focus on doing it together and use a 'can do' spirit.
5. Pitch a place like an innovating hub; testing ground; pilot place
6. Body language: use a strong position, plant yourself and then deliver. Speak from a strong position and use your body to get in people's space. Think about disrupting people's normal routine/mechanism.
7. Make sure to connect with everyone in a communication space, not just with important individuals
8. Approach your audience with conviction; own the message, no apologies.
9. Use time discretely, don't overwhelm people with too much information, sometimes less is more.
10. Caution: careful taking things out of context, using frames that could be misinterpreted.

Michael Shank: 'Most communication is non-verbal communication. So how could we do better in non-verbal communication?'



Share research, methods, measurement and key challenges

In the second part of the workshop, participants shared their knowledge and experience on what successful and unsuccessful communication and engagement strategies. Additionally, Michael Shank provided the group with his view on effective climate action communication, captured in the following 'do's and don'ts' recommendations for communication with broader audiences.

Dos and don'ts for effective climate action communication

Dos:

- **Alignment:** Engage with your audience by aligning your message with their value system and what is important to them. Wealth and security have proven effective globally and tap into extrinsic values. Whereas health is also powerful as an intrinsic value.
- **Framing:** Focus on positive framing: positive change, wealth and prosperity. Flipping conversation to prosperity and abundance could speak to people.
- **Movement:** Create a movement, people want to be part of a movement and don't want to miss out
- **Impact of action:** Incorporate call to action and make their impact visible. People often only want to take action when they believe it has an impact and will make a change. Show case studies and benefits.
- **Sense of urgency:** Create a sense of urgency in your messaging. People live in the now, so in order to activate them, bring the urgency to the present instead of being future oriented.
- **Art:** If possible, use landscape art, visuals, music to engage and activate people to undertake action

Michael Shank: 'Facts don't win hearts and minds, no one is transformed by facts.'

Don'ts:

- Facts: Try to avoid climate-splaining and use of many facts.
- Use of info: Don't use an overload of information. City websites tend to have a lot of information, but often it is unclear how individuals could take action.

Recommendations for community communication

- Media Representation of data: Represent yourself in media on a regular base to talk about solutions and balance out the climate deniers in media
- Use media: Reporters don't like press releases, so try to do something interesting or surprising to draw attention from media
- Prosperity and Abundance: Tap in people's desires, for instance use of cool latest technology.
- Community: Mirroring back to our community. Reflecting back you're part of a movement, of a community.
- Representation of info: Use clear value proposition and easy tagline. Be very clear on how people can undertake action. Clear heading, use information sparingly.
- Impact of action: Mirroring back to people to show result of their action. Example Generation Yes counter you are part of a big group when you sign up. Need to see what their impact actually does.



Key challenges

The group discussed and identified in plenary several challenges they encounter when engaging targeted audiences to reduce greenhouse gas emissions and raised the following questions:

- How could we better communicate what we want people to do and how to make it easy and desirable?
- How do we change the narrative, going from fear to economic opportunities?
- How do we transition the workforce from fossil fuel based economy towards a sustainable economy? How can we help young people with making that transition? (for example, job losses in resource intensive towns).

- What is the call to action - what are we actually asking them to do? How do we move forward from that?
- How can we most effectively present information online, striking the balance between providing necessary information without overloading audiences with information?

Michael Shank: 'Think of every moment as a media moment and use social media channels to message your moment.'

Approaches to climate change communications

In the workshop there were different views around the approach cities and other levels of government should take. A distinction was not explicit yet could be made between:

- Targeted engagement, whereby specific messages are applied to segmented audiences; and
- Mass marketing city-wide and across cities

A question lingering with participants is when to draw on values based communications and when it is appropriate to tap into the recommended intrinsic values rather than extrinsic values, which drive most marketing communications efforts.

Dr Michael Shank drew on his breadth of global experience and of the US context to suggest three hooks to drive engagement in climate solutions:

1. Health
2. Security
3. Money

In the Australian context there is a concerted effort to progress the health and climate change narrative and to activate the sector to lead in advocacy and action. For example, a collaboration between Generation Yes and the Climate and Health Alliance is exploring the extent to which the sector has the capacity to take on the solutions story, an opportunity given the reach of the sector and based on market research which shows Australians consider health practitioners as a 'trusted voice'.

A focus on security is applicable in Australia and has been used as 'lowest common denominator' politics tactics by successive governments in Australia, particularly related to refugees and terrorism. Cities have taken a positive, solutions based approach to security with two notable examples in Sydney and Melbourne through the Resilient City offices. These models recognise the limited Mayoral power of capital cities and include the greater metropolitan regions and city leadership in decision making and action. Shocks and stresses are explicitly named and provide a motivating force for collaborative action.

Substantial evidence and behaviour change research suggests business is more likely to act with financial incentives and therefore it is appropriate to tap into these extrinsic values. However, if we target business leaders, taking into consideration the array of motivations and responsibilities they have and attempt to reach them through multiple channels we are more likely to be successful if we take an intrinsic approach.

Value based communication is an effective and long-lasting approach to engaging with and getting individuals and other stakeholders on board with climate change solutions through fostering and encouraging those values that appeal to our collective and basic compassions.

Generally, the values that are important to us as humans are numerous. However universal values can be classified under ten groups namely Universalism, Benevolence, Tradition, Conformity, Security, Power, Achievement, Hedonism, Stimulation and Self-direction. These values acts as 'guiding principles' and underpin day-to-day actions we take. Therefore, addressing those values in climate action communication seems most effective to engage relevant stakeholders to achieve zero net targets.

This means that value based communication could be an effective method to overcome the challenges mentioned in the workshop, such as how to make call to actions more desirable and how to change the narrative. In order to activate people to take action, it seems important to show a more logical and tangible relation of consequences of climate change. To illustrate, presenting consequences of inaction on climate change, such as harsher droughts or increases in cyclones and bushfires, and converting them into monetary value or human and health consequences could activate people more efficiently.

Outcome 2: An agreed framework for collaboration between capital cities and stakeholders

Participants developed seven key opportunities to address the challenges and capture the leading practice discussed in groups earlier in the workshop.

Streams of collaborative action across cities:

1. Targeted engagement: Business to Business and Public messaging (B2B)
2. Measuring, Learning and Sharing
3. Seizing the media moment; social media action
4. Drive a collective campaign
5. Gamification/competition space
6. Asset messaging: use public infrastructure for messaging
7. Creative campaigns



The following actions were explored in detail by participants during the workshop:

1. Targeted Engagement - Business to business (B2B)

Short Term

- Build on existing city alliances through programs such as CitySwitch
- Ramp up campaigns for business
- ClimateWorks to produce carbon neutral resources for CitySwitch business

Long Term

- Activate businesses to lead and talk to shared goals through CitySwitch, city alliances or Generation Yes

2. Measurement, learning and sharing

Short Term

- Cities to share questions and data points to achieve national benchmarking and consistency
- Regular webinars based on benchmarking
- Request CNCA shared best practice for modern marketing measurement

Long Term

- Sign MoU within group/CCCLM to share research and insights
- Share metrics per campaign
- Collective message testing
- All cities to be involved in listening tool research

3. Seizing the media moment

Short Term

- Contact list for sharing media opportunities
- Sharing information on forthcoming media opportunities
- Google calendar for climate events – seasonal messaging, using CoM's model

Long Term

- Shared messaging for media moments
- Support other cities efforts through social media using shared messaging
- Promote CNCA in messaging – self promote, cross promote, meta messaging

4. Drive a collective campaign

Aggregated action, “reflecting out the we”

Short Term

- Generation Yes to include and promote city based actions with common messaging through existing channels.
- ClimateWorks to present proposal for pay to play funding to resource communication efforts through the Generation yes platform.

Long Term

- Generate common ‘bridging messaging’ e.g. ‘we choose’ to align campaign
- Time campaigns to align nationally
- Utilise the Generation Yes platform (with partners such as the Climate Council) to drive a city message nationally
- Develop clear call to actions and ways to make impact visible. E.g. do research to create and articulate right actions
- Create positive narrative focused on wealth and prosperity, aligned with universal values, possibly linked to use of new technology
- Create and use a shared ‘city’ voice

- Create and share a tool to gain better understanding of what our city audiences are talking about and learn how cities could collectively build on those conversation

Role of ClimateWorks Australia

ClimateWorks can facilitate the organisation and coordination of the collaborative actions noted in detail.

Communications assets and listening tool insights can be shared by Generation Yes amongst the group.

Facilitate the cities involved to map the ecosystems of key programs and partners with which each city works. For example, through the Generation Yes program a stakeholder landscape was undertaken and a recent Community of Practice used the framework in Figure 1 as a discussion starter.

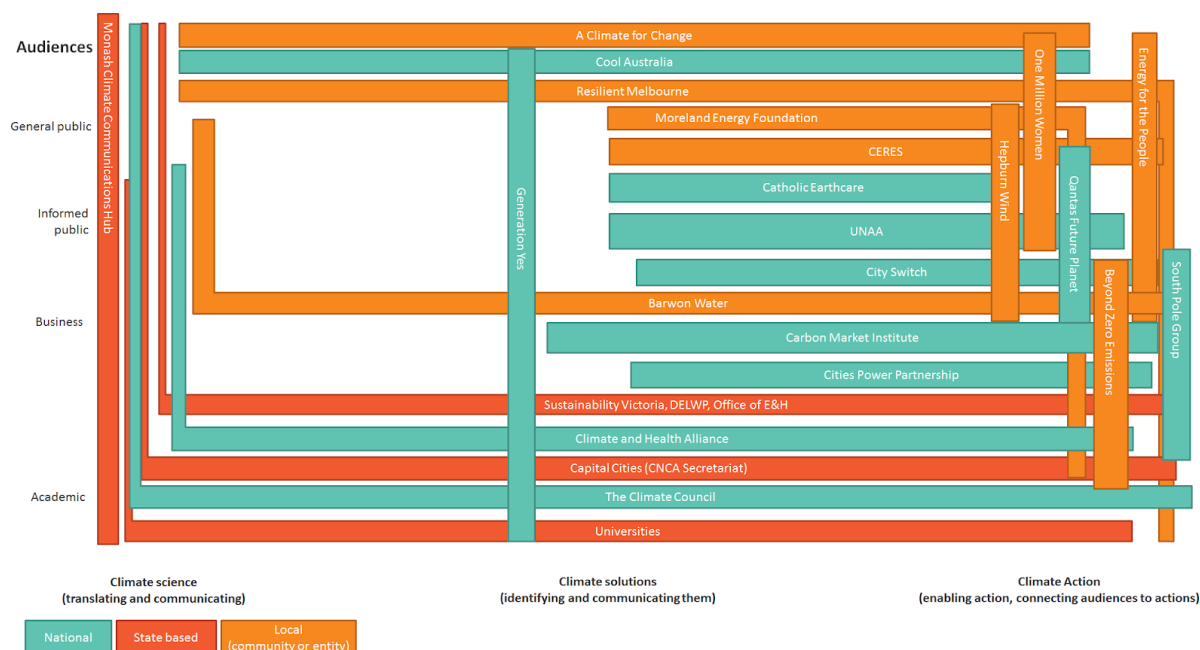


Figure 1: mapping the climate action ecosystem.

Role of cities

Participants of capital cities expressed their need to collaborate and, preferably, to set up aligned communication messages. However, internal engagement of decision makers within the cities is needed in order to set up collaborate communication strategies and actions. This means that the cities have the responsibility to set up a process to achieve internal engagement.

Governance and Decision Making

In order to pursue these short- and long term collaborative actions, internal engagement within each organisation is needed as the extent of current buy-in from executive within cities is variable. City of Sydney organised an internal communication workshop with Michael Shank and the CEO was present and engaged. Creating the authorising environment for action is essential to enable sustainability and communication officers to undertake actions and to move forward in order to achieve their policy targets. The role of internal engagement is essential in order to move forward with collaborative actions, especially for broader marketing efforts.

Communications Framework

During the last session within the workshop, participants created new, narrative pitches with clear targets. A group discussion followed on which common language and messages could be used for broader marketing efforts.

The group came up with the following narrative pitches resulted in four options for collaborative approaches:

1. **100% renewable** / 100% done/there/in / 100% [insert city]
 - a. Framing: there's a problem but we have the solution
2. **We Choose** 100% renewable / green / resilience / future
 - a. power of words, action oriented
3. **Caring:** Cities caring for climate, country
4. **100% committed** / 100% renewables
 - a. 'renewables' could come to mean water, waste and energy. The story could be told visually.

There was a strong consensus for the '**We choose renewable**' headline.

Key words: we, choose, renewables, committed

Following discussion:

- "We choose" is the meta-statement, "100%" is the campaign, target bound.
- "We care" speaks to the majority audience of those already engaged as opposed to those who will take action. We care does not encompass the economic argument/case for transition "you don't need to care, you're going to save money".
- What's the purpose of this narrative? Is it a call to action? Or internally motivating? If this is just internal then this has been useful voting exercise. However, if this narrative is being used for external campaign we need more research, background work.
 - "100% committed" works to communicate the alliance of cities
 - "We choose" is to motivate and engage our public audience

This consensus gives the group permission to explore, however some feel uncomfortable to "100% renewable" instead we could use "We choose" + "100%..." (Optional framing can follow the 100% such as RE, committed to clean economy".

The group discussion and consensus could described above could lead to an actionable Communications Framework.

	April – June 2018	July – September 2018	October – December 2018	January – March 2019
Master Narrative	We choose 100%...			
Content Strategy				
Events	Stakeholder meetings, community events, state and national			
Programs	CitySwitch milestones			
Key messages				
Channels	Social media – posted together Program communications Generation Yes channels			

Recommendations and next steps

See key recommendations on Page 3 above.

Proposed Agenda for next meeting scheduled for May 2018

1. Update on city progress and barriers to action
2. Update on governance and decision making from each participating city
3. Sub groups to share progress with plenary and seek input

Active work to complete the communications framework for the next twelve months

Appendix

1. Workshop Agenda

Impactful communications and engagement for climate action

Expected outcomes

- Enhanced knowledge of methods for effective communication for climate action
- An agreed framework for collaboration between capital cities and stakeholders

Time and date: 10am – 4pm, Wednesday 28 February 2018

Venue: The Community Hub, Docklands, Melbourne Australia

To get there take tram 30 or 48 along Collins Street from the CBD or Southern Cross Station

Dress code: Ready for action

Facilitators: ClimateWorks Australia and Dr Michael Shank, Carbon Neutral Cities Alliance (CNCA)

Hosts: City of Melbourne with City of Sydney Funded by: CNCA

Time	Item	Outcome
10am - 10:05am	Welcome	Connect to place, understand role and impact
10.05am -10.30am	Pitch: Visions on climate action	Group connection, understanding of each organisations goals and the power of language
10:30am - 11am	Share: Research, methods and measurement	Enhanced knowledge through peer to peer learning and experience
11.00am - 12.30pm	Discuss and define: Key challenges and solutions	Shared challenges mapped, skills for solutions
12.30pm - 1.15pm	Eat and share: Lunch and marketing and communications examples	Nourishment, group connection and enhanced knowledge
1.15pm - 2pm	Map: Common approaches – methods and tactics	Shared understanding of 2018 opportunities
2pm - 3pm	Design: Shared communications framework	Previous learning applied to action planning
3pm – 4pm	Agree: way of working, next steps	Agreement, plan

Participants

Name	Role	Organisation
Michelle English	Associate Director - Sustainability	City of Adelaide
Sandy McCathie	Programs and Partnerships Coordinator	City of Adelaide
Kate Noble	Senior Sustainability Officer	City of Melbourne
Rebecca Marson	Team Leader - Sustainability Integration	City of Melbourne
Judith Landsberg	Team Leader - Low Carbon Future	City of Melbourne
Lachlan Rule	Sustainability Support Officer	City of Melbourne
Martine Holberton	Communications Advisor - Sustainability	City of Melbourne
Sarah Burns	Senior Communications Advisor	City of Melbourne
Carolyn Johnstone	Sustainability Engagement Coordinator – Net Zero	City of Sydney
Nik Midlam	Manager Carbon Strategy	City of Sydney
Caroline Andrews	Marketing Campaigns Manager	City of Sydney
Esther Bailey	Sustainability Engagement Manager	City of Sydney
Anna McGuire	Climate Change Policy Officer	ACT Government
Katrina Graham	Climate Change Project Officer	Hobart City Council
Claire Connell	Coordinator - Generation Yes	ClimateWorks Australia
Claire Havens	Policy Lead - Climate Change	Sustainability Victoria
Michelle Isles	Manager - Capacity Building	ClimateWorks Australia
Sanne Koot	Engagement officer	ClimateWorks Australia
Dani Robertson	International Projects/facilitator	ClimateWorks Australia
Nikki Chudleigh	Communications and Marketing Manager	ClimateWorks Australia

2. Best practice communication examples noted by participants

- Climate Change adaptation planning
- Single message nuances
- Solutions & Actions
- Targets of actions, e.g. 50% renewable energy
- Framing, clear and positive value proposition
- Carbon Neutral Adelaide Partnership Program
- TAKE2 Business Engagement
- Better Buildings Project Sydney
- Gamification: Quiz, fun, participation, learning, Pokémon, competitive challenge
- Action-based website
- Content approach

- Kids letter writing
- Beautiful imagery
- Direct asks
- Mixed disciplinary teams
- Internal communication approach, finding common grounds.

3. Detailed actions brainstormed in workshop

Table 1. Five streams of collective actions of climate action communication and engagement

Targeted engagement – B2B	Measurement	Capturing Media moments	Drive a collective campaign	Gamification
Build on existing city alliances through programs such as CitySwitch	Cities to share questions and data points to achieve national benchmarking and consistency	Contact list for sharing media opportunities	Generate common ‘bridging messaging’ e.g. ‘we choose’ to align campaign (Create an overarching clear value proposition, i.e. 100% renewable. Create national message with national framing.)	Create competitions, e.g. carbon challenge; quiz; virtual reality tour
Ramp up campaigns for business	Regular webinars based on benchmarking	Sharing information on forthcoming media opportunities	Time campaigns to align nationally	Create action based website
ClimateWorks to produce carbon neutral resources for CitySwitch business	Request CNCA shared best practice for modern marketing measurement	Google calendar for climate events – seasonal messaging, using CoM’s model	Utilise the Generation Yes platform (with partners such as the Climate Council) to drive a city message nationally	Develop an easy and fun to use app for citizens that makes taking action fun
Activate businesses to lead and talk to issues through CitySwitch, city alliances or Generation Yes	Sign MoU within group/CCCLM to share research and insights	Shared messaging for media moments	Develop clear call to actions and ways to make impact visible. E.g. do research to create and articulate right actions	
	Share metrics per campaign	Support other cities efforts through social media using shared messaging	Create positive narrative focused on wealth and prosperity, aligned with universal	

			values, possibly linked to use of new technology	
	Share best practice for modern marketing campaign measurement	Promote CNCA in messaging – self promote, cross promote, meta messaging	Create and use a shared ‘city’ voice	
	Collective message testing	Use new, unconventional media channels to reach and engage people	Create and share a tool to gain better understanding of what people are talking about and how could we tap into that	
	All cities to be involved in listening tool research			
	Collective lobby: Australian Bureau of Statistics to introduce standard national questions (poster photo 1344)			