

# National collaboration to transition our economies: communication and engagement

Net Zero Program of Excellence - Community of Practice



Workshop hosted by City of Adelaide on 14 May 2018

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Funded by the Carbon Neutral Cities Alliance



**CNCA**  
CARBON NEUTRAL CITIES ALLIANCE

**CITY OF SYDNEY**



**CITY OF  
ADELAIDE**



**ClimateWorks**  
AUSTRALIA

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## Key actions: recommendations

Aim: To set up national communication effort to accelerate the transition towards net zero/carbon neutral cities.

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1. Start a shared communication plan to test the benefits of working collectively and build the case for joint contribution of funding and to leverage further funding  
**Responsibility:** will facilitate this process, Cities actively contribute, provide input and write sections.  
**Timeframe:** June - September 2018
2. Set up quarterly outcome-focused meetings with communication and marketing officers of Cities to strengthen collaboration.  
**Responsibility:** Cities appoint dedicated staff and ClimateWorks Australia will set up the first meeting with input from cities. Cities will continue the quarterly meetings.  
**Timeframe:** July 2018
3. Build on joint project plan to enable agile actions; key messages, communication channels and delivery mechanisms; timeframes; resources; aligning communication approaches with deeper behavioural change interventions.  
**Responsibility:** Cities. ClimateWorks will facilitate this process.  
**Timeframe:** Revised workshop in August 2018
4. Test key messages for all Cities to use and share to reinforce consistent messaging.  
**Responsibility:** Marketing and communications people of cities will lead with project/sustainability officers providing input.  
**Timeframe:** Start July 2018
5. Continue stakeholder testing of the proposed narrative and key messages. Start with program stakeholders e.g. CitySwitch and expand when dedicated resourcing available.  
**Responsibility:** Cities and ClimateWorks Australia  
**Timeframe:** Start August 2018
6. Continue to build online infrastructure that facilitates collaboration between cities and stakeholders using existing resourcing. Create tailored platforms when resourcing is available.  
**Responsibility:** ClimateWorks  
**Timeframe:** June 2018
7. Use existing platforms to share city progress e.g. Generation Yes. Use current channels, build dedicated campaign if resourcing available.  
**Responsibility:** ClimateWorks.  
**Timeframe:** Start July 2018

8. A third workshop is planned in August 2018 to take forward the efforts of May 2018.  
**Responsibility:** ClimateWorks to coordinate content and logistics with City of Sydney and core participants. Proposed date, 13 August 2018 hosted by City of Sydney.  
**Timeframe:** Planning and invitations to be sent in July 2018
9. Create a briefing document (two-pages) on the nationally coordinated effort for city executive and councillors.  
**Responsibility:** ClimateWorks will create template and will finalise the document, Cities will deliver active contributions.  
**Timeframe:** July 2018

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## Background

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On 14 May 2018, the Capital Cities of Adelaide, Melbourne and Sydney gathered with South Australian stakeholders to progress a national coordinated communication and engagement effort. The workshop built on discussions and progress of the previous workshop held in Melbourne and included and was informed by South Australia business, social enterprise, Universities and senior state government representatives.

The City of Adelaide was chosen as a host because of the opportunity in the state of South Australia to strengthen the strong commitment to action to achieve environment outcomes through innovation and economic transition.

The South Australian context enabled the cities to draw on experience of Adelaide stakeholders to build a cohesive, joint narrative. The Cities identified opportunities and clear actions to collaborate and further aligned communication and engagement approaches.

ClimateWorks Australia facilitated the workshop through funding provided by the Carbon Neutral Cities Alliance (CNCA). The grant also covered travel for City of Melbourne and City of Sydney staff to attend in person. Other city participants were able to participate online.



## Expected workshop outcomes

- Next steps identified to set up a national communications campaign (either through a new cities platform or existing channels such as Generation Yes)
- Practical insights shared on how national coordinated effort can benefit locally
- National collaboration progressed by identifying a master narrative, content strategy and key messages
- Enhanced insights into effective climate action communication identified by previous meetings of the CNCA group and the research of ClimateWorks (Generation Yes)

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## Economic transition of cities

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The Right Honourable the Lord Mayor of Adelaide, Martin Haese opened the workshop with a rallying call that cities and institutions, business and enterprise take the lead to drive economic transition. The Lord Mayor outlined the key opportunity to transform post-industrial cities into more sustainable and resilient places where people want to live and invest. The Lord Mayor stressed that technology and innovation are great enablers for economic transitions with both environmental and economic benefit.

City of Adelaide wants to lead this transformation and is positioning itself as an innovation hub: with the Ten Gigabit Adelaide; revolutionary high-speed, high-performance fibre optic data network being rolled out to commercial buildings across the City. Carbon Neutral Adelaide will use that infrastructure to find climate solutions that are born out of technology and innovation.



*Image: Lord Mayor of Adelaide Martin Haese sharing his view on the importance of a strong narrative*

*“As the world's first carbon neutral city, Adelaide will be a showcase for the uptake of renewable and clean technologies and for embracing the economic opportunities of responding to climate change. Together with the community, we will build on Adelaide's reputation as a clean, green and liveable city.”*

The Lord Mayor encouraged all participants to create a narrative around carbon neutrality/zero net emissions, efficiency and environmental care and to address what the new economy means to people, what is in it for them. In order to do so, he emphasised incorporating metrics on green jobs and green energy in our communication efforts, to measure what you manage and to report it back to the community. The Lord Mayor suggested this builds hope and aspiration for the future and provides tangible indicators of success.

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## How do we achieve a national coordinated effort?

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This workshop aimed to build on previous discussions where capital cities explored opportunities for collaboration and identified collaborative streams of actions. During this workshop, cities delved deeper into a communication framework for collaboration between capital cities and stakeholders and identified next steps to develop and implement a joint communication effort.

### An agreed framework for collaboration between capital cities

Participants identified a shared goal of creating sustainable, resilient and liveable cities to achieve the specific outcomes sought innovation stories of cities was viewed as key to progress. The participating cities developed a shared master narrative, content strategy and key messages using the template below. To address the complexity of working together a shared framework was viewed as the simplest way to drive collective, coordinated communication efforts. This overarching frame aligns communication approaches of cities to enable consistent messaging.

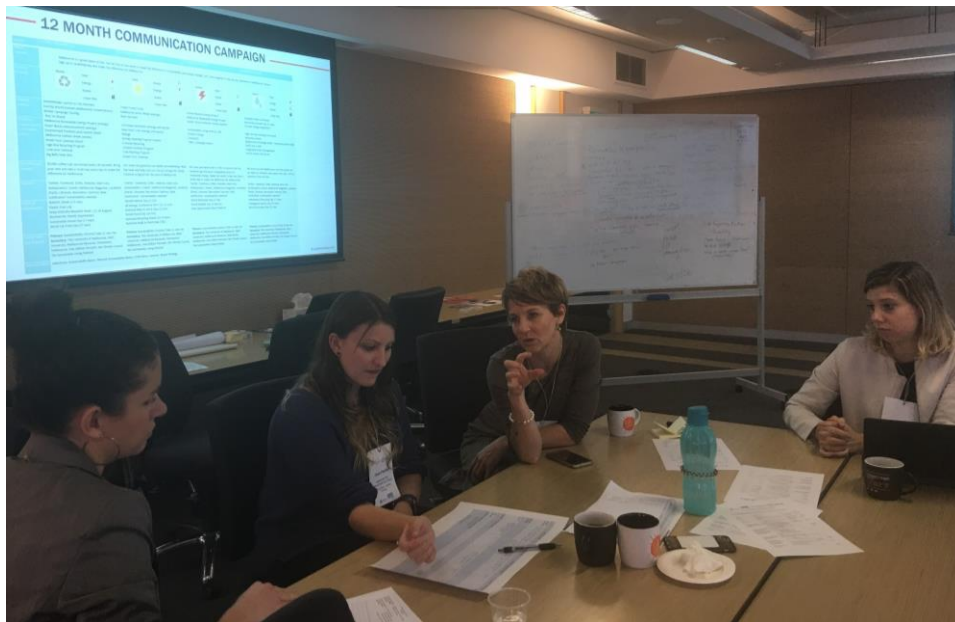
Collective interests	Sustainability	Innovation Technological solutions		Economic Growth
Master Narrative				
Content Strategy				
Events				
Programs				
Key messages				
Channels				

#### Collective interests

The cities identified collective interests:

1. Economic transition
2. Holistic approach to sustainability
3. Innovation

These collective interests feed into the overarching frame that integrates sustainability and innovation as a whole in all campaigns and communication.



*Image: City of Adelaide and South Australia Government representatives mapping out an integrated communications plan.*

### **Master narrative**

The cities agreed that the master narrative needs to address the ‘what’s in it for me’ – element, therefore, it is key to message around economic transition, job growth, innovation and technological solutions. Participants discussed drawing on the Generation Yes manifesto to develop a city based narrative with a strong focus on ‘we’:

#### **“WE”**

We live here. We love here.

Australia is innovating for a better future.

We care. We’re in this together. We are taking action.

We are leading and learning cities.

We will create new economies.

We will build resilience - maintaining health and safety in liveable cities.

We will create hope and aspiration for the future.

#Chooseyourfuture #GenerationYes

We have a goal - Net Zero/carbon neutral - it all adds up

Impactful actions every day will achieve this.



## Content strategy and key messages

Participants developed a joint content strategy and identified three shared key action themes and subthemes:

1. Energy innovation
  - a. Renewable energy
  - b. Electric vehicles
  - c. Energy efficiency
  - d. Large and small scale batteries
2. Circular economy
  - a. Avoiding waste
  - b. Retrofitting the built environment
  - c. Energy from waste
3. Health and Productivity
  - a. Electric vehicles
  - b. Clean Air

These themes are relevant to all cities and enable integration of sustainability, innovation and technology into messaging.

Participants explored these action themes in detail to develop shared key messages. This resulted in a set of conditions that can be applied to developing joint City messages or to link local programs to cities' individual messages. The intent from the group is that consistent messaging between states will subconsciously resonate across state borders.

### Conditions identified for key messages:

- Integrate both environmental and economic benefits
- Address what new economy means to people and address their concerns and opportunities
- Focus messaging on future proofing, taking control, economic transition, transforming cities.
- Focus on the outcome: creating sustainable, resilient cities
- Frame commercial messages into sustainable messages. This way, people will absorb the message without directly knowing it is about climate change.
- Make people accountable, actively participating in the conversation and provide a clear path to take action to create a measurable movement
- Targeted messaging: value-based communication
- Focus can be on 'we' and positive affirmations like yes, to reach and capture many voices and at different levels.
- Place-based communications works in the context of national efforts
- Messages underpinned by examples, success stories and case studies of participating cities
- Only use data and statistics if it shows progress



### Implementation of Communication Framework: Barrier executive buy-in

The group identified executive buy-in within their organisation as a critical factor to be able to progress with setting up collaborative efforts and to drive a national effort. Prior to the workshop the Council of Capital City Lord Mayors (which consists of CEOs and Mayors) was briefed by ClimateWorks. A brief for executives will be a key output from the workshop and will also inform funding applications.

Workshop participants conveyed that external funding sends a signal to executive that this effort warrants investment and will assist to unlock internal funding and staff resourcing. Feedback from corporate communication staff in the workshop suggested a simple framework is helpful to consider collective interests identified and joint action themes and to capture opportunities to share messages together.

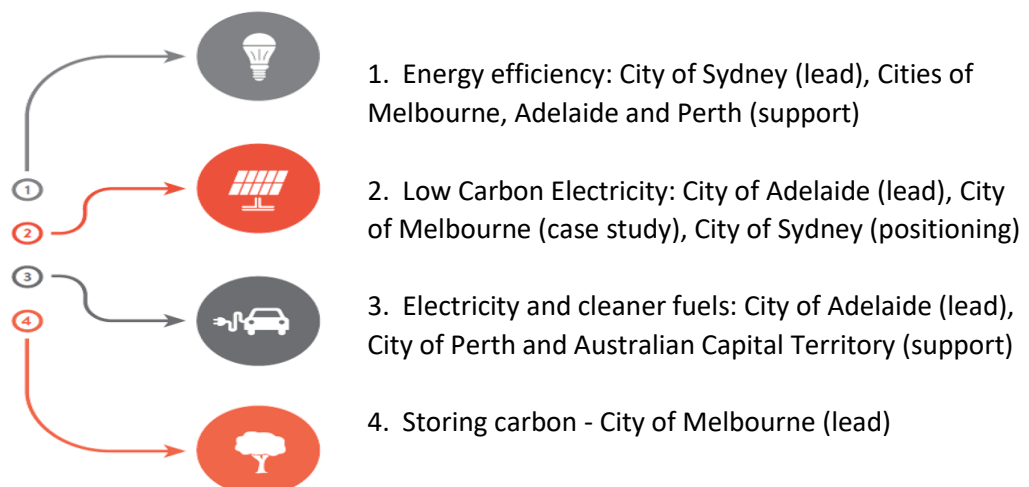
### Opportunities and short term actions to drive national coordinated effort

Participants identified opportunities for short-term actions of national coordinated effort, parallel to the long-term trajectory of setting up a national campaign. The identified actions and opportunities followed from a plenary discussion on how coordinated, national effort can reinforce local effort.

The main opportunity identified was to reinforce messages consistently. Consistent messaging between states will subconsciously resonate with people, thereby creating more impact. The agreed framework can be used as guide to enable consistent messaging between cities.

In addition to the framework discussion, workshop participants emphasised it was important to continue to explain the goals of net zero emissions and carbon neutral and that targeted efforts should not lose sight of this picture.

To demonstrate how the collective effort of cities can deliver national outcomes, the city representatives and stakeholders discussed current city progress toward the 'four pillars toward net zero emissions', progress that ClimateWorks through Generation Yes can promote:



## Partnering with Australia's Universities

Broader stakeholder attendance at this meeting opened up opportunities to strengthen a joint approach with cities and organisations within those cities that have impact (through infrastructure and assets) and influence through engagement with citizens and business within their supply chains.

The University of Adelaide pledged to support short-term and long-term actions undertaken by the cities through a national alliance of Universities. These organisations have a significant impact, managing thousands of assets day and night and significant influence through their research and student communities and supply chains.

## Progress on committed actions

The short-term actions relate to previously identified collaborative streams of actions:

1. Seizing the media moment
2. Measurement, learning and sharing

### An update: Seizing the media moment

- Capture media moments: create shared media calendar with key national dates. Use these events and photo opportunities to reinforce messaging.
- Create key messaging resources for different media opportunities. Messages will use a shared frame but can be linked to local city programs.
- Set up quarterly communication meetings between cities to gain insight into key media moments and to develop joint communication strategy and build longevity
- Show collective actions: Cities endorse each other, each other's actions and achievements. Cities amplify each other's messages and successes. Cities can use local examples nationally.
- Create document with local examples and case studies that cities can use for media moments.
- Create joint tagline/ hashtag.
- Utilise the Generation Yes platform (with partners such as the Climate Council) to drive a city message nationally.
- Set up action campaigns: a specific engagement and behavioural campaign
  - e.g. an existing opportunity for a shared campaign: Energy efficiency campaign of City of Sydney 'Be your best at work campaign'. The campaign will be rolled out through CitySwitch but can also work through re-messaging and to pick it up by other campaigns.

### An update: Measurement, learning, sharing

- Develop metrics for:
  - Projects and programs, measure what you manage, i.e. green jobs, green energy
  - Communication and marketing efforts
- Share metrics per campaign
- Collective message testing

## Recommendations and next steps

Cities will progress collaboration together and with Australia's Universities and work on the identified actions below, facilitated by ClimateWorks.

### **Key actions**

Refer to Key Recommendations, Page 2, above.

## Appendix

### 1. Workshop Agenda



Australia's capital cities invite you to attend a workshop on:

National collaboration to transition our economies

- Communication and engagement

When: Monday 14 May 2018, 9:00 am- 4:00 pm.

Where: [Level 7 \(Boardroom\), Ingkarni Wardi, University of Adelaide \(North Terrace Campus\)](#)

#### AGENDA

Topic	Description	Who	Time
<b>Arrival</b>	Coffee/ settle in		9:00 am
<b>Welcome</b>	Acknowledgement of Country Welcome to 10 Gig City and Carbon Neutral Adelaide	Michelle English (City of Adelaide)	9:30 am
<b>Opening</b>	Economic transition story for City of Adelaide	Martin Haese - Lord Mayor of Adelaide	9:40 am (sharp)
<b>Introduction</b>	<ul style="list-style-type: none"> <li>Purpose of meeting</li> <li>What we want to discuss and achieve today</li> </ul>	Michelle Isles (ClimateWorks)	9:55 am
<b>Attendee Introduction</b>	Round the room introductions	Plenary	10:00 am
<b>Setting the scene with key insights</b>	<ul style="list-style-type: none"> <li>What we know on best practice communication/ national coordination</li> <li>Key insights from previous workshops</li> <li>Examples of collaborative effort</li> </ul>	Michelle Isles (ClimateWorks)	10:15 am
<b>Morning tea</b>			10:45 am

<b>Part 1: How do we achieve a national coordinated effort in 2018?</b>	Progressing frameworks to drive a collective communication campaign	Plenary	11:00 am
<b>Part 2: How do we achieve a national coordinated effort in 2018?</b>	<p>Cities pitch further actions:</p> <ul style="list-style-type: none"> <li>• Targeted Engagement-B2B</li> <li>• Seizing the media moment</li> <li>• Measurement, learning &amp; sharing</li> </ul> <p>Participants select which action they want to work on</p>	Plenary	
<b>Part 3: How do we achieve a national coordinated effort in 2018?</b>	Workshop to progress cities' top four actions. Collaboration on project plan, draft engagement strategies and messages.	In groups / Plenary	
<b>Lunch break</b>			1:00 pm
<b>External insights on deliberative processes</b>	Governments working with citizens and experts	Emma Lawson (Democracy Co)	1:30 pm
<b>Part 4: How to progress our collaboration</b>	<ul style="list-style-type: none"> <li>• Maintaining commitment and momentum</li> <li>• Enabling cross sector collaboration</li> <li>• Collective decision making</li> </ul>	Plenary	2:00 pm
<b>Wrap up and next steps</b>	Summarise progress and actions	Plenary	3:30 pm
<b>Formal close</b>			4:00 pm