

Net Zero Program Excellence – Community of Practice

Communications and Engagement for Climate Action



Workshop hosted by City of Sydney on 17 August 2018

Workshop report prepared by:
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ClimateWorks Australia

Funded by the Carbon Neutral Cities Alliance



CNCA
CARBON NEUTRAL CITIES ALLIANCE

CITY OF SYDNEY



 **ClimateWorks**
AUSTRALIA

Key actions: recommendations

1. Share communication plans with each other. Make shared calendar available for trial.
Responsibility: All cities.
Timeframe: September 2018 and ongoing updates
2. Hold quarterly, outcome-focused tele-meetings with communications and marketing officers and innovation focused professional of Cities to strengthen collaboration. Scope of meetings to cover marketing, communications and behaviour change strategies and forward plans with 6-9 month view.
Responsibility: Cities to rotate responsibility quarterly – City of Melbourne (Rebecca Marson) to coordinate first meeting.
Timeframe: September 2018
3. Identify a national level campaign (for execution in 2019) that cities can reinforce using consistent messaging (with local flavour).
Responsibility: ClimateWorks to provide concepts. Cities to identify lead contacts and progress concept.
Timeframe: Commencing September 2018
4. Use shared language and consistent messaging across capital cities for communication of carbon and energy. Provide feedback on message testing of proposed narratives and key messages.
Responsibility: Start with program stakeholders e.g. CitySwitch and expand when dedicated resourcing available.
Timeframe: Start November 2018
5. Continue to build online infrastructure that facilitates collaboration between cities and stakeholders using existing resourcing e.g. Google Drive and Slack to share documentation.
Responsibility: ClimateWorks to handover for Cities to manage and maintain.
Timeframe: September 2018
6. Share city progress through external platforms e.g. Generation Yes, Cities Power Partnership.
Responsibility: ClimateWorks to establish opportunity. Cities to action.
Timeframe: From August 2018
7. Create a briefing document (two pages) reflecting on the nationally coordinated effort convened by ClimateWorks and involving the Cities, for city executive and councillors. Draft a letter acknowledging the success of the Community of Practice.
Responsibility: ClimateWorks
Timeframe: August / September 2018

8. Develop and discuss a scenario for the formation of a working group to enable ongoing collaboration between cities. This may include writing to the CCCLM seeking endorsement and a funding contribution from each city.

Responsibility: Lead city to be nominated.

Timeframe: September 2018

9. Data collaboration: create alignment between data points used by cities. Development of project scope for more effectively communicating carbon neutrality and convening collaborative input.

Responsibility: City of Sydney for discovery phase; City of Adelaide for project scoping and convening.

Timeframe: September 2018 onwards

Background

On 17 August 2018, the Capital Cities of Sydney, Adelaide, Melbourne and Hobart gathered in Sydney for the final workshop to progress a national coordinated communication and engagement effort.

The workshop built on discussions and progress of the previous workshops held in Melbourne (February) and Adelaide (May), and similar to the Adelaide workshop, stakeholders from the business community were invited to participate at the end of the meeting to activate and support the ideas and commitments of the cities. Anna Skarbek, ClimateWorks CEO, also shared a preview from the 'Tracking Progress' national emissions report, providing a snapshot on Australia's progress to decarbonise across electricity, transport, land and buildings.

ClimateWorks Australia facilitated the workshop through funding provided by the Carbon Neutral Cities Alliance (CNCA). The grant also covered travel for staff from Cities of Melbourne, Adelaide, and Hobart to attend in person.

Expected workshop outcomes

- All participants able to draw on and build on previous agreements and progress with renewed understanding of strategic context of participating cities.
- Participants able to talk to progress on areas of collaboration determined in Melbourne.
- Shared understanding and agreement on national collaboration in light of the above two points.
- Agreed scenarios for continued operation of the Community of Practice over the next 6-12 months.

Overview of Community of Practice Project

An overview of the Cities' progress to date in this project was provided by Michelle Isles, ClimateWorks Australia. This was an opportunity to reflect on the value of the Community of Practice (CoP) in providing face-to-face connection and relationship strengthening between participants; establishing a forum to dive deeper into collaborative processes that can lead to the accelerated climate action that is needed; and to acknowledge the value and complexity of the work the cities are carrying out.

Purpose of the Community of Practice:

- to amplify the impact of city-led carbon reduction strategies and projects across Australia;
- design and implement a structured collaboration process between capital cities across stages of program development.

Participants were reminded of the key insights on communication from the first workshop in Melbourne on 28 February 2018, with Michael Shank as guest presenter:

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.

Together with the agreed areas of priority action for collaboration across cities:

1. Targeted Engagement - Business to business (B2B)
2. Measurement, learning and sharing
3. Seizing the media moment
4. Drive a collective campaign - aggregated action, "reflecting out the we"

The second workshop in Adelaide, held on 14 May 2018, saw the cities identify collective interests and create overarching messages based upon the shared goal of creating sustainable, resilient and liveable cities.

Collective interests identified:

- Economic transition
- Sustainability / Environmental care
- Innovation
- Technological solutions

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

- Circular economy
 - (clean) streams of waste
 - Built environment
 - Energy from waste
- Energy and Transport
 - Renewable energy
 - Electric vehicles
 - Energy efficiency
 - Large and small scale batteries
 - Clear skies
- Health and Productivity
 - Electric vehicles
 - Clean Air

A review on the progress of Key Commitments from Adelaide workshop identified:

Commitment	Status
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	Commenced
2. Set up quarterly outcome-focused meetings with communication and marketing officers of Cities to strengthen collaboration.	To happen
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.	Templates and resources are in place
4. Test key messages for all Cities to use and share to reinforce consistent messaging.	More opportunity exists to undertake this
5. Continue stakeholder testing of the proposed narrative and key messages. Start with program stakeholders e.g. CitySwitch and expand when dedicated resourcing available.	Work has been undertaken by City of Adelaide, and discussed further in Sydney workshop
6. Continue to build online infrastructure that facilitates collaboration between cities and stakeholders using existing resourcing. Create tailored platforms when resourcing is available.	ClimateWorks will hand this over at end of August
7. Use existing platforms to share city progress e.g. Generation Yes. Use current channels, build dedicated campaign if resourcing available.	Requires resourcing.
8. A third workshop is planned in August 2018 to take forward the efforts of May 2018.	Complete

9. Create a briefing document (two-pages) on the nationally coordinated effort for city executive and councilors	Cities continuing to brief the executive level and increase liaison with CCCLM.
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Strategic Updates from Cities

Cities took the opportunity to share their current strategic contexts with the group to communicate the challenges and opportunities for progressing national collaborative action.

City of Hobart

Update from Katrina Graham

The City's current focus is on developing a coordinated and collaborative approach to climate change with the councils of southern Tasmania. It is working to improve their climate literacy and understanding of their roles and responsibilities and honing in on their governance structures, building their confidence to lead and demonstrate climate actions to their community.

Through the Southern Tasmanian Councils Authority the City is preparing a Regional Councils Climate Strategy, which covers adaptation and mitigation, along with Council Climate Action templates that have a common approach but can be modified to individual council's conditions, circumstance and character. It has developed a methodology for municipal wide emissions that is repeatable by councils and consistent with State, national and international reporting requirements. It has also signed data sharing agreements with Clean Energy Regulator for energy data at a postcode level and prepared a methodology for other Councils to use. The data from municipal profiles will feed back into Southern strategy.

Given Tasmania's baseload is hydro and changes to the accounting for Land Use and Land Use Forestry Change emissions has meant that Tasmania is a carbon sink. Tasmania's transport sector is the biggest source of the State emissions area for the, and one in which councils are most constrained in terms of taking action given its limited control, roles of other stakeholders, and the structural and technological changes required.

City of Melbourne

Update from Rebecca Marson

The City of Melbourne Climate Mitigation Strategy 2020-2050 draft is soon to be presented to Council, and will then be released publicly for consultation.

The City will develop a behaviour change strategy for supporting the Climate Mitigation Strategy launch. This work will use external experts, as part of a long-term communications strategy (5 year implementation plan), which aims to bring the community along with the vision.

Particular focus will be placed on the topic of energy as it has been identified that the current levels of community understanding are low.

The strategy has 4 priority areas; business is a big focus; and Rebecca's focus is the community audience. Community /residential focus for a behavioural campaign will be developed with the CoM communications and marketing team; while CitySwitch is the currently link to working with business.

City of Sydney

Update from Tom Belsham

Working in the framework of City of Sydney's 2030 plan, Net Zero Emissions 2050, and 50% renewables.

Community consultation for the new strategic plan due in 18-24 months has commenced. Focus on 'green, global and connected', and extending the horizon to 2050.

Updates to development control plans (standards for new buildings and upgrades); also building a body of evidence for hotels with the State government. Running workshops with developers and owners, to build community commitments.

Resilient City Plan has been released, with climate change front and centre in it; metro city-wide plan that includes city councils; collaborative challenge to be explored.

Testing of net zero / carbon positive messaging has found that this language is resonating with owners groups.

Ongoing campaign work, bringing residents and owners along with 100% renewable journey.

Exploring: 'What is a green economy?' and the economic advantages that come with that (and using an economic/business lens). Questioning: what is the gap to enable/support all community to make the change required? Identifying: where the actors are, and where they need to be to implement the change.

Marketing and Communications: there is a new CoS news site, which has the content in a centralised place to better enable environmental storytelling.

Update from Carolyn Johnstone

New campaign focused on buildings and 100% renewables is starting with a clear and tangible ask aimed at large scale audiences. Digital campaign that directs to editorial content and small pathways that people can take. Currently testing what digital pathways work.

Update from Esther Bailey

Office sectoral strategy has been endorsed by council and now available. A focus on moving 'the rest' potentially via a compliance trigger.

City of Sydney has commissioned a piece of work for an annual review for all tenants in city.

CitySwitch, targeting the leadership end, has held an event roadshow and has called for costed plans by 2021 and providing tools to support that. There are good blocks of content available from these events that can be shared in the group.

City of Adelaide

Update from Sandy McCathie

After a challenging period following the South Australian Government elections, the Carbon Neutral Adelaide communications channel is back up and running. Rebecca Short has joined the team to add capacity for increasing communications.

There has been a strong internal focus, documenting a roadmap, with a 2020 target for neutrality. Effort will be put into internal communications to staff, managers, and existing and incoming elected members (pre and post a November 2019 election); using the opportunity to test messaging inside the organisation before increasing external communications.

40 electric vehicle charging points (on and off street) installed – currently trialling and communicating around these efforts.

There is strong leadership in City of Adelaide for carbon neutral pathways, other capital cities could amplify that in future communications.

ACT and City of Brisbane

Updates to be circulated to Community of Practice members by Michelle Isles.

Progressing Collaboration: Meaningful Data for Effective Communication

Sandy McCathie and Rebecca Short, City of Adelaide, presented to the group, seeking input on meaningful data to support effective communication of action and progress towards carbon neutrality for Adelaide.



The cities engaged in discussion to examine the definitions, sources and purposes for data.

Purposes included:

- Communicating with a variety of audiences, for example:
 - **Internally:** communicating with executive managers and elected members to facilitate comparison with other cities and secure funding
 - **Externally:** to understand what resonates with audiences and choose what is useful
 - To identify gaps and opportunities for communication
 - Monitoring and evaluation to understand effectiveness of campaigns and programs
- Communicating about different scenarios e.g. climate change impacts and/or solutions

The group was asked to consider:

1. What data they currently collect and report?
2. What are the key things to track?
3. How relevant are those data points to communicate to key audiences? E.g. executive, key stakeholders who want to take action, and broader audiences to communicate the work to.
4. Establishing a shared framework for how data could be grouped; meaningful grouping can then trickle down to support and guide communication efforts
5. Getting clear on the accounting / transparency and evidence base e.g. using the four pillars of decarbonisation

Next steps were decided to progress collaboration:

- Esther Bailey will lead discovery phase to create alignment between the cities. Cities will identify data points that are reported on a corporate and program level; share with the group; distil the top 10; put these through a frame of usefulness (e.g. global, internal, community)
- City of Adelaide will further define their project scope, and develop a collaborative framework (e.g. teleconferences with the Community of Practice). Continue to develop this process to support and feed into a 2019 communications campaign.

Progressing Collaboration: B2B Project Update

Esther Bailey, City of Sydney, presented the Whole Building Challenge concept.

Developed with the ideas of 'creating a movement' and 'meeting people where they are' and providing people a reason to 'make action happen now and not later', the Whole Building Challenge is a pilot project founded in best practice behaviour change theory and experience that encourages building occupants to take social, fun, and easy net zero activities.

The first pilot year of the program is focused on 10 buildings (likely to be leaders in the space), with the intention that in future years it can further rolled out including being taken to other cities, and incorporate less leading buildings.

Better Building Partnership work to date has utilised champions to activate building occupants who care about sustainability. With motivation levels high as parallel messages from the War on Waste series raised people's awareness, the importance of being ready and capitalising on media moments was confirmed. Cities agreed that opportunities like this provide a good reason for them to coordinate 12 months of communications and engagement planning between themselves.

Pending further CNCA funding support to provide the capacity, the Challenge aims to test their theory of change and build insights, supported by a solid campaign evaluation framework.

Next Steps: Updating the Approach to National Collaboration

The cities worked in small groups and then joined together to discuss and decide on the next steps for progressing Community of Practice collaboration over the next 6-12 months. The group updated the key commitments, which have been reflected on Page 2 (above).

The cities focused on what they would do and how they would action their commitments in the short term. Quarterly meetings (online) was agreed with a rotating agenda that could include agile actions; key messages, communications channels and delivery mechanisms; timeframes; resources; and opportunities for aligning communication approaches with deeper behavioural change interventions.

Additional meetings and work specifically focussing on identification, collection and effective use of meaningful data to support effective communication will add to the collaborative effort.

It was discussed that the cities would not have the capacity to jointly measure their efforts and therefore this would need to be resourced. Pooling funding is achievable in the short term if the measures are aligned to track shifting attitudes, outcomes, and emissions. Cities will draw on methodologies shared by cities and ClimateWorks during this first phase of the Community of Practice.

The suite of tools developed by ClimateWorks with the cities will ensure the participants can build on their existing efforts and strengthen collaboration.

An opportunity is immediately available to brief City Mayors and Chief Executives on this project via the Council of Capital City Lord Mayors (CCCLM) through a dedicated meeting of those leaders in Canberra in September 2018.

The upcoming CNCA meeting in Boulder, CO, scheduled in September 2018, is a further opportunity for the cities to share progress with their counterparts in other cities.

Appendix

1. Workshop Agenda



Net Zero Program Excellence - Community of Practice: Communications and Engagement for Climate Action

Workshop 3

When: 10:00am – 4:30pm, Friday 17 August 2018

Location: Harold Park Community Hall, 1 Dalgall Way Forest Lodge, Sydney
(Level 1 within the [Tramsheds](#) complex)

Topic	Description	Who	Time
Arrival	Coffee / tea and settle in		9:45 am
Welcome	Acknowledgement of Country Warm up Overview of CNCA CoP project to date	Michelle Isles (ClimateWorks)	10:00 am
Part 1: Strategic Updates from cities	City of Hobart, City of Melbourne, City of Sydney, City of Adelaide	All Cities	10:50 am
Morning tea			11:35am
Part 2: Concept Proposal	Meaningful data for effective communication of action and progress towards Carbon Neutrality for Adelaide	Sandy McCathie Rebecca Short	11:45am
Part 3a: Update on identified priorities	B2B Project Update	Esther Bailey	12:15pm
Part 3b: Further updates	Media moments; Measurement, learning, and evaluation	Small group activity	12:45 pm
Part 4	Updating the approach to national collaboration	Plenary	1:05pm
Lunch break			1.20 pm

Part 5: Becoming a self-sustaining Community of Practice	What's next? Review and discuss the possible scenarios for the CoP over the next 6-12 months	Plenary / small group activity	1.45 pm
Wrap up and next steps	Summarise progress and actions	Plenary	2:30 pm
Changeover time / break			2:45pm
Welcome	Welcome and introduction of stakeholders	Michelle Isles (ClimateWorks)	3:00 pm
Stakeholder event	Cities update: share collaborative pathways 'Tracking Progress' national emissions report preview Synergies workshopping	CNCA CoP Anna Skarbek, CEO ClimateWorks Plenary	3:10 pm
Formal close			4:30pm

2. List of Participants

City of Hobart

Katrina Graham

City of Sydney

Tom Belsham

Esther Bailey

Zoe Baker

Carolyn Johnstone

City of Melbourne

Rebecca Marson

City of Adelaide

Sandy McCathie

Rebecca Short

ClimateWorks Australia

Michelle Isles

Anna Skarbek

Katie Walsh