## Draft Communications Strategy

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<tr>
<th>Intended Outcomes (Hierarchy)</th>
<th>How can we measure outcomes? (Performance indicators)</th>
<th>How do we collect the information we need to make judgements? (Information sources)</th>
<th>How can we determine if our program is working well? (Standard)</th>
<th>Communication objectives</th>
<th>Communication tactics / strategy</th>
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| 7. Enhanced Stormwater Management in Bronte Gully through Local Community Participation | • Community participation processes established on ongoing, self-sustaining basis.  
• Continued involvement and engagement of non-traditional participants.  
• Integrated and ongoing solutions to stormwater issues in the catchment area.  
• A Stormwater Management Plan that includes solutions developed by non-traditional and traditional participants, and offers a framework for ongoing review and evaluation. | • Monitor activities and participation over time.  
• Ongoing evaluation of processes and outcomes.  
• Pre- and post-test surveys.  
• Pre- and post-test interviews.  
• Pre- and post-test physical monitoring activities. | • Measured against overall project aims and objectives.  
• Measured against pre-test map of community and environmental participation.  
• Measured against pre-test baseline data regarding key issues, values, knowledge, attitudes and behaviour.  
• Measured against pre-test physical monitoring data. | • Maintain community involvement in solutions to catchment stormwater issues (particularly encouraging ongoing participation by non-traditional stakeholders)  
• Communicate details of stormwater management plan developed from participatory processes | • Advertisements to acknowledge community participation and outcomes of participatory processes  
• Articles for community publications (such as Bronte Express, Waverley Tribune, Surf Riders foundation [good resource to target visitors], Keep Bronte Beautiful) and web sites (such as Streamwatch, EPA/SW Trust, Waverley Council) based on monthly Council updates, quarterly progress reports and other deliverables  
• Introduce articles / advertisements in Wentworth Courier to promote project outcomes. |
<table>
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<tr>
<th>6. Improved institutional capacity</th>
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<tbody>
<tr>
<td>• Workshops with staff and councillors, to develop implementation strategies and timelines.</td>
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<tr>
<td>• Ongoing consultations with staff and councillors to facilitate implementation and development.</td>
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<td>• Established networking and coordination arrangements.</td>
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<td>• Established decision-making processes that include, rely upon, and value the participation of Council and community (traditional and non-traditional) stakeholders.</td>
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<td>• Improved, streamlined processes and procedures that give Council and the community ‘added value’ (for example, strategic planning and policy development may be assisted by an established Environmental Consultation Process to inform State of the Environment Report processes).</td>
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<td>• % change in Knowledge, Attitudes, Skills and Behaviour.</td>
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<td>• Initial focus group discussions across Council departments.</td>
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<td>• Facilitation of regular workshop reviews.</td>
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<td>• Pre and post-test interviews.</td>
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<td>• Pre and post-test audits of stormwater activities.</td>
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<td>• Expressed ideas and willingness from all stakeholders to develop new ways of working together across issues.</td>
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<td>• Assess for ‘reach’ across organisation.</td>
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<td>• Assess against pre-test audits of Council process and practices.</td>
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<td>• Assess against baseline data re organisational values, knowledge, attitudes, skills and behaviour.</td>
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<tr>
<td>• Assess against baseline data re community values, knowledge, attitudes, skills and behaviour.</td>
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<tr>
<td>• Increase involvement and knowledge transfer between Councillors, Council departments and staff, and between Council and the rest of the catchment community.</td>
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<td>• Build Council / community ownership.</td>
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<tr>
<td>• Articles / emails / notices to increase involvement and knowledge transfer across Council - based on monthly Council updates, quarterly progress reports and other deliverables.</td>
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<tr>
<td>• Articles to report outcomes from focus group discussions, staff consultations and participatory processes.</td>
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<tr>
<td>• Introduce articles / advertisements in Wentworth Courier to promote project outcomes.</td>
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| 4. Increased involvement by more representative stakeholders | • Senior management responsibility for stormwater management policies and practices within Council departments.  
   • Stormwater management activities outlined in policies and practices across Council departments.  
   • Established communication and coordination of activities across and within departments.  
   • Consideration in budget and resource discussions across Council. | • Pre- and post-test interviews with staff and elected officers.  
   • Pre- and post-test audit of Council stormwater management processes and practices. | • Assessed against pre-test audit of Council stormwater management processes and practices. | • Senior management leadership and cross-departmental perspectives  
   • To highlight possibilities and options for change  
   • To explore strategies and the protocols for change  
   • To develop achievable, appropriate frameworks  
   • Secure staff involvement  
   • Target value-added approach | • Articles / emails / notices to increase involvement and share information across Council - based on monthly Council updates, quarterly progress reports and other deliverables  
   • Articles to report outcomes of participatory processes  
   • Introduce articles / advertisements in Wentworth Courier to promote project outcomes.  
   • Face to face meetings and presentations to develop Director-led approaches  
   • Senior manager to be key contact in each department  
   • On-site, face to face contacts with relevant staff eg. parks, beach, street sweepers.  
   • Use of existing staff gatherings (team meetings, training opportunities, newsletters)  
   • Develop project reports and documentation to inform Council process and requirements at appropriate time (eg. in lead up to State of Environment Report; Bronte Plan of Management Review process) | • Increase in range of participants (particularly those regarded as non-traditional)  
   • % change in Knowledge, Attitudes, Skills and Behaviour  
   • Profile participants  
   • Surveys (pre- and post)  
   • Interviews (pre and post)  
   • Physical monitoring activities | | • Assessed against map of pre-existing community involvement and participation  
   • Assessed against baseline data re key issues, values, knowledge, attitudes and behaviours  
   • Demonstrable and more sophisticated appreciation of issues related to environmental management and community participation | • Proactive attempts to build on participation initiated in phase 2 of project, to improve inclusiveness and representativeness of participants. Requires varied, innovative strategies, that do not rely on those used with traditional community participants. | • Eg. Outreach strategies to park visitors; targeting schools via newsletters; info displayed on buses/in bus shelters; on back of precinct leaflets; on community noticeboards;  
   • Info that emphasises community involvement  
   • Accounts from previous volunteers and participants, circulated via community media, websites etc.  
   • Articles that report on previous and ask, what do you think should happen now, how should this be carried forward. |
| 3. Trialing of community participation approaches | • Process that is inclusive and representative  
• Process that is focussed and in-depth  
• % change in key issues, values, knowledge attitudes and behaviours.  
• Identified approaches to stormwater management issues | • Profile participants  
• Process evaluation  
• Surveys (pre- and post)  
• Interviews (pre and post-test)  
• Record and monitor outcomes of deliberations | • Assessed against project aims and objectives.  
• Assessed against map of pre-existing community involvement and participation  
• Assessed against baseline data re key issues, values, knowledge, attitudes and behaviours | • To facilitate/enhance/inform? This depends on final methodology to be chosen. Empanelled approach and/or active representative debate. May not be mutually exclusive, but difficult to clarify at this stage.  
• Aim may also be to help build momentum towards capacity-building, integrationist phases of project. To support ongoing community and organisational activities. | • Produce materials for participatory processes – eg. if electronic democracy (on-line forums etc.) may want to set project context, invite participation, act to prompt/facilitate discussion. If on-line forums involving changing guests, may need to adapt materials accordingly. If citizen's jury, may take form of background/briefing papers – depends on how issues is framed up for the process, yet to be decided.  
• Update circulated community photos – with profile of participants (i.e. residents, lifeguards, businesses) – use them in articles/websites/local community displays to prompt further feedback from community re participation in stormwater management. Depends on trialled processes – i.e. will they be the kind to require ‘empanelment’ approach, as in jury, or the kind to require climate of active discussion and exchange of ideas (electronic democracy)  
• Some options might include: Mayor/Deputy Mayor/Ward Councillors photo-opportunities; connect to Council Federation celebrations; update material on Council and community websites to include achievements, possibilities, opportunities. |

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<th>1. Understanding current</th>
<th>• Demographic profile of catchment area</th>
<th>• 1996 Census data for postcode 2024</th>
<th>• Demographic profile, against which future participation can be measured</th>
<th>• Develop profile and an understanding of audience groups within the catchment</th>
<th>• Community profile</th>
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<tr>
<td>2. Community development work to build participatory approaches</td>
<td>• Established inclusive communications strategy.</td>
<td>• Ongoing content analyses of local media, community and Council forums.</td>
<td>• Regular reports/ references to project.</td>
<td>• Create and develop interest, positive attitudes, involvement, interaction between community/council and the project team</td>
<td>• Articles in Bronte Express, Waverley Tribune, Surfriders Foundation Newsletter – feedback, this is what you told us. Invite further contact.</td>
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<td>• High public profile for project aims and objectives.</td>
<td>• Monitor sources of contacts and enquiries.</td>
<td>• High levels of expressed interest in project.</td>
<td>• Facilitate community/council ownership</td>
<td>• Articles &amp; photos to publicise community activities eg. use of disposable cameras.</td>
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<td>• Established open processes for feedback, information and skills-sharing.</td>
<td>• Monitor website hits.</td>
<td>• All contacts and activities matched against map of pre-existing community involvement and participation.</td>
<td>• Reach out to non-traditional as well as to existing traditional stakeholders</td>
<td>• Post project summary, photos, contact details on Council, community and environmental websites – invite further feedback re issues (Streamwatch, EPA, Council sites).</td>
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<td>• Ongoing frequent consultations and presentations to all relevant precinct committees, community groups, and Council participants.</td>
<td>• Regular requests to all for feedback on progress, process, and ongoing strategies</td>
<td>• Physical monitoring data assessed against pre-existing data.</td>
<td>• Ongoing presentations face to face with community groups / Council</td>
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<td>• Project information and updates posted on Council website and other public noticeboards</td>
<td>• Building in community opportunities to inform, assess and evaluate, from the outset.</td>
<td>• Responses to invitations to participate in physical monitoring activities.</td>
<td>• Link up with existing publicity – eg. Surfriders Foundation have info stalls and get togethers at Bronte – also produce electronic newsletter, press releases, leaflets delivered around community.</td>
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<td>• Community engaged in physical monitoring and audit activities.</td>
<td>• Assessment of quality and reliability of data collected in physical monitoring activities.</td>
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| • Profile of environmental values, concerns and behaviours in catchment area | • 1996 Census data for postcode 2024  
Community Indicators and Local Democracy Project – Community Participation Survey, WGLA (respondents postcode 2024)  
Pre and Post-Test Water Quality Survey - SWT Round 2 (Hewlett St sub-catchment)  
Pre-Test Bronte Gully Survey  
Community interviews | • Hewlett St sub-catchment representative of wider Bronte Gully catchment (2024), as defined by Census comparisons.  
Matching profiles establish ability to generalise from postcode data and sub-catchment data across several data-sets.  
Validity and reliability tests on data across several data sets.  
Survey response rates.  
Information that supplements, illuminates and informs.  
Identification of key issues, values, baseline knowledge, attitudes and behaviours. | • Front-end engagement  
Develop project profile  
Develop understanding of the audience groups (across community and Council)  
Information-gathering | • Advertisements to invite community participation – ask 4 questions re the issues, possible causes, strategies and role of community – feedback to project contact person  
To appear in Bronte Express, Waverley Tribune, Surfriders Foundation Newsletter.  
Maps circulated via KBBC, precincts, bushcare grps and Council (staff and councillors) to request identification of hotspots across catchment – return to project contact person.  
Continuing presentations and face to face contacts with community groups / Council |

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| • Profile of community participation preferences and involvement | • Community Indicators and Local Democracy Project – Community Participation Survey, WGLA (respondents postcode 2024) | • Demographic profile, against which future participation can be measured  
Hewlett St sub-catchment representative of wider Bronte Gully catchment (2024), as defined by Census comparisons.  
Matching profiles establish ability to generalise from postcode data and sub-catchment data across several data-sets.  
Validity and reliability tests on data across several data sets.  
Survey response rates.  
Information that supplements, illuminates and informs.  
Identification of key preferences, barriers, baseline activities and levels of participation. | • Front-end engagement  
Develop project profile  
Develop understanding of the audience groups (across community and Council)  
Information-gathering | • Advertisements to introduce project; articles for Bronte Express, Waverley Tribune, Surfriders Foundation newsletter with focus on info-gathering and engagement (first of a series of contacts)  
Presentations to community groups / Council |

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| • Profile of existing community groups, identifying membership, focus, history, activities, and integration within wider institutional networks | • Community interviews  
- Audit of existing histories, charters/constitutions, meeting minutes, publications, websites, mailing lists, newsletters, and other relevant and documentation | • Snowball approach to identify prospective interviewees - cross-check for representativeness.  
- A ‘map’ of community participation, establishing benchmarks of community activism, interests, gaps, and predominant processes and activities. This will document ‘traditional’ stakeholders, as well as suggest ‘non-traditional’ stakeholders. It will also inform possible strategies and processes. | • Create interest about the project  
- Develop profile and an understanding of the audience groups within the catchment | • Presentations to community groups / Council  
- Face to face contact: attend community meetings & activities routinely, talk to people, ask about the issues, engage (eg. KBBC monthly meetings, project a regular agenda item; visit Bushcare groups monthly; attend precincts monthly)  
- Join community mailing lists (KBBC, Surfrider Foundation, F of E). |

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