

Communications Committee - 13 June 2018 Attachments

8.1. Minutes.....	2
8.1.1. Minutes of the Communications Committee - 2 May 2018.....	2
11.1. Director's Report to 13 June 2018.....	5
11.1.1. ORC Event Calendar.....	5
11.2. Stakeholder Engagement Strategy.....	7
11.2.1. Strategy Doc 2018- FINAL May 2018.....	7

Minutes of a meeting of the
Communications Committee held in the
Auditorium, Toitu Museum, Dunedin on
Wednesday 2 May 2018, commencing at 9:31 am

Membership

Cr Michael Deaker	<i>(Chairperson)</i>
Cr Carmen Hope	<i>(Deputy Chairperson)</i>
Cr Graeme Bell	
Cr Doug Brown	
Cr Trevor Kempton	
Cr Michael Laws	
Cr Ella Lawton	
Cr Sam Neill	
Cr Andrew Noone	
Cr Gretchen Robertson	
Cr Bryan Scott	
Cr Stephen Woodhead	

Welcome

Cr Deaker welcomed Councillors, members of the public and staff to the meeting.

1. APOLOGIES

No apologies were tabled.

2. LEAVE OF ABSENCE

Resolution

Leave of Absence for Cr Bell was noted.

3. ATTENDANCE

Sarah Gardner	<i>(Chief Executive Officer)</i>
Nick Donnelly	<i>(Director Corporate Services)</i>
Tanya Winter	<i>(Director Policy, Planning and Resource Management)</i>
Sian Sutton	<i>(Director Stakeholder Engagement)</i>
Gavin Palmer	<i>(Director Engineering, Hazards and Science)</i>
Scott MacLean	<i>(Director Environmental Monitoring and Operations)</i>
Sally Giddens	<i>(Director People and Safety)</i>
Ian McCabe	<i>(Executive Officer)</i>
Lisa Gloag	<i>(Team Leader Strategic Communications)</i>
Lauren McDonald	<i>(Committee Secretary)</i>

4. CONFIRMATION OF AGENDA

The agenda was confirmed as tabled.

5. CONFLICT OF INTEREST

No conflicts of interest were advised.

6. PUBLIC FORUM

No public forum was held.

7. PRESENTATIONS

No presentations were held.

8. CONFIRMATION OF MINUTES

8.1. Minutes Resolution

That the minutes of the meeting held on 21 March 2018 be received and confirmed as a true and accurate record.

Moved: Cr Deaker

Seconded: Cr Lawton

CARRIED

9. ACTIONS

Status report on the resolutions of the Communications Committee.

No current actions.

11. MATTERS FOR NOTING

11.1. Director's Report to 2 May 2018

The report outlined stakeholder engagement activity between 7 March 2018 and 20 April 2018, including: collaborative partnerships; implementation of rural water quality; forestry; catchment groups, media and promotions; water management groups, policy; environmental operation, engineering, hazards and science; general public awareness.

Tomahawk Lagoon community vision workshops - Mrs Sutton advised that an update on the agreed visions, goals, prioritised actions from the community workshop would be provided.

Mooving Day - After discussion it was agreed to return to the use of the reference "Gypsy Day" as it had more meaning and connection to the community the messaging intended for. Mrs Sutton to action.

Calender of Upcoming Events - A request was made to co-ordinate provision of meetings and events details to councillor's calendars. Mrs Sutton to action.

Resolution

That this report is noted.

Moved: Cr Woodhead

Seconded: Cr Scott

CARRIED

12. NOTICES OF MOTION

No Notices of Motion were advised.

13. CLOSURE

The meeting was declared closed at 10:35 am.

Chairperson

ORC Event Calendar for Councillors

These are events or activities being co-ordinated, undertaken, or attended by ORC staff and Councillors. Events with times and locations are those able to be attended by councillors. Some of these events will need an RSVP. For more information, or to make an RSVP, please enquire with Lisa Gloag, Acting Manager Strategic Communications and Engagement.

June 2018

- 7 Building a community vision for Lake Tuakitoto**
Kaitangata Hall, 19 Eddystone St, Kaitangata
- 8 Urban Water Quality Forum with key stakeholders**
Dunedin Art Gallery, The Octagon
- 13 Otago Regional Council Committee Meeting**
Edinburgh Room, DCC Municipal Chambers, The Octagon
- 14 Otago Regional Council – Councillor Workshops**
Edinburgh Room, DCC Municipal Chambers, The Octagon
- 20 Otago Regional Council Audit and Risk Meeting**
Venue to be confirmed
- 27 Meeting of the Otago Regional Council**
Venue to be confirmed
- 28 Otago Regional Council – Councillor Workshops**
Venue to be confirmed
- TBC Pest Plan Consultation**

July 2018

- 20 Otago Southland Regional Transport Committee meeting**
Council Chamber, Clutha District Council, Rosebank Terrace, Balclutha

August 2018

- 1 Otago Regional Council Committee Meeting**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 2 Otago Regional Council – Councillor Workshops**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 15 Meeting of the Otago Regional Council**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 16 Otago Regional Council – Councillor Workshops**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 29 Building a community vision for Tomahawk Lagoon**
Grants Braes Clubrooms, 12:30pm and 6:30pm

September 2018

- 12 Otago Regional Council Committee Meeting**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 13 Otago Regional Council – Councillor Workshops**

Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin

- 19 Otago Regional Council Audit and Risk Meeting**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 26 Meeting of the Otago Regional Council**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 27 Otago Regional Council – Councillor Workshops**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin

October 2018

- 4 Building a community vision for Lake Tuakitoto**
Venue TBC
- 12 Otago Southland Regional Transport Committee meeting**
Council Chamber, Clutha District Council, Rosebank Terrace, Balclutha
- 17 Otago Regional Council Committee Meeting**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 18 Otago Regional Council – Councillor Workshops**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 31 Meeting of the Otago Regional Council**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin

November 2018

- 1 Otago Regional Council – Councillor Workshops**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 28 Otago Regional Council Committee Meeting**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 29 Otago Regional Council – Councillor Workshops**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin

December 2018

- 11 Meeting of the Otago Regional Council**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin
- 13 Otago Regional Council – Councillor Workshops**
Council Chamber, Level 2, Phillip Laing House, Rattray Street, Dunedin

trict Council, Rosebank Terrace, Balclutha

2018

Draft

Communication & Stakeholder Engagement Strategy



Contents

Introduction	2
Implementation	6
Our strategy is guided by...	12
Evaluating our success	18

Introduction



Executive Summary

The following document outlines the Communication & Stakeholder Engagement Strategy for the Otago Regional Council (ORC).

This plan will be implemented over three financial years and will improve the organisation's communication and engagement performance to add value to our community engagement efforts, encourage greater community participation, develop future and existing relationships and will contribute to an improved reputation.

All actions contained in this document are directly related to ORC's vision of contributing to a sustainable and prosperous Otago. This document demonstrates ORC's commitment to continuous improvement, open and easily understood communication and engagement.

Purpose of this plan

This plan will ensure that ORC's communications and engagement processes are innovative, effective, and consistent.

It will introduce new tools, policies and methodologies and will build capacity across the organisation to achieve the desired communication and engagement outcomes. It will assist in turning policy into action at the community level and will support and clearly articulate ORC's vision over their term.

Central to these improvements will be ORC's agenda to influence behaviour change when it comes to environmental management.

Our communication & engagement goals

- Reluctant ratepayers to passionate subscribers
- Behaviour change through positive influence
- Facilitating meaningful two-way conversations
- Being a national influencer

Our principles

All our communications and engagement (written, digital, and face to face) will be:

- Honest, timely and up to date
- Clear, will use plain English and will be easily understood
- Creative, engaging, and targeted

Our customer service statement (internal and external):

We will treat our customers with respect by: knowing them, valuing them, giving them what they want and, if we can't, telling them why.

Key communication & engagement initiatives



① Contributing to a proud & engaged workforce

We will use a plain English communication style to reach our workforce. We will achieve this through committing to regular two-way communication delivered in a variety of ways, optimising our internal communications channels, and ensuring key corporate decisions are communicated regularly.

② Genuine community engagement to enhance decision making

We will conduct community engagement that is more meaningful and contributes to improved decision making on key projects, policies, and activities. We will achieve this by ensuring multiple available channels for community to have their say and receive information, providing accurate community feedback to the organisation, empowering communities to take action on their environments, and closing the loop on consultation activities. We will also aim to target populations who have not historically engaged with ORC processes.

③ Committing to communicate

We will raise awareness about the great work ORC does, our policies and projects. We will achieve this through using multiple channels, delivering creative and engaging campaigns, and investing in new and emerging technology/channels to enhance our communication efforts.

④ Excellence in customer service & a customer-first approach

We will know our customers, understand their needs, and drive a customer-centric culture across ORC. We will achieve this through responsive, multi-channel customer service, quick issue resolution and investment into customer solutions technology.

⑤ Prioritising our reputation

We will enhance council's reputation with industry, government, and community. We will achieve this through building strong relationships and having clear messages in line with the Otago Regional Council Annual Strategic Plan and Vision.



1 Contributing to a proud & engaged workforce

We will use a plain English communication style to reach our workforce. We will achieve this through committing to regular two-way communication delivered in a variety of ways, optimising our internal communications channels, and ensuring key corporate decisions are communicated regularly.

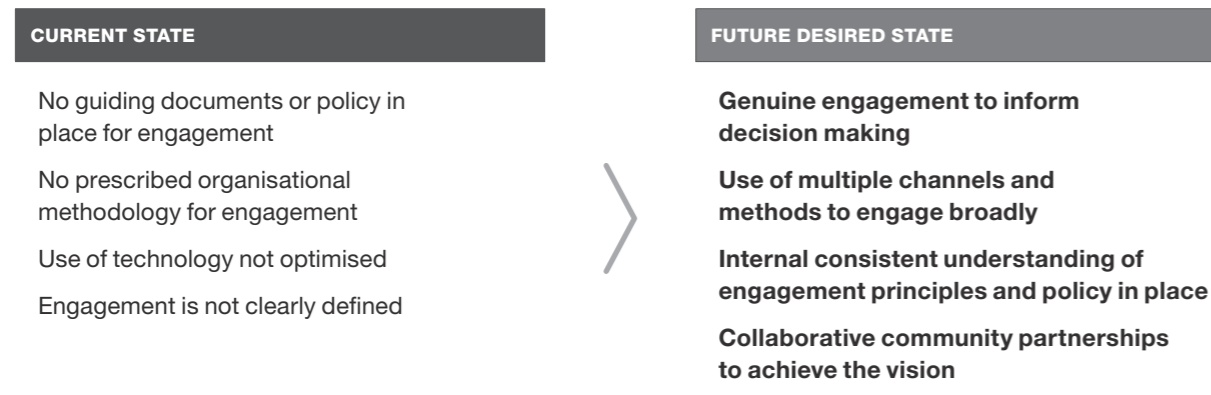
CURRENT STATE	FUTURE DESIRED STATE
Absence of formal internal communication plan	A clearly and regularly communicated direction
Intranet not optimised for internal communication	An internal communication plan in place
A lack of clearly articulated priorities and direction for staff	Optimised and relied-upon intranet
	A more motivated workforce who are in the know

ACTION	TEAM	18/19	19/20	20/21
Develop an internal communication strategy and implement this strategy consistently	Channels			
Develop a council position on being inclusive of all cultures including Maori	Engagement			
Better management of Jostle for internal communication and collaboration	Channels			
Look for opportunities for staff to participate in ORC's social media channels	Channels			
Develop a cohesive identity that reflects the entire organisation, including brand elements for staff accommodation (offices), uniforms and development of shared goals, vision and values to contribute to this brand and brand language	Channels/engagement			
Develop a structured awards program that reflects organisational values	Engagement/Channels/HR			
Better clarity around priorities, who does what articulated internally	Channels			
Support morale-boosting initiatives such as reward and recognition, photo comps etc	Channels/HR/engagement			
Contribute to the creation of a green office team internally to implement green office practices across ORC	All			
Internally promote the function of stakeholder engagement and ways we can help	All			
Create a strong employer brand online	Channels/HR			
Mandate open sharing of calendars and a position on internal and external email response	Channels/HR			
Be more targeted in recruitment drives and develop a robust induction process	Channels/HR			

2 Genuine community engagement to enhance decision making

We will conduct community engagement that is more meaningful and contributes to improved decision making on key projects, policies, and activities. We will achieve this by ensuring multiple available channels for community to have their say and receive information, providing accurate community feedback to the organisation, empowering communities to take action on their environments, and closing the loop on consultation activities.

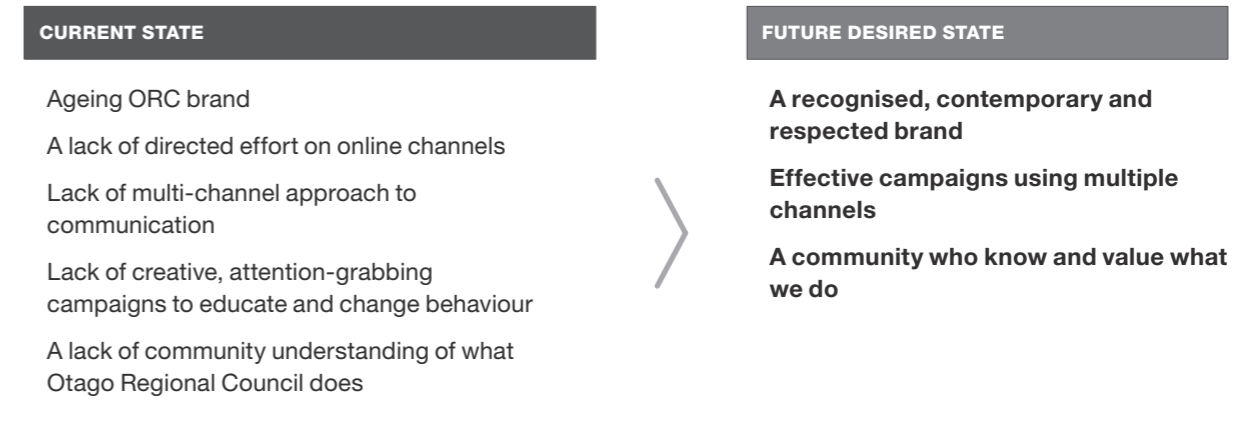
We will also aim to target populations who have not historically engaged with ORC processes.



ACTION	TEAM	18/19	19/20	20/21
Implement the International Association of Public Participation (IAP2) as the guiding methodology for engagement at ORC as well as prescribed tools at each level	Engagement			
Implement online community engagement, mobile solutions and place-based consultation to increase available channels for community to have their say	Engagement			
Develop a youth engagement protocol and work with schools to engage young people in our policy and programs	Engagement			
Develop a community engagement policy and guidelines to ensure consistency across the organisation	Engagement			
Ensure that key staff and governance members are offered the opportunity to participate in IAP2 training	Engagement			
Develop an ORC advocacy strategy identifying key stakeholders and council objectives in relation to these stakeholders	Engagement			
Implement a whole of council CRM	All			
Grow and promote the EnviroSchools program	Engagement/ EnviroSchools			
Deliver an annual Councillor Roadshow around the region to host community Q & A sessions as well as facilitated visits for Councillors to key projects.	Engagement			
Review and re-brand the environmental enhancement fund with a view to creating more opportunities for promotion of funded projects as well as driving a higher number of applications to the fund	Engagement/ Channels			
Develop a bi-annual survey to determine the success of EnviroSchools	Engagement – EnviroSchools			
Develop an ORC sponsorship policy to guide sponsorship and in-kind support of initiatives	Channels			
Develop an ORC approach to supporting community catchment groups	Engagement			

3 Committing to communicate

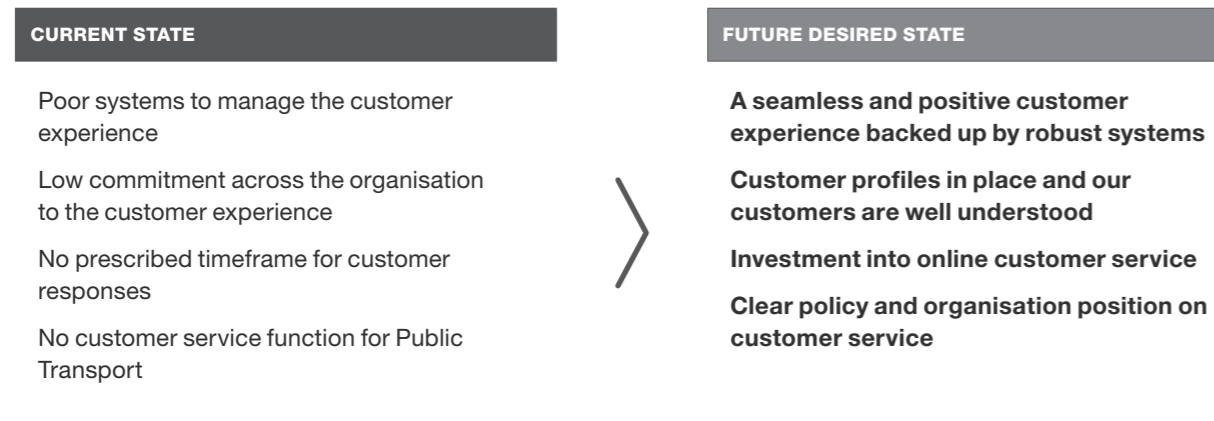
We will raise awareness about the great work ORC does, our policies and projects. We will achieve this through using multiple channels, delivering creative and engaging campaigns, and investing in new and emerging technology/channels to enhance our communication efforts.



ACTION	TEAM	18/19	19/20	20/21
Develop a social media policy and guidelines	Channels			
Get social – Instagram, Twitter, Facebook, Snapchat etc	Channels/All			
Invest in digital communication – more rich content	All			
Replenish and refresh ORC's image library	Channels			
Develop preferred supplier panels for procurement of creative services	Channels			
Review all ORC newsletters with a view to consolidating and repositioning	All			
Develop a production schedule and editorial group for ORC newsletters	All			
Establish a de-centralised content management system for the website	Channels			
Commit to ongoing evolution of the council website to be more functional and transactional	Channels			
Refresh council's corporate identity to be contemporary – conduct an organisational brand refresh	Channels/ Engagement			
Refresh all social media sites to be in line with the refreshed brand	Channels			
Innovate ORC's publications, including digital formats	All			
Develop a process for image consents	Channels			
Invest in new and emerging channels and technology to improve communication	All			
Following a re-brand, create internal organisational templates for use in-house, hosted on the intranet	Channels			
Develop a contemporary organisational style guide and writing guidelines to establish a clear tone of voice and ORC's 'persona'	Channels			
Integrate Te Reo Maori in communication where appropriate	All			
Invest in greater use of video content	All			

4 Excellence in customer service & a customer first approach

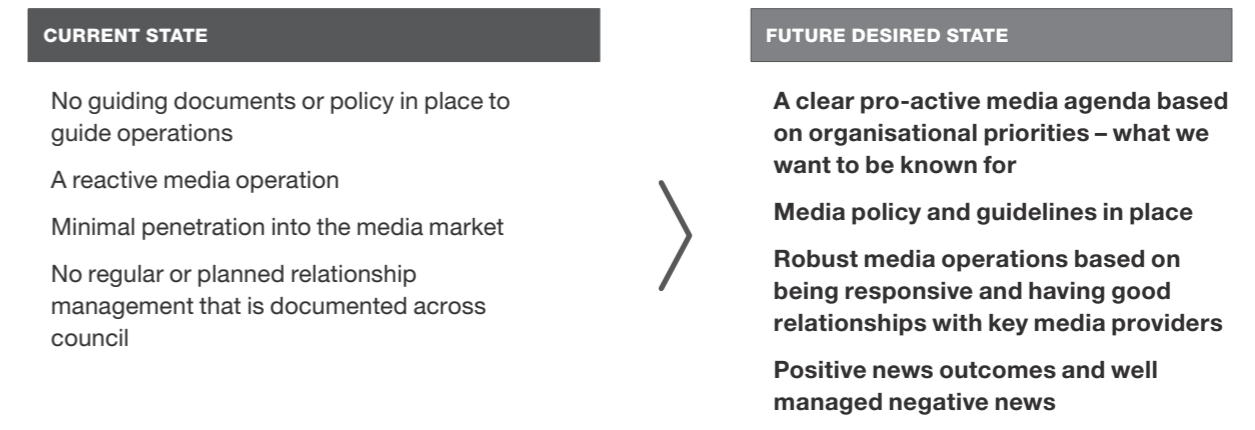
We will know our customers, understand their needs, and drive a customer-centric culture across ORC. We will achieve this through responsive, multi-channel customer service, quick issue resolution and investment into customer solutions technology.



ACTION	TEAM	18/19	19/20	20/21
Implement technology solutions to enhance the customer experience and organisational responsiveness	Customer Service			
Implement processes to ensure consistent messaging	All			
Implement a system to ensure incoming customer inputs and feedback	Customer Service			
Develop a customer experience policy to be rolled out across the business 'Customer service is everyone's business'	Customer Service			
Create more collateral displayed at customer counters to communicate initiatives and the organisational purpose, as well of consideration of digital screens	All			
Develop customer profiles based on what we know	Customer Service			
Ensure customer service is better integrated with the organisation	Customer Service			
Improve first point call resolution by 10%	Customer Service			
Review on hold music to optimise this as a channel for information	Customer Service			
Integrate customer services into social media and provide a more responsive experience online	Customer Service			
Investigate ways to automate the customer experience	Customer Service			
Conduct a customer experience survey bi-annually and implement findings where possible to improve the customer experience	Customer Service			
Integrate public transport customer service into ORC's core functions as well as consideration of out of hours services across ORC where necessary	Customer Service			
Implement a customer enquiry system to track enquiries and their resolution	Customer Service/IT			
Conduct training in customer service across the organisation as compulsory training	Customer Service			

5 Prioritising our reputation

We will enhance council's reputation with industry, government, and community. We will achieve this through building strong relationships and having clear messages in line with the Otago Regional Council Annual Strategic Plan, vision and purpose.



ACTION	TEAM	18/19	19/20	20/21
Develop media policy and guidelines	Media			
Conduct spokesperson training with key spokespeople	Media			
Conduct market research to understand general sentiment and understanding of ORC	All			
Implement more sophisticated media monitoring and reporting	Media			
Develop an internal and external events calendar for media operations	Media			
Regularly attend internal meetings to extract positive news pieces	All			
Create structure around media operations in respect to Council meetings	Media			
Integrate social media into media operations	Media			
Develop targeted media distribution lists for special interest stories and topics	Media			
Develop a stakeholder engagement strategy for media	All			
Build meaningful relationships with community and key stakeholders through the development of a targeted relationship management strategy	Engagement			
Utilise more video for media operations	Media/All			



ORC's vision and purpose

OUR VISION

'For our future — a sustainable and prosperous future for Otago'.

OUR PURPOSE

'Caring for Otago's environment: enabling communities to thrive'.

OUR COMMUNITY OUTCOMES

A healthy environment

A place where people can enjoy their environment safely, productively, and respectfully

A connected community

Service delivery that puts the community first and ensures that operations are customer driven, efficient and fit for purpose

An engaged and proud community

Communities empowered to be the champions and custodians of their Otago environment

A strong economy

A region that prioritises sustainability as an economic measure whilst being attractive to industry

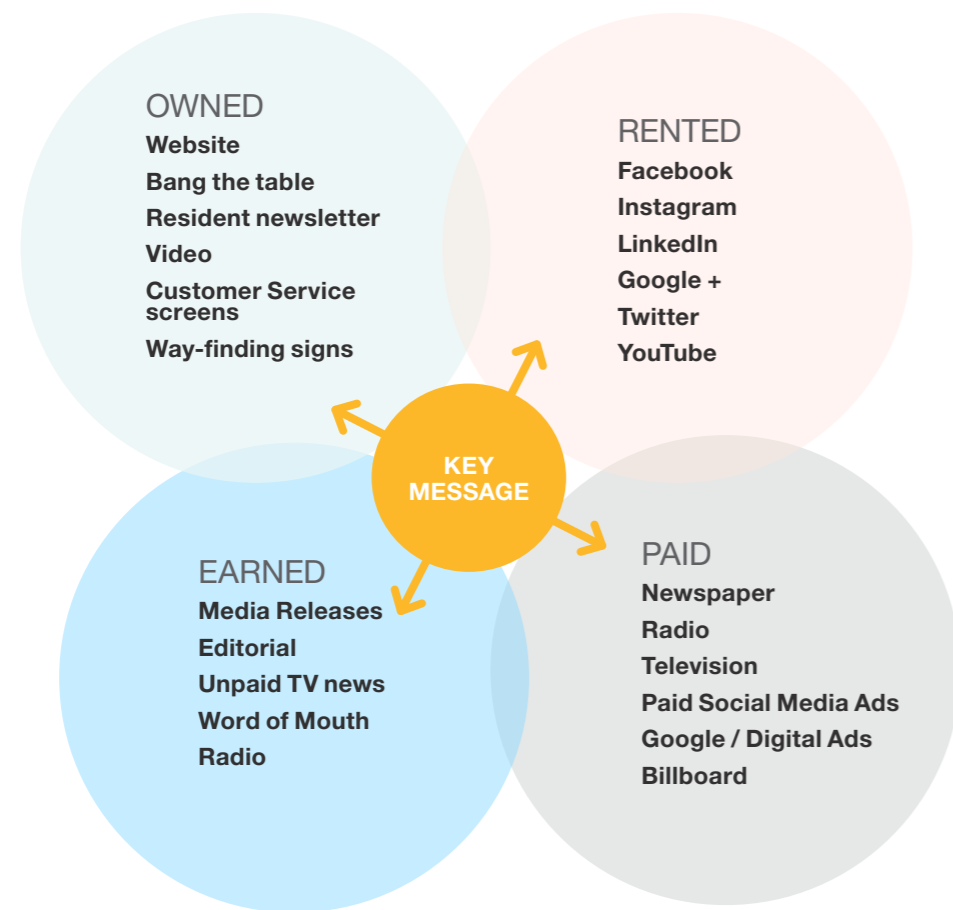
A future-proofed region

A region that is prepared for future environmental challenges and that retains the characteristics that make Otago a great place for everyone

Channel management & methodologies

In all communication and engagement activity ORC will ensure that the channel management framework is applied to campaigns. In the first instance all media efforts will be 'earned', followed by the use of 'owned' and 'rented' channels to disseminate messages.

Bought media will be restricted to specific instances where the previous strategies have not been effective.



Digital marketing trifecta: earned, owned & paid media

Public participation spectrum

IAP2 is the International Association of Public Participation that developed an international framework for engagement and is considered a best practice benchmark worldwide.

The purpose of the spectrum is to improve the practice of public participation or community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest.

The IAP2 Spectrum will be applied to all ORC communication and engagement projects to determine levels of engagement and methodology.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
OUR TECHNIQUES	<ul style="list-style-type: none"> • Doorknocks • Fact sheets/ project updates mail outs and emails • Media releases • Print, radio and TV advertising • Websites • Social media • Information repository 	<ul style="list-style-type: none"> • Public comment • Online consultation • Focus/ reference groups • Surveys • Public meetings/ consultation workshops 	<ul style="list-style-type: none"> • Workshops • Deliberative polling • Online consultation • In-person surveys • Resident feedback registers 	<ul style="list-style-type: none"> • Citizen advisory committees • Consensus building • Participatory decisionmaking • Focus groups • Public hearings 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

Customer personas

MARKET SEGMENTATION

The Otago Regional Council recognises that when it comes to communication and stakeholder engagement different people have different needs.

To further inform this strategy council will conduct a bi-annual broad community survey to understand in more detail segments of the community, how they want to be engaged and sentiment about the work council does.

It's important to note that the consideration of target audiences will be taken into account in all council communication and engagement and the one size fits all will not be applicable.

The following customer profiles provide a guide to how the community wants to receive information at different stages of their lives and in different circumstances. The current customer personas were developed following the organisational website redevelopment and research associated with that project.



IN AND OUT OLLIE

"I've just got a quick task, and want to do it fast"

Goals and Objectives

- Find out bus timetable
- Pay rates
- Get in and out as quick as possible

Attitudes, Motivations, and Behaviours

- If he didn't own a house and/or ride the bus he would rarely contact council. Might follow a Queenstown Bus Facebook or twitter page but wouldn't follow a ORC Facebook page.
- Get me in and out as quick as possible, mostly online
 - » Bus – 1 click
 - » Rates – 2 clicks
- If he sees big changes happening in his location, he will hope someone who cares puts a submission in or the council is onto it.
- Doesn't vote for regional councillors or district councillors.



IN THE KNOW EVIE

"I want information and ORC is a good source"

Goals and Objectives

- Primarily information gathering – but not seeking deep information on any given topic

Could be a:

- » teacher who wants information for her class
- » parent who wants information about civil defence in their area
- » member of the public who will have more of a look if they find something interesting.

- If they see something posted on Facebook they will click through to the website and feel enlightened.

Attitudes, Motivations, and Behaviours

- Care about issues (including environmental) in their area but unlikely to make submissions.
- Will gather information and discuss with friends and colleagues (or children if they are a teacher or parent).
- Like to be knowledgeable about what is happening in their area.



CONCERNED CARL

"I keep an eye on the council and if something's not right, I'll act on it"

Goals and Objectives

- An engaged and concerned citizen.
- Reads media releases, meeting agendas and minutes, draft plans.
- Will post links to the website on his community Facebook group.
- If something happens that concerns him, he will make a submission.

Attitudes, Motivations, and Behaviours

- A concerned and engaged citizen.
- Knows who the councillors are and will contact them.
- Will contact the council if they see something wrong.
- Suspects the council has something to hide.



HIGH COUNTRY HAMISH

"My farming overlaps with ORC in a few ways. Most good, some bad"

Goals and Objectives

- Wants to know if rivers will flood.
- What can the council do to help with pest control?
- Do I have to complete a resource consent? If so how do I do this and how much will it cost?

Attitudes, Motivations, and Behaviours

- Has a love hate relationship with the council. Loves the work they do monitoring rivers, killing pests, and planting trees but hates it when he has to fill in forms to do something.
- Wants information or something done.
- Wants to know the process up front and then may have a few questions about the process.



SUBMISSION SARAH

"It's my job to get stuff done through the council I have all the councillors on speed dial"

Goals and Objectives

- Will be asked by a client to make a submission to a plan.
- Will be asked by a client to make a resource consent submission.
- Important notes from the council meetings.
- Might check if something is on the agenda and make sure councillors know her stance on it.

Attitudes, Motivations, and Behaviours

- Has a detailed understanding of the RMA.
- Will look for items on the website because she knows they have to be there by law.
- Will have read all 140 pages of the long term plan.
- Wants to know what is happening before it happens to inform her clients.



Evaluating our success



The actions within this strategy will be converted into an annual business plan and will be reviewed via Opal reporting and reported to Council as part of the Stakeholder Engagement Directors Report.

A progress report against actions will be presented annually to Councillors and all team KPIs will be linked to the delivery of the actions within this strategy.

This form of measurement will ensure that the implementation of strategic improvements are delivered in a timely manner.

Success of ORC's communication agenda will be measured in three ways:

1. **Reach and audience tracking.**

Targets will be set around reach associated with communication efforts. For example, targets will be set around the following outcomes:

- Media conversation tracking
- Media sentiment tracking
- Website visitor numbers
- Social media growth targets
- Social media post performance
- Newsletter opens online
- Media reach for featured articles

2. **Annual sentiment surveying and collection of baseline data**

At the outset of this strategy a customer survey will be conducted across the region to ascertain the following points:

- Satisfaction of ORC services
- Importance of ORC services
- Level of awareness about what ORC does
- Current reasons for communicating with ORC
- Preferred methods of communication

This data set will provide a baseline of data to track improvement as our communication efforts modernise and improve.

3. **Behaviour change (on a project-by-project basis)**

This method will be used to track behaviour change as a result of targeted campaign efforts. This particular measure is extremely hard to implement as many projects will need to span over a long timeframe to see change at the community level. Every effort will be made to set clear performance measures for project communication at the outset of every project, and these will be reported against.

