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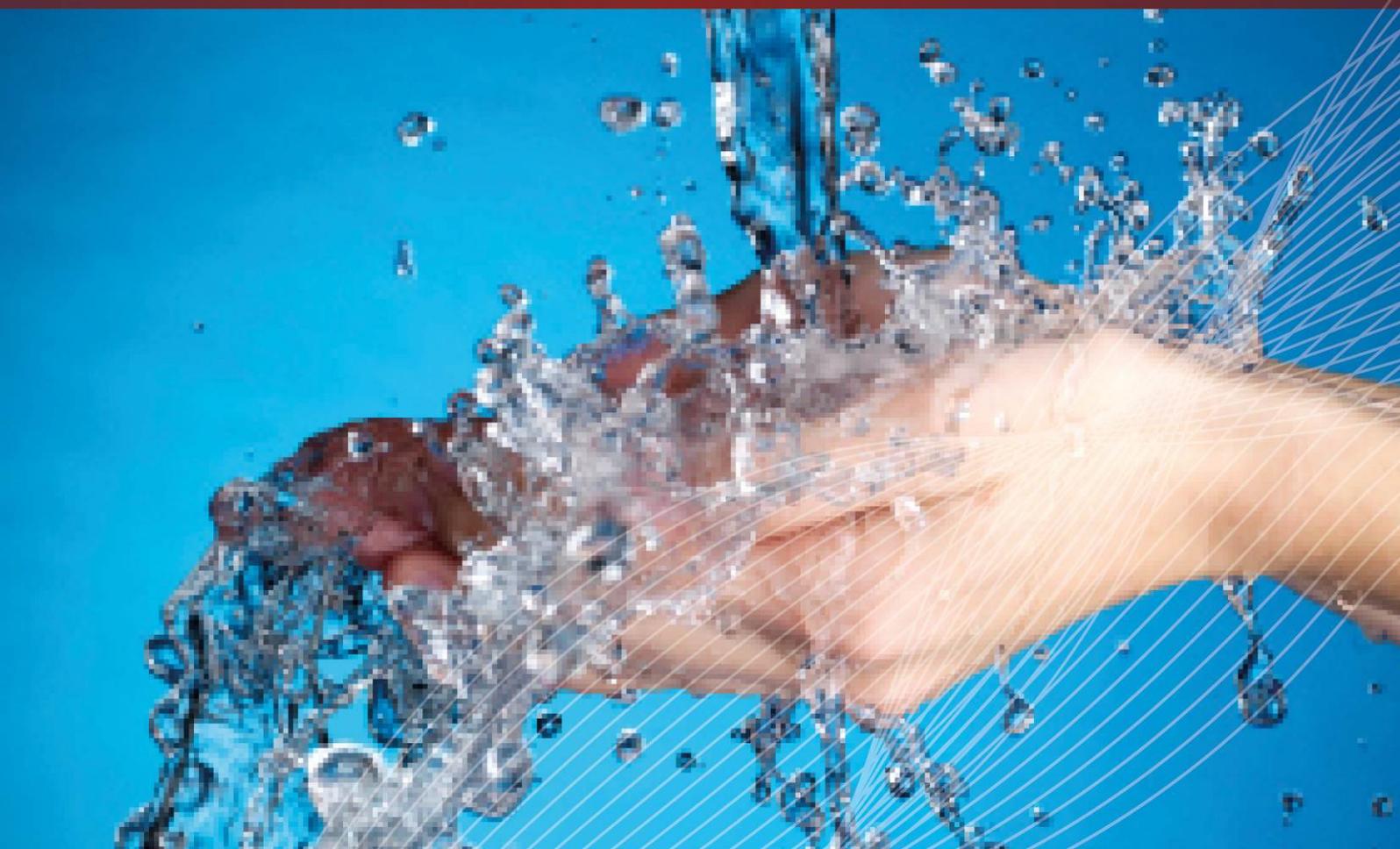


Project Report

Water Recycling and Media: Guidelines for Communication

A report of a study funded by the
Australian Water Recycling Centre of Excellence

J. Motion and M. Kearnes, December 2014



Water Recycling and Media: Guidelines for Communication

This report has been prepared as part of the National Demonstration Education and Engagement Program (NDEEP). This Program has developed a suite of high quality, evidence-based information, tools and engagement strategies that can be used by the water industry when considering water recycling for drinking purposes. The products are fully integrated and can be used at different phases of project development commencing at “just thinking about water recycling for drinking water purposes as an option” to “nearly implemented”.

Project Leader

Dr Matthew Kearnes
School of Humanities and Languages
Faculty of Arts and Social Sciences
UNSW
Sydney, NSW 2052 AUSTRALIA

Phone: +61 2 9385 1010

Contact: Matthew Kearnes m.kearnes@unsw.edu.au

About the Australian Water Recycling Centre of Excellence

The mission of the Australian Water Recycling Centre of Excellence is to enhance management and use of water recycling through industry partnerships, build capacity and capability within the recycled water industry, and promote water recycling as a socially, environmentally and economically sustainable option for future water security.

The Australian Government has provided \$20 million to the Centre through its National Urban Water and Desalination Plan to support applied research and development projects which meet water recycling challenges for Australia’s irrigation, urban development, food processing, heavy industry and water utility sectors. This funding has levered an additional \$40 million investment from more than 80 private and public organisations, in Australia and overseas.

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Water Recycling and Media: Guidelines for Communication

Judy Motion and Matthew Kearnes

National Demonstration, Education and Engagement Program



Arts & Social
Sciences



Purpose of the Document

This document provides guidance on media practice and strategies in the area of potable reuse that may be adapted in different organisational and institutional settings. The guidelines draw upon and are underpinned by the results of a three-year study of public understandings and responses to potable reuse conducted as part of Stream 2.2 of the National Demonstration, Education & Engagement Program (NDEEP).¹

These guidelines were developed by UNSW researchers Professor Judy Motion and Dr. Matthew Kearnes in collaboration with Weber Shandwick, one of Australia's leading public relations agencies, and Lynette Reurts, an independent contractor with public sector expertise.

Project Description

The NDEEP project is designed to develop a National Demonstration Education and Engagement Program for recycled water to be viewed as an acceptable alternative for augmenting drinking water supplies.

Led by the University of New South Wales, the project involves a consortium of organisations from Australia and overseas, including water utilities, universities and private companies. The project has also developed tools, methods and materials which provide consistent and relevant information across Australia, that aid in increasing community understanding and acceptance of water reuse as an alternative drinking water supply.

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¹ For reference please see: M Kearnes, J Motion, and J Beckett, *Australian Water Futures: Rethinking Community Engagement* (Report of the National Demonstration, Education & Engagement Program, University of New South Wales, 2014).

Executive summary

These media guidelines offer practical recommendations to support the development of media strategies for proposed recycled water initiatives and, more generally, alternative water source interventions.

The guidelines draw upon NDEEP research findings from a content analysis of Australian media coverage, nationwide focus group research and interviews with national and international communication advisors. The content analysis indicated that media coverage of potable reuse was episodic, framed in adversarial terms, and focused on controversy and political mismanagement. Salient findings from the focus groups included concerns about social justice issues and scepticism about crisis narratives that were perceived as propaganda for particular infrastructure projects or technological solutions. Focus group participants expressed a need to be informed of and engaged in deliberations about alternative water sources. In terms of media preferences, participants understood their own biases, explaining that they were more likely to take note of and possibly believe stories in media outlets that matched their own predispositions and that featured legitimate and independent experts. Interviews with communication advisors from Orange County Water District, San Diego County Water Authority and Los Angeles Department of Water and Power reflected on key lessons from previous controversies and emphasized the importance of advocacy – based outreach programs that lock in political and community support. Communication strategies concentrated on the multiple challenges that explain the necessity for alternative water sources and related sustainability issues. Interviews with Australian communication advisors emphasized the importance of aligning communication with organizational planning processes, adapting communication to local contexts, and the principle of taking communities on a journey rather than imposing solutions.

The following set of principles was recommended for developing effective media relations and strategies:

- Media practices comply with journalistic ethics, expectations and norms, and reflect an appreciation of the shifting media landscape;
- Media communication supports policy formation and implementation processes;
- Media forms part of a broader communication agenda committed to opening up discussions about water futures;
- Media relations are underpinned by ethical principles;
- Media strategies reflect a deep understanding of audience media preferences and present audience-centred information;
- Opportunities for social media engagement and conversations are opened up.

Decisions about how to open up media and public conversations about recycled water require a carefully planned and executed media program. Prioritization of media strategies is a significant challenge for media managers. Recommendations for nine significant priorities are detailed in this guideline report:

- Priority 1. Determine what counts as media success – ask critical questions about whether the media plan is intended to open up conversations about potable reuse or support a particular government or organizational policy.
- Priority 2: Align media priorities with broader organizational planning processes and priorities – develop a set of common starting points for all media communication about potable reuse and establish critical milestones that align with organizational planning phases.

- Priority 3: Lead the conversation – develop a ‘road map’ that creates media opportunities to control the potable reuse story by providing content or identifying potential possibilities to pitch stories.
- Priority 4: Build positive relationships with journalists – operate at a senior level to co-design the agenda for alternative water sources and become a valued source of information by working with the needs of journalists. Identify media ‘trend setters’ and seek editorial opportunities.
- Priority 5: Frame the story – explore challenges, needs and benefits with key stakeholders. Promote sustainability frames for media content that encourage conservation, communicate environmental advantages of potable reuse, and address social justice and cost issues.
- Priority 6: Promote key messages – each media frame may form a content pillar with a series of key narratives and messages.
- Priority 7: Integrate social media – develop content strategies, determine how to open up opportunities for audiences to participate and share content, while at the same time minimizing risk. Manage expectations and apply social media policies.
- Priority 8: Navigate issues and crises – monitor political and public opinion to ensure early identification of issues and prompt interventions to prevent an issue gaining traction.
- Priority 9: Evaluation and institutional learning – develop effective quantitative and qualitative monitoring programs to provide data for adapting current programs and justifying future proposals.

Practical media campaign tactics are suggested in this guideline report that recommend focusing on agenda setting during the pre-approval phase, advocacy and support during the trial phase and transparency and accountability during the implementation phase.

Table of Contents

| | |
|--|-----------|
| PURPOSE OF THE DOCUMENT | 2 |
| PROJECT DESCRIPTION | 2 |
| EXECUTIVE SUMMARY | 3 |
| TABLE OF CONTENTS | 5 |
| SECTION 1: INTRODUCTION | 7 |
| BACKGROUND | 7 |
| SECTION 2: RESEARCH FINDINGS | 8 |
| RESEARCH FINDINGS | 8 |
| MEDIA ANALYSIS AND FOCUS GROUP RESULTS | 8 |
| LESSONS FROM INTERNATIONAL CASE STUDIES | 9 |
| LEARNING FROM CONTROVERSY | 9 |
| OUTREACH | 10 |
| CHALLENGES | 10 |
| NEED | 11 |
| COMMUNICATION | 11 |
| INSIGHTS FROM THE AUSTRALIAN WATER INDUSTRY | 12 |
| POLITICAL CHALLENGES | 12 |
| ENGAGEMENT CONSIDERATIONS | 12 |
| COMMUNICATION CAMPAIGNS AND STRATEGIES | 13 |
| SECTION 3: MEDIA PRINCIPLES AND PRIORITIES | 14 |
| PRINCIPLES | 14 |
| PRIORITIES | 14 |
| PRIORITY 1. DETERMINE WHAT COUNTS AS MEDIA SUCCESS | 14 |
| PRIORITY 2: ALIGN MEDIA PRIORITIES WITH BROADER ORGANIZATIONAL PLANNING PROCESSES AND PRIORITIES | 15 |
| PRIORITY 3. LEAD THE CONVERSATION | 15 |
| PRIORITY 4: BUILD POSITIVE RELATIONSHIPS WITH JOURNALISTS | 16 |
| PRIORITY 5: FRAME THE STORY | 17 |
| PRIORITY 6: PROMOTE KEY MESSAGES | 18 |
| PRIORITY 7: INTEGRATE SOCIAL MEDIA | 18 |
| PRIORITY 8: NAVIGATE ISSUES AND CRISES | 21 |
| PRIORITY 9: EVALUATION AND INSTITUTIONAL LEARNING | 23 |
| SECTION 4: MEDIA CAMPAIGNS | 26 |
| PHASE ONE: FROM PRE-APPROVAL TO APPROVAL | 26 |
| SET THE AGENDA | 26 |
| PHRASE TWO - TRIAL | 27 |
| PHASE THREE – IMPLEMENTATION, SITE DECISIONS, EQUITY ISSUES, COST, RETRIEVABILITY AND RELIABILITY | 28 |

| | |
|--|-----------|
| SECTION 7: APPENDIX | 29 |
| APPENDIX A: STRINGYBARK CREEK STORMWATER PROGRAM | 29 |
| APPENDIX B: SYDNEY WATER TAP CAMPAIGN | 30 |
| APPENDIX C: SA WATER, LET THE POO THRU | 34 |
| APPENDIX D: GROUNDWATER REPLENISHMENT SCHEME COMMUNICATIONS STRATEGY, 2013–2016 | 35 |
| APPENDIX E: THE AUSTRALIAN MEDIA LANDSCAPE | 65 |
| APPENDIX F: SOCIAL MEDIA NETWORKS | 66 |
| A. SOCIAL NETWORKS | 66 |
| B. MICROBLOGGING | 66 |
| C. VIDEO SERVICES: | 66 |
| D. PROFESSIONAL NETWORKING: | 67 |
| E. PHOTO SERVICES: | 67 |
| F. BOOKMARKING & AGGREGATION SITES: | 67 |
| G. APPS | 68 |
| APPENDIX G: SOCIAL MEDIA BRAND VOICE | 69 |

Section 1: Introduction

Background

These media guidelines were developed as part of the National Demonstration, Education and Engagement Program (NDEEP) funded by the Australian Water Recycling Centre of Excellence.

The aim is to offer practical recommendations to support the development of media and communication strategies around proposed development of recycled water initiatives and alternative water source interventions more generally. A series of best practice principles, priorities and strategies are suggested for the design of media and communication plans that incorporate and reflect the research undertaken in the NDEEP program and wider industry practice.

These guidelines are prepared for media and communication specialists or contractors working within, or for, water planning agencies or utilities. It is assumed that readers will have a reasonable understanding of the media landscape, and media engagement practices. The focus therefore, is on particular aspects of dealing with key matters likely to arise from the media interactions, and that may need to be proactively raised by water managers, regarding potable reuse within a broader context of urban water planning and management.

This guidance document draws upon the results of a three-year study of public understandings and responses to potable reuse conducted as part of Stream 2.2 of the National Demonstration, Education & Engagement Program (NDEEP). These media guidelines are designed to complement and support the engagement best practice guidance document developed as part of the NDEEP Project titled Water Recycling and the Public: Guidelines for Community Engagement. It is recommended that both documents be read so that more systematic approaches to media, communications and community engagement may be developed. It is also recommended that NDEEP project reports on public perceptions of recycled water, crisis communication and governance issues are consulted. These documents may be located at the Australian Water Recycling Centre of Excellence website in the section titled Goal 3: Reclaimed water is viewed as an acceptable 'alternative water' for augmenting drinking water supplies: <http://www.australianwaterrecycling.com.au/current-projects.html>.

Section 2: Research Findings

Research Findings

Within this section a summary is presented of the salient media content analysis and focus group findings detailed in the research report that accompanies this guideline document.² A series of insights and lessons from interviews conducted with international and Australian communication managers are also presented. The aim is to provide a research-based foundation for the development of successful media strategies for potable reuse communication programs.

Media analysis and focus group results

Media coverage of potable reuse (and water issues more generally) in Australia has been episodic and tended to focus on specific events and periodic controversies. In research conducted for the NDEEP project we identified the ways in which media coverage of recycled water has been shaped by a set of common media frames that present water issues in adversarial political terms. There is a tendency for media coverage of water issues to concentrate on water scarcity and a “broader crisis narrative” and present them as a product of political mismanagement rather than simply environmental conditions. At the same time the coverage of water reuse tends to focus on political conflict, issues of water governance and controversy – in particular, corruption and collusion.

A more recent media narrative is the emergence of a story line that presents drinking recycled water as “inevitable”. We argue in the research that underpins these guidelines that the presentation of potable reuse as inevitable is likely to engender public resistance and that the notion that potable reuse is a ‘fait accompli’ is likely to attract media coverage that suggests water companies and other interested parties may override public sentiment.

Accordingly, we suggest that communication strategies around water recycling need to be designed to address this by:

1. Developing more systematic, integrated communication and community engagement strategies;
2. Engaging in media agenda-formation practices, particularly around the *need/issues* for alternative water sources, by building public discussion and media commentary around the requirement for development of more sustainable water supply systems; and
3. More effectively utilising social media to build interaction and avenues for long-term engagement with community and media.

Taken collectively, our research reveals that while it will remain important for institutions engaged in water recycling information and awareness-raising strategies to assist in improving the public appreciation of issues around water reuse, these strategies alone will be insufficient in ensuring the social acceptability of potable reuse. Focus group participants expressed a need to be informed of and engaged in deliberations about alternative water sources. In terms of media preferences, participants understood their own biases, explaining that they were more likely to take note of and possibly believe stories in media outlets that matched their own predispositions and that featured legitimate and independent experts. These findings have significant implications for the development of media strategies. What our research points

² See: *ibid.*

towards is the need to invest more explicitly in participatory forms of community engagement, that focus not simply on the public acceptance of drinking recycled water, but aim to generate broad and inclusive public engagement in questions around *water management*.

Rather than aiming to simply persuade people that recycled water is safe and reliable, we suggest that a more participatory approach should, through active collaboration with communities, aim to identify the *conditions* (environmental, economic, regulatory and governmental) that would be necessary for potable reuse to be deemed both socially acceptable and beneficial. Traditional media approaches offer useful opportunities for awareness and education but are less likely to provide opportunities for public engagement, whereas social media offers considerable potential for engagement.

Lessons from International Case Studies

A series of interviews conducted in 2013 at Orange County Water District, San Diego County Water Authority, and Los Angeles Department of Water and Power offer insights into communication during recycled water planning phases. Orange County has a fully operational Groundwater Replenishment Scheme that was introduced in 2008, San Diego has now successfully trialled advanced treatment of recycled water within a demonstration project and Los Angeles is seeking planning approval. Five narrative topics were identified within the interview data – learning from controversy, structured outreach program development, water supply challenges, alternative water source needs and communication strategies.

Learning from Controversy

Previous proposals to introduce recycled water schemes within San Diego and Los Angeles had provoked considerable controversy. In 1999, an attempt to introduce recycled water in San Diego failed after allegations that recycled water may be distributed to lower socio-economic communities. In 2000 a Los Angeles scheme to introduce recycled water was politically mobilized as an election issue to create concern that recycled water would be unfairly distributed. Although outreach programs had been undertaken, concerns about potential social justice issues undermined the proposals. A number of key lessons were identified from those controversial, unsuccessful attempts that focused on building trust, emphasizing equity, and seeking sustained support:

- Engage in frequent, regular, proactive outreach to build sustained support - honest, constructive and participative conversations that seek to understand and respond to public concerns about water supply contexts, needs and issues are an effective way to initiate communications activities;
- Explain the “water struggle” – outline the challenges, the range of options, and the various benefits of each option;
- Establish yourself as a trusted resource - develop transparency by communicating problems and solutions;
- Listen to concerns – answer questions and address problems;
- Collaborate – build partnerships with related industries, for example with waste management, and create a coalition of potential advocates; and
- Educate politicians and regulators.

Outreach

'Outreach' was the term American communication managers used to refer to community awareness, education and engagement programs. Outreach programs were designed to cultivate sustained support and advocacy.

- The outreach programs were not random; they were very deliberately structured to target key influencers and community leaders;
- Independent advisory groups were established to build public confidence, provide impartial advice and act as ambassadors for recycled water – a formal consensus statement was solicited as endorsement;
- A panel of experts was used to act as media spokespeople;
- Regulators were regularly consulted and educated;
- Medical experts were called upon as spokespeople to address health and safety issues;
- Multi-cultural consultants were used to build relationships, community trust and address social justice issues; and
- A letter of support was solicited from politicians to ensure on-going support.

Challenges

A key finding was that multiple challenges were presented as impacting upon water supply, rather than a single problem. These challenges were then 'translated' into narratives about need that underpin and shape discussions of alternative water supplies.

- Geographic challenges – earthquake fault lines and water access problems. These challenges are translated into a narrative around the need for adaptable water provision solutions;
- Weather pattern challenges – recurring drought, climate change. These challenges are translated into a narrative around the need for adaptable water provision solutions;
- Political challenges – context, electoral cycle, treaties, water allocation. These challenges are translated into a narrative around the need for water security;
- Population growth challenges – pressure on infrastructure. These challenges are translated into a narrative around the need for reliable and sustainable supply;
- Multiculturalism challenges – diverse cultural values and expectations; issues of social justice relating to water access and distribution. These challenges are translated into a narrative around the need for effective cost management, social justice and equity; and
- Contamination challenges – contamination complicates considerations of proposals for groundwater recharge. These challenges are translated into a narrative around the safety and reliability of water recycling technologies and systems.

Need

As indicated in the previous section, multiple challenges were presented to shape discussions about the nature of the water problems and inform deliberations about the need for new water sources. Narratives about the need for recycled water were context-specific and took into account social, political, economic and environmental factors. The importance of multi-faceted and flexible stakeholder engagement about water needs was emphasized, in conjunction with communication strategies that were adaptable and dynamic. The narratives about need concentrated on the following issues:

- Scarcity – insufficient water resources, demand exceeds availability, weather patterns and cyclical climate changes, land scarcity for water containment;
- Security – reliance on external supply, political conflict and treaty issues, competition, supply politics, capture and containment issues;
- Reliability – dependence on limited sources, supply management issues;
- Cost – issues of equity and environmental cost;
- Adaptability – the need to adapt to changing political contexts, climate change, and public opinion;
- Equity and social justice – questions about what is a fair and equitable way to allocate water resources and a key message of ‘same water for everyone’ that addressed social justice issues;
- Safety – recycled water is described as ‘advanced water treatment’ or ‘gold standard’; and
- Environmental impacts – sustainability rather than issues of scarcity or climate change were emphasized, issues of waste management were not addressed by the water industry.

Communication

The controversies that halted San Diego County Water Authority and Los Angeles Department of Water and Power potable reuse scheme proposals were addressed by advocacy-oriented outreach programs designed to elicit public support. The focus was on targeting key community influencers, establishing advisory groups, experts panels, and educating politicians and regulators to prevent proposals from being derailed. The emphasis was on locking in commitment. The general understanding of prior controversies was that political expediencies and social justice issues had become entangled. As a consequence outreach efforts concentrated on ensuring communities were appropriately engaged, that issues of multicultural diversity were considered and politicians publicly supported the proposals. Letters of support were sought to prevent political vagaries.

Sustainability narratives underpinned the outreach programs, emphasizing environmental, economic and social advantages of potable reuse. These sustainability narratives were, in turn, underpinned by messages about water challenges and need – in particular, scarcity and security – and emphasized safety through positive phrases such as ‘gold standard’, ‘advanced water treatment’ and ‘over-treat’ the water.

Insights from the Australian water industry

Interviews were conducted with communication managers from Sydney Water, Melbourne Water and SA Water (South Australia). Salient insights from members of the NDEEP project industry reference group were also included in this section to provide a broader understanding of the contexts that influence media planning. The responses have been coded into three key categories – political challenges, engagement considerations and communication strategies.

Political challenges

Communication programs need to be designed to support both organizational and government agendas.

Context plays a significant role in shaping potential proposals to introduce alternative water sources. Successful proposals for potable recycled water in Australia are considered to need a crisis – ‘a burning platform’ - such as a drought, according to Catherine Ferrari, General Manager Communication, from Water Corporation of Western Australia. Political contexts and regulatory processes vary across Australian States – the introduction of desalination infrastructure has provided many states with an alternative water supply for times of crisis – therefore the need for potable reuse schemes is not as urgent. Thus, proposals for potable recycled water infrastructure are unlikely to be readily accepted. In the absence of clear climatic signals and demonstrable changes in rainfall patterns, communication specialists considered that it is unlikely that potable reuse will be publicly and politically acceptable. It was also noted that potable recycled water proposals are unlikely to be adopted as an election campaign platform.

Challenges identified for future water planning included the problem of how to engage in long term planning for water demand when discussions of potable recycled water were not ‘on the table’, potential population growth, and public perceptions of potable recycled water. Short-term political election cycles were also considered to pose a significant challenge. Another complication that may impact on water planning would be potential privatization of the water industry and the introduction of competition. Building trusting relationships with customers now is perceived to offer future protection against government vagaries – and may also offer opportunities to open up conversations about potable reuse.

Engagement considerations

Engagement and media strategies should directly link to and support organizational planning processes and priorities. A valuable insight from the successful Groundwater Replenishment Trial by Water Corporation WA was that it is important to lead the community on a journey – rather than impose solutions. What this means in practice is that engagement practices need to lead the communication program – media announcements about planned changes without community awareness and/or approval are more likely to evolve into controversy.

In comparison, Sydney Water is considering a strategy of incremental change and developing specific projects that may make a range of solutions possible – ‘a modular scale of solutions’ and researching options and trade offs. This strategy has considerable potential benefits in terms of addressing potential climate change imperatives. Possibilities for localized water recycling would reduce exposure to huge capital investment (but it should be noted that they may carry a risk of social justice questions being raised if communities are provided different water solutions).

It was suggested that although political constraints may complicate open engagement with customers about potable recycled water, awareness and engagement campaigns could be undertaken within customer research programs. In this way, research may act as an avenue for engagement and increase understanding of what customers value, their concerns, water supply preferences and relationships with water. It was suggested that a key advantage of this customer research approach is that consideration of the water supply problems is the focus, rather than promotion of a particular technology or solution. Key customer concerns that had been identified within Australian water industry research programs were water conservation and water cost.

Communication campaigns and strategies

Our research suggests that successful water-related campaigns leverage deeply-held cultural values. These included:

1. The Melbourne Water Stringybark Creek stormwater treatment campaign (see Appendix A);
2. The Sydney Water 'Tap' campaign (see Appendix B) that was designed to emphasize the benefits of drinking tap water rather than purchasing bottled water;
3. A light-hearted South Australia Water campaign designed to increase awareness about waste titled "Let the Poo through" that communicated key messages such 'We'll take it from here' on public toilet doors. Insights from the campaigns are drawn upon to inform the following media principles, priorities and practices sections (see: Appendix C);
4. The Groundwater Replenishment Trial coordinated by the Water Corporation. In line with the Water Corporation WA principle of 'taking communities on a journey' in the communication strategies adopted for the GWRT an incremental approach was adopted to **build stories** about the need for alternative water sources. The original message – 'Water Forever' – evolved into a narrative about water **sustainability**. The message was then modified to reflect this narrative, becoming 'Water Forever, Whatever The Weather' (see: Appendix D).

Social media was perceived to carry a number of organizational brand and reputation risks. Media policies and protocols were recommended as an important priority for safeguarding an organizational brand and reputation and ensuring appropriate online participation.

Critically social media were also perceived as resource intensive, requiring dedicated institutional capacity and resources. A solution that was successfully trialed was the establishment of time boundaries that clearly communicated that a 9.00am - 5.00pm social media service is offered.

Twitter was favoured for contact with journalists and was also used by customers as an alert service to notify water organizations of problems such as burst pipes.

The following sections of these guidelines will outline key principles and priorities for media practice and offer practical steps for the development of integrated communication campaigns.

Section 3: Media Principles and priorities

Principles

A general guiding principle for media success is to comply with journalistic ethics and to understand the shifting media landscape. The following set of principles may effectively align organizational aims with media expectations and norms.

1. Organizational communication supports policy formation and implementation processes by proactively engaging with the media.
2. Media forms part of a broader communication agenda committed to opening up discussions about water futures. A critical aspect of the agenda is informing and educating publics about potable reuse.
3. Media relations are underpinned by ethical principles that establish the organization as a trusted source that is truthful, ethical, accountable, respectful, and transparent. Communication with stakeholders is driven by principles of equity, fairness and social justice and reflects a deep understanding of audience media preferences and presents audience-centred information.
4. Public engagement and participation is strengthened through the use of social media as a forum where publics may ask questions, express concerns, share viewpoints and ideas and engage in constructive problem solving. Employee conduct within social media is at the same level of ethical standards that would be expected from them in person. Relationships between individuals and an organization are disclosed. All social media information is accurate and transparent – anecdotal or opinion-based information is clearly identified.

Priorities

Media programs should be planned over the long term, with clear objectives and strategies that take into account the strengths and limitations of both traditional and social media. The set of priorities suggested below may be re-sequenced or augmented to align with broader communication aims and to maximize media success.

Priority 1. Determine what counts as media success

It is essential to determine what counts as successful media coverage. Results from the NDEEP project suggest that opening up conversations about water futures is the defining feature of successful media campaigns. It is important to acknowledge, however, that strategies for achieving media success will vary according to particular phases in the water planning process. Success may simply be the absence of stories about potable reuse so that it remains a viable, politically and publicly acceptable option; it may be positive coverage about the need for or advantages of potable reuse; or it may be coverage of successful schemes. Clearly, gauging media success is complicated, particularly when potable reuse proposals have the potential to escalate into controversy, so it is essential to develop a nuanced view of success.

Strategies

A series of **critical questions** may help to determine the broad aim of media efforts. Determine, for example, whether the aim is to open up the issue of potable reuse for public

consideration and debate or to roll out a very controlled media campaign designed to garner support for a government policy decision. At a strategic level, consider whether it is more important to gain visibility for the organization, policies or proposals or to ‘kill’ a negative story. Could a positive story about potable reuse with a ‘toilet-to-tap’ headline be considered a success? Could a pitched story that includes negative commentary be considered a success?

Priority 2: Align media priorities with broader organizational planning processes and priorities

Organizations that wish to shape and drive the media agenda in relation to potable recycled water will need to ensure alignment with their institutional objectives, planning cycles and priorities. The communication plan for the successful Water Corporation WA Groundwater Replenishment Trial, for example, was strategically linked to water supply planning processes to keep publics fully informed at each phase.

Strategies

Media plans and strategies evolve from an agreed upon set of **common starting points** that integrate organizational values, capabilities, and commitments into the corporate narrative and draw upon market analysis and stakeholder research. This will include:

- Establishing **critical milestones** for alignment of media priorities with broader organizational priorities;
- Identifying key audiences, the media objectives, proposed content and evaluation;
- Ensuring milestones align with and reference back to the organizational priorities.

Priority 3. Lead the conversation

A key objective of the media strategy will be to lead the media conversations about potable reuse by setting the agenda and framing the issue, rather than leaving it to the media to choose how and when the subject of potable reuse is discussed.

Strategies

The key to successfully leading the conversation is to **create opportunities for journalists**. What this means in practice, first, is that the water industry needs to seek opportunities to control the story by providing content, for example, op-ed articles about future water challenges, by-line articles about the sustainability aspects of potable reuse or documentaries via ‘owned’ social media such as YouTube channels. Second, the water industry needs to pitch stories that add value to public understanding and deliberations about potable reuse, for example, stories or case studies about successful implementation.

Given the potentially contentious nature of potable reuse, media managers within the water industry could develop a **‘roadmap’** for strategic media planning purposes that identifies current and future social, business and political trends that may present opportunities for leading the conversation. Development of a roadmap takes into account the constraints of a political election cycle, and allows time to prepare content and train spokespeople. For example, opportunities for media to interview scientists about climate change and future water issues may be created in order to open up public conversations about the security and reliability of Australia’s water sources. At the same time, the water industry could be messaging about its long-term commitment to research and development or conducting

engagement workshops to identify community perspectives about alternative water supply preferences.

From a potable reuse perspective, a key challenge within the water industry is one of ownership; who should take responsibility for the topic of potable reuse and how much should they do when it comes to public comment? When responsibilities are clear, they need to be accurately reflected in policy and protocol guidelines. Our research into successful international case studies suggests that when water industry communicators adopt a collaborative approach to media coverage of recycled water they are more likely to be successful.

Priority 4: Build positive relationships with journalists

Forging close relationships is critical to leading the conversation; the most **effective media relationships** develop from understanding the needs of journalists and becoming a valuable source of information.

Strategies

A successful media relations approach will involve senior water industry managers— from the c-suite, or the corporate affairs department - engaging with their senior media counterparts. During such meetings, the media outlet's future agenda may be subtly shaped to the mutual benefit of both parties. Content proposals may take the form of exclusive executive interviews, video footage and fresh stories. A critical consideration at these meetings is to influence the framing, messages and language that media deploy. Media training for senior executives and nominated spokespeople can double as an opportunity to prime managers about media objectives and how to pitch and frame particular stories.

In line with this partnership suggestion, rather than concentrating solely on issues around 'public acceptance', it is recommended that organizations demonstrate that they are genuinely open to working with the media and community to achieve the best possible outcome for all stakeholders. This means that the media and public should be treated as participants and stakeholders in water supply planning, rather than consumers. In line with NDEEP findings, media programs should be based upon a philosophy of taking communities on a journey rather than imposing a solution - media announcements could then be presented in the context of an on-going conversation that addresses a full range of community concerns and opinions.

Results from the NDEEP project suggest that the water industry needs to actively seek ways to partner with media outlets to co-design the agenda for reporting on water- related issues. It is recommended that journalists or key publications are involved from the beginning of a story or campaign so that special features, opinion pieces, partnerships and campaigns may be negotiated. For example, it may be possible to involve journalists in an engagement campaign about water futures and suggest a series of stories related to the campaign.

Although there are generic 'news values' each publication will have preferred stories. Consequently, it is important to tailor stories to each publication – offer exclusive angles on potable reuse to suit the readership and preference of particular media outlets. For example, a feature on women leaders in the water industry could appeal to the *Australian Women's Weekly* and double as an opportunity to open up conversations about water futures.

A key concern for communication advisors is whether the media will publish the story as requested. It is important to have some insight into whether the media share the same agenda.

Close-working partnerships can be forged with media outlets either as an editorial (unpaid), or promotional (paid) approach – see Figure 1.

| Editorial | Promotional |
|---------------------------------------|----------------------------|
| Exclusive interviews | Advertorials |
| Exclusive footage/imagery | Consumer Competitions |
| Background editorial briefings | Above-the-line advertising |
| Exclusive access to research findings | Sponsored trips |

Figure 1: Editorial and Promotional Approaches

Insights from international potable reuse schemes suggest that seeking out the media trendsetters is a beneficial strategy. For example, when the *New York Times* published a positive story about the Orange County Groundwater Recharge scheme, other media outlets followed. Another useful insight was that seeking out environmental journalists led to potable reuse being positioned as an environmental, rather than political, story.

Priority 5: Frame the story

Media ‘frames’ refers to how an issue or event is represented or the type of lens that is applied by media to explain a story, for example, a political frame, an economic frame, or an environmental frame, may be applied to the issue of potable reuse to suggest particular interpretations. Media frames offer short cuts for interpreting complex issues and may be triggered by particular messages and key words – ‘toilet to tap’ is a notable example. In Australia media framing of potable reuse has tended to be primarily political and focus on the source of the water rather than the quality of the final product.

Strategies

The rationale for alternative water supply options should be framed in terms of **challenges**, **need** and the **benefits**.

The critical importance of developing alternative media frames was identified within the NDEEP research – those interviewed suggested that the ‘toilet to tap’ media frame will continue to be utilized until media are supplied with alternative frames and key messages. To date, framing of potable reuse tends to be confined to political, technological and risk frames. By promoting alternative **sustainability** frames it may be possible to open up how the media reports on potable reuse.

A significant finding from the NDEEP focus group research was that conservation is Australians’ first preference when it comes to managing water scarcity. Conservation narratives could be integrated within an environmental sustainability frame that positions water as a ‘precious resource’ and articulates concerns about nature, justice, balance, and respect.

Concerns expressed about equitable and fair allocation of potable reuse fit within a broader **social justice** frame in which water is understood as a shared resource for all Australians. Social justice and sustainability narratives may be promoted as key media frames to influence how Australians make sense of water issues. Each Australian state will have to adapt media frames to the water issues that are salient in their particular region. In Western Australia a scarcity frame resonated, whereas the eastern seaboard states of Australia that experience extreme fluctuations in water supply, through drought and flood, may seek to trial whether a sustainability or water futures/water security frame is more relevant and successful. Data from research or engagement exercises may provide further insights into the frames that will resonate with media and broader publics.

Priority 6: Promote key messages

A compelling set of messages will put an organisation in a strong position to successfully engage with the media and stakeholders. Messages will vary depending on whether an informational, advocacy or engagement approach is adopted.

Strategies

A **corporate messaging workshop** may be a useful practice to develop content pillars and key messages after an organisation's principal audiences, their concerns and appropriate media frames have been identified.

Content pillars are a method for identifying the newsworthy topics that will form the building blocks for stories and messaging about potable reuse. Content pillars might include narratives about water supply challenges, conservation or sustainability. Key messages for each narrative may then be developed. Within the NDEEP research examples included an environmental narrative that was underpinned by the message "conserve then recycle, a security narrative that was underpinned by the message 'local safe and reliable', and safety narratives that emphasized 'advanced treatment' and 'advanced water purification'. Water Corporation WA redesigned key scarcity messages to fit within a broader story of water sustainability – 'water forever' evolved into 'water forever, whatever the weather'. Orange County Water District used a mixed message approach to explain that potable reuse improves water quality, is less expensive and environmentally responsible. A strategic lesson here is that messaging needs to be flexible, adaptable and pluralistic.

Specific advice on messaging for potable reuse from the NDEEP interviews included recommendations to avoid the term 'waste water' because of negative connotations, to disentangle issues of waste and potable reuse and not to put 're-' in front of terminology because it reminds people that the water has been used before. Timely and on-going education of journalists about potable reuse narrative frames and messages is essential. (A useful resource to support the development of media content is the NDEEP wiki and the multiple research reports available via the wiki).

Priority 7: Integrate social media

Social media provides opportunities to speak directly to audiences, build connections and relationships, share information and engage in conversations. The critical differences with social media are a shift from story-telling to conversations and a shift from negotiating with media that allows organizations to circumvent media filters and post content exactly as desired. The risk, however, is that social media may also give free reign to readers to say whatever they want, and to post and share their own content.

Strategies

Social media policies provide mechanisms for mitigating risk and assigning responsibility and accountability. According to the Social Media.org Disclosure Best Practices Toolkit³, recommendations for organizations to ‘stay safe’ ethically and legally are as follows:

1. Require disclosure and truthfulness in social media outreach;
2. Monitor the conversation and correct misstatements; and
3. Create social media policies and training programs.

The Australian telecommunications corporation Telstra developed the ‘3Rs’ guidelines for employees who engage in social media. The 3Rs require that:

- You are clear about who you are **representing**;
- You take **responsibility** for ensuring that any references to Telstra are factually correct and accurate and do not breach confidentiality requirements; and
- You show **respect** for the individuals and communities with which you interact.⁴

Social media policies may be developed as positive documents that not only outline rules but that also encourage responsibility in social media engagement, emphasize caution, and prioritize consideration and honesty.

1. Understand the Landscape

NDEEP research identified that most social media platforms are considered ‘impossibly brief’ and that distilling information is a major challenge. Although Facebook is the undoubted leader of Australian social media, it is more important that organisations target the preferred platforms of their audiences and capitalize on the strengths of each platform. Twitter, for example, was considered to be a valuable alert service within the NDEPP research – it was used to alert journalists of events, promote media releases, and obtain customer notifications about immediate water problems such as pipe breaks.

Sydney Water provides an exemplary case study of how to successfully integrate social media into its Tap campaign.⁵ In 2011 Sydney Water introduced the tapTM campaign that was designed to position Sydney Water as a sustainable, progressive brand and reintroduce the public to the benefits of tap water. Water from the tap was promoted as if it were a brand itself, in direct competition with bottled water. The branded ‘tap’ water was launched in hundreds of cafes and bars in Sydney by supplying almost 2000 specially designed and branded bottles for tap water to be served in. An online campaign was also launched featuring images of people drinking directly from their own taps and a series of short films that could be shared across social media platforms. Within their website and a mobile app, interactive and locative media such as Google maps showed Sydney residents where tapTM was served. The social component on Facebook and Twitter reached almost one million people. The tapTM campaign is an excellent example of proactive engagement that succeeded in building very positive relationship with stakeholders.

³ See: <http://socialmedia.org/disclosure/>

⁴ See: <http://exchange.telstra.com.au/3rs/>

⁵ See <http://tapsydney.com.au/>

Social media is a proven medium for customer research and engagement. Water Corporation WA effectively conducted an online engagement campaign that sought customer feedback about the Groundwater Recharge Trial⁶ to ensure that a range of perspectives were identified and to build communication efforts that directly responded to concerns.

2. Continuous communication versus campaigns

Social media presence should not be treated as a campaign – it needs to be understood as a continuous relationship. Branded social media channels allow for long-term utilization of campaigns and result in a longer, deeper relationship with consumers.

The key challenge with social media is a perceived expectation for 24/7 interactions in the form of content, updates and responses to users. However, a number of organization interviewed had a clearly stated policy of 9-5 online communication.

3. Brand identity, style and tone

Informational, content-driven approaches dominate within the water industry and social media participation is carefully managed. A key challenge of the broadcast approach to social media is that content strategies need to attract audiences and generate interest. Decisions about how to open up social media sites to engage with stakeholders and share content but retain control are complicated. Orange County Water District manages social media participation and generates interest by soliciting photos and comments related to Groundwater Replenishment System tour. Establishing parameters about how stakeholders may participate in organizational social media sites is a sensible first step to opening up social media and ensures control is retained over the brand identity and reputation in the first instance.

4. Content strategies

Questions about how to determine the appropriate mix and balance of content may be broadly addressed by adapting the following You Tube approach to content strategies.

An effective strategy for managing content will include a selection of ‘hero’, ‘hub’ and ‘hygiene’ material. The pyramid diagram in Figure 2 offers a framework for organising and prioritising content.

- Inspire ‘browsers’ with HERO content
Hero content is designed to reach a broad audience and spark interest. Positive campaign-driven, integrated content will bring together offline and online communication. Hero content will be the main story, engaging the audience, exciting them and providing a ‘hook’ for other content. A light-hearted example is the Melbourne Water link to Movember with a photo of their very first board members.
- Entice ‘searchers and browsers’ back with HUB content
The aim of Hub content is to meet audience intentions and interests and to build narratives around the key content message pillars of the organisation, which inform, educate and engage visitors. Hub content is regularly scheduled and often

⁶See <http://www.watercorporation.com.au/water-supply-and-services/solutions-to-perths-water-supply/groundwater-replenishment>

entertainment oriented. For instance, Sydney Water ran a ‘Flashback Friday’ series on Facebook that presented heritage water-related photos that the audience could engage with – for example identification of a collection of found objects was turned into a competition.

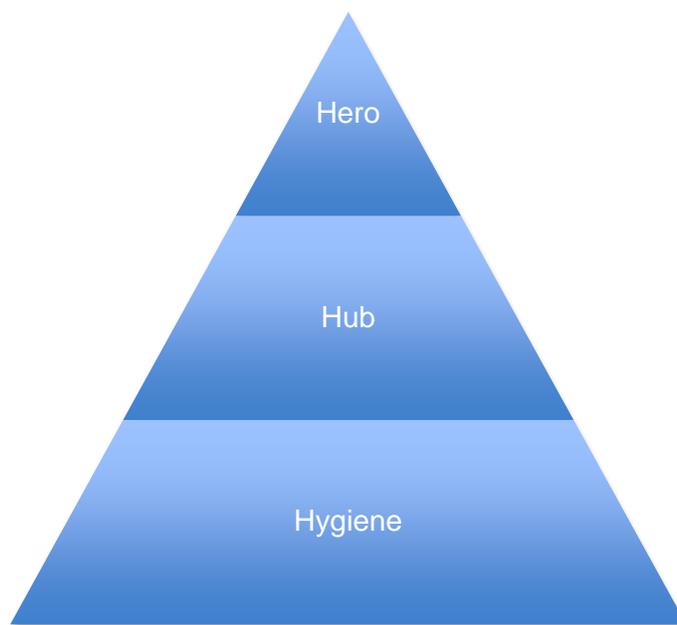


Figure 2: Hero/Hub/Hygiene Content

- Provide ‘searchers’ HYGIENE content
Hygiene content is designed to inform and educate and includes the basic information that is expected of all social media platforms. This content answers the questions people are asking (as defined by social media monitoring and SEO analysis). It includes articles, tools and other continually relevant content, as well as news aggregation relevant to the audience.

| HUB: FOR BROWSERS | HYGIENE: FOR SEARCHERS |
|---|---|
| Looking to be entertained or informed. No specific agenda | Looking for solutions and answers |
| Provide emotional and factual storytelling | Create specific answers with your content |

Priority 8: Navigate issues and crises

A dual strategy to minimize media panics by managing potential issues and navigating or averting crises will depend on early identification of issues and crises and prompt responses. The aim of issues management is to monitor public and political opinion in order to stage a series of interventions to safeguard the brand and planning processes. Crisis management is a response and recovery process of addressing media generated panic, political machinations or negative public opinion. Investment in issues and crisis communication is considered essential for the smooth introduction of potable reuse.

Strategies

Within the NDEEP research, issues management was a very deliberate proactive process of educating media and engaging in extensive outreach to win support for policy formation or

collaborative decision-making. Political and public opinion was regularly monitored through the outreach program so that strategic interventions could be staged if an issue was beginning to gain traction and had the potential to evolve into a crisis. The first strategy was to prevent opposition becoming established. Trigger points were identified that could be applied to determine whether an issues was gaining a level of traction that required intervention – for example, negative social media participation in the double digits was considered a trigger for intervention. Likewise, media coverage that indicated a particular interpretation was trending, ‘toilet to tap’ for example, was also a trigger for intervention.

Listening

Listening programs that monitor all social interactions – online and offline - are an important dimension of issues management. Below is an example (Figure 3) of how social media listening may benefit water industry organizations.

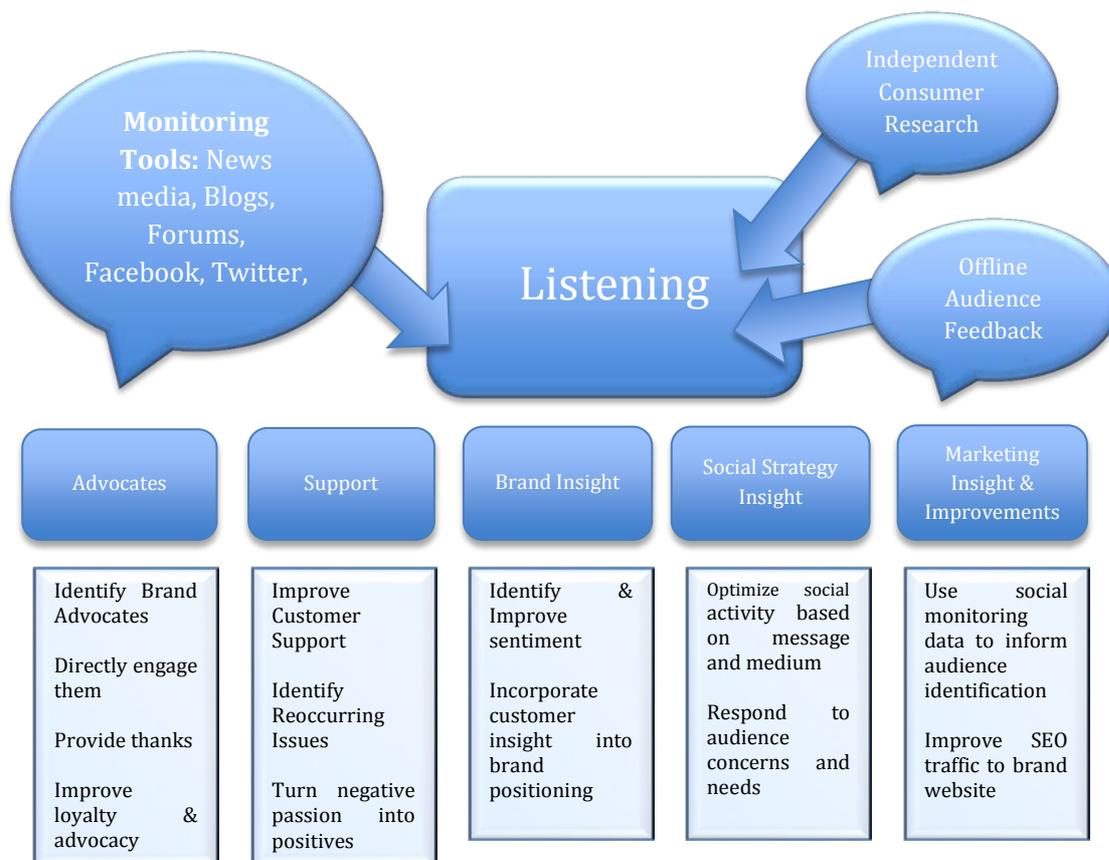


Figure 3: Social Media Listening

Issues management is not only about preventing crises – it can also involve proactive identification of opportunities for the water industry. It is important that timing and context are monitored. For example, the escalating price of imported water in Orange County brought a sense of urgency to the need for potable reuse that was communicated and acted upon.

Lessons from successful and unsuccessful potable reuse trials and implementation suggest that it is crucial to minimize exposure to media panics by undertaking extensive engagement campaigns with media and communities and directly addressing community concerns. General insights from the first controversies in the United States included the need to learn from failure by understanding all of the relevant previous interactions, taking into account diverse water needs and cultural understandings of water, and specifically engaging with the opposition

before a new scheme was introduced. Advice was sought from the successful Orange County Water District team and adapted to the particular San Diego and Los Angeles contexts.

In these projects, extensive outreach campaigns were designed and implemented to ensure political and community support and advocacy for potable reuse. Employing multi-cultural consultants to engage with ethnic communities averted social justice issues and a mantra of 'same water for all' was adopted. Environmental groups were a key to the creation of a 'coalition of advocates' who publicly endorsed the proposals. Community opinion leaders were regularly engaged with, independent advisory groups were formed, and expert panels were appointed to ensure community support for and understanding of the issue. Members of these groups acted as project ambassadors and spokespeople. Demonstration trials were also initiated to introduce communities to potable reuse, build confidence in the safety of the scheme and convince them that there was a well-considered water security plan. Regulators were included in the outreach program and regularly consulted to understand the implications of any proposed regulatory changes. The success of these advocacy outreach programs suggests that opening up space for public consideration of the issue and leveraging public/political commitment to the scheme may safeguard the policy formation process and lessen the likelihood of negative media coverage.

Discussions with Australian counterparts suggested that Australians may be less open to advocacy programs – however, advocacy was a response to earlier political/social justice crises that had prevented the introduction of potable reuse - so perhaps it is more appropriate as a damage control mechanism. That said, although advocacy may not be considered culturally appropriate, engagement programs are essential to ensure that potable reuse is not politically manipulated or derailed during election campaigns.

If an advocacy program is deemed necessary then ideally, advocates may be found from within the communities that the engagement targets – the aim is to choose advocates who are influential and representative so that the audience can relate to them. Recommendations include ensuring that key spokespeople or technical experts are informed, equipped and empowered to speak to the media in a timely fashion and that pre-approved messaging and statements are prepared so that the media can be responded to immediately, rather than having to seek approval. Key spokespeople must be readily available, authorised to speak on the organization's behalf and receive professional media training.

Rather than isolate a particular alternative water source option, it is recommended that media programs emphasize water challenges and future needs. A focus on messages about quality of the product rather than the source is also a potential way of avoiding the toilet to tap label.

It is important to brief, educate and involve journalists ahead of time – before a story escalates. Evaluation of media coverage is also an important mechanism for identifying media trends and staging early interventions, before a story spirals out of control. Monitoring is crucial for identifying and targeting interested, supportive or combative publications and journalists.

Priority 9: Evaluation and Institutional Learning

Evaluation is a critical aspect of any media program. Fundamentally, it is vital that an organisation promptly evaluates how well, or not, its media efforts are performing so that adaptations or interventions may be staged in a timely manner.

Strategies

In general terms, monitoring tools provide quantitative data, while communications professionals provide the qualitative data from sentiment analysis – essentially, the task is to gauge whether the content was perceived as neutral, positive or negative in tone. An information dashboard is a useful evaluation tool – see Figure 4 for an example – that may be tailored to an organisation’s particular needs. For instance, some businesses will want to get a sense of how much of the market they own in terms of communications – the so-called ‘share-of-voice’. Other quantitative indicators will probably include the number of articles and broadcast pieces. Data that provides insights into the impact of their messages is essential; do the messages ‘cut through’ and do media reporters select and publish them?

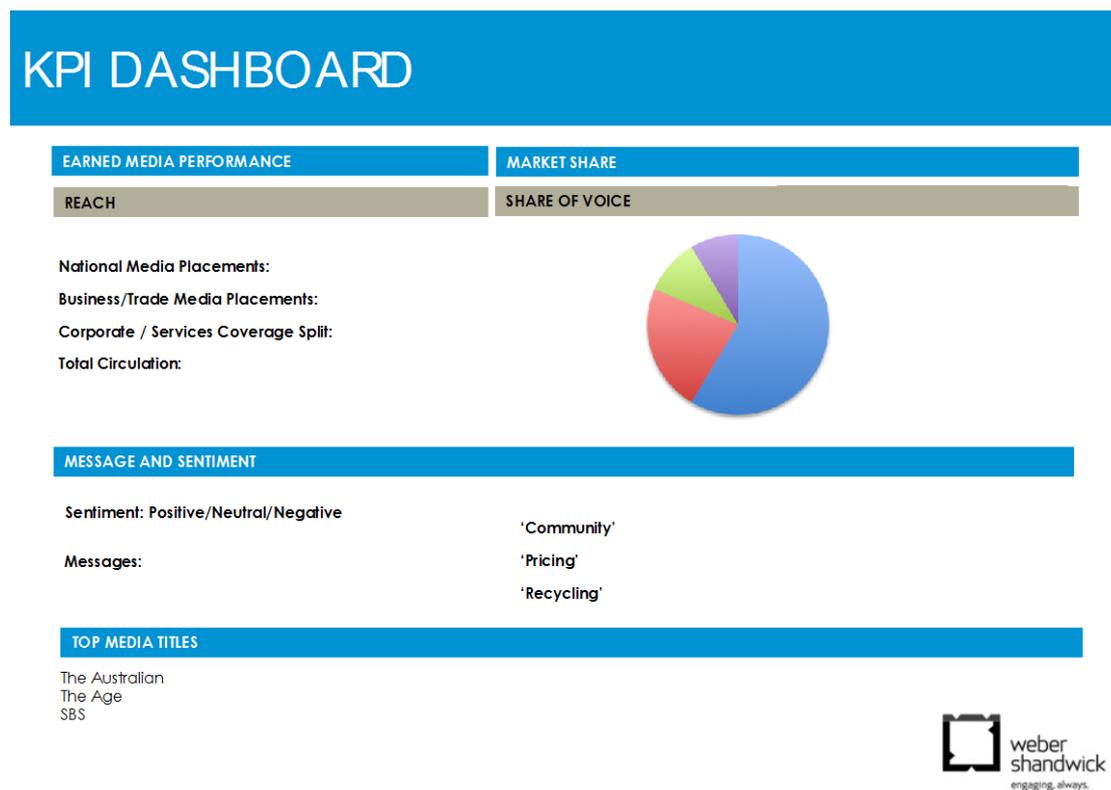


Figure 4: An Information Dashboard

The principle challenge is the time it takes to compile the data for such tools. Quantitative data is quicker to harness and can be presented on a next-day basis. Qualitative data analysis, however, requires a degree of judgment to determine what is trending and what may be gaining traction. The regularity of the monitoring varies according to an organisation’s needs, but ideally, a media report would be published on a daily basis – preferably each morning – to ensure spokespeople are informed of the latest developments. Subsequently, it is advised that organisations evaluate their efforts for a longer period of time to best assess their work.

A constituency often overlooked by organisations when it comes to evaluating any external campaign work is employees - they are closer to the business and its value proposition than probably any other group, so it is critical that their views are heard. For example, ask trusted employees what they thought of a CEO broadcast interview, whether the messages were communicated clearly and if the campaign’s tone was correct.

The advent of social media has meant that more than one monitoring tool may be required (if evaluation is not undertaken by a professional monitoring service) (Figure 5). IceRocket – for instance – which covers the blogosphere could be used in conjunction with Google Alerts, which doesn’t include social media in its coverage.

There are stand-alone products available, which are geared to attend to the needs of traditional press and broadcast outlets. All are subscription services. The most popular include:

- Isentia
- Factiva
- Gorkana

| Monitoring Tool | Strengths | Weaknesses |
|--|---|---|
|  | Free of charge Email or RSS alert | Doesn't cover social media The tool can miss content |
|  | Free of charge Multiple updates throughout the day | The tool will only cover Twitter |
|  Hootsuite | Free of charge Will monitor Twitter in real time | Hootsuite analytics are expensive An over-emphasis on Twitter in research findings |
|  | Free of charge Specialises in blog searches Also captures images sites such as Flickr | No behavioural insights or informative analytics |

Figure 5: Social Media Monitoring Tools

Section 4: Media campaigns

Development of media plans and priorities depends on where the organisation is positioned in the water planning cycle. In the following section of these guidelines we distinguish between approval, trial and implementation phases and outline major considerations for media campaigns at each stage. A series of practical recommendations is offered that aligns with the NDEEP community engagement guidelines. Phase one supports upstream engagement and is aimed at influencing media agendas and framing. Phase two supports engagement relating to a trial phase and phase three offers practical recommendations for on-going media campaigns.

Phase one: From pre-approval to approval

Set the agenda

Strategies:

- Identify journalists who are active in the water sustainability and planning space, and those who are actively speaking to your audience. Use this knowledge to develop a comprehensive media contact list. Introduce yourself, and offer background briefings and story ideas. Become a valuable source of information. Ask them what they need and provide it.
- Develop formal partnerships with media organisations, and a wide range of organisations that reach/represent/include target audience. Involve the media as supporters or drivers of campaigns, and encourage them to take a position of advocacy and ownership with regards to your issue. Some examples of this are Newscorp's 1 Degree campaign, and Fairfax's involvement in Earth Hour. The media are not neutral – if they have already positioned themselves as supporters they will be more likely to cover your issues comprehensively and positively.
- Initiate and facilitate conversations about water futures – challenges, needs, and opportunities. Seek to understand the values, needs and concerns of the community around water use and supply. Avoid focusing on individual technologies and solutions. Seek to communicate broadly, across a wide range of channels using both traditional and social media. Be proactive and initiate communications. On-going communication of water supply and quality, whether the news is good or bad will help to avoid perceptions of manufactured, politically expedient crises, and will help to build a deep community understanding of water issues.
- Develop a holistic water sustainability campaign, incorporating both traditional and social media elements. Link various activities using appropriate branding (e.g. Water for Life) to raise awareness of the bigger picture, and how water use and water supply issues are interrelated. Consider what water means to the different members/sections of the community and how they are affected, and use these insights to draw in as broad a cross section of the community as possible.
- Anchor the campaign with a dedicated website, specifically designed to engage with the community. This may not be the formal corporate website. The website should interact with social media platforms, which can be used to drive website traffic, and share website content. Further downstream, all information that the audience requires should be hosted here and be easily accessible, to foster trust and credibility.

- Establish on-going monitoring of media and social media, to identify emerging and evolving community concerns, interests and trends.
- Understand the needs of your key journalists and become a valuable source of information.
- Seek to educate journalists through one on one meetings, briefings and prepared backgrounders and fact sheets.
- Find and tell stories about water sustainability and water use in the form of case studies involving members of affected communities. Encourage members of the community to take the role of advocates and opinion leaders.

Phrase two - trial

Communication and engagement should be more targeted at this stage, with care given to reaching key audiences impacted by a particular trial/project. Build advocacy and support to prevent political or social justice issues destabilizing the trial or project. Communication needs to demonstrate openness to community views and a range of options, being genuinely two-way and consultative.

Strategies:

- Involve media in community engagement exercises, such as roundtables with experts, stakeholders and public.
- Provide regular briefings and updates – press conferences for big announcements, press releases for regular updates and fact sheets for background, overview and in-depth information.
- Consistency of framing, narratives, messages, terminology and quality of communication is important.
- To gain more extensive and more detailed coverage of issues, provide individual journalists/publications with unique angles on the subject.
- Communicate complex technical information as briefly and simply as possible – but also make sure that detailed information is available as background if required.
- Educate journalists in a timely and on-going manner, so that when they need to write a story quickly and don't have time to research, they are well placed to write an accurate story. Be ready to provide:
 - Key terms/definitions
 - Fact sheets/stats/technical data
 - FAQ, Mythbuster sheet
 - Case studies/examples
 - List of contacts for trusted sources who cover a range of viewpoints.
- Build and train a coalition of experts, who are available to speak to the media as necessary.

- Monitor coverage so that you may be prepared to adapt and change strategy at short notice as necessary.

Phase three – Implementation, site decisions, equity issues, cost, retrievability and reliability

Key considerations at this stage are transparency and accountability, and accessibility of information and personnel. Be available to the community and to the media. Build on relationships established during the pre-approval engagement phase.

Strategies:

- Spokespeople should be clearly identified, fully informed, available and authorised to speak to the media. Key media should have ready access to their contact details.
- Supply information proactively, as it becomes available, and ensure it is easy to access rather than wait to be asked.
- As issues arise, communicate promptly, openly and fully.
- Facilitate media access to representatives of impacted communities and the range of opinions – demonstrate openness.
- It is helpful to have advocates who are representative of the community you are engaging with, speak to media. Identify supporters, equip them and give the media access to them.
- Provide episodic and regular, reliable, predictable information.

Section 7: Appendix

Appendix A: Stringybark Creek Stormwater program



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Mount Evelyn Mail, Mount Evelyn
08 May 2012

General News, page 3 - 98.55 cm²
Suburban - circulation 4,600 (-T-----)

ID 145643193



PAGE 1 of 1



Stormwater filter works for creek

MOUNT Evelyn residents walking around Morrison's Reserve might spot machinery hard at work around the ovals over the next few weeks.

The works are part of the Little Stringybark Creek Project to harvest stormwater that flows from driveways, roads and roofs before it reaches the Little Stringybark Creek to improve the health of the creek.

Yarra Ranges Council's director environment and

engineering Mark Varmalis said the program, run by the University of Melbourne in partnership with Melbourne Water and Yarra Ranges Council, will feature three 240,000 rain tanks to collect water to irrigate Morrison Reserve and will provide a reliable alternative water source.

"Overflow from the tanks will flow into a series of three trenches which will allow the water to infiltrate into the ground, rather than

flow into the creek," he said.

"These trenches will look like any other garden bed.

"The system will minimise peaks for large storm events and therefore help mitigate flooding and, importantly, protect the creek environment of the Little Stringybark Creek."

Melbourne Water's general manager of asset planning Paul Preto said rock chutes would be built in the creek to control erosion and

use native plants to filter stormwater runoff.

"The native plants will help to remove nutrients and pollutants from the creek which will improve the quality and health of the creek over time," he said.

"All up, a 300 metre stretch of the creek will benefit from this project."

The works are expected to be completed in July and natives will be planted in August.

Appendix B: Sydney Water Tap Campaign

TAP™ campaign: Engaging with matters of concern

In 2011 Sydney Water introduced the tap™ campaign that was designed to position Sydney Water as a sustainable, progressive brand and reintroduce the public to the benefits of tap water. Water from the tap was promoted as if it were a brand itself, in direct competition with bottled water. The branded ‘tap’ water was launched in hundreds of cafes and bars in Sydney by supplying almost 2000 specially designed and branded bottles for tap water to be served in. An online campaign was also launched featuring images of people drinking directly from their own taps and a series of short films that could be shared across social media platforms. Within their website and a mobile app, interactive and locative media such as Google maps showed Sydney residents where tap™ was served. The social component on Facebook and Twitter reached almost one million people. People began to customize their own bottles and started taking a ‘tap pledge’ to use tap water rather than bottled water. Despite a modest budget, the campaign has reached 1,486,500 Sydney residents in late 2012.

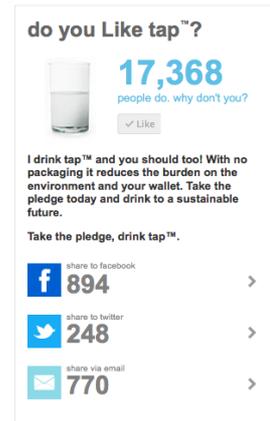
Branding: The brand strategy was simple and memorable. Sustainability, cost effectiveness and high quality brand values increased the likelihood of connecting with multiple publics with environmental, economic, or health concerns. Bottled water was positioned as unsustainable and drinking tap™ water was positioned as sustainable and trendy.

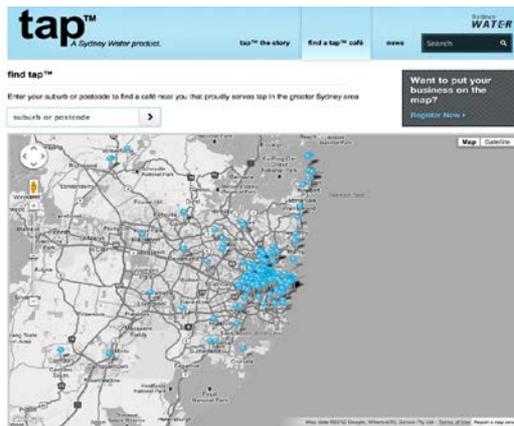
Framing: Rather than attempting to present facts or translate complex science, the communication efforts were framed in line with public concerns (Latour, 2005). Concerns about the environment, economics and health may be addressed with scientific facts, however, this campaign focused instead on people’s everyday actions and empowered publics by providing a sense that they could take control of this issue and influence change.

Messages: The brand values were echoed in communication messages such as ‘it’s better for the planet, your pocket, and your health’ that linked back to environmental, economic and health concerns so that publics would identify with the messages. The messages are also designed to target people’s identity aspirations – such as being perceived as environmentally conscious: ‘Get sustainable, drink tap’ or ‘tap™ is the original eco water’. The tone of the messages is noteworthy – the social media messages were conversational and engaging. There is an absence of scientific jargon.

Interactive opportunities: The campaign offered a number of online interactive opportunities. People were encouraged to take a ‘pledge’, drink sustainable tap™ water and share the pledge through social media networks.

The campaign was integrated into everyday life through locative media – an interactive Google map and a mobile app were provided to identify the cafes where tap™ could be located.





Another interactive opportunity available via the Facebook page was 'Flashback Friday' which profiled a series of historical photos relating to water. Flashback Friday involved people in understanding the history of water in an engaging way by asking them to comment or speculate on aspects of the photo.



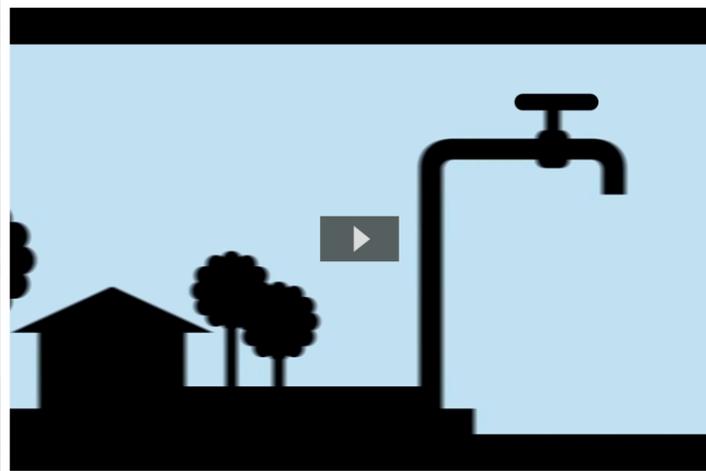
Competitions were often used by Sydney Water to engage their customers via social media. An excellent example of this is the competition in which they invited artists to create designs for a refillable tap™ water bottle.



Further community interaction was generated by giving away the refillable tap™ water bottles and family passes to the Powerhouse Museum via the Sydney Water twitter #tappyyhour competition. Sydney Water's weekly #tappyyhour competition was not only used to connect with their Twitter community but to also demonstrate support for organizations and events that shared their eco values. In this way, a type of network or coalition of advocates could potentially be formed.

Images: All online text was accompanied by images and embedded videos. The images are not about water science; instead, they are linked to popular culture, social meanings and everyday life. Images are used as talking points about Sydney Water sponsored events that are happening in Sydney, as well as images demonstrating their campaign in action and water related spaces in Sydney

Video Imagery: The story of tap™ is described in an animated video featured on the Sydney Water tap™ website. Throughout the video the link between the brand name, tap™, and sustainability is enforced through the imagery of taps and pipes versus packaging and shipping. Rather than scientific facts and meanings dominating the video, the animated images and narrative voice over appeal to social concerns and eco identity aspirations.



Stakeholders: Sydney Water invited cafes to take part in the campaign and become 'a registered tap™ destination'. Cafes that opted to sign up to serve tap™ could choose to display 'tap™ served here' window decals and/or tap™ stickers on café water bottles. Cafes that signed up were promoted on the tap™ website via the 'find a tap™ café' feature - users could enter their suburb or postcode and find a registered café.

Another stakeholder group Sydney Water engaged with were bloggers. Through a blogger outreach program they offered bloggers prizes to pass onto their readers and encouraged bloggers to run competitions to give away the prizes.

Insights for recycled water strategies

Appeal to multiple values: A campaign that targets multiple values is more likely to resonate with publics because they do not have to prioritize or select from potentially conflicting values. In this instance the campaign brand values linked to three potential matters of concern – environmental sustainability, health and safety and economic issues. The campaign reach could be extended because the selection of a number of brand values made it possible to create multiple messages and target diverse publics.

Connect with everyday meanings and practices - address matters of concern: Campaigns and communicative efforts that focus on everyday experiences and popular culture are more likely to connect with the ordinary ways we experience the world and have meaning for us. The creative idea, to re-establish tap water as the preferred drink of choice was linked to popular culture – tap was available in cafes, associated with art and promoted at popular Sydney events. Sydney Water created opportunities to connect and engage with people and their concerns about water – campaigns need to provide a starting point for conversations and educational initiatives.

Develop a network of advocates: Key stakeholders need to be positioned as partners and trusting relationships developed. Cafes were invited to become part of a coalition of advocates, educating and helping customers to act sustainably and save money. By targeting eco conscious bloggers, with a particular emphasis on eco conscious art bloggers and family/parenting bloggers, Sydney Water was able to extend their audience for the tap™ campaign and communicate with target audiences that they may struggle to reach directly.

Inspire change: In their communication with cafes Sydney Water adopted a conversational tone that wasn't condescending or critical about people making unsustainable choices, rather they aspired to help people — and invited cafes to help — by making the sustainable choice easier, cheaper and fun.

Online conversations: Social media is a space where people share their everyday lives. Conversational approaches and use of visual imagery rather than just factual messaging and language resonate with digitally literate publics. Sydney Water engages in online conversations, demonstrating that it does listen to and respond to negative comments that are raised in social media forums in a timely, positive and helpful way.

Indirectly 'seed' acceptance: By subtly increasing the value of tap and waste water in people's minds and indirectly alluding to recycled water, Sydney Water is slowly creating awareness and potential acceptance of alternative water sources. For example, The Flashback Friday photos are a creative way of establishing how water has played a part in Sydney history and establishing the value of Sydney Water. They also reconfigure our perceptions of waste – a largely ignored aspect of how negative or apathetic attitudes to recycled water may be addressed.

Appendix C: SA Water, Let The Poo Thru

The SA Water, 'Let the Poo Thu' campaign included the development of apps, games and social media content focused on providing educational content on water treatment processes. More details are available at: <http://www.sawater.com.au/SAWater/Education/LetPooThru.htm>



Appendix D: Groundwater Replenishment Scheme Communications Strategy, 2013–2016

Groundwater Replenishment Scheme

Communications Strategy 2013–2016
As at August 2013.

Table of Contents

| | |
|---|-----------|
| Background..... | 4 |
| Project Overview | 4 |
| Community and Stakeholder Engagement..... | 5 |
| Level of engagement | 5 |
| General Approach | 6 |
| Stakeholder Engagement Approach | 6 |
| Community Engagement Approach..... | 6 |
| A. Trust in Water Corporation to Deliver and Operate GWRS..... | 7 |
| Objectives | 7 |
| Implementation Plan..... | 8 |
| Key Messages..... | 11 |
| B. State Government Announcement | 12 |
| Objective..... | 12 |
| Implementation Plan..... | 12 |
| Key Messages..... | 14 |
| C. Environmental Approvals | 15 |
| Environmental Protection Authority | 15 |
| Department of Environment and Regulation – Works Approvals | 16 |
| Objectives | 17 |
| Implementation Plan..... | 17 |
| Key Messages..... | 18 |
| D. Construction Impacts | 19 |
| Objectives | 19 |
| Implementation Plan..... | 20 |
| Key messages | 22 |
| Communication Tools and Tactics..... | 23 |
| Terminology and Branding..... | 23 |
| Publications..... | 23 |
| Visitor Centre and Tours | 23 |
| Media..... | 23 |
| Advertising | 23 |
| Feedback Mechanisms | 24 |
| Tracking Community Attitudes..... | 24 |



Accountability Mechanisms 24
Incident Management Reporting 25
Evaluation26
Measuring Levels of Awareness and Support..... 26
Review of Communications Strategy 26
Stakeholders.....27

NOTE: This is a live document and is subject to change.



Background

Groundwater replenishment is the process where treated wastewater is further treated to drinking water standards, and then recharged into groundwater supplies for future use. The advanced water treatment process includes ultrafiltration, reverse osmosis and ultra violet disinfection.

Water Corporation, through its *Water Forever* planning process, has committed to achieving 30 per cent recycling of treated wastewater by 2030.

In 2005, the Environmental Protection Authority assessed the viability of supplementing Perth's groundwater supplies with recycled water. The need for a trial was one outcome of this assessment.

Water Corporation conducted a three-year Groundwater Replenishment Trial (GWRT) which was successfully completed on 31 December 2012. The key objectives of the trial were to:

- understand the technical feasibility;
- allow regulators to develop policy and regulation; and
- undertake an extensive community engagement program.

The trial was overseen by the Departments of Health, Water, and Environment and Conservation. The preliminary results of the trial were encouraging with more than 62,300 water quality results meeting stringent health and environmental guidelines and achieving a 76 per cent support rate from the community for transition to a full scale groundwater replenishment scheme in the final round of telephone interviews in October 2012.

Water Corporation and the trial regulators prepared a detailed assessment of the trial for the State Government to consider the viability of a full-scale scheme as a future water source for Perth. In June 2013, the State Government is expected to announce if Groundwater Replenishment Scheme – Stage 1 will be the next water source for Perth.

Project Overview

Water Corporation's '*Water Forever Whatever the Weather*' 10-year strategy to drought proof Perth includes a \$500 million groundwater security strategy starting in 2013.

The groundwater security strategy involves the transfer of groundwater abstraction to the deeper Leederville and Yarragadee aquifers and groundwater replenishment.

This project is for Stage 1 of the development of a groundwater replenishment scheme. Stage 1 will recharge 7 billion litres to the recycled water into the ground annually, allowing Water Corporation to draw the equivalent amount of groundwater and add it to Perth's Integrated Water Supply Scheme each year.

Stage 2 will be an additional 7 billion litres of water each year, totalling 14 billion litres per annum, and ultimately the full-scale scheme will deliver around 28 billion litres each year – enough to supply up to 100,000 Perth households.

The Groundwater Replenishment Scheme (GWRS) will be the first full-scale scheme to be constructed in Western Australia.

It will be constructed at the same site as the trial's Advanced Water Recycling Plant in Craigie, and construction is expected to begin during 2014 with the first recharge anticipated for 2016.

Before construction can begin, there will be a formal environmental and health approvals process.

Community and Stakeholder Engagement

Level of engagement

The level of community and stakeholder engagement is based on the IAP2 Public Participation Spectrum, and varies according to the phase of the project.

| INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|--|-----------------------------------|---|--|---|
| <i>Provide balanced and objective information to assist understanding.</i> | <i>Obtain community feedback.</i> | <i>Work directly with community to ensure concerns and aspirations are understood and considered.</i> | <i>Partner with community in decisions including the development of alternatives and the identification of the preferred solution.</i> | <i>Place final decision-making in the hands of the community.</i> |

| | Issue for Engagement | Level of engagement | Timing | Decision scope for stakeholders and the community |
|---|---|---------------------|-----------------------|--|
| A | Trust in Water Corporation to deliver and operate GWRS: <ul style="list-style-type: none"> Water quality; Recycled water use. | Consult | Jan 2013 – Dec 2016 | Work with the community and key stakeholders to address the two most common concerns voiced through communication activities and surveys undertaken during GWRT. |
| B | State Government Announcement | Inform | June/July 2013 | Advise key stakeholders and the broader community of the State Government decision. |
| C | Environmental Approvals | Involve | June 2013 – Sept 2013 | Identify opportunities and provide the community with the information they need to provide input throughout the approvals period. |
| D | Construction Impacts | Consult | Jan 2014 – Dec 2015 | Work with the community to identify and mitigate potential construction impacts. |
| E | Operations | Consult | 2016 + | To be addressed in a separate plan when the strategy for ongoing operations of the scheme is determined. |

General Approach

The approach for all communications regarding the Groundwater Replenishment (GWR) Scheme is to establish and maintain relationships with stakeholders and the community that facilitate open and ongoing exchange of knowledge and information.

Water Corporation is also committed to understanding and addressing the concerns, issues and questions of stakeholders and the general community.

Stakeholder Engagement Approach

A stakeholder is any member of the public, an organisation or group that may be affected by or have an interest in the GWR Scheme.

As with the trial, communications for the scheme will be guided by a two-step communication approach — engaging with key stakeholders and influencers of opinion to build credibility and trust (and therefore third-party advocacy) before engaging with the broader community.

By proactively engaging with stakeholders, Water Corporation can address their concerns, perceptions and possible misconceptions about groundwater replenishment. This will minimise the amount of time spent on reactive methods to try to correct misinformation about groundwater replenishment and reinstate the reputation of Water Corporation.

For the GWR Trial, a stakeholder database was developed and this will continue to be used and updated for the phases leading up to, during and following the construction of a GWR Scheme.

Community Engagement Approach

The Perth community is one of the key stakeholders of the Groundwater Replenishment Scheme.

In addition to using the two-step communication approach with stakeholders, there will be balanced and objective information about groundwater replenishment and the GWRS project through a range of communication channels.

Water Corporation also will continue to provide opportunities for the community to discuss and learn more about groundwater replenishment and the GWRS project.

In particular, there will be a focus on addressing the two most common concerns voiced through communication activities and surveys undertaken during GWRT — water quality and recycled water use.

As part of the ongoing communication strategy, Water Corporation and the contractors will provide regular updates about the progress of the project, be transparent about groundwater replenishment processes and operations, and continue to use established accountability mechanisms as appropriate.



A. Trust in Water Corporation to Deliver and Operate GWRS

The overarching goal of this communications strategy is to maintain, and continue to build, trust in Water Corporation to deliver and operate Groundwater Replenishment Scheme — Stage 1.

Through all phases of the project, and leading up to the State Government announcement, Water Corporation will continue to use communication methods and forums established as part of the GWR Trial. While some activities, for example community fairs and events, may be scaled down, the opportunity for the community and stakeholders to learn about and discuss the issues will remain open and be ongoing.

Objectives

The objectives for all elements of the GWR Scheme communication strategy are to:

- Continue to build awareness of and support for groundwater replenishment;
- Build and retain trust within the community that groundwater replenishment is a safe and viable option as a future drinking water source; and
- Build and retain trust with the community and stakeholders that Water Corporation can construct and operate a groundwater replenishment scheme that is low risk to public health and the environment.

Implementation Plan

| Action | Timing | Responsibility | Status |
|---|--|---|--|
| Newsletters <ul style="list-style-type: none"> • <i>Groundwater Replenishment</i> e-newsletter • <i>Mainstream</i> e-newsletter article • <i>Watermark</i> e-newsletter article | July & Dec As appropriate As appropriate | Comms officers Comms officers Comms officers | Subscribers to GWR Newsletter Water Corporation customers |
| Communication materials <ul style="list-style-type: none"> • Update and re-print information brochure • Update and replace existing communication materials • Develop new materials | Aug – Sept 2013 August 2013 As required | Comms officers Comms officers Comms officers | |
| Visitor Centre Tours – Schools <ul style="list-style-type: none"> • Advertise and promote through: <i>Water Words</i> publication • Advertise through Water Efficiency Breakfast • Promote free bus to site for Waterwise Schools | Start Term 2 & 3 22 May 2013 Ongoing | Education Team Education Team Education / Comms | |
| Visitor Centre Tours – General public <ul style="list-style-type: none"> • Advertise tours focusing on hotspot areas as identified through IPSOS surveys • Advertise tours in <i>The West Australian</i> • Advertise tours through <i>WaterMark</i> publication <p>** Tours may be offered on a Saturday, monthly between 9am and 1pm.</p> | May / Aug / Nov Aug / Oct June / Sep | Comms officers Comms officers Comms officers | Community news and/or letterbox drop |
| Virtual tour DVD <ul style="list-style-type: none"> • Production of virtual tour of AWRP | Sept/Oct | Comms officers | |
| Community Open Day <ul style="list-style-type: none"> • Coordinate annual open day | 19 Oct 2013 | | Following announcement |



| | | | |
|---|---|--|--|
| | April 2014 | | Prior to commencement of construction |
| Community Events <ul style="list-style-type: none"> • UWA Enviro Fest • Gnangara Groundwater Festival • Community Science Expo • Wanneroo Ag Show • Royal Show | 19 Mar 2013 Nov 2013 18 Aug 2013 Nov 2013 Sept/Oct 2013 | Comms officers | * 4-5 specialised events per year |
| Webpages <ul style="list-style-type: none"> • Update in light of State Government announcement • Update recharge figure | Aug 2013 Weekly | Comms officers Comms officers | |
| Facebook <ul style="list-style-type: none"> • Provide updates, general info on groundwater replenishment and opportunity for feedback from the community | Ongoing ~ 2 posts per week | Comms officers | Align with media releases and announcements ** Follower targets |
| Water Quality Reports <ul style="list-style-type: none"> • Publish quarterly reports in Groundwater Replenishment e-newsletter • Publish quarterly report via email to stakeholder database • Water Quality Report pages to be reviewed | June & Dec Mar & Sep May 2013 | Comms officers Comms officers Comms officers | Completed |
| Corporate Advertising leverage <ul style="list-style-type: none"> • Demand Management Campaign (<i>The West Australian</i>) • Brand Campaign • World Environment Day • Recycling Liftout • Water Week | Sep 2013 As available June 2013 Oct 2013 | Marketing Team and Comms officers | |
| Briefings <ul style="list-style-type: none"> • Send out briefing and tour offer to | | PMB | |



| | | | |
|--|--|--|--|
| MPs (post-announcement) <ul style="list-style-type: none"> • Offer briefing to local councils (Joondalup, Wanneroo, Stirling) • Offer briefing to Conservation Council • Review health stakeholders and send offer of briefings as appropriate. | Aug – Oct 2013 Aug - Sept Aug Aug | PMB PMB (EB) PMB (WW Quality Branch) | |
| Presentations and tours <ul style="list-style-type: none"> • Provide to interested stakeholders | As required | Comms officers | |
| Media Releases <ul style="list-style-type: none"> • Promote Open Day • Others <p><i>Refer separate implementation plans for State Government Announcement, Environmental Approvals and Construction Impacts.</i></p> | Aug–Oct 2013 Ad hoc | External Rel External Rel | Spokesperson for media: Nick Turner Approvals: Project manager External Relations Manager |
| Media enquiries | As required | Media officers External Rel Manager Project Manager/s | Spokesperson for media: To be determined Approvals: Project Manager External Relations Manager |
| Internal communications <ul style="list-style-type: none"> • <i>Refresh</i> e-newsletter • <i>Flowing Forward</i> printed newsletter • Site tours for (new) employees | Weekly as required Fortnightly as required Six-monthly | Comms officers Int. Comms Comms officers Int. Comms Comms officers Int. Comms | |
| Tracking Community Attitudes <ul style="list-style-type: none"> • Annual Telephone Survey • Pulse • Visitor Centre Feedback Forms | March 2013 + Aug/Sept 13 Aug +Ongoing Ongoing | Comms / IPSOS Comms Comms/Tour | March 2013 Completed |



| | | | |
|--|---------|--------------------------|--|
| <ul style="list-style-type: none"> Community Event Feedback Forms | Ongoing | Guides Comms officers | |
|--|---------|--------------------------|--|

Key Messages

| | | | |
|---|---|---|--|
| Stakeholder: | | General public | |
| Question or concern: | | Groundwater replenishment and safety of the water | |
| Key message 1 | Key message 2 | Key message 3 | |
| Situation / response | Opportunity | Action | |
| <i>Groundwater replenishment is a climate resilient water source that can help meet the water needs of our growing population.</i> | <i>Water produced at the Advanced Water Recycling Plant is safe.</i> | <i>The recycled water is being added to a confined aquifer, not directly into the Integrated Water Supply Scheme.</i> | |
| Supporting fact 1-1 | Supporting fact 2-1 | Supporting fact 3-1 | |
| We are faced with a drying climate and growing population. | Water meets Australian drinking water standards before it is added to groundwater. | The recycled water is being added to a confined aquifer where it mixes with existing groundwater. The aquifer is in an area remote from the existing drinking water bore. | |
| Supporting fact 1-2 | Supporting fact 2-2 | Supporting fact 3-2 | |
| The community supported Water Corporation to investigate large-scale recycling as a water supply option. | The water complies with water quality guidelines enforced by the Department of Health and Department of Environment Regulation. | At the current rate of recharge, it will take a number of years for the recycled water to reach the closest abstraction bore. | |
| Supporting fact 1-3 | Supporting fact 2-3 | Supporting fact 3-3 | |
| <p>Water Corporation is continually working to reduce consumption and increase recycling through:</p> <ul style="list-style-type: none"> Water efficiency programs, sprinkler roster and rebates target home use; All large users of water are required by law to plan for water efficiency; Kwinana Water Reclamation Plant provides water to local industries; 80 recycling schemes around the state; | <p>We are using the same approach used to ensure our drinking water is safe, including:</p> <ul style="list-style-type: none"> Multiple barriers to minimise any risk of equipment failure or human error; continuous monitoring of the treatment system, which will shut down immediately if it's not working properly; Well-trained operators and robust controls and procedures; and Water quality parameters. | <p>The water is being added to groundwater 120-220 metres down — too deep to be accessed by private and garden bores.</p> <p>(supporting image)</p> | |



| | | |
|--|--|--|
| <ul style="list-style-type: none"> • Third pipe schemes considered in new developments. | | |
|--|--|--|

B. State Government Announcement

The purpose of this section is to set out the communications activities once the State Government has considered the detailed final assessment of the Groundwater Replenishment Trial and made an announcement.

Objective

The communications objective is to inform the Perth community and key stakeholders of the State Government's announcement regarding the Groundwater Replenishment Trial final report.

Implementation Plan

| Actions | Timing | Responsibility | Status |
|--|--|---|----------------------------------|
| GMO Media <ul style="list-style-type: none"> • Offer GMO media team tour | May/June 2013 | External Rels | |
| Media <ul style="list-style-type: none"> • Brief Fed Department (checking funding clauses) • Media Release, press conference, opinion piece health stakeholder (Mike Daube) • Liaise with EPA Media • Liaise with DoH • Liaise with CSIRO • Minister or Premier to announce | May 2013 August 2013 July 2013 July 2013 July 2013 Aug 2013 | Comms officers/VM External Rels Comms officers/Vm Comms officers/VM External Rels/Comms Officer | Complete Complete |
| Website <ul style="list-style-type: none"> • Publish update re announcement on main GWR webpage • Publish full report and 4-page summary on website • Make available to all IAWG | Aug 2013 Aug 2013 Aug 2013 | Comms officers Comms officers Comms officers | Complete Complete Complete |
| Stakeholder contact | | | |



| | | | |
|---|--|---|-------------------------------------|
| <ul style="list-style-type: none"> Email database contacts to advise of announcement – e-newsletter | Aug 2013 | Comms officers | Complete |
| <ul style="list-style-type: none"> Email key stakeholders to advise of announcement with a copy of the Media Statement | Aug 2013 | IPB/VM | Complete |
| <p>Email key stakeholders – offer briefing</p> <ul style="list-style-type: none"> DOW and DER Offer briefing to local councils (Joondalup, Wanneroo, Stirling) Offer briefing to Conservation Council Offer briefing to health stakeholders Conduct briefings as required | <p>Aug 2013</p> <p>Aug 2013</p> <p>Aug 2013</p> <p>From Aug 2013</p> | <p>IPB / PMB</p> <p>EB, N Churchill</p> <p>IPB, Nick Turner</p> <p>Project team members</p> | Comms officers to assist/coordinate |
| <p>Contractors</p> <ul style="list-style-type: none"> Generic email to interested contractor announcing decision and advising contracting strategy, dates etc. | Aug 2013 following announcement | Comms/PMB | Complete |
| <p>Internal Briefings</p> <ul style="list-style-type: none"> Lunchtime Corporate Briefings – advertise in Refresh Article in Flowing Forward PMB Team Brief Aroona Briefing – Internal News | <p>Aug 2013</p> <p>Aug 2013</p> <p>Aug 2013</p> <p>Aug 2013</p> | <p>Comms/Internal NT</p> <p>Comms/Internal</p> <p>Comms/ PMB</p> <p>Comms/Key</p> | Complete |

Key Messages

| Stakeholder: General public and key stakeholders | | |
|--|--|---|
| Question or concern: What happens after the Groundwater Replenishment Trial? | | |
| Key message 1 | Key message 2 | Key message 3 |
| Situation / response | Opportunity | Action |
| Water Corporation's Groundwater Replenishment Trial (GWRT) successfully came to an end on 31 December 2012. | Water Corporation and trial regulators — DoH, DoW and DER — prepared an assessment of GWRT for consideration by State Government. | State Government has reviewed the trial assessment and given approval for groundwater replenishment to become the next new water source for Perth. |
| Supporting fact 1-1 | Supporting fact 2-1 | Supporting fact 3-1 |
| More than 62,300 water quality samples were taken during the trial, all of which met stringent health and environmental guidelines set by regulators. | In the interim, Water Corporation has been endorsed by trial regulators to continue operating the Advanced Water Recycling Plant (AWRP). | The first stage of a proposed groundwater replenishment scheme will have the capacity to recharge 7 billion litres of recycled water annually. Recharge from the plant could start in mid 2016. |
| Supporting fact 1-2 | Supporting fact 2-2 | Supporting fact 3-2 |
| The GWRT allowed the Department of Health to confirm water quality guidelines and determine monitoring requirements for a full groundwater replenishment scheme. | The ongoing operation of the AWRP will contribute up to 1.5 billion litres of recycled water annually to groundwater supplies. | The EPA will determine an assessment level for the environment impact of a Groundwater Replenishment Scheme and the public will have the opportunity to comment. |
| Supporting fact 1-3 | Supporting fact 2-3 | Supporting fact 3-3 |
| Public support for a full scale groundwater replenishment scheme remains steady at 76 per cent. | The regulators will continue to monitor the groundwater replenishment scheme. | State Government has invested \$2.5 million in 2012–13 for preliminary design and investigation works to ensure Water Corporation is in a position to implement a groundwater replenishment scheme for Perth. |
| Supporting fact 1-4 | Supporting fact 2-4 | Supporting fact 3-4 |
| The regulators have endorsed the Visitor Centre at the AWRP to remain open which will allow tours and community open days to continue. | | Groundwater replenishment could contribute around 20 per cent of Perth's water supply by 2060 if implemented at major wastewater treatment plants across Perth. |

C. Environmental Approvals

The purpose of this section is to set out the communication activities in the lead-up to and during the Environmental Protection Authority (EPA) decision on the level of assessment for the proposal submitted under Part IV of the *Environmental Protection Act 1986*, and the DER issuing a Works Approval under Part V of the *Environmental Protection Act 1986*, for a Groundwater Replenishment Scheme.

Environmental Protection Authority

The EPA undertakes an environmental impact assessment to systematically evaluate how proposals and schemes referred to it may impact the environment. The assessment includes consideration of ways the proposal or scheme, if implemented, could avoid or reduce any impact on the environment.

There are three decision levels for the EPA on the level of assessment:

1. Not assessed;
2. Assessed on Proponent's Information (API); and
3. Public Environmental Review (PER).

The process involves:

- Submitting documentation relating to the proposal to the EPA
- The EPA accepting the proposal
- A period for public comment
- Publishing the EPA's decision to assess the proposal and at what level of assessment
- EPA assessment and relevant consultation
- EPA referral to the Minister
- Period for public appeals
- Minister determination of appeals (if any) and issuing of implementation statement.

Not Assessed

This is the preferred level of assessment for the project. A *Not Assessed decision* would mean Water Corporation could immediately proceed to tendering and construction phases for the project.

The public has seven days from the date the proposal is accepted by the EPA to comment on the level of assessment.

Assessed on Proponent's Information (API)

In the event of this level of assessment for a GWR Scheme the associated timeframes have been built into the project scheduling. The API level of assessment is likely to take 8–12 months.

There is no public review period. However, again, the public has seven days from the date the proposal is accepted by the EPA to comment on the level of assessment. Also, the public can appeal the assessment once it is submitted by the EPA to the Minister.

Public Environmental Review (PER)

If the EPA set a PER level of assessment, there is a public review period which generally takes 4–12 weeks. However, taking into account the administrative steps and timeframes this could





potentially add up to three years to the project timeframe. A separate communication plan will be developed for a PER if necessary.

Department of Environment Regulation – Works Approvals

Before the Department of Environment Regulation (DER) can issue a Works Approval under Part V of the *Environmental Protection Act 1986*, the EPA must have completed the assessment process, although both processes can run parallel.

The process involves:

- Making a formal application enquiry;
- a scoping meeting between Water Corporation and DER where both parties must reach agreement on the scope of the works; and
- submitting a full application and fee.

It generally takes 12 weeks to obtain approval and, during this approval phase, DER will advertise that an application has been made and open it for public comment.

Once the Works Approval has been issued, another advertisement is placed stating that it has been issued and the public have 28 days to appeal. However, the works can proceed immediately.

Objectives

The communication objective is to provide the community and stakeholders with the information they need to provide input into the environmental approvals and works approval processes.

Implementation Plan

| Actions | Timing | Responsibility | Status/Comment |
|---|--|---|--------------------------------|
| Media <ul style="list-style-type: none"> EPA Announcements | As required | EPA Media Contact (Nadia Maraudo) and Media and Comms officers | Complete |
| Stakeholder contact <ul style="list-style-type: none"> Email key stakeholders and database contacts to advise when the Environmental Impact Assessment application has been made and accepted, and the period for public comment Beenyup CRG | Aug 2013 | Comms officers | |
| Briefings <ul style="list-style-type: none"> Offer briefing to local councils (Joondalup, Wanneroo, Stirling) Offer briefing to Conservation Council Offer briefing to health stakeholders | Aug 2013 Aug 2013 Aug 2013 Aug 2013 | Comms officers PMB, Gill Harris EB, N Churchill IPB, Nick Turner | Offer to CEO and Env. officers |
| Website and Facebook <ul style="list-style-type: none"> Publish updates and outcomes on webpages and Facebook as appropriate | As required | Comms officers | |

Key Messages

| | | |
|--|---|---|
| Stakeholder: | General public and key stakeholders | |
| Question or concern: | What is the environmental approvals process and what input can the community have? | |
| Key message 1 | Key message 2 | Key message 3 |
| Situation / response | Opportunity | Action |
| <i>Environmental approvals are needed for the construction of a large-scale Groundwater Replenishment Scheme.</i> | <i>There are opportunities for the public to comment on the environmental approvals processes.</i> | <i>Water Corporation will keep the public and stakeholders informed about the environmental approvals process.</i> |
| Supporting fact 1-1 | Supporting fact 2-1 | Supporting fact 3-1 |
| The EPA will decide whether the project should be formally assessed and if so, at what level. | Water Corporation has assessed the environmental impact of the project on the surrounding marine and terrestrial environment. This assessment is contained in the EIA documentation and it concludes that any impacts can be mitigated and managed. | The public have seven days from when the EPA accepts the application to comment on whether the EPA should formally assess the proposal, and if so, at what level of assessment. |
| Supporting fact 1-2 | Supporting fact 2-2 | Supporting fact 3-2 |
| If the EPA decides to formally assess the proposal; there are two levels of assessment: <ul style="list-style-type: none"> Assessed on Proponent's Information Public Environmental Review | The EPA will release the environmental studies early to give the community and stakeholders sufficient time to read and understand them before the environmental approvals process begins. | If the EPA decides not to formally assess the project, the public can appeal to the Minister for Environment if it disagrees with the EPA Chairman's determination. |
| Supporting fact 1-3 | Supporting fact 2-3 | Supporting fact 3-3 |
| DER is responsible for issuing a Works Approval but can only do so once the EPA has decided to not formally assess it, or if it has decided to assess it, has completed the formal assessment and the Minister for Environment has approved the project. | A number of environmental reports have been prepared by a variety of consultants. These reports cover marine and terrestrial factors. | The public have 28 days to appeal the issuing of a Works Approval however the works can proceed immediately. |
| Supporting fact 1-3 | Supporting fact 2-3 | Supporting fact 3-3 |
| | | The groundwater replenishment webpage will be updated |



| | | |
|--|--|--|
| | | through the various stages of the environmental approvals processes. |
|--|--|--|

D. Construction Impacts

The purpose of this section is to outline the communications and the community engagement for the construction phase of the project.

There key elements for the construction phase are as follows.

Project approval

There will be ongoing communication with stakeholders and the public about the status and outcomes of the environmental approvals processes (see Section C) and subsequently coordinated communication that the project has been approved to go ahead.

Introduce contractor/operator to the community

Introducing and establishing the contractor/alliance in the community is one of the most integral elements of the communications plan. Water Corporation will introduce the chosen contractor/operator to the key stakeholders and the community to ensure a smooth transition from Water Corporation being the face of the project.

Plant construction

During construction, Water Corporation and the contractor will work in partnership to ensure clear and effective communication with the community and key stakeholders.

Objectives

The communication objectives for the construction phase are to:

- Ensure any community issues are addressed promptly and proactively to facilitate progress of works without unwarranted delays due to stakeholder or community concerns.
- To actively engage with all stakeholders, provide timely notice and minimise impacts of the proposed works.
- Inform the community and key stakeholders about the work and how the project is taking into account and responding to community concerns, including environmental and social impacts of construction and operation.
- To build trust in Water Corporation’s capability to manage WA’s water assets and infrastructure.
- To build trust in Water Corporation’s intention to manage, conserve and protect the environment in which it operates.
- Manage the project’s impact on the community by providing information about the GWRS project and how they may be affected.
- Smooth and effective project delivery with minimal community or stakeholder issues or delays, through a better informed and supportive community. [move]

Implementation Plan

| Action | Timing | Responsibility | Status |
|---|---|--|--|
| Communications materials <ul style="list-style-type: none"> Prepare project update newsletter and distribute to surrounding communities Prepare fact sheets, brochures, Powerpoint presentations, graphics, models, giveaways | 2-monthly or as required As required | Comms officers Contractor Comms officers | |
| Website <ul style="list-style-type: none"> Publish regular updates to progress of construction | Monthly during construction | Comms officers | |
| Images <ul style="list-style-type: none"> Schedule photo shoots (stills) Schedule video footage Schedule aerial photography | Monthly Quarterly Quarterly | Comms officers | * Very important to capture and record construction progress |
| Briefings <ul style="list-style-type: none"> Prepare backgrounder about the successful contractor/s Provide full briefing to the contractor on social issues and commitments to the local community | When known Ongoing | Comms officers Project team | Communications activities and protocols will be built into the contractor's tender |
| Community <ul style="list-style-type: none"> Letter drop to affected residents to notify of bore drilling and construction commencement Offer presentations and briefings to affected community groups Liaise with Beenyup Community Reference Group Establish and communicate mechanisms for feedback and complaints/contact register | As required & June 2014 | Comms officers Contractor Comms officers Contractor Comms officers Contractor | Respond in 24 hours and resolve in 7 days |



| | | | |
|---|---|---|--|
| <p>Advertising</p> <ul style="list-style-type: none"> • Advertise Public Notice in local community newspapers | <p>Before/after construction</p> <p>As required</p> | <p>Comms officers</p> | |
| <p>Media</p> <ul style="list-style-type: none"> • Ministerial announcements • Media events, including grand opening • Prepare articles for industry publications including AWA, IHA | <p>As required, key milestones</p> | <p>Media and Comms officers</p> | |
| <p>Internal communications</p> <ul style="list-style-type: none"> • <i>Refresh</i> weekly e-newsletter • <i>Flowing Forward</i> fortnightly printed newsletter | <p>As required</p> <p>As required</p> | <p>Comms officers Int. Comms</p> <p>Comms officers Int. Comms</p> | |
| <p>Project signage</p> | <p>Before construction</p> | <p>Comms officers</p> | <p>At Ocean Reef Road entrance to site</p> |



Key messages

| | | |
|---|---|--|
| Stakeholder: General public Question or concern: Construction of Groundwater Replenishment Scheme | | |
| Key message 1 | Key message 2 | Key message 3 |
| Situation/Response | Opportunity | Action |
| <i>Water Corporation is committed to providing a safe and secure water supply for all Western Australians.</i> | <i>Water Corporation has engaged [contractor] to construct stage 1 of a full-scale groundwater replenishment scheme.</i> | <i>We will keep the community informed and updated about the progress of the project.</i> |
| Supporting fact 1-1 | Supporting fact 2-1 | Supporting fact 3-1 |
| Water Corporation can ensure environmental best practice is achieved in the provision and planning for WA's water supply. | Water Corporation remains a pivotal partner within the [contractor] and the ultimate responsibility for service resides with Water Corporation. | The contractor will provide regular updates about the status of the project and any impacts on the community in the surrounding areas. |
| Supporting fact 1-2 | Supporting fact 2-2 | Supporting fact 3-2 |
| Water Corporation will continue to work closely with the community, local and state environmental groups, local businesses and other key stakeholders in delivering this project. | <p>The [contractor] has a comprehensive understanding of all social issues connected with the project and is bound to undertake all environmental and community commitments.</p> <p>The [contractor] is committed to being a 'good-neighbour' and becoming part of the surrounding communities during the construction phase.</p> | Water Corporation will continue to provide and publish information about groundwater replenishment and ongoing testing and monitoring. |
| Supporting fact 1-3 | Supporting fact 2-3 | Supporting fact 3-3 |
| This project will follow the stringent approval process set by the Departments of Water, Health and Environment Regulation as well as the Environmental Protection Authority. | The [contractor] has extensive experience in the water industry to ensure the most productive and efficient plant is designed and built incorporating it within its sensitive surrounds. | Water Corporation will continue a range of community engagement activities, including providing tours of the Visitor Centre at the Advanced Water Recycling Plant. |

Communication Tools and Tactics

Terminology and Branding

For a list of terminology used for groundwater replenishment processes, refer to the Water Recycling Glossary #[1526899](#).

Groundwater replenishment will be corporately branded.

Publications

A suite of publications was developed for GWRT and will be revised and updated for continued use, including:

- Groundwater replenishment information brochure;
- Groundwater replenishment frequently asked questions; and
- Information sheets for project updates (construction).

Visitor Centre and Tours

The Visitor Centre at the Advanced Water Treatment Plant will continue to be used to engage with the community, school groups and stakeholders about groundwater replenishment.

Tours of the Advanced Water Treatment Plant will continue to be provided to interested community members and stakeholders.

From May 2013, tours will be available on a monthly basis on Saturday mornings between 9am and 1pm. This will address the potential criticism that the facility is not available outside of weekly working hours. This will be reviewed in November 2013 and, if tours numbers are not substantial, they may be discontinued.

Media

Where appropriate, media releases will be issued to advise on project milestones and to update the public about the progress of construction works, for example through:

- launching the recharge of 'high quality recycled water' once construction and commissioning is completed; and
- relevant journalists who are running water or sustainability themes.

Media packs including backgrounders and Q&As will be provided to the media at project milestones or if an issue arises.

Advertising

The main advertising around GWRS will be to promote the annual Community Open Day and Visitor Centre facility.

Based on evidence from data compiled we know tours are mainly generated via advertisements in the West Australian and Water Corporation's Water Mark (the newsletter distributed with water bills). Advertising will be undertaken twice-yearly through these publications.



Based on market research undertaken by IPSOS, there are several areas in Perth that could be swayed to support groundwater replenishment. These areas will be derived from IPSOS based on the most recent research surveys.

Direct advertising (via Community News) or direct mail-outs will be used to promote tours to residents living in these areas.

Through the Marketing and Advertising team, there may also be opportunities to include advertisements alongside corporate advertorial features (e.g. recycling week, water week).

Feedback Mechanisms

Opportunities for community feedback will be provided through:

- the website;
- Facebook page for Groundwater Replenishment;
- feedback forms at community events, Visitor Centre tours, meetings and briefings; and
- emailing groundwater.replenishment@watercorporation.com.au

Community support for groundwater replenishment will continue to be tracked on a quarterly basis.

Tracking Community Attitudes

An annual telephone survey has been undertaken since 2007 to track the community's understanding, perceptions and concerns about groundwater replenishment. We expect to continue tracking community attitudes through this method up until the scheme is operating.

Community attitudes will also be tracked through the Visitor Centre feedback forms and Community Event feedback forms. This information is particularly useful in demonstrating the impact of education on community support.

For more information refer to section 10.1 Evaluation.

Accountability Mechanisms

A key factor in building trust in the Water Corporation to undertake groundwater replenishment is to demonstrate that the Corporation is accountable to decision-makers, community advocates, key stakeholders and the broader community.

These will be achieved through annual reporting processes and open and transparent communication channels with:

- Departments of Health, Water, and Environment Regulation;
- Community Advisory Panel (panel of people not associated with the Corporation which can publicly scrutinise Water Corporation projects);
- Beenyup WWTP Community Reference Group; and
- local community and environmental groups.



Incident Management Reporting

Incident Management support: provide communications support during incidents in liaison with the Alliance Manager, Incident Manager and Communications Group in line with the [Incident Communication Toolkit](#).

Provide incident support to corporate Media Team in responding to media enquiries in line with [PCY352 Media Communication](#) and the [Media Communication Procedure](#).

Evaluation

Measuring Levels of Awareness and Support

Water Corporation will test, with a statistically representative sample of the Perth community, levels of awareness and support to continue to track community perception of the groundwater replenishment and the GWRs.

These measures will be used to assess the effectiveness of the communications activities and engagement. The measures are:

- prompted awareness of groundwater replenishment;
- level of informed support;
- support for using recycled water in drinking water supplies;
- confidence in Water Corporation making recycled water safe to drink; and
- perception that Water Corporation is planning effectively for the long term.

At relevant times, Water Corporation will also survey external stakeholder and staff perceptions of groundwater replenishment.

Review of Communications Strategy

Based on project objectives:

- Has the community engagement provided information and managed the project's impact on the community?
- Has the community engagement contributed to better project decision making and improved project outcomes?
- Has the project helped improve Water Corporation's reputation in the community?
- Has the project been smoothly and effectively delivered with minimal community or stakeholder related issues?
- Has the project added value to the community?

Stakeholders

| | |
|---|--|
| Regulators | |
| Department of Health | |
| Department of Water | |
| Department of Environment Regulation | |
| Environmental Protection Authority | |
| EPA Board | |
| Politicians | |
| Premier | |
| Minister for Water | |
| Minister for Environment Regulation | |
| Member for Joondalup | |
| Member for Wanneroo | |
| Member for Hillarys | |
| Member for Ocean Reef | |
| Member for Kingsley | |
| Members for North Metropolitan Region | |
| State Government MPs | |
| Federal Minister for Water | |
| Federal Minister for Science and Research Former Parliamentary Secretary for Sustainability and Urban Water | |
| Greens WA | |
| Local Government | |
| City of Joondalup | |
| | |
| City of Wanneroo | |



| | |
|---|--|
| | |
| City of Stirling | |
| | |
| WALGA | |
| Government agencies | |
| Department of Planning | |
| Department of Agriculture | |
| National Water Commission | |
| | |
| Health sector | |
| Australian Medical Association (WA) | |
| Public Health Association | |
| Health Consumers Council | |
| Environment sector | |
| Conservation Council of WA | |
| Conservation Commission | |
| CSIRO | |
| ERA Governing body | |
| Environment Australia | |
| Environmental groups | |
| Industry | |
| Engineers Australia | |
| Successful and future potential contractors | |
| Academic | |
| Curtin Water Quality Research Centre | |
| Murdoch University | |
| University of WA, Population Health | |
| University of WA, Centre for Water Research | |
| Media | |
| Community News Group | |
| The West Australian | |



| | |
|-----------------------------------|--|
| The Sunday Times | |
| Government Media Office | |
| General media | |
| Community | |
| Beenyup Community Reference Group | |
| Local community | |
| Perth community | |
| Peter Dingle | |
| Internal | |
| CEO | |
| Executive and Board | |
| Employees | |
| | |

Appendix E: The Australian Media Landscape

Major Australian Media Players

|  |  |  |  |  |
|---|---|---|--|---|
| ONLINE | ONLINE | ONLINE (in addition to print titles) | ONLINE (in addition to print titles) | ONLINE (in addition to print titles) |
| ABC.net.au | Ninemsn.com.au | News.com.au | Brisbane Times | Yahoo!7 |
| SBS.com.au | MSM.com | Business Spectator | National Times | |
| | Daily Mail | Eureka Report | Business Review Weekly | |
| | Various lifestyle websites | Wall Street Journal | Lifestyle (15 titles including Good Food, Essential Baby and The Traveller) | |
| | | The Deal | Domain | |
| | | Money Saver HQ | MyCareer | |
| | | Lifestyle (38 titles including GQ, Vogue, Body&Soul) | Farmonline | |
| | | CarsGuide | | |
| | | CareerOne | | |
| TELEVISION | TELEVISION | TELEVISION | TELEVISION | TELEVISION |
| ABC 1 SBS One | Network Nine | Foxtel | Network Ten (stake) | Seven |
| ABC 2 SBS 2 | WIN Television | Sky News | Southern Cross Aus Stereo (stake) | 7TWO |
| ABC 3 SBS Three | | | | 7mate |
| ABC News | | | | Sky News Australia |
| RADIO | RADIO | | RADIO | RADIO |
| ABC Radio National | I98FM | | Magic (Melbourne & Brisbane) | |
| ABC News Radio | C91.3FM | | 96fm Perth | |
| ABC Local Radio | | | 2UE Sydney | |
| SBS Radio 1, 2, 3, 4 | | | 3AW Melbourne | |
| | | | 4BC Brisbane | |
| | | | 6PR Perth | |
| | | | Fairfax Radio News, Talk, Sport | |
| | | | Southern Cross Aus Stereo (stake) | |
| PRINT | PRINT | PRINT | PRINT | PRINT |
| The West Australian | ACP Magazines (Over 50 titles including Woman's Day and Australian Geographic) | The Australian | The Age | The West Australian |
| Pacific Magazines (22 titles including Marie Claire, Men's Health, Who) | | The Daily Telegraph | The Sun-Herald | Pacific Magazines |
| Community Newspaper Group | | Herald Sun | The Sydney Morning Herald | Community Newspaper Group |
| | | The Courier Mail | The Australian Financial Review | |
| | | The Advertiser | Canberra Times | |

Figure 6: The Australian Media Landscape

Appendix F: Social Media Networks

a. Social Networks

A social network is a website for building social relations among people who share interests, activities and connections.

Examples: Facebook, Google+



Strengths: Social networks offer an important opportunity to increase audience reach. An on-going presence may allow you to build customer loyalty and advocacy as well as drive traffic to your 'owned' properties such as web sites. Social network



sharing may also improve your natural search presence through direct and indirect links.

Weaknesses: Social networks require constant presence and resources to create the content expected by a community. There is an assumption that these platforms are staffed 24/7. An unmonitored stream of complaints about the organization that would normally be resolved in private may become public and create an element of negative backlash.

As with all social media organizations, they are owned by third parties. This means playing by their rules with the threat of deletion should you bend or break the rules. It also means that the rules can change over time. Due to Facebook's urgent need to monetize, nearly all brand engagement is now paid for through Facebook's advertising platform. A new network, Ello, designed by artists and designers, has positioned itself as a new 'hipster' network that is anti-Facebook and advertising-free. The control that it offers users may lead to a gradual shift from Facebook and become an important site for targeting a youth demographic.

b. Microblogging

A microblog is a type of web service that allows users to publish a short text message, post updates or converse.

Examples: Twitter, Sina Weibo (China)



Strengths:

Engagements may be quick, easy and more conversational in nature due to the limited character allowance. Like the major social networks, microblogging services can improve Search Engine Optimisation (SEO), particularly in the short term around events and news. Twitter in particular, is a source for public sentiment, brand and issue monitoring. Microblogs may be used as a type of alert system or to drives traffic to owned media.

Weaknesses: Twitter has limited value in conveying complicated ideas because of the 140 character restriction. Messages also have a limited 'top of mind' lifespan - once they leave the feed, they are forgotten.

c. Video Services:

Video hosting or sharing websites allow users to upload, view and share video content.

Examples: YouTube, Vimeo, Vine



Strengths:

YouTube is the second biggest search engine globally and thus has a large pre-existing audience interested in consuming entertainment and commercial content.



Vine and Instagram are mobile-designed applications. YouTube's successful development of a mobile platform offers a significant mobile opportunity for sharing video content.

YouTube (and to an extent Vine/Vimeo) are high word-of-mouth channels, offer opportunities to improve SEO and videos may be shared across other social platforms.

Weaknesses: Comment value is very limited and thus YouTube could be questionably called social media in the first place, especially if brands remove the ability for users to comment at all. Original video content can be expensive to create when compared to other social activities.

d. Professional Networking:

A professional network is a service that is focused on business interactions and relationships.

Examples: LinkedIn



Strengths: Excellent for internal communication, LinkedIn offers a more professional environment.

Due to the direct link to users' professional profiles, there is far less negative sentiment and users are 'better behaved' in general.

LinkedIn can be an excellent tool for recruitment – of staff and new business.

Weaknesses: Limited user base compared to Facebook or YouTube. Limited engagement as people are conscious of their personal professional brand and often prefer to say/share nothing rather than the wrong thing.

e. Photo Services:

Photo services that are online, mobile social networking services for sharing visual images (photos and videos)

Examples: Pinterest, Instagram, Flickr



Strengths: Pinterest is useful for targeting female customers because skews substantially in that direction.

Both Pinterest and Instagram provide a good platform for quick and easy photo



sharing. Pinterest allows users to share and collate visual content (visual boards of images are created), whereas Instagram is a more traditional platform for social sharing. Instagram uses hashtags in the same way that Twitter does for search and collation purposes that allow users to follow trends and topics, and thus it may be

useful for event support.

Weaknesses: Video services require a lot of exciting image content to remain active. Instagram is currently quite siloed from owned media channels and thus provides a limited click through rate (CTR). Neither platform has the volume of Facebook.

f. Bookmarking & Aggregation Sites:

Recommendation-based news, entertainment and social networking services

Examples: StumbleUpon, Reddit



Strengths: High earned media value when your content is relevant and shared by users. Reddit can be valuable for starting a movement or introducing a celebrity to their audience, particularly around launches. The lack of overt brand influence gives these types of platforms an authenticity that can sometimes be lacking

elsewhere.

Weaknesses: Dangerous to get involved as a brand unless you are “a part of the community” as aggregation sites tend not to take kindly to overt marketing.

g. Apps

‘Apps’ is an abbreviation of application software. Although they are generally understood to be information retrieval or entertainment computer programs designed for mobile devices, apps may also offer social networking opportunities. The advantage of custom designed apps is that they offer tailored functionality , integration and connectivity. Mobile applications help users by connecting them to Internet services quickly, provide customized information and marketing and public relations opportunities.

Examples: TripAdvisor, Google maps, UNSW



Appendix G: Social media brand voice

The concepts of persona, tone, language and purpose outlined in the diagram below may help to explain aspects of brand communication and style.



Figure 7: Social Media Brand Voice (Source: Stephanie Schwab, Social Media Explorer)

The key factors to consider in building a social media brand voice around water recycling include:

- a. **Character/persona** – Ask, what is the personality of your organization? If you imagine your social presence as a person (a character), it may help to identify specific attributes that fit how the organization wishes to present itself online.
- b. **Tone** – Ask, what is the general attitude conveyed by your brand?
- c. **Language** – Ask, what type of words do you use in your social media conversations?
- d. **Purpose** – Ask, why are you on social media in the first place? Is it, for example, open up organizational decision-making, engage with stakeholders, or to promote content?

Together, these four considerations may help define the overall online brand identity.