



Government of South Australia

Northern and Yorke
Natural Resources Management Board



COMMUNICATIONS PLAN 2006/07 AND 2007/08

LINKING GOALS TO OUTCOMES



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on behalf of the N&Y NRM Board
Communications and Promotions Sub Committee

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Government of South Australia

Northern and Yorke
Natural Resources Management Board

VISION

A prosperous, sustainable region rich in diverse natural resources that are valued by an informed and passionate community.

COMMUNICATION MISSION

To inspire stakeholders, through informed, targeted communications, to adopt NRM practices which help achieve the Board's vision

GUIDING PRINCIPLES

Communication is woven into everything the Board does, and aspires to do

The Board's vision depends on understanding links between NRM, attitudes, behavioural change and communication

All internal and external stakeholders of the Board are potential NRM ambassadors

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Introduction

This Communication Plan is a work in progress.

It brings together previous and current communications, education, promotion, media and capacity building research and plans undertaken for the Northern and Yorke region.

At one level, the Plan is pre-emptive. It reflects the challenges faced by the Board in concurrently establishing and implementing its infrastructure, resources and programs. In the same ilk, the Board's communications program is being simultaneously researched, planned, set up and executed.

As a result, this document contains anomalies such as the inclusion of a separate Internal Communications Plan, which was developed separately to meet immediate demands. This Plan has also been completed prior to both the development of communication protocols, policy and procedures, and the Board's pending Natural Resources Management (NRM) Plan. However, it will be honed and aligned with the NRM Plan during the next 12 months in tandem with policy development. By that stage, it is envisioned that the Communication Plan will be governed by perspective, and dovetailed into the goals and objectives of the NRM Plan.

The audience groups identified in this Plan are those selected by the Board at its Strategic Planning and Communications Workshops

It reflects the challenges faced by the Board in concurrently establishing and implementing its infrastructure, resources and programs.

in October 2006. These include internal stakeholders, land managers, politicians, State, Commonwealth and Local Governments, industry groups, research organizations, land managers, the regional community, schools, community groups and volunteers.

These groups will be targeted via a suite of strategies and actions which span a broad range of communication activities – including internal and external communications, corporate identity, media, promotions, advertising, events, publications, lobbying, consultation, education, training and engagement.

Given the Board's limited resources and complex mandate, these activities will be spread thinly across the ground. The Board will need to compensate by harnessing its regional network of ambassadors to spread the word about caring for their natural environment - from school children and volunteers, to farmers and local industry groups.

To this end, the Plan also takes an initial snapshot of the communication activities currently being undertaken by internal stakeholders in conjunction with, or on behalf of, the Board. It shows a surprisingly high number of internal stakeholders involved in a diverse range of communication activities across the region.

Introduction continued

For example, Board-funded DEH staff have established comprehensive, targeted communication activities to engage the community in biodiversity and marine conservation, while the Board's Authorised Officers (AOs), Greening Australia's Bushcare Officers and Rural Solutions' technical consultants provide NRM advice, education and information to the community. In addition, the fledgling NRM Groups promise excellent opportunities to localize and target communications within the sub regions

At the forefront of on ground communication efforts are the Board's Natural Resource Management Officers (NRMOs) who work alongside farmers, residents, community groups and councils to help build their capacity – individually and collectively – to sustainably manage their land. These officers are responsible for site visits and promotional and support activities. They work across the spectrum of Board themes – linking communities and integrating water, biodiversity, marine and coast, soils, pest management and cultural issues.

This Plan recognizes and supports the significant communication endeavours of its internal stakeholders, and will be expanded in the coming year to incorporate the outcomes of further communication workshops with them.

For the Board's communication program to be effective, it must be genuine and permeate the culture of the organization.

The attached Internal Stakeholder's Plan is built on the outcomes of an internal communications audit which revealed that the new Board still has a way to go, to weld the old and new organizations and players together. Organisational change can be lengthy and difficult, but a cohesive team sharing common goals is the only way ahead for the Board and its vision for regional natural resources management.

Effective communications is the key.

Background

In 2005, the Communications and Promotions Sub Committee was set up to provide direction for the Board's communication activities.

In the subsequent two years, the Committee developed a range of communication tools including the Board's Communiqué, advertisements, media releases, website, events, and meetings.

Several regional communication and research papers and plans were developed in this time - including the *Communication Strategy Framework for the SA INRM Groups (2004, Caroline Anderson and Ass.)*, *NYAD INRM Draft Communication Plan (2004, Trudie Stanley – NYAD INRM Committee)*, *Regional Capacity Building and Community Engagement Strategy (2004, Trudie Stanley- NYAD INRM Committee)*, *Northern & Yorke NRM Board Promotions Paper (2005, NYAD INRM Committee)*, *Media, Communications and Community Education Strategy 2005 – 2010 (2005, Tim Laris - DWLBC)*, *Capacity Building in Water for the Northern and Yorke Region (2005, Australian Water Environments)* and the *2006 Northern & Yorke Landholder Survey (2006, ABS)*.

Today, the Communications and Promotions Sub Committee remains at the helm of the new Board's communications program and in the past six months has continued to initiate and implement standards, systems and initiatives to support the Board's communications. These include corporate identity, a new website, database, fact sheets, posters, a Levy Enquiry Line, internal and external communication policies, protocols and procedures.

In addition, the Committee has overseen an internal communications audit, strategic communications workshop and the development of the *Strategic Internal Communications Plan* and the *Local Government NRM Communications Plan*.

This draft Communication Plan flows on from the communication strategy framework for SA INRM Groups commissioned by the Joint Commonwealth/State NRM Steering Committee – which 'highly recommended that priority be given to developing an effective communication plan.'

As such, it provides a preliminary over-arching framework for the Board's communications activities, and will guide the future integration of communications within the NRM Plan.

Why a Plan?

The importance of an effective communication plan can not be underestimated.

The Board is essentially a 'new' organization which unlike other SA NRM Boards, lacks both pre-existing communication programs and dedicated personnel and programs, and the perspective of hindsight and research to guide it.

This plan begins the process of bringing together the communication efforts of the previous NYAD INRM Committee and the new Board, and transforming the organization in terms of its public stature, credibility and its ability to work as a team to achieve its outcomes.

It represents a cultural shift by the Board towards communications. It also recognizes that communications is inherent in all the Board's efforts.

In this sense, it represents a cultural shift by the Board towards communications. It also recognizes that communications is inherent in all the Board's efforts.

It is a significant step towards identifying what the Board wants to communicate, to whom, how, when, where and why. It will affect the way the Board relates to its internal and external stakeholders, and (its Internal Communication Plan component) will support the integration of communication with other areas of organizational management.

Above all, the communication plan aims to express and reinforce the Board's vision for environmental, social and economic sustainability. It will support the Board to be more proactive than reactive to the existing environment. NRM is complex and resources are limited, and this plan will ensure resources are deployed more efficiently and strategically through synergies and shared resources throughout the organization.

The development of a strategic communication plan is a time consuming process. In the same way that the NRM Plan requires goals, research, consultation, budgets, and strategies, so too does the communication plan, and establishing this solid foundation will help position the Board's communications efforts more solidly and strategically from the outset.

Its effectiveness will be enhanced through future research into target groups and motivators and inhibitors affecting their uptake of NRM, and by the importance which the Board places on communication.

Communication will also be central to the strategic and operational elements of the Board's NRM Plan, and throughout 2007/08 steps will be taken to align strategic and communication goals, and underpin its operational components with targeted communication initiatives.

Communications and NRM

The Northern & Yorke region covers three million hectares of land, stretching from Yorke Peninsula to the Flinders Ranges and the Clare Valley. A predominately agricultural area flanked by 760km of coastline, it supports a population of 90,000 people.

Throughout the region, it's beautiful and diverse natural are in decline – water, natural ecosystems, coasts, oceans and soils are deteriorating in quality and health.

The Board was established in 2005 under legislation which requires it to provide an integrated and coordinated response to these issues.

This requirement is underpinned by the recognition, at National, State and Board levels, that this goal can only be achieved by engaging the support, commitment and participation of relevant stakeholders.

To this end, the Board is currently refining goals which were established under the former NYAD INRM Committee.

These goals relate to integrated natural resources management, improved water quality and quantity, sustainable soil management, preservation of biodiversity, sustainable industry development, protection of cultural assets and coastal management.

Communication is central to delivering the Board's goals, as it will convey information which activates attitudinal and behavioural changes leading to sustainable land management.

The INRM Plan recognized the need for an 'informed and committed community' and incorporated management action targets relating to the delivery of information, skills and support to help land managers become aware of, and participate in natural resources management.

These have continued through to the Board's Investment Strategy, where capacity building communication activities are incorporated into most of its programs, including those supported by dedicated community liaison staff.

These activities include training events, volunteer group support, training and workshops, site visits, advice, media relations, field days and information forums, development of educational and promotional material, displays, website development, promotional plans, regional reports, Local Government and community support activities, M&E report card, communication coordination, and provision of high-level communication and policy linkages between the Board, State and Australian Governments.

Communications and NRM continued

While these activities are diverse and wide spread, they are hindered by issues which emerged as recurring themes during consultation for this Plan. These included the need for:

- Improved integration between NRM themes within Investment Strategy programs (including communications)
- Improved understanding about landholder behavioural issues associated with uptake of NRM practices;
- Additional human and material resources to support capacity building initiatives
- Need to more strategically target capacity building communications to audiences in areas where the environment is responsive to remedial action
- Need for database infrastructure and software enabling communications, targeted to groups in priority areas.
- The impact of drought, social and economic factors on land management

This plan goes some way towards supporting some of these issues by:

- Developing a database which is capable of retrieving and distributing contact information by geographic location
- Developing protocols between the On Ground Works and Corporate Communication functions, which will begin to free up and mutually reinforce, both corporate and capacity building communications
- Increased marketing of Landholder Incentive Funding
- Developing promotional materials targeted to farmer networks through field days, agriconsultants and industry groups
- Preparing fact sheets supporting Natural Resources Management Officers and Authorised Officers which provide information about the relevance of NRM practices such as wind breaks, fencing rivers, contour banking, revegetation, pest plant and animal control, clay spreading and rotational grazing

It is recommended that all issues identified during consultation for this plan are given consideration as part of research into landholder engagement issues.

Communication objectives

The Board's Vision is underpinned by its Communication Mission (see page 2), and both Vision and Mission are supported by communication objectives.

The objectives in this Plan are simple and strategic, and help target communications efforts by providing directions for the strategies and actions which sit under them.

They also support the communication planning process by honing and focusing on the key aims of the Communication Plan. They are useful organizational tools, regardless of whether people are directly involved in the communication activities or not.

Developing clear objectives will help ensure that the Board and internal stakeholders understand the purpose of communication and how it fits with the Board's wider NRM goals.

This Plan sets out five core objectives, as broadly identified by the Board at its 2006 Communication Workshop, and will be ratified as part of this Plan.

Developing clear objectives will help ensure that the Board and internal stakeholders understand the purpose of communication and how it fits with the Board's wider NRM goals.

They are focused on the target groups identified later in this document, and aim to achieve the following:

- **To promote the Board and its achievements**
- **To engage land managers in NRM practices**
- **To raise community and stakeholder awareness of, and participation in, NRM**
- **To build effective internal and external relationships**
- **To support community groups and volunteers**

Target groups

Several 'target groups' of people were identified by the Board at its 2006 Communication Workshop, together with numerous agencies and organisations which sit within each one.

Each group will contribute in different ways to the Board's goals, while collectively helping it to achieve its vision for the region.

Some of these groups overlap – for example, the regional community comprises land managers, stakeholders and volunteers – while Local Government is both a land manager and a partner. However, the list below identifies the broad categories of people with whom the Board wants to communicate:

- Regional community
- Land managers – farmers (including lifestyle farmers), indigenous groups, Local government
- Stakeholders and partners
 - Internal
 - Local Government
 - Politicians and bureaucrats
 - Government departments
 - Industry groups
 - Research groups
 - Education organisations
- Volunteers and community groups

The nature of each group will help determine the way in which messages are shaped, packaged and channelled.

Resource constraints will limit the amount and type of communications undertaken with each audience. However, of these audiences, the Board has prioritised land managers as the group most likely to help it achieve natural resource management outcomes (NY NRM Board Communication Workshop, Bungaree, 2006).

The *Northern and Yorke Landholders' Perception Survey* also highlighted that landholders are unlikely to respond to conventional publicity, are suspicious of government, and more likely to obtain information through avenues such as neighbours, agricultural events, agriconsultants.

This is an important consideration because while publicity about the Board will lift its profile, it may not necessarily affect the type of behavioural changes needed at the ground level to improve the condition of the region's natural resources. This Plan attempts to address both corporate and capacity building communications, but more work is needed to understand the links between landholders' attitudes and NRM action.



Desired communication outcomes – target groups

Target group	What does the Board want this group to do?	What support will the Board provide?
Regional community	Aware of natural resources management, the NRM Board and the NRM Plan	Provide information about NRM, and value for levy
Land managers		
Farmers	Understanding and practising sustainable land management	Deliver technical support, information, education and funding
Indigenous groups	Understanding and practising sustainable land management	Deliver technical support, information, education and funding support
Stakeholders		
Internal stakeholders	Informed and supportive of the Board and its NRM goals.	Provide information, attractive employment conditions and job satisfaction
Local Government	Informed, engaged, partnering and resource sharing with the Board in NRM	Deliver technical support, information, education, funding and resource sharing opportunities
Politicians	Informed and actively supportive of the Board's goals and funding requirements	Contribute to the State NRM Plan goals, and provide public recognition for government funding and support
Government agencies	Informed, engaged, partnering and resource sharing with the Board in NRM	Provide information, support and partnership opportunities
Industry groups	Adopting and promoting sustainable business practices	Provide information, promotion and support
Research organisations	Engaged in regional NRM research which helps the Board achieve its NRM priorities	Provide information and regional research opportunities
Schools	Teaching NRM as part of curriculum	Deliver curriculum material and support for hands-on NRM education
Volunteers and community groups	Participating in regional NRM activities which improve the quality of soil, water, marine and biodiversity.	Provide information, administrative, technical and funding support, and acknowledgement



Messages

One good message repeated to all stakeholders has more impact than multiple messages espoused by many people.

Messages crystallise information which the Board wants to convey to its target groups.

Messages are verbal 'hooks' – one liners designed to engage audiences and motivate them to react in a particular way. In a nutshell, they explain a scenario, identify what's in it for the audience, and point out what the audience needs to do to.

Given the media competition to gain audience attention and the complexity of NRM issues, messages needed to be concise and consistent.

One good message repeated to all stakeholders has more impact than multiple messages espoused by many people.

The messages below have been drawn from those identified by the Board during its 2006 Communications Workshop.

These are pitched at different target groups, and sit under an over-arching message that sets the scene for what the Board wants to achieve and what it wants audiences to do.

The messages are simple, repetitive and memorable, and if used consistently will support the Board's communication efforts.

They will be woven into all the Board's communications, as key statements in media releases, publications and presentations.

Board Members and internal stakeholders will be encouraged to use them with the media, in publications and during interaction with the stakeholders.

At the outset, these messages will help define and raise awareness of NRM, and will be modified in time as audience's understanding of NRM grows and demands change.

More detailed information about the nature of NRM, or what a target group needs to do to achieve effective NRM, will be subsequently delivered via a range of communication activities and materials identified in this plan.



Over Arching Message

**NRM is about looking
after water, land and
biodiversity
It will deliver a prosperous
and sustainable future
NRM is everyone's
responsibility**

MESSAGE 1

To promote the Board and its achievements

The Board is the region's major NRM player
It is of, for and by the community
The Board is keen, competent and credible

MESSAGE 2

**To raise community and stakeholder awareness
of, and participation in, NRM**

Our natural resources are vital and finite
Everyone has a responsibility to care for them
The Board will support you

MESSAGE 3

To engage land managers in NRM

NRM is asset management
Protect your assets
The Board will help you

Indigenous groups

Maintain your connection with the land
Support is available
The Board will help you



Over Arching Message continued

MESSAGE 4

To develop effective relationships with internal and external stakeholders

Local Government

NRM means regional sustainability
Councils play a pivotal role
The Board offers support, funds and partnerships

Politicians

The community cares about NRM
Back its agenda

Partners

NRM is a long term investment
Partnerships will add to your investments
Partner with the Board and profit

Research organisations

NRM research is lucrative and relevant
It delivers on ground outcomes
The Board supports regional NRM research

Schools

Kids' futures depend on NRM
Teach them to care for their environment
The Board will support you

Industry groups

NRM sustains businesses
Promote sustainable practices
The Board will help you

MESSAGE 5

To support community groups and volunteers

Your region, your future
Protect them with NRM
The Board will help and acknowledge you



Strategies and tactics

The broad objectives of this Plan have been broken down into strategies and tactics which give form to the way in which it will be carried out.

Strategies are defined here in terms of communication devices such as 'marketing' or 'advertising', and these are further split into specific tactics which outline what will be done to achieve each objective. Given this is an inaugural Communication Plan, it outlines a sweeping array of fresh, targeted strategies and tactics which will be implemented across the organization. .

Outlined below are some of the 'highlights' of the Plan, which promise a comprehensive and innovative kick start to the Board's communication program.

Highlights of the plan

- **Corporate identity program** implemented across all Board stationery, promotional material, signage and uniforms
- **A 20-page, bi-ennial full-colour newspaper/newsletter** to promote good news stories about the Board and NRM
- **A five-minute CD Rom** which provides simple, visual information about the NRM Plan to be mass-emailed for wider reach
- **Low-cost advertising on Southern Cross GTS/BKN and Southern Cross 10**, to reach and engage a broad spectrum of regional viewers about key issues such as Landholder Investment Funding, drought information and NRM Plan consultation etc.
- **A certificate scheme** which recognizes quiet achievers via direct nominations to the Board at each Board meeting
- **A Rural Press photographic competition** which builds creative community support for the Board and NRM.
- **Protocols and systems** linking the on ground works and corporate communication functions.
- **High quality, durable, portable, outdoor display kits**, a suite of fact sheets and information kits to support the capacity building endeavours of Natural Resources Management Officers and Authorised Officers
- **Media and politician bus tours** of the region to promote relationships, awareness and support for the Board and its programs.



OBJECTIVE 1:

TO PROMOTE THE BOARD AND ITS ACHIEVEMENTS

Badging

- Develop corporate identity to badge and promote the Board
- Establish Corporate ID Working Party to guide implementation of corporate identity program
- Implement corporate identity program
- Develop protocols and guidelines for logo use to govern its consistent application
- Encourage use of logo and Board acknowledgements to maximize exposure
- Implement signage program to heighten recognition of Board facilities and projects
- Apply corporate identity on continuing basis to new and recurring items
- Ensure internal stakeholder use of corporate banners to market Board at public functions
- Produce marketing items as give-aways to badge Board

Personalising

- Issue media articles about Board and NRM Group Members to promote community face of Board
- Organise photos of Board, sub regional group members and internal stakeholders for promotions
- Profile Board members in Board publications to promote Board personalities
- Ensure regular liaison with regional media which personifies the Board
- Monitor media to manage media issues
- Coordinate radio interviews with Board representatives to provide a voice for the Board
- Increase promotion of Board meetings to lift community exposure of Board members and proceedings.

Marketing and promotions

- Develop, distribute and promote corporate publications as marketing tools for the Board
- Ensure major events market the Board
- Ensure Board achievements are communicated to funding bodies and partners to maximise exposure
- Promote Board achievements via media releases, website and publications
- Develop database of photos of major events to support promotional activities
- Consider Board slogan to market NRM action and the Board

Managing Issues

- Anticipate and workshop potentially inflammatory issues to ensure proactive management
- Develop issues management systems which streamline processes
- Develop 'bad news' protocols to offset distrust
- Engage the community on major issues to position the Board as a collaborative leader
- Ensure widespread application of Board's Code of Conduct to maintain organizational integrity
- Liaise with DWLBC on all sensitive issues to meet protocol requirements

Researching and Evaluating

- Monitor internal communication strategy and drill into internal communications if required
- Position Board for 07/08 evaluation processes to measure success of Communication Plan
- Refine Communication Plan against findings of Landholder Perception Survey
- Understand and act on outcome of Knowledge Project
- Scope research requirements for 07/08 to support communication program



OBJECTIVE 2

TO RAISE COMMUNITY AND STAKEHOLDER AWARENESS OF, AND PARTICIPATION IN, NRM

Utilizing Media

- Prepare targeted media releases about NRM issue, to maximise media exposure
- Organise four regional media tours to build media awareness and support
- Foster sound media relationships to improve quality of reporting about Board
- Invite media to relevant events to improve relationships and reporting
- Coordinate media training for Board spokespeople to equip them as media spokespeople
- Develop media protocols to streamline processes
- Undertake media monitoring to keep abreast of relevant issues
- Invite Rural Press to sponsor an inaugural NRM photographic competition to enlist its ambassadorial support
- Seek opportunities for coverage in Out of Ordinary TV series to promote Board

Utilizing Publications

- Develop a bi-ennial Board newspaper/newsletter to highlight NRM players, issues and achievements
- Develop an editorial working party to support the production of the paper
- Develop a CD Rom about regional NRM issues to raise community awareness

- Seek funding for book which showcases individual success stories
- Develop distribution systems for publications to ensure efficient, cost-effective circulation
- Develop and implement an editorial house style guide to ensure consistent language
- Develop and implement community newsletter database to promote localized information
- Upgrade website to provide fresh identity for Board and promote NRM information
- Ensure communications is a key component of the NRM Plan
- Support development of synopsis of the NRM Plan to bite-size communication about it
- Develop DL brochures during and after development of NRM Plan for regional distribution
- Develop brochure which promotes the Board
- Develop a rates notice brochure explaining the outputs of the levy
- Develop annual report which highlights Board's achievements
- Develop M&E report card to demonstrate progress with NRM programs
- Develop CD Rom to mass-email simple information about the NRM Plan

Showcasing Events

- Stage events which maximize exposure of a Board-funded projects
- Seek Rural Press support for a regional NRM photographic exhibition to engage the regional community (see 2.18)
- Develop a suite of NRM displays and fact sheets to promote NRM at regional events

Advertising and Promoting

- Run regular TV classified adverts to promote Board initiatives
- Run advertorial column in newspapers to reach sub regional readers
- Seek free advertorial space supporting quarterly columns to double investment
- Seek free television and radio community service announcements to promote NRM issues
- Set up approval processes for advertising
- Review on hold phone messages to ensure effectiveness



OBJECTIVE 2 continued

Managing Information

- Develop a comprehensive database to coordinate contacts, information and images
- Create a library of all NY NRM publications to ensure accessible reference material
- Develop inventory of Board communication activities to support communication planning
- Develop internal feedback loops to capture material for communication purposes
- Support feedback loops through protocol development
- Engage communication students to prepare articles for Board publications

Supporting Internal Stakeholders

- Hold communication workshops with internal stakeholders for the NRM Plan
- Provide editing and proofing support to internal stakeholders'
- Support internal stakeholders to adhere to communication policies to ensure their effectiveness
- Develop NRM speakers' kit to support public presentations by internal stakeholders
- Media training (see 2.5)
- Develop and distribute 'how to' communication instructions to support internal stakeholders
- Help staff to develop events, merchandise and promotional materials
- Undertake training to maintain professional skill base
- Develop internal communication materials (see Internal Communication Plan)

Targeting: Sub Regions

- Develop feedback loops with NRM groups to facilitate communication
- Develop a 'sub regions' section of the Board's website to localize information
- Invite NRM groups' input to quarterly advertorial columns to promote local issues
- Prepare articles about sub regions for publication to promote local issues
- Develop local project signage to promote local initiatives
- Attend sub regional group meetings to facilitate communications
- Ensure On Ground Works coordinator project schedule includes regular provision of on ground works projects information
- Capture database information at the sub regional level
- Identify sub regional achievements in the M&E report card to highlight local successes

Consulting

- Develop a consultation guide to engage the community
- Build consultative activities into the development of the NRM Plan
- Consult with stakeholders on NRM processes and initiatives
- Promote consultative activities to encourage uptake



OBJECTIVE 3

TO ENGAGE LAND MANAGERS IN NRM PRACTICES

Integrating communications

- Target communication programs to on ground works to support NRM action program
- Hold communication workshops with AOs, NRMOs and technical staff to integrate communications
- Link on ground works and corporate communications functions to support integrated NRM
- Develop systems for feeding back stories, testimonials and photo points to promote Landholder Incentive Scheme
- Include shape files in database project for targeted mail outs

Advertising and Promoting

- Identify and promote regional NRM grants schemes to increase uptake
- Advertise on ground works to encourage uptake
- Develop signage to promote major projects
- Develop NRM Action signage to promote on ground works
- Promote services provided by NRMOs and AOs to land managers to increase profile

Supporting and Educating

- Develop a suite of fact sheets to promote NRM action
- Develop a landholder information kit to promote NRM action
- Develop a weed guide to support pest plant management
- Develop a calendar to help plan annual communications
- Develop portable displays to support field days and regional events
- Distribute media releases about landholder success stories to stimulate interest
- Support landholder training workshops with media and promotions
- Investigate demonstration sites and farm tours to promote best practice land management
- Investigate 'Adopt a farm' scheme to support farmers

Targeting: Indigenous communities

- Support the Indigenous Engagement Committee to implement Indigenous engagement protocols
- Support the Indigenous Engagement Committee to workshop indigenous engagement issues
- Support Indigenous Engagement Committee to organize cultural awareness training for Board
- Promote Board funded projects under ILUA
- Support ALT officers to promote indigenous issues to the Board
- Support ALT officers to engage indigenous communities in NRM
- Promote indigenous land management success stories

OBJECTIVE 4

TO DEVELOP EFFECTIVE RELATIONSHIPS WITH INTERNAL AND EXTERNAL STAKEHOLDERS

Targeting: Internal Stakeholders

See Internal Stakeholder Communication Plan attached

Targeting: Local Government

- Support Board 'road shows' to regional councils with promotional material
- Support GM presentations to Central Region of Councils (CRC) with promotional material
- Support NRM workshops between Board and Central Region of Councils with promotional material
- Support Local Government NRM Facilitator to promote NRM
- Support Councils' participation in NRM Plan development
- Liaise with Board's Local Government representative to achieve continuous communication improvement
- Develop relationships with Board's council contacts to facilitate communication flow
- Attend council meetings to develop familiarity
- Provide reports to council meetings about relevant issues
- Develop database of Council contacts as part of database project
- Provide information to council publications to reach council audiences

- Include regular council updates in Board publications for cross-communications
- Set up web links between the Board and councils for cross-promotions
- Identify council communication issues during workshop with NRMOs, AOs and technical staff
- Support NRMOs, AOs and technical staff to implement communications with regional councils
- Support engagement of NRMO dedicated to Local Government
- Delegate Board Members to individual councils to link them to the Board

Targeting: State and Federal Politicians

- Support GM's regular communication with bureaucrats and politicians via research and promotional material
- Involve politicians and senior bureaucrats in regional events as spokespeople
- Promote Investments Strategy projects through regional tours for politicians
- Identify and support GM presentations at relevant conferences with promotional material
- Distribute all Board publications to relevant politicians
- Implement Government acknowledgement protocols for projects and initiatives
- Encourage increase liaison with government representatives

Targeting: State and Commonwealth Departments and Agencies

- Develop inventory of departments, agencies and key contacts as part of database project
- Workshop strategic departmental communication opportunities with Presiding Member, GM and PM
- Identify opportunities for Board representation on regional development boards and agencies
- Support development of partner forums to address regional NRM issues
- Develop web links and cross-promotional opportunities with departments and agencies
- Encourage and promote departmental and agency input to NRM Plan

OBJECTIVE 4 continued

Targeting: Research Organisations

- Ensure all research reports are provided to NRM Board, GM and CO to promote findings
- Support researchers to present findings in person to Board meetings to qualify findings
- Help identify partnerships for co-investment in regional NRM research
- Identify promotional opportunities for attracting researchers to stimulate regional research
- Support and promote research into priorities identified in the INRM and State NRM Plans
- Promote all research finding to support research efforts
- Identify internal stakeholder to act as liaison to research organisation

Targeting: Schools

- Promote school involvement in Water Watch and Weed Warriors to retain interest and support
- Develop 'Kids' Corner' on the Board's website to engage young people
- Organise Schools' NRM competition to engage young people and build relationships with schools
- Develop and distribute a curriculum support kit for primary and secondary school teachers to support NRM education
- Develop an NRM Board game to engage children with the Board and NRM
- Negotiate High School and tertiary student placements in Board programs to promote NRM education
- Develop regional education database as part of database project
- Cross promote school and Board NRM activities in school newsletters and Board publications
- Identify internal stakeholder to act as liaison to educational bodies

Targeting: Industry Groups

- Develop NRM fact sheets promoting NRM gains to sustainable business
- Support industry-based NRM workshops to promote sustainable business practices
- Develop database of industry groups as part of database project
- Issue Board publications to industry groups to promote Board and NRM
- Seek and promote industry NRM successes via media releases and publications
- Support industry groups to convene Industry NRM Awards Event to acknowledge achievements
- Identify internal stakeholder to act as liaison to industry groups



OBJECTIVE 5

TO SUPPORT COMMUNITY GROUPS AND VOLUNTEERS

Recruiting

- Develop volunteer database for inclusion in database project
- Develop a recruitment induction kit to attract new members
- Promote membership opportunities via Board web, advertorial column and publications

Promoting

- Support internal stakeholders to promote Water Watch and Weed Warriors
- Prepare media releases and articles about volunteers' achievements
- Set up cross-promotional opportunities with volunteer and community groups

Supporting

- Set up volunteer communication mechanisms through NRM groups
- Consider volunteer issues during communication workshops with NRMOs, AOs and technical staff
- Engage volunteers and groups in NRM planning processes
- Recruit volunteer to coordinate volunteers
- Promote available grants to volunteers and community groups
- Support Board to revisit its sponsorship protocols.

Recognising and Celebrating

- Develop Certificate Scheme to recognize NRM's quiet achievers
- Send Christmas cards to volunteers and community groups
- Link regional volunteers to State NRM Volunteer Committee's bi-ennial State awards scheme

Actions and implementation

The actions in this plan flesh out the tactics outlined in the previous section, by providing information about exactly what needs to be done to achieve them.

The actions are observable and generally measurable. They are expressed in terms of the outcomes which they are expected to deliver – such as changes in behaviour and attitudes.

This allows the success of each action to be assessed and modified as part of the evaluation and continuous improvement process.

This Plan contains a multitude of actions which reflect the detail and complexity of the Board's communication needs and responsibilities.

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Some of the actions overlap, and where possible, they have been cross-referenced. Each action is supported by implementation details including:

- Description
- Audiences to whom the action is directed
- People responsible for the action
- Financial years in which the action will occur
- Outcome/s of the action.



1.1 BADGING

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
1.1.1	Develop corporate identity design for the Board in conjunction with other SA NRM Boards for all stationery, publications, document covers, displays, posters, corporate banners, signage, fact sheets and uniforms.	All	CO	06/07 and 07/08	Corporate identity developed for all Board communication materials and facilities	H
1.1.2.	Set up and manage a Corporate ID Working Party to support the implementation of the corporate identity program. Hold regular meetings to select uniforms, develop internal ordering and purchasing arrangements, and to guide development of major display items. Develop policies and procedures to support implementation of program.	All	CO, Corporate Identity Working Party	06/07 and 07/08	Uniforms implemented and major displays developed	H
1.1.3	Seek production costs for all corporate identity items, set up implementation processes and roll out corporate identity program across the organization.	All	CO, Administrative Assistant	06/07 and 07/08	Corporate identity program rolled out across organisation	H
1.1.4	Develop protocols and guidelines for use of logo, observing flexibility and good will in joint initiatives	Internal stakeholders, partners	CO	06/07	Protocols and guidelines developed and implemented	H
1.1.5	Ensure stakeholders are aware of, and use, logo and supporting text and/or signage on all projects, workshops, meetings and promotional material associated with the Board.	Internal stakeholders Partners	CO PM	06/07 and ongoing	Internal stakeholders informed of, and using, logo and appropriate acknowledgements of Board	H



1.1 BADGING continued

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
1.1.6	Identify projects and sites for installation of signage, identify underground services issues, understand council signage regulations, set up process for signage application to vehicles, liaise with building managers, seek authorizations and implement signage	All	CO, OGW Coordinator, AOs, NRMOS	07/08 and ongoing	Signage program applied to vehicles, facilities and projects	H
1.1.7	Ensure corporate identity is applied to all ongoing promotion and information materials, through consistent application of design to new and recurring items.	All	CO, PM, OGW, AOs, NRMOS	06/07 and ongoing	Corporate ID consistently applied over time	H
1.1.8	Develop corporate banners and promote their use by internal stakeholders as backdrops to all media events, speakers' presentations and, corporate functions etc.	All	CO	06/07 and ongoing	Corporate banners badge public events	H
1.1.9	Develop merchandise items, including calico bags and pens, featuring Board's corporate ID, for use as give-ways by NRMOS, AOs and corporate staff and field days, community and corporate events	All	CO, Administration Officer	06/07 and ongoing	Board builds recognition and goodwill at community and corporate events	M



1.2 PERSONALISING						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
1.2.1	Send stories about achievements of individual Board Members to regional and targeted media to promote the faces of the Board.	Regional community, partners	CO	06/07 and ongoing	Board members personify Board	H
1.2.2	Investigate cost-effective options for taking photos of Board and NRM groups' members at Board and Group meetings. Coordinate collection of photos of internal stakeholders. Make photos available for media and promotional activities	Regional community, internal stakeholders Partners	CO	06/07	Photos of Board Members, NRM groups and internal stakeholders available for promotion	M
1.2.3	Develop a Board Members page in Board newsletter where members provide information about their NRM ideas and actions. Include individual photos, ensure this page is a regular feature of each newsletter and provide additional space for Chairperson.	Regional community, partners	CO	0/607	Board Members and Sub Regional Group Members profiled in Board publications	M
1.2.4	Phone and email journalists and editors on a regular basis to keep them in the loop of current issues. Acknowledge their publication of media releases. Visit all contacts periodically and communicate willingness as an organization.	Media	CO	06/07 and ongoing	Media informed and responsive to Board	H
1.2.5	Monitor media and NRM issues and identify opportunities for Board's Presiding Member, General Manager and technical staff to discuss topical and pertinent NRM issues on regional, state and national radio. (see 2.17) Refer sensitive items to DWLBC Media Unit.	All	CO	06/07 and ongoing	Board actively participating in issues of the day	H
1.2.6	Monitor radio and coordinate radio interviews with Board representatives on topical issues to demonstrate regional interest and provide voice to Board	Regional listeners	CO	06/07 and ongoing	Board presence of regional radio talk back	H
1.2.7	Increase promotion of Board meetings to expose community to Board Members and proceedings via advertising, publications and web. Develop meet and greet protocol and ensure adequate seating.	Regional community	CO	06/07 and ongoing	Community engages with Board via Board meetings	M



1.3 MARKETING AND PROMOTING						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
1.3.1	Pitch 'What's In It' for funding bodies and partners through the messages and content of all relevant corporate publications, such as Annual Report, M&E report card and Xmas cards – that is, communicate how the Board is supporting them by delivering on agreements.)	Funding bodies and partners, regional community	CO, relevant internal stakeholders	06/07 and ongoing	Corporate publications showcase Board's accomplishments	H
1.3.2	Ensure major events double as marketing tools for the Board, by incorporating marketing tools and messages pitched at target audiences	As arise	CO	06/07 and ongoing	Major events double as marketing tools	H
1.3.3	Identify key representatives of funding bodies and partner groups and report Board achievements back to them via internal publications and reporting mechanisms.	Funding bodies and partners	CO, GM	06/07 and ongoing	Board achievements promoted to funding bodies and partners via internal mechanisms	H
1.3.4	Develop media releases and articles which promote Board achievements and place on Board's website and in publications	Regional community	CO	06/07 and ongoing	Board achievements promoted to regional community via relevant communication tools	H
1.3.5	Investigate opportunities for high quality photography of major events staged by, or involving the Board to ensure quality photos are available for the media, and that a photographic record is maintained of all Board events.	All	CO	07/08	Board has quality photos of events for media use and records.	M
1.3.6	Consider options for developing a Board slogan (e.g. NRM – Protecting Natural Assets), to implement across all stationery, signage and promotional material via a badging stamp.	All	CO, Internal Communications & Promotions Sub Committee	07/08	Marketing avenues explored	M



1.4 MANAGING ISSUES						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
1.4.1	Monitor issues via media monitoring program and internal communication systems to identify potentially inflammatory issues. Workshop issues and strategies with Presiding Member, GM, CO and relevant internal stakeholders to identify agreed approach. Keep each other informed and assess situation until closed.	As arises	Presiding Member, GM, CO and relevant internal stakeholders	06/07 and ongoing	Issues managed proactively	H
1.4.2	Develop an agreed process for managing contentious issues and lock it in protocol.	Regional community Others as arise	CO, GM	06/07	Issues managed effectively	H
1.4.3	As part of issues management processes, prioritise timely announcements of 'bad news' and regular feedback to media about how the issue is being managed.	All	Presiding Member, GM, CO	As arise	Issues managed transparently	H
1.4.4	Engage the community on major issues through consultation and to position the Board as a collaborative leader	Regional community	CO	As arise	Community engaged on major issues	H
1.4.5	Ensure all Board Members, NRM Groups and internal stakeholders understand and apply Board Code of Conduct to ensure a high level of professionalism and ethical behavior is maintained to protect the Board's image. Raise Code of Conduct at all meetings of the Board and internal stakeholders to ensure culture of transparency and accountability within the Board,	All	Presiding member, GM	06/07 and ongoing	Code of Conduct observed by relevant Board players. Transparent, accountable Board culture	H
1.4.6	Liaise with DWLBC on all sensitive issues to optimize outcomes and meet departmental media protocol requirements	As arise	Presiding Member, GM and CO		DWLBC media protocols observed	H



1.5 RESEARCHING AND EVALUATING

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
1.5.1	Continue to build on the findings of the internal communication audit and communications workshop, and if necessary, drill further to understand perceptions and attitudes of staff.	All	CO	06/07 and ongoing	Communications linked to outcomes of research	H
1.5.2	Ensure the 08/09 budget incorporates follow-up internal audit and communication workshop, as well as a community perceptions survey, to evaluate existing communication plans and identify new directions.	All	CO, GM	007/08	Communications activities are founded and targeted	H
1.5.3	Consider findings of pending NY Landholder Perceptions Survey Report, and as suitable, build recommendations into Board's current communication activities and 2008/09 Communications Plan	Land managers	CO, Program Manager 06/07 and ongoing	06/07 and ongoing	Board's communication activities reflect findings of NY landholder Perceptions Survey	H
1.5.4	Work with Planning Officer and Regional Liaison Officer to consider findings of Knowledge Project and relevant applications for Board's communications activities	N/A	CO, Planning Officer, RLO	07/08	Communication elements of Knowledge Project considered	M
1.5.5	Investigate and begin scoping communication research requirements for 08/09 with the Communications & Promotions Sub Committee to ensure the communication program is targeted and informed.	N/A	CO, Communications and Promotions Sub Committee 07/08	07/08	Board positioned for communication research	H



2.1 UTILIZING MEDIA						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.1.1	Develop processes with Board, Groups and internal stakeholders to identify regular, targeted media stories about regional natural resources management via meeting agenda and minutes, and emails.	Regional community	CO, NRMOs, AOs, RLO, PM	On-going	Media releases distributed regularly to media throughout the region	H
2.1.2	Work with NRMOs and AOs to develop and convene regional media tours in Yorke Peninsula, Lower North, Port Pirie and Port Augusta regions – promoting Board projects for all NRM themes. Develop an information kit to support the tour.	Regional media	CO, NRMOs, AOs. Seek participation of GM and PM.	2006/7	Positive media stories about the tour. Improved media understanding of Board and NRM reflected in future media articles.	H
2.1.3	Make regular contact with media through emails and phone calls to discuss and explain upcoming stories and issues. Ensure rapid turn-around of media enquiries, and link media to key and technical spokespeople at earliest opportunity.	Regional media	CO, NRMOs, AOs	On-going	Positive, informed media coverage of NY NRM issues.	High
2.1.4	Ensure regional media receive invitations to relevant NRM events held by the Board as a means of building relationships and informing media of Board issues and initiatives.	Regional media	CO, NRMOs, AOs	On-going	Improved relationships with the media and positive media stories about the Board and its activities	H
2.1.5	Develop and coordinate media training for Board spokespeople about handling media queries and writing media releases etc. Target training to individual's level of media responsibility.	PM, GM, Group Chairs, NRMOs and AOs.	CO	06/07 and 07/08	Board spokespeople more confident and adept at managing media responsibilities.	H
2.1.6	Develop internal media protocols governing who is responsible for saying what, when and how, including approvals and processes for speaking to the media, issuing media releases and acknowledging the Board.	Board Members, Groups and internal stakeholders	CO	06/07	Processes for dealing with the media streamlined.	H



2.1 UTILIZING MEDIA continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.1.7	Develop a media monitoring program that includes TV and radio media monitoring via external service provider, and subscription to all regional newspapers. Maintain a database of news clippings. Provide copies media releases to Board Members.	GM and PM	CO, Administrative Assistant	On-going	GM and PM informed of media developments	H
2.1.8	Invite Rural Press to sponsor an inaugural NRM photographic competition which encourages participation by different ages and groups throughout the region. Board's contributes via development of project logistics and prizes (e.g. plants from Blythe nursery). Rural press commits to on-going publication of categories of entrants and promotion of winners. Board and Rural Press convene and contribute to cost of small awards event.	Regional community, Rural Press	CO, Administrative Assistant	07/08	Rural Press becomes a regional NRM ambassador. Regional community aware of, and participating in NRM event	M
2.1.9	Seek free or co-funded opportunity for good news television story about Board programs on Channel 9 'Out of the Ordinary' series. ('Out of the Ordinary' promotes quiet achievers, is paid for by participating councils, hosted by Rob Kelvin and broadcast on Saturdays for six weeks during January/February.)	Regional and state-wide community	CO	07/08	Northern Yorker NRM achievements showcased on State TV	M



2.2 UTILIZING PUBLICATIONS						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.2.1.1	Develop a bi-ennial Board newspaper/ newsletter featuring positive stories about the Board and its programs for distribution via Australia Post to 20,000 households throughout the region. Develop systems for ensuring contributions from Board Members, NRM groups and internal stakeholders.	Regional community and targeted stakeholders.	CO and contributors	06/07 and ongoing	Regional community and targeted stakeholders informed of Board and NRM	H
2.2.1.2	Set up an editorial working party, comprising Board representatives, IGs and internal stakeholders to help identify, source and supply draft articles and images for the Board newspaper/newsletter	N/A	CO and nominated working party members	07/08 and ongoing	Board publication reflects a cross-section of Board NRM issues, and is supported internally by Board members and staff.	H
2.2.1.3	Engage production company to film and produce a 5-minute CD Rom about the Board and regional NRM issues for electronic distribution to schools, community and community groups, and posting on Board's website	Regional community groups, targeted stakeholders etc	CO, NRMOs, AOs, Program Manager	07/08	Community groups and stakeholders informed about Board via a highly visual, easily transferable medium.	H
2.2.1.4	In conjunction with Editorial Working Party, seek grants via Australian Geographic or other compatible body to produce a book comprising testimonials and photographs showcasing individuals and groups participating in Board programs and regional NRM initiatives. Distribute via regional and statewide outlets.	Regional community, government and NRM agencies, general SA public	CO and nominated editorial working party members	07/08	Increased regional pride, Board support and NRM awareness	M



2.2 UTILIZING PUBLICATIONS continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.2.1.5	Identify the most cost-effective ways of distributing Board publications (e.g. Australia Post, commercial distributors). Support distribution process via development of a contacts database and mailing list for all publications	Regional community and targeted audiences.	CO and Editorial Working Party	06/07	Distribution of Board publications is wide-spread and cost-effective	H
2.2.1.6	Coordinate the development of an editorial 'house style guide' which prescribes consistent use of written language by internal stakeholders for all Board advertising, reports and articles.	Board Members and internal stakeholders	CO	07/08	Board Members and internal stakeholders aware of, and using consistent language in published material	M
2.2.1.7	Develop a comprehensive database of regional community newsletters and feed localized information about Board matters	Local communities	CO	06/07 and ongoing	Local communities aware of Board and NRM issues	
2.2.1.8	Develop a new website, featuring the Board's corporate identity and link through portal to all SA NRM Board website. Engage a writer to develop editorial for the site	All	CO, Program Manager	06/7 and ongoing	Website provides attractive, informative, interactive medium between Board and audiences	H



2.2 UTILIZING PUBLICATIONS continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.2.1.9	Support the Planning Officer to develop the NRM Plan, providing advice and feedback on structure, content, style, design, printing and distribution. Ensure the Plan incorporates communications as a significant theme, and refine communications plan to reflect and dovetail into new document.	All	CO, Planning Officer, Communications & Promotions Sub Committee	06/07 and 07/08	NRM Plan and Communications Plan are integrated	H
2.2.2.0	Promote the NRM Plan through a synopsis, prepared by the NRM Plan writer, to be placed on the Board's website	All	CO, Planning Officer	07/08	Regional community and Board stakeholders aware of NRM Plan and its implications	H
2.2.2.1	Develop two DL brochures about the NRM Plan during its development and on its completion –distribute to 20,000 I householders in the Northern & Yorke region.	Regional community	CO, Planning Officer	07/08	Regional Community informed of NRM Plan	H
2.2.2.2	Develop an A4 folded corporate brochure, outlining the Board, its purpose, programs and players, for general circulation and promotional purposes.	All	CO	07.08	General public aware of Board	H
2.2.2.3	Develop a DL flyer for distribution with council rate notices, explaining how their levy money is being spent.	Regional ratepayers	CO, GM	07/08	Regional community understands what's in the levy for them.	H



2.2 UTILIZING PUBLICATIONS continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.2.2.4	Develop a small, attractive, low cost annual report which provides a marketing function for the Board by promoting its achievements to partners and funding bodies	Partners and funding bodies	CO, GM, Corporate Services Manager, Program Manager	07/08	Board builds recognition and support with partners	M
2.2.2.5	Develop a low-cost attractive Christmas card, such as a postcard showcasing photos of the region and Board programs, to promote the Board to relevant stakeholders at Christmas time	Relevant stakeholders	CO	007/08	Board builds recognition and goodwill with relevant stakeholders	M
2.2.2.6	Work with M&E Officer to develop an M&E report card, highlighting the Board's achievements during the previous 12 months.	Regional community and partners	CO, M&E	07/08	Board's achievements highlighted to community and partners	H
2.2.2.7	Develop a 5-minute CD Rom to support the NRM Plan, summarizing and simplifying key points for mass email-distribution to all Board audiences including schools, community groups, partners etc.	All	CO, Planning Officer	07/08	Community and partners aware of NRM Plan through visual, simple, accessible information	H



2.3 SHOWCASING EVENTS						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.3.1	Work with relevant internal stakeholders to develop launch events for major Board programs and initiatives, such as the 2007 launch of NY Native Vegetation book and 2008 launch of the NRM Plan.	Regional community and key stakeholders	CO and relevant stakeholders	As arise	Major Board projects are celebrated and promoted	H
2.3.2	Encourage Rural Press to hold a regional NRM photographic exhibition to engage the regional community in NRM issues (see 2.18)					M
2.3.3	Work with NRMOs and AOs to develop high-quality, portable display kits and associated promotional material to promote the Board and NRM at regional events such as Field Days and Town Fairs.	Regional community and landholders	CO, NRMOs, AOs	06/07	Regional community and landholders informed about Board via eye-catching displays at key events	H



2.4 ADVERTISING AND PROMOTING

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.4.1	Prepare low-cost, prime-time, 20-word classified adverts for Southern Cross GTS/BKN and Southern Cross 10 to reach a spectrum of regional viewers. Use during campaigns for NRM Plan consultation, Landholder Incentive Funding, drought issues etc, three times a day on a weekly basis.	Regional community	CO, OGW Coordinator, NRMOs, AOs	07/08	Higher level of community participation in Board programs	H
2.4.2	Identify most cost effective opportunities for quarterly Board advertorial columns in all regional newspapers – targeting information to specific sub regions. Column is to maintain consistent identity (e.g. banner head and contact details) across all newspapers, and include information about Board programs, workshops, funding and achievements etc.	Regional community	CO, NRMOs, AOs	06/07 and ongoing	High level of community awareness of Board and its initiatives	H
2.4.3	Approach newspapers to provide free editorial space for a quarterly Board editorial column as part of corporate advertising deal. Column to be written on a rotating basis by technical staff and IG group members, and coordinated and proofed by CO.	Regional community	CO, technical staff and IGs	06/07 and ongoing	Board doubles its investment on advertorial columns	H
2.4.4	Approach regional television and radio stations to run free community service announcements about major Board events such as awards events etc.	Regional community	CO	07/08	Board doubles its media investment and electronic media exposure	M



2.4 ADVERTISING AND PROMOTING continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.4.5	Ensure all advertising undertaken by internal stakeholders and NRM Groups sits within corporate identity guidelines and is forwarded for approval prior to publication	All	CO	06/07 and ongoing	Internal stakeholders aware of standards and protocols governing advertising	M
2.4.6	Review the new telephone on-hold service at completion of first year to gauge its effectiveness	Phone callers	CO	07/08	On hold phone service is reviewed	M



2.5 MANAGING INFORMATION						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.5.1	Engage a university information technology student to work with relevant internal stakeholders to develop a comprehensive database of contacts and photos for coordinated data entry and access, including shape files for targeted geographic communications	N/A	CO, M&E	07/08	Contacts and images streamlined and targeted to key publications, NRM issues and geographic locations.	H
2.5.2	Support M&E Officer to collect all NY NRM publications, including surveys, reports, newsletters etc and promote to internal stakeholder as a Board reference library.	Internal stakeholders	CO, M&E	06/07 and ongoing	Board-related publications available as resource to internal stakeholders	L
2.5.3	Develop an inventory of communication activities undertaken by internal stakeholders – including which staff are responsible for what communication activities under both contract schedules and Investment Strategy programs.	N/A	CO, Program Manager	06/07	Baseline developed for future coordination and targeting of Board communications	H
2.5.4	Establish feedback communication loops with internal stakeholders – in particular those whose jobs involve communications - via reporting, agendas, minutes and meetings to capture potential news stories, photos and photo points etc	Internal stakeholders	CO, Program Manager	06/07	Information and images gathered efficiently for publicity purposes	H
2.5.5	Develop protocols governing communication feedback loops for relevant stakeholders to ensure their implementation	Internal stakeholders	CO	06/07	Implementation of feedback loops entrenched	H



2.5 MANAGING INFORMATION continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.5.6	Engage communication students to prepare articles for Board publications on work placement and contract bases to reduce costs and increase overall outputs	Regional community	CO	06/07 and ongoing	New generation communication students aware of NRM and supporting Board communications	H



2.6 SUPPORTING INTERNAL STAKEHOLDERS

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.6.1	Hold communication workshops with internal stakeholders, including NRMOs, AOs, Planning Officer, M&E Officer, technical staff and sub-regional chairs to identify key communication issues, strategies and resources relevant to the upcoming NRM Plan	Internal stakeholders	CO, Program Manager	06/07 and 07/08	Targeted communication strategies developed and dovetailed into NRM Plan	H
2.6.2	Provide editing and proofing support to internal stakeholders in the development of their publications, brochures, fact sheets etc	Internal stakeholders	CO	06/07 and on-going	Internal stakeholders supported to develop communication materials	H
2.6.3	Develop a suite of 'communication responsibilities' for internal stakeholders and promote in conjunction with the Board's communication policies, processes and protocols (see Internal Communication Plan – inclusion of Communication Responsibilities in contract schedules).	Internal stakeholders	CO, Program Manager	06/07 and ongoing	Awareness and efficient uptake of Internal stakeholders' communication responsibilities	H
2.6.4	Develop speakers' kit about the Board – including PowerPoint material and briefing notes - to support public presentations by internal stakeholders (In conjunction with CD Rom – see 2.23).	Internal Stakeholders	CO	07/08	Readily accessible publicity available to internal stakeholders	M
2.6.5	Develop email protocols to ensure that internal stakeholders' observe courtesy and maintain efficiency in emailing processes with each other and external audiences.	Internal and external audiences	CO	06/07	Emails protocols ensure prompt, efficient electronic communications	



2.6 SUPPORTING INTERNAL STAKEHOLDERS continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.6.6	Prepare fact sheets for internal stakeholders, about how to undertake communication activities such as writing media releases, managing events etc and place on members' section of the Board website.	Internal stakeholders	CO	07/08	Internal stakeholders have accessible information about how to undertake communication activities	M
2.6.7	Provide advice and support to internal stakeholders to develop events, merchandise and promotional materials.	Internal stakeholders	CO	06/07 and ongoing	Internal stakeholders supported to undertake events and promotions	H
2.6.8	Undertake professional training and attend workshops and conferences as necessary to remain informed of current NRM and communication trends	N/A	CO	07/08	Communications function is informed of current NRM and professional issues	H
2.6.9	Support staff to remain aware of each others' projects, and to be informed of the Board's progress and initiatives through an internal staff newsletter and Board newsletter, and Board Communiqué (see Internal Com. Plan)	Internal stakeholders	CO, Program Manager	06/07 and ongoing	Internal stakeholders informed of Board activities and internal issues	H



2.7 CONSULTING						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.7.1	Develop a community consultation guide to assist internal stakeholders to seek community feedback on key issues. Promote the guide through training and via the member's section of the Board's website.	Internal stakeholders	CO, OGW Coordinator	07/08	Internal stakeholders aware of, and practicing community consultation	M
2.7.2	Support Planning Officer to build consultative activities into the development and implementation phases of the NRM Plan through promotional activities such as advertising, posters and media releases.	Regional community	CO, Planning Officer	06/07 and 07/08	Community engaged in development of NRM Plan	H
2.7.3	Support internal stakeholders to identify and develop opportunities to consult with the community and key players about relevant NRM processes and initiatives	Regional and targeted audiences	CO, relevant internal stakeholders	06/07 and ongoing	Community consulted about key NRM issues by relevant internal stakeholders	H
2.7.4	Provide support to the consultative activities of Board and internal stakeholders through media releases, advertising, publications and posters etc	Regional and targeted audiences	CO, relevant internal stakeholders	06/07 and ongoing	Board's community consultation initiatives promoted	H



2.8 TARGETING: SUB REGIONS						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.8.1	Develop feedback loops for communication between NRM groups and CO through agendas, minutes, NRMOs and AOs (see 2.51)	NRM groups	CO, NRM groups	06/07	Information circulated efficiently between NRM groups and CO for promotional purposes	H
2.8.2	Invite NRM groups to develop and coordinate information for a specific section on the Board's website relating to sub regional group matters.	Regional and sub regional communities	CO, NRM groups	07/08	NRM groups promoted on Board website	H
2.8.3	Invite NRM groups to regularly provide information to the Board's quarterly advertorial columns in regional newspapers – highlighting and promoting sub regional issues and initiatives	Sub regional communities	CO, NRM groups	06/07 and ongoing	NRM groups promoted via Board's advertorial column	M
2.8.4	Work with NRM groups, NRMOs and AOs to develop articles relevant to each region for publication in mainstream and Board publications etc	Sub regional communities	CO, NRM groups, NRMOs and AOs	06/07 and ongoing	Targeted sub regional articles published in Board and mainstream publications	M
2.8.5	Develop local project signage – such as NRM Action signage, Pest Plant signage, information signage etc – in conjunction with NRM groups, NRMOs, AOs, Program Manager et al to promote initiatives at the local level.	Sub regional communities	CO, NRM groups, NRMOs, AOs, Program Manager etc	06/07 and ongoing	Board signage promotes projects relevant to each sub region	H
2.8 TARGETING: SUB REGIONS continued						



No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
2.8.6	By request or invitation, attend sub regional group meetings to gather or impart information relating to significant communication activities.	NRM groups	CO, NRM groups	06/07 and ongoing	Open communications maintained between CO and NRM groups	M
2.8.7	Work with Program Manager and On Ground Works coordinator to ensure information about programs and Incentive Funding projects is split into sub regional categories at the outset, and on completion of budget and funding cycles and that applications include provisions covering communication responsibilities.	Sub regional communities	CO, Program Manager, On Ground Works Coordinator	06/07 and ongoing	On ground works information available for promotional purposes at sub regional level	H
2.8.8	Ensure the Board's pending database captures contacts and images at a sub regional level (see 2.51)	Sub regional communities	CO, Program Manager, OGW Coordinator	07/08	Database supports communication targeted to sub regions	H
2.8.9	Ensure the M&E Report Card provides a range of NRM achievements and highlights at the sub regional level to support local NRM endeavours and stimulate local residents and media interest in the Board's achievements	Sub regional communities	CO, M&E	07/08	Targeted support for Board's NRM achievements	H



3.1 INTEGRATING COMMUNICATIONS						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
3.1.1	Work with On Ground Works Coordinator to ensure on ground works communication activities (displays, workshops, letters, advertising etc) are targeted to groups in priority NRM areas, and supported by corporate communication activities (media releases, publications etc).	Land managers	CO, OGW Coordinator	07/08	Targeted on ground works communications synchronised with corporate communications	H
3.1.2	Hold communication workshops with AOs, NRMOs and technical staff to target and integrate communications to relevant land managers (e.g. – identify goals, audiences, messages, communication vehicles etc - see 2.61)	Land managers	CO, NRMOs, AOs and technical staff	07/08	Strategic approach to communicating with land managers implemented	H
3.1.3	Develop systems for linking communication activities of the On Ground Works Coordinator and Corporate communications to free up information flow about on ground works activities for communication purposes. Ensure On Ground Works Coordinator is responsible for providing timely information about general and specific on ground works activities media releases, website, publications, (see Internal Communications Plan – contract schedules).	Land managers, regional community	CO, Program Manager, OGW Coordinator	06/07	Timely flow of positive information about on ground works available for promotional purposes	H
3.1.4	Develop systems for OG Works Coordinator and NRMOs to feed back stories, testimonials and photo points to promote outcomes of Landholder Incentive projects.	N/A	CO, Program Manager, OGW Coordinator, NRMOs	06/07 and ongoing	More efficient processes in place to capture good news stories about Board’s incentive funding	H
3.1.5	Ensure shape files are developed as part of Database project to assist On Ground Works Coordinator and other relevant internal stakeholders to strategically target communications to land managers in priority NRM locations (see 2.51)	Land managers	CO, OGW Coordinator	07/08	Targeted land managers receive NRM information relevant to their regions	H



3.2 ADVERTISING AND PROMOTING						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
3.2.1	Identify and promote all regional NRM grants schemes – such as Landcare, Community Water Grants, Incentive Funding etc – to land managers and regional community through letters, advertising, community newsletters and community networks.	Land Managers, community groups, schools	CO, OGW Coordinator, NRMOs, AOs	06/07 and ongoing	Community aware of regional grants	H
3.2.2	Advertise on ground works funding, successful applicants and good news stories on web, in media and Board publications to encourage uptake	Land Managers, regional community	CO, OGW Coordinator, NRMOs, AOs	06/07 and ongoing	Landholder incentive programs promoted via web, media and publications etc	H
3.2.3	Develop project signage to highlight and build recognition for Board-funded projects such as Coastal Board walks, Blyth Nursery etc	Land Managers, sub and regional communities	CO, Program Manager, NRMOs, AOs etc	06/07 and ongoing	Board-funded projects promoted via Board's signage program	H
3.2.4	Develop NRM Action and APC signage, to be attached to the fences of all successful Incentive Funding project (by galvanized tie wire) to promote the Board and the project (See 2.86)	Land Managers, sub and regional communities	CO, On Ground Works Coordinator		NRM Action Program promoted via Board's signage program	H
3.2.5	Promote services provided by NRMOs and AOs via on hold phone messages, web, media, advertising and publications etc	Land Managers and regional communities	CO, NRMOs and AOs	06/07 and ongoing	Land Managers and regional community informed of services provided by NRMOs and AOs	H



3.3 EDUCATION AND AWARENESS RAISING

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
3.3.1	<p>Develop a suite of fact sheets to provide land managers with simple information about NRM issues such as:</p> <ul style="list-style-type: none"> • NRM themes as linked to regional NRM issues • Simple instructions for sustainable land management • Incentives funding program and regional NRM grants • APC compliance and action plans <p>Provide attractive brochure holders to relevant internal stakeholders to display fact sheets.</p>	Land managers	CO, OGW Coordinator, NRMOs, AO's and technical consultants	06/07 and ongoing	Fact sheets developed, distributed and displayed on web and counters etc for uptake by relevant audiences	H
3.3.2	Develop a land managers' information kit which explains key NRM issues	Land managers	CO, OGW Coordinator, NRMOs	07/08	Land managers' information kit developed and distributed to relevant audiences	H
3.3.3	Develop a calendar of field days and regional events to help plan annual communications supporting these initiatives and promote on website.	Land managers and sub regional communities	CO, OGW Coordinator, NRMOs, AO's and technical consultants	07/08	Calendar of field days and events developed and supported by communication initiatives	M
3.3.4	Develop portable displays to support field days and regional events (See 2.33)					H



3.3 EDUCATION AND AWARENESS RAISING continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
3.3.5	Distribute media releases about landholder success stories and regional events	Land managers and sub regional communities	CO, OGW Coordinator, NRMOs, AO's	06/07 and ongoing	Land managers and sub regional communities informed and inspired by landholder success stories	H
3.3.6	Help NRMOs and AOs to hold education and training workshops with land managers, by providing advertising and promotional support as needed	Land managers	CO, NRMOs, AOs	06/07 and ongoing	Land managers informed of education and training workshops	M
3.3.7	Support regionally-run demonstration sites and farm tours (such as those by Conservation Australia and Lion's Club rabbit control events) for land managers. Support via presentations materials linking good land management practices with profitability	Land managers	NRM groups, AOs and NRMOs.	07/08 and ongoing	Bus tours promote best practice land management	M
3.3.8	Investigate opportunities for setting up an 'Adopt a Farm' scheme which supports people from the city and suburbs to work as volunteers on farms, supporting tree planting and weed control activities etc.	Urban volunteers	CO, M&E, Program Manager	07/08 and ongoing	Land managers supported by volunteers	M



3.4 TARGETING: INDIGENOUS COMMUNITIES

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
3.4.1	Support the Indigenous Engagement Committee (IEC) to implement statewide NRM Indigenous Engagement Documentation when endorsed, as agreed by IEC and Communications & Promotions Sub Committee	Indigenous communities	CO, Indigenous Engagement Committee	06/07 and ongoing	Statewide NRM Indigenous Engagement protocols implemented by Board	H
3.4.2	Support the Indigenous Engagement Committee (IEC) to workshop Indigenous engagement issues with relevant stakeholders, as agreed by IEC and Communications & Promotions Sub Committee	Indigenous communities	CO, Indigenous Engagement Committee	06/07 and ongoing	Relevant stakeholders informed of Indigenous Engagement issues	H
3.4.3	Support Indigenous Engagement Committee to organize cultural awareness training for Board and internal stakeholders, as agreed by IEC and Communications & Promotions Sub Committee	Board Members and internal stakeholders	CO, Indigenous Engagement Committee	When required	Board and internal stakeholders culturally aware of Indigenous issues	H
3.4.4	Promote Board-funded projects under Indigenous Land Use Agreement (ILUA) through articles in mainstream media and Board publications	Indigenous and regional communities	CO, Indigenous Engagement Committee	06/07 and ongoing	Indigenous and regional communities aware of Board funded projects on Aboriginal lands	H
3.4.5	Work with Aboriginal Lands Trust (ALT) officers to identify and promote indigenous issues to the Board and internal stakeholders through staff and Board newsletters	Board members and internal stakeholders	CO, ALT Officers	06/07 and ongoing	Board and internal stakeholders aware of relevant Indigenous issues	H



3.4 TARGETING: INDIGENOUS COMMUNITIES continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
3.4.6	Support ALT officers to engage indigenous communities in NRM through articles in Indigenous publications, project signage etc	Indigenous communities	CO, ALT Officers	06/07 and ongoing	Regional Indigenous communities aware of, and participating in NRM on Aboriginal lands	H
3.4.7	Promote indigenous land management success stories – such as projects funded under Board’s Investment Strategy - in regional and targeted media	Regional and targeted communities	CO, ALT Officers	06/07 and ongoing	Community aware of Indigenous success stories	H



4.1 TARGETING: INTERNAL STAKEHOLDERS

See Internal Stakeholder Communication Plan Attachment

4.2 TARGETING: LOCAL GOVERNMENT

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.2.1.1	Provide support to GM and Presiding Members' 'road shows' to regional councils with information kits, media releases and articles, as required	Regional councils	GM and Presiding Member, CO	06/07 and ongoing	Road shows backed with effective communication materials	M
4.2.1.2	Support GM's presentations to Central Region of Councils (CRC) with research, information kits and PowerPoint presentations etc	Regional councils	GM, CO	06/07 and ongoing	Presentations backed with effective communication materials	M
4.2.1.3	Work with GM to set up collaborative workshops about regional NRM delivery for Board and Central Region of Councils.	Regional Councils, internal stakeholders	GM, CO	07/08	NRM workshops established for Board and regional councils	M
4.2.1.4	Maintain regular contact with SA Local Government NRM Facilitator to gather information and identify ways of promoting the Board and NRM to regional councils via the 'NRM Quickies' e-newsletter etc	Local Government	CO	06/07 and ongoing	Two-way information between regional councils and Board	M



4.2 TARGETING: LOCAL GOVERNMENT continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.2.1.5	Support the Planning Officer to develop opportunities for regional councils to participate in development of the NRM Plan through consultative processes etc.	Local Government	CO, Planning Officer	06/07 and 07/08	Councils aware of and contributing to NRM Pan	H
4.2.1.6	Meet periodically with the Local Government representative on the Board to review and consider communications between the Board and councils	Board, Local Government	CO, CRC Executive Officer	06/07 and ongoing	Two way information flows developed between Board and CRC	H
4.2.1.7	Liaise via phone, email or personally with designated council contacts to keep them in the loop of relevant Board and NRM matters	Council staff, Board internal stakeholders	CO	07/08	Council 'contacts' informed of NRM issues	M
4.2.1.8	As possible, attend council meetings to provide NY NRM Board information relevant to the region	CO, councils	CO	07/08	CO informed of council players and procedures	L
4.2.1.9	Work with GM to identify topical NRM issues of relevance to regional councils and provide concise and relevant written reports to council meetings as needed	Regional councils	GM, CO, internal stakeholders	07/08	Regional councils informed of Board and NRM issues	M
4.2.2.1	Develop an electronic database of designated Council contacts and a hard copy of all council publications for access on the 'S-Drive' and within the Board's publications library (See 2.51 and	N/A	CO	06/07	Efficient placement of Board stories in Council newsletters	H



4.2 TARGETING: LOCAL GOVERNMENT continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.2.2.2	Target information to regional councils, about Board issues, NRM and on ground works, via articles in Council publications	Regional councils, regional communities	CO	06/07 and ongoing	Councils and regional communities informed of Board/NRM issues	H
4.2.2.3	Include regular regional and sub regional council updates about Board issues, NRM and on ground works in Board publications	Board stakeholders	CO	06/07 and ongoing	Board stakeholders aware of Council NRM issues	H
4.2.2.4	Approach council contacts to exchange web links to ensure that all councils are promoted on the Board's website and vice versa	Board stakeholders, regional councils, regional communities	CO	06/07 and ongoing	Board and councils cross-promote each other via websites	M
4.2.2.5	Workshop NRMOs, AOs and technical staff to identify council communication issues and promotional opportunities for on ground works, funding, partnerships etc with regional councils (see 2.61)	Regional councils	CO, NRMOs, AOs, technical staff	06/07 and 07/08	Strategies developed for on ground communications with Councils	H
4.2.2.6	Support NRMOs, AOs and technical staff to implement communications with regional councils through the development of communication materials such as fact sheets, workshops etc.	Regional councils	CO, NRMOs, AOs, technical staff	06/07 and ongoing	Board targets its on ground works communications with councils	H
4.2.2.7	Support 08/09 employment of NRMO, as dedicated Council liaison officer, based at Crystal Brook and working across councils to link and promote NRM and the Board	Local Government, land managers,	GM, Program Manager, CO	07/08	Dedicated council NRMO considered for 2008/09	M
2.2.2.8	Provide a report to the Board identifying options for Board Members and/or Sub Regional Group Members to be assigned to individual councils, to promote relationships, communication and understanding	Regional councils	CO, GM	07/08	Relationships developed with councils	M

4.3 TARGETING: STATE AND FEDERAL POLITICIANS

No.	Actions: Networking and lobbying	Audience	Responsibility	Time Frame	Indicator	Priority
4.3.1	Work with GM to develop database of key bureaucrats and politicians, and jointly develop communications materials such as briefing sessions, newsletters and briefing notes about pertinent NRM issues etc (see 2.51)	Targeted bureaucrats and politicians	GM, CO	07/08	Targeted communications distributed to bureaucrats and politicians	H
4.3.2	Invite politicians and senior bureaucrats to attend Board functions such as launches and workshops as guests and spokespeople	Bureaucrats and politicians	GM, CO	06/07 and ongoing	Board builds political support	M
4.3.3	Work with GM, PM and Program Manager to host a regional tour of Board projects funded under the Investment Strategy for politicians and industry leaders	Industry leaders and politicians	GM, PM, Program Manager, CO	07/08	Board builds political support	M
4.3.4	Support the GM to deliver presentations at relevant conferences by identifying relevant events and providing research, PowerPoints and hand out materials	Politicians, NRM leaders	CO, GM	07/08	Board builds political support	M
4.3.5	Provide copies of all Board publications, including reports, surveys, brochures etc to all State and Federal politicians and senior bureaucrats	State and Federal Governments and bureaucrats	CO	06/07 and ongoing	Politicians and bureaucrats aware of Board programs and activities	H
4.3.6	Develop and Implement funding acknowledgement protocols for all State and Commonwealth Government-funded projects and initiatives of the Board	Regional community	CO	06/07 and ongoing	Board develops goodwill with governments	H
4.3.7	Encourage increased liaison between the Board and Australian Government representatives.		GM, CO	06/07 and ongoing	Board has immediate and regular access to local politician	H



4.4 TARGETING: STATE AND COMMONWEALTH DEPARTMENTS AND AGENCIES						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.4.1	Develop an inventory of key contact people for relevant government departments, agencies as part of database project (see 2.51)	Government departments and agencies	CO, GM	06/07	Mechanism developed for distributing targeted information to government departments and agencies	H
4.4.2	Continue to identify goals, audiences and communication vehicles which ensure strategic communication is developed and maintained with government departments and agencies	Government departments and agencies	GM, Presiding Member, CO	07/08	Board strategically targets communications with government departments and agencies	H
4.4.3	Work with GM and Planning Officer to identify opportunities for representation by Board Members on regional development boards, and present as report to Board.	Regional development boards	GM, CO, Planning Officer	07/08	Board influences regional development on NRM issues	M
4.4.4	Report to the Board on opportunities for regional partner forums with representatives of relevant departments and agencies to discuss and progress regional NRM issues. Help identify potential players, issues and processes for setting up forums, and provide promotional support such as media releases, articles and hand outs.	Board, regional government departments and agencies	CO, GM	07/08	Relevant government departments and agencies aware of Board and NRM issues	M
4.4.5	Identify and establish cross-promotional opportunities with relevant departments and agencies, such as exchange and distribution of publications, websites etc	Regional government departments and agencies	CO, GM	07/08	Board and councils cross-promote each other	M
4.4.6	Support Planning Officer to undertake consultative activities with relevant government departments and agencies to provide input to upcoming NRM Plan. Scope consultation and provide promotional material as needed.	Regional departments and agencies	CO, Planning Officer	06/07 and 07/08	Cross section of government reflected in NRM Plan	H



4.4 TARGETING: RESEARCH ORGANISATIONS

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.5.1	Work with Program Manager to ensure all research findings and publications developed under Board-funded programs are provided to Board Members, GM, CO and M&E in a timely manner, inclusive of briefing notes.	Board and key corporate staff	CO, Program Manager	06/07 and ongoing	Board and key corporate staff informed of regional NRM research outcomes	H
4.5.2	Work with Program Manager to develop systems to encourage researchers present their findings at Board Meetings. Promote research material to internal stakeholders via staff and Board newsletters.	Internal stakeholders	CO, GM and Program Manager	06/07 and ongoing	Board and stakeholders aware of regional NRM research findings	M
4.5.3	Work with GM and Program Manager to identify and negotiate with potential partners to co-invest in regional NRM research	Research funding partners	GM, CO and Program Manager	07/08 and ongoing	Regional NRM research undertaken cost-effectively	M
4.5.4	Work with GM, Program Manager and Implementation Groups to identify and promote regional research opportunities which reflect NRM priorities identified in the INRM and State NRM Plans. Develop targeted promotional campaign to promote research opportunities to relevant research organisations.	Researchers	GM, CO and Program Manager, IGs	07/08	Regional research priorities reflect NRM plans	H
4.5.5	Promote all research findings and reports to targeted audiences via Board website, publications and media releases	Targeted audiences	CO	06/07 and ongoing	Regional community informed of NRM research outcomes	M
4.4.6	Identify internal stakeholder to act as a liaison to research organizations, to help distribute Board's limited personnel resources across the spectrum and demands and target groups. Liaison will be point of contact for all research enquires and help provide a more coordinated approach to dealings with research groups	Research organizations	CO, GM	07/08	Board provides cost effective contact point for researchers	H



4.6 TARGETING: SCHOOLS						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.6.1	Support relevant internal stakeholders to promote school involvement in WaterWatch and Weed Warriors through websites, school newsletters, Board publications etc	Regional schools	CO, NRMOs, AOs, M&E	06/07 and ongoing	Schools retain interest and involvement in Water Watch and Weed Warriors	H
4.6.2	Work with AOs and NRMOs to develop a 'Kids' Corner' section on the Board's website, including simple information about NRM, how to get involved, interactive games and references etc	Regional school children	CO, AOs, NRMOs	07/08	Young people engaged in NRM; Board builds goodwill with regional schools	H
4.6.3	Develop a simple pilot competition for regional primary school children which encourages them to learn about and understand NRM principles. Invite winners to receive prizes at a Board meeting and promote winners through media, web and Board publications.	Regional primary schools, families and students and regional community	CO, NRMOs, AOs	07/08	Young people engaged in NRM; Board builds goodwill with regional schools	M
4.6.4	Work with NRMOs and AOs to develop and distribute a curriculum support kit for upper primary and lower secondary school teachers. Provide and promote kits to schools prior to the new academic year, and promote publicly through Board communication vehicles.	Regional primary and secondary schools and students	CO, Program Manager, NRMOs, AOs	07/08	Regional NRM education supported in schools	H
4.6.5	Develop a simple, low-cost Northern Yorke NRM Board game, based on Snakes and Ladders or similar. Provide free to regional schools and investigate prospects of on-selling regionally-modified versions to other Boards and Catchment Authorities.	Regional primary schools, families and students	CO, Program Manager, NRMOs, AOs, M&E	07/08	School children engaged in natural resource issues	M



4.6 TARGETING: SCHOOLS continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.6.6	Work with GM and Program Manager to identify and implement strategy for incorporating secondary school and tertiary student placements within Board-funded programs	Regional secondary schools, tertiary institutions, families and students	CO, GM, Program Manager	07/08	Regional students receive hands-on NRM work experience	M
4.6.7	Set up a database of regional educational organizations and newsletter. Distribute information to newsletters (see 2.51)	Regional educational organizations and families	CO, NRMO, AOs	06/07 and ongoing	Mechanism developed for distributing targeted information to government departments and agencies	H
4.6.8	Promote schools' involvement in projects supported and/or funded by the Board (such as Water Watch, Weed Warriors etc) via Board publications and media releases, and promote relevant Board issues in school newsletters	Regional communities	CO, NRMOs, AOs	06/07 and ongoing	Board builds goodwill with schools and optimizes school NRM project exposure	H
4.6.9	Identify internal stakeholder to act as a liaison to educational organizations, to help distribute Board's limited personnel resources across the spectrum and demands and target groups. Liaison will be point of contact for all education enquires and help provide a more coordinated approach to dealings with them	Regional educational groups	CO, GM	07/08 and ongoing	Board provides cost-effective contact for educational groups	H



4.7 TARGETING: INDUSTRY GROUPS

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.7.1	Develop fact sheets about sustainable business and identify avenues for distribution to relevant industry groups	Industry groups	CO, Program Manager, OGW Coordinator	07/08	Regional industry groups informed of NRM and sustainable business	H
4.7.2	Develop and implement a strategy for encouraging and supporting industry groups to hold workshops about NRM and sustainable business	Industry groups	CO, Program Manager, OG Works Coordinator	07/08	Regional industry groups informed of NRM and sustainable business	L
4.7.3	Develop database of industry groups, as part of database project, to support Board's communications with industry (See 2.51)	Industry groups	CO, Program Manager, OGW Coordinator	07/08	Mechanism developed for distributing targeted information to industry groups	H
4.7.4	Distribute relevant Board publications to industry groups to promote the Board and sustainable business practices	Industry groups	CO	07/08	Industry informed about sustainable business practices	H



4.7 TARGETING: INDUSTRY GROUPS continued						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
4.7.5	Coordinate articles about regional industry success stories for Board publications, website and media releases	Targeted audiences and regional communities	CO	07/08	Regional community and businesses aware of NRM success stories	H
4.7.6	Negotiate with industry groups to launch a bi-annual Industry NRM Awards Event for NRM achievers as a way of celebrating their achievements.	Industry groups, regional communities	GM, CO, Program Manager, OGW Coordinator	07/08	Industry achievers recognized for NRM practices	M
4.7.7	Identify internal stakeholder to act as a liaison to industry groups, to help distribute Board's limited personnel resources across the spectrum and demands and target groups. Liaison will be point of contact for all industry enquires and help provide a more coordinated approach to dealings with them	Industry groups	CO, GM	07/08 and ongoing	Board provides cost-effective contact for industry groups	H



5.1 RECRUITING						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
5.1.1	Work with RLO to develop the database of regional community and volunteer groups and contacts, and incorporate into Board's database project (See 2.51)	Regional community and volunteer groups	CO, OGW Coordinator	07/08	Mechanism developed for distributing targeted information to industry groups	H
5.1.2	Develop recruitment and induction kits to attract and retain new members of community and volunteer groups. Identify distribution outlets and disseminate kits.	Regional community	CO, OGW Coordinator	07/08	Volunteer recruitment & induction kits developed and distributed through regional outlets	M
5.1.3	Publicise volunteer and community membership opportunities via volunteer networks, Board website,, advertorial column and newspaper	Regional community	CO	07/08	Volunteer and community group membership increases	H



5.2 PROMOTING

No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
5.2.1	Support AOs, NRMOs and M&E to encourage volunteer and community groups to become or remain involved with WaterWatch programs (See 4.61)	Schools and community groups	CO, AOs, NRMOs, M&E	06/07 and ongoing	Retention of regional Water Watch volunteers	M
5.2.2	Source and prepare media releases and articles which profile the activities and achievements of volunteers and community groups – for publication in mainstream media and Board communication vehicles.	Regional community	CO	06/07 and ongoing	Community aware of NRM volunteer opportunities	H
5.2.3	Implement cross promotional opportunities between volunteer/ community groups and the Board – via newsletter exchanges and web links etc	Regional community and volunteer groups	CO	06/07 and ongoing	Community awareness of Board and volunteers increases	M



5.3 SUPPORTING						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
5.3.1	Identify communication mechanisms for community groups and volunteers through NRM groups	NRM groups, volunteers	CO, NRM groups	06/07	NRM groups provide locus for volunteer communications	M
5.3.2	Identify ways of engaging and supporting volunteers and community groups during communication workshops with NRMOs, AOs and technical staff	Volunteers and community groups	CO, NRMOs, AOs, technical staff	06/07 and 07/08	Strategies developed for engaging and supporting volunteers	H
5.3.3	Engage volunteers and groups in NRM planning processes and encourage them to align on-ground works with priorities identified in the NRM Plan	Volunteers and community groups	CO, Planning Officer, OGW Coordinator	06/07 and 07/08	Volunteers support objectives of NRM plan	H
5.3.4	Promote regional funding opportunities available to regional volunteers and groups through web, media, Board publications, NRM groups NRMOs, AOs etc	Volunteers and community groups	CO, OGW Coordinator, NRMOs, AOs	07/08	Volunteers supported by funding	H
5.3.5	Identify options for engaging a local volunteer to coordinate NRM volunteers across the region via Clare Volunteer Centre and others – including office hosting and administrative support.	Volunteers and community groups	GM, CO, Program Manager, RLO	07/08	Low cost coordination of volunteers implemented	M
5.3.6	Provide a report to the Board which considers and updates its position in relation to sponsorship, including policies and protocols.	Board	GM, CO	07/08	Board redefines its position on sponsorship	



5.4 RECOGNISING AND CELEBRATING						
No.	Actions	Audience	Responsibility	Time Frame	Indicator	Priority
5.4.1	Develop a certificate scheme which recognizes quiet achievers via direct nominations to the Board at each Board meeting from Board and Group Members. Signed by Chairman and dispatched immediately. Back with promotions in Board publications	Volunteers and community groups, regional community	CO, NRMOs, AOs, Presiding Member	06/07 and ongoing	Volunteer and community achievements recognized publicly	H
5.4.2	Provide list of volunteer groups to Presiding Member to send Christmas cards to all volunteers and community groups from the Board each year	Volunteers and community groups	CO, Presiding Member	07/08 and ongoing	Volunteer and community groups recognized by Board	M
5.4.3	Research and implement options for linking local volunteers into the State NRM Volunteer Committee's bi-ennial State awards scheme and conference	Volunteers, , regional and SA communities	CO	07/08	Volunteers recognized at the State level	M

Evaluation

Evaluation will provide an important role in gauging the effectiveness of this Plan.

It will help determine whether the Board's communication objectives are being met, and will provide valuable information about how to modify the Plan to improve its effectiveness.

Evaluation helps determine whether messages are effective, and whether they have resulted in behavioural changes leading to improvements in regional natural resources.

Evaluation helps determine whether messages are effective, and whether they have resulted in behavioural changes leading to improvements in regional natural resources.

It will also help determine the cost-effectiveness of measurable aspects of this plan, and shed light on the financial value of individual actions.

It is proposed that the Board undertakes qualitative evaluations of its communication activities which will deliver less resource intensive and more meaningful results than quantitative data collection.

Three levels of evaluation are needed: (1) Implementation of the plan (implementation of actions within the plan); (2) Outcomes of the plan (improvements in regional knowledge and uptake of NRM, and awareness and support for the Board; and (3) measuring NRM progress (using sustainability indicators via monitoring and evaluation).

Several benchmarks have already been established, against which to measure this Communication Plan. In October 2006, the Board conducted an internal audit of its 59 internal stakeholders. This audit provided valuable findings which formed the basis of the attached Internal Communication Plan and will provide a baseline for future evaluations of internal communications.

In the same way, the Bureau of Rural Sciences last year undertook research leading to the Northern & Yorke Landholders' Perception Survey. Although at the point of writing a report has yet to be generated from this survey, it will provide a valuable insight to regional Landholders', and establish a benchmark for future communication strategies.

In the short-term, these activities may be supplemented by other cost-effective, in-house evaluations such as: media monitoring to establish the number of audience groups exposed to messages; the number of enquiries about Landholder Incentive Grants; and the frequency of audience exposure to messages through material such as publications and fact sheets.

It is recommended that budgetary provision for evaluations is a priority of the 2008/09 budget, and that these be undertaken early in that financial year. This lead-in time will allow 18 months to set up and implement communication strategies, and time for results to surface.

Acronyms

ALT	Aboriginal Lands Trust
AO	Authorised Officer
BRS	Bureau of Rural Sciences
CO	Community Liaison Officer
CRC	Central Region of Councils
DEH	Department for Environment and Heritage
DWLBC	Department of Water, Land and Biodiversity Conservation
GA	Greening Australia
GM	General Manager
IG	Implementation Groups
ILUA	Indigenous Land Use Agreement
INRM	Integrated Natural Resources Management
LN	Lower North
M&E	Monitoring and Evaluation (Officer)

NAP SWQ	National Action Plan for Salinity and Water Quality
NHT	Natural Heritage Trust
NRM	Natural resources management
NRMO	Natural Resources Manager Officer
NY	Northern and Yorke
NYAD	Northern and Yorke Agricultural District
OGW	On ground works
PM	Presiding Member
PO	Planning Officer
RLO	Regional Liaison Officer
RSSA	Rural Solutions South Australia
The Board	Northern & Yorke Natural Resources Management Board
UN	Upper North
YP	Yorke Peninsula



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Appendices



Summary consultation and research findings



Summary consultation and research findings

This plan is built on the basis of the following research:

- Meetings with key Board stakeholders (DWLBC communications staff, NY NRM Board Members, internal stakeholders and SA NRM Board communication staff)
- Discussions with regional media
- Researching relevant NRM documents and plans
- Researching the Board's previous and existing communication plans, policies and activities
- Conducting a communications audit of internal stakeholders
- Holding a strategic communications workshop with Board Members
- Workshops with internal stakeholders
- Understanding previous communications research undertaken in the region.

Among other things, this research revealed the following insights to the Board's communications:

NYAD INRM Communication Plan, 2004

- Key audiences, actions and rationales

Integrated Natural Resource Management Plan, 2003

- Recognition of key NRM themes
- Communications and capacity building

Regional Capacity Building and Community Engagement Strategy, 2003

- Capacity Building (ie empowering the community with information, education and skills to undertake natural resources management) underlies the success of regional NRM.

Capacity Building in Water for the Northern and Yorke Region, 2005

- Government bodies viewed with suspicion by farmers
- One on one contact to be undertaken by local, credible people.
- Training of NRMOs to provide integrated general and technical NRM information to landholders
- Partnerships with Local Government for NRMOs to be hosted by local councils.
- Develop fact sheets, newsletters
- Develop community networks linking NRMOs to landcare and Agricultural Bureaus
- Lock into farmer network for 'over the fence' advice
- Promoting Awards scheme for best practice land management, demonstration sites and farm tours linking good land management practices with profitability.
- Field days

Northern and Yorke Landholders Perception Survey 2006

- Government bodies less credible than farmer networks
- Landholders motivated by financial incentives
- Attachment to land and family considerations
- Pockets of NRM awareness and practice



Summary consultation and research findings continued

NY NRMB Internal Communications Audit 2006

- Need internal communication
- Need direction, feedback and information
- Suggest staff newsletter, website portal, social clubs,
- Corporate identity, signage and uniforms needed
- Regular staff meetings
- Integration of internal stakeholders
- Staff communication mechanism with Board and Groups

NY NRMB Strategic Planning Workshop 2006

- Engagement plan for local government
- GM to attend Central Region of Local Government meetings
- Work closely with SR Groups
- Promote shared vision
- Implement Communication Plan
- Region Plan Consultation
- Local Government on side
- Woo media
- Identify shared vision
- Make a difference through groups
- Establish roles of groups
- Become proactive on issues
- Groups to engage community and Local Government locally
- Stakeholders

NY NRMB Communication Workshop 2006

- Promote uptake of NRM through relationships with stakeholders
- Audiences identified
- Motivational factors identified
- Messages identified

Consultation with internal stakeholders 2006

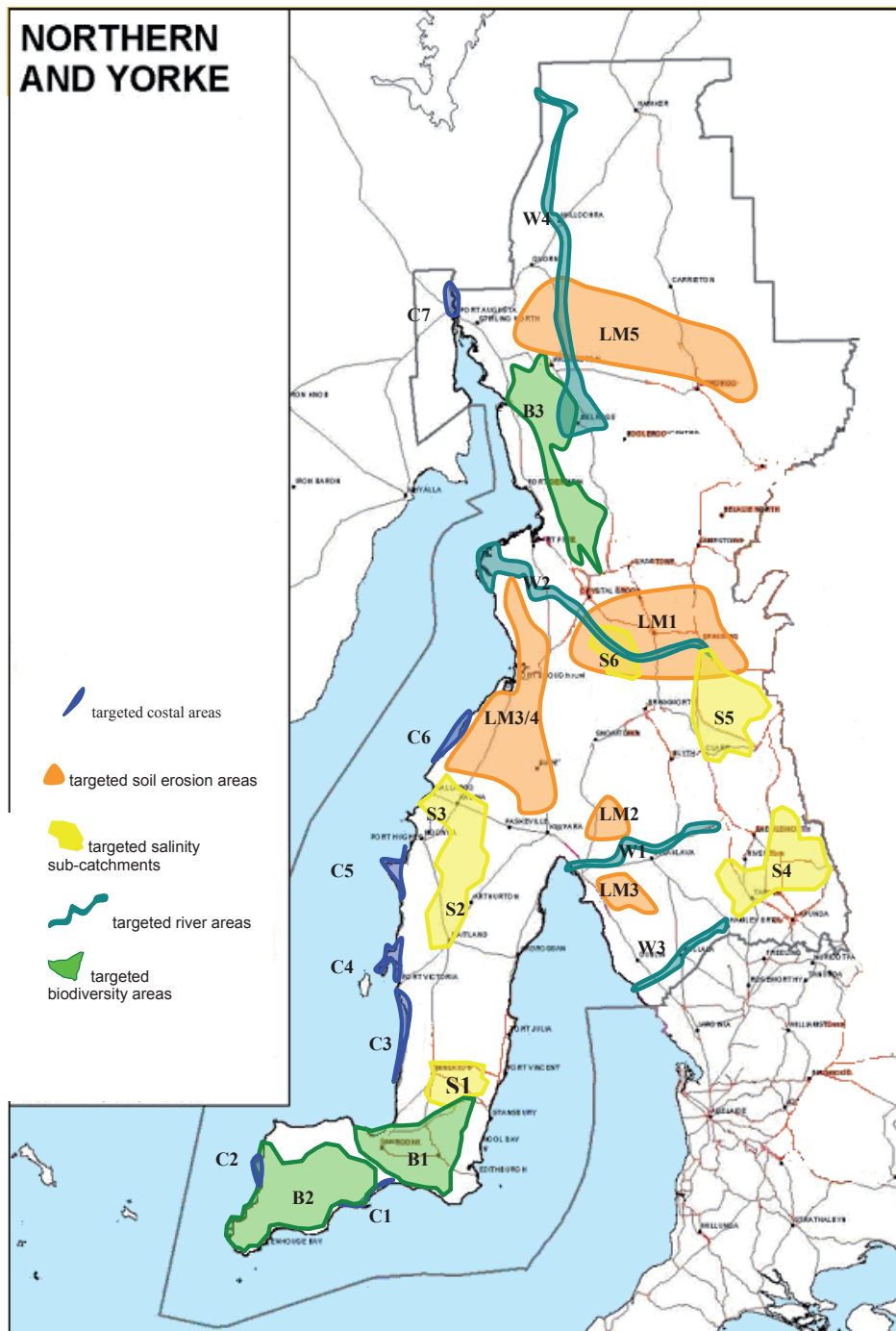
(*NRMOs, AOs, OG Works Coordinator, Presiding Member, Bushcare advisor, Soils Consultant*)

- Targeted communications
- Database needs
- Linkages with councils
- Opportunities via NRM Groups
- Pivotal role of NRMOs in communicating with landholders, councils, NRM Groups, Board
- Need for Board and Local Government partnerships
- Resourcing implications
- Need to integrate NRM themes



Priority communication regions

**NORTHERN
AND YORKE**



**N&Y NRM Board's
priority regions
for communication
activities.**

Nb. In many cases the location is only an estimate and the target areas are much smaller. Further targeting will occur as described below and in the associated planning documentation.

Strategically targeted areas for communication strategy Investments strategically made through analysis of issue based metrics

Map #	Area description
B1	Gahnia wetlands – threatened ecosystems
B2	Southern YP large remnant area/ regional hotspot
B3	Southern Flinders large remnant area/ regional hotspot
B4	Significant neighbour sites - extend from significant sites funded in previous rounds and on ground work projects (Nb not displayed on map)
B4	Mid North Grasslands Working Group/ Cell grazing of grassland habitats (Nb not displayed on map)
W1	Wakefield (investments targeted further to important riparian habitat and good quality riparian vegetation in < 3 order streams)
W2	Lower Light (investments targeted further to important riparian habitat and good quality riparian vegetation in < 3 order streams)
W3	Broughton (investments targeted further to important riparian habitat and good quality riparian vegetation in < 3 order streams)
W4	Willochra (investments targeted further to important riparian habitat and good quality riparian vegetation in < 3 order streams)
S1	Minlaton/ Ramsay salinity sub-catchment (investments targeted to the priority sub-catchments highlighted on the map and more specifically areas with high recharge reduction potential)
S2	Winulta/ Yorke Valley salinity sub-catchment (investments targeted to the priority sub-catchments highlighted on the map and more specifically areas with high recharge reduction potential)
S3	Agery/ Weetulta salinity sub-catchment including Wallaroo corridor (investments targeted to the priority sub-catchments highlighted on the map and more specifically areas with high recharge reduction potential)
S4	Upper Light salinity sub-catchments (investments targeted to the priority sub-catchments highlighted on the map and more specifically areas with high recharge reduction potential)
S5	South East Broughton salinity sub-catchments (investments targeted to the priority sub-catchments highlighted on the map and more specifically areas with high recharge reduction potential)
S6	Lower Broughton salinity sub-catchments (investments targeted to the priority sub-catchments highlighted on the map and more specifically areas with high recharge reduction potential)
LM1	Contour bank redesign activities in old catchment schemes (eg Narridy/ Redhill & Pisant Creek contour banking schemes)
LM2	Bismark Valley PMP group and surrounds
LM3	Sandy Soils Project links
LM4	Northern Yorke Peninsula
LM5	Upper North Farming Systems Group
C1	Butlers Beach/ “Hillocks Drive”
C2	Gleasons Landing (extending previous works undertaken)
C3	Pt Rickaby (extending previous works undertaken)
C4	Point Pearce/Port Victoria
C5	Cape Elizabeth
C6	Ticker – Pt Riley
C7	Old Saltworks/ Upper Spencer Gulf



N&Y NRM Board Internal Communication Plan 2006



N&Y NRM Board Internal Communication Plan 2006

Communication Responsibilities of NY NRMB internal stakeholders

- Provide all media, advertising and communications materials to CO for approval
- Contribute ideas, articles and images to publications and web as requested
- Provide copies of any published newspaper articles to CO for media monitoring purposes
- Provide copies of project photos to CO as produced
- Take and forward photos of Board events and initiatives to CO as requested
- Contribute to Board's website and calendar of events as requested
- Phone or email CO about significant events that could lead to media exposure
- Ensure 'Communications' is a fixed agenda item for all Board committee and group meetings, and distribute copies of both to GM and CO.
- Provide at least three copies of all publications and survey results produced under Board funding – to Board, GM and CO
- Ensure appropriate use of Corporate ID, logo and Board acknowledgements in all published material – media, publications, displays, speeches etc.
- Adhere to the Board's communication policies and protocols



Government of South Australia

Northern and Yorke
Natural Resources Management Board

Quality Internal Communications

Brief, objectives and actions

October 2006



Quality Internal Communications – Brief and objectives

Title: Quality Internal Communications Planning and Implementation

Aim: To develop quality internal communications initiatives which support the activities of the Northern & Yorke NRM Board and its internal stakeholders.

Objectives:

1. Develop charters, policy and procedures;
2. Develop staff to achieve effective communications
3. Create a physical environment, systems and business procedures to enhance quality internal communications;
4. Develop vehicles to promote effective internal stakeholder communication and collaboration;
5. Develop an evaluation program for internal communications;
6. Review, develop and implement processes to support internal communication processes with the Board.

Factors to be considered:

- The findings of the October 2006 Internal Communications Audit have been reviewed and form the basis of this plan;
- Relevant action plans will take account of other initiatives of the Board;
- Additional resources required to effect internal stakeholder communications;
- Progressive implementation of actions and initiatives while maintaining business as usual;
- As recognized in the objectives:
- The need to overcome the geographic dislocation of internal stakeholders;
- To understand uncertainty during organizational change and transition;
- To incorporate this plan into the Board's Communication Plan.

Proposed Resources

Wendy Fowler – Project Manager
Des Bilske – Project Sponsor
Trudie Stanley – Team Member
Donna Martin – Team Member

Fit with organization

This project is one of several means of developing the new organisation, and reflects the values identified at the 2006 Strategic Communications Workshop to drive communications within the organization.

Other Comments

Effective internal stakeholder communications relies on the support and commitment of all relevant players.

It is important that all stakeholders are encouraged to contribute to internal communications and strive for a sense of 'team' through a positive collaborative culture within the Board.

Effective internal communications and goodwill will contribute to regional NRM goals.



Quality Internal Communications – Actions

Objective1: Develop processes to support internal communications					
Action	Outcomes	Issues	Drivers	Target Date	Done?
1. Develop corporate statements that reflect the Northern & Yorke NRM Board's approach to communications	Vision and mission to refer to quality communications	Review statements annually	Program Manager GM	December 2007	Dec. Review Trudie?
2. Develop and promote Policy and Procedures for communications	All Statements to clearly state Northern & Yorke NRM Board's commitment to communications. Board and internal stakeholders fully aware	Needs to link to Communication Plan. Roll out with internal communication vehicles.	Communications Officer	On going	
3. Incorporate Communication into all Board documents and plans	Communications articulated as core Board activity within all Board documents.	Processes accepted and implemented.	Communications Officer. Planning Officer GM	June 07	



Quality Internal Communications – Actions

Objective 2: Develop staff to achieve effective organizational communications					
Action	Outcomes	Issues	Drivers	Target Date	Done?
1. Job specifications and project provider schedules	All job specifications and project provider schedules to include key communications requirements	Develop and incorporate appropriate communications requirements into all existing and future job specifications and project provider schedules	Corporate Services Manager Program Manager RSSA DEH DWLBC	On going	
2. Induction	Induction manual and training program reviewed and implemented to include information about Board's communications policies, procedures and programs.	Re-write section of Induction Manual; Training program to include time with Communications Liaison Officer	Corporate Services Manager (Organizational induction processes and policies) Program Manager (project providers) Team leaders and managers (Organisational and operational training)		
3. Training & Development	Product and communication training for internal stakeholders developed and implemented.	Training and development follows development of Charters, Policy, Procedures and Communication Plan.	Communications Officer Project providers		
4. Contracts for service project schedules	All contracts for Service Project Schedules incorporate communications	How to promote? Communication guidelines needed for Board's service providers.	Program Manager Communications Officer	April 07	



Quality Internal Communications – Actions

Objective 3: Create physical environment, systems and business practices that enhance internal communications					
Action	Outcomes	Issues	Drivers	Target Date	Done?
1. Assess, develop and implement internal communication processes and information flows.	System developed to manage and respond to all internal correspondence quickly, efficiently and to conclusion; Delegation of information flows.	<ul style="list-style-type: none"> - Lack of resources; - Bulk of internal communications to GM, - Complexity of organization; - Requires all-of-organisation support. 	Corporate Services Manager Program Manager		
2. Business Practices - Procedures	Meetings schedules which link internal stakeholders developed and promoted; Feedback mechanisms from all meetings developed and implemented through managers and Team leaders	Distance; Complexity of organization; GM's time availability.	Program Manager Corporate Services Manager Communications Officer		
3. Physical environment	Recognizable regional 'front offices' for NRM Board customers with signage etc.	<ul style="list-style-type: none"> - Resources; 	Corporate Identity Committee		



Quality Internal Communications – Actions

Objective 3: Create physical environment, systems and business practices that enhance internal communications continued					
Action	Outcomes	Issues	Drivers	Target Date	Done?
<p>4. Reporting mechanisms</p> <p>Internal Stakeholders' monthly reports and feedback mechanisms</p>	<p>Develop/review internal stakeholder monthly reports to determine who, what, why, how.</p> <p>All internal stakeholders' monthly reports include 'Communications' item.</p> <p>All monthly reports provided to GM and CO.</p>	<ul style="list-style-type: none"> - Commitment all internal stakeholders. <p>Time considerations for Program Manager;</p> <p>Feedback mechanism for internal stakeholders.</p>	<p>Program Manager</p> <p>GM</p>		<p>Style guide??</p> <p>Wendy to advise internal stakeholders</p> <p>Trudie to advise Project providers</p>
<p>5. Fixed Agenda Item</p>	<p>Communications to be included on Agendas of all committees, working groups, sub-regional Groups and Board;</p> <p>Minutes and Agendas of all committees, groups etc forwarded to CO and GM.</p>	<ul style="list-style-type: none"> - Cynicism of internal stakeholders; - Promote rationale to internal stakeholders. <p>Advise outcome of any action arising from stakeholders' reports (eg articles in newspapers).</p>	<p>CO</p> <p>GM</p>		<p>Wendy to advise internal stakeholders</p>



Quality Internal Communications – Actions

Objective 4: Develop vehicles to promote effective internal stakeholders communication and collaboration					
Action	Outcomes	Issues	Drivers	Target Date	Done?
1. Communication Work Teams	Teams developed to undertake aspects of plan.	Competition, cynicism	To be discussed further		
2. Board minutes	On web regularly	Resources	CO		
3. Communique	Review to reflect higher-level Board issues	Pending outcome Communication Plan and development of other communication vehicles.	CO		Back to Trudie – include in Com. Plan
4. Staff newsletter	Develop staff electronic newsletter and incorporate all-of-staff updates, GM update and regional office news.	Assess stakeholder preference during first year for newsletter and web portal.	CO		
5. Staff web portal	Develop web portal for staff and incorporate GM update	Existing website will soon be superseded by new website. Resources	CO		



Quality Internal Communications – Actions

Objective 4: Develop vehicles to promote effective internal stakeholders communication and collaboration continued					
Action	Outcomes	Issues	Drivers	Target Date	Done?
6. Email Group	All internal stakeholders form 'Email Group' to announce hot news topics.	Management; Overcrowding; Irrelevant information.	CO		
7. Cross-thematic workshops	Bi-annual workshops for interested stakeholders by stakeholders about their areas of work.	Management; Relevance; Focus.	BIG – Maryanne, Saideh, Wendy Trudie		Regional forum instead?
8. Staff presentations to Groups	Staff have opportunity to present operational issues to Group meetings	Competition; Needs 'action' and 'feedback' mechanisms.			Trudie and Strategic Review??
9. Corporate Identity	Develop working groups to progress uniforms and corporate identity	Interest levels; Time and resources.	Corp. Identity Committee		
10. Staff directory	Internal stakeholder names, work, contacts available on web.	Management; Maintenance	CO		
11. Staff Club	Bi-monthly social activities for internal stakeholders.	Management; Cooperation; Distance and time.	Jessie Nicolsen Anne Fordham		



Quality Internal Communications – Actions

Objective 5: Develop and implement an evaluation program for internal communications					
Action	Outcomes	Issues	Drivers	Target Date	Done?
1. Performance reviews	See Objective 3.		GM CO		
2. Internal communications audit	Annual assessment and continuous improvement of internal communications	Resources	GM CO		
3. Best practice benchmarking	Measures undertaken against external organizations	Resources; Determinations of KPIs; Board's unique structure,	GM CO		



Quality Internal Communications – Actions

Objective 6: Review, develop and implement processes to support internal communications with Board					
Action	Outcomes	Issues	Drivers	Target Date	Done?
1. Review Board agendas and minutes	Linked to action list for appropriate internal stakeholders; Board decisions linked to existing strategies, past decisions and IG recommendations.	Needs to inform a corporate plan Review procedure	PM GM CO		Set up strategic internal group to consider these issues
2. Review information flows to and from Board	Effective, appropriate and timely information provided to and received from Board Members	Resources	PM GM CO		
3. Develop mechanism for internal stakeholders to communicate with Board	Internal stakeholders have 'voice' in Board		PM GM CO		To be discussed
4. Staff roles defined	Team leaders and managers provide updates about staff and their roles.		PM GM CO		

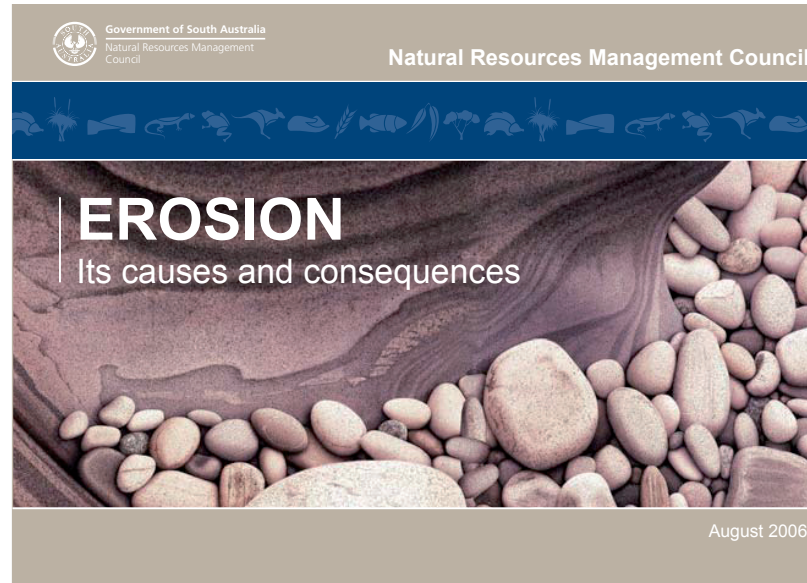


Examples of corporate identity products



Corporate Identity Product

PowerPoint Presentation





Corporate Identity Product

Media Release



Government of South Australia
Kangaroo Island Natural Resources
Management Board

MEDIA RELEASE

4th April 2005

Subject of release to go here

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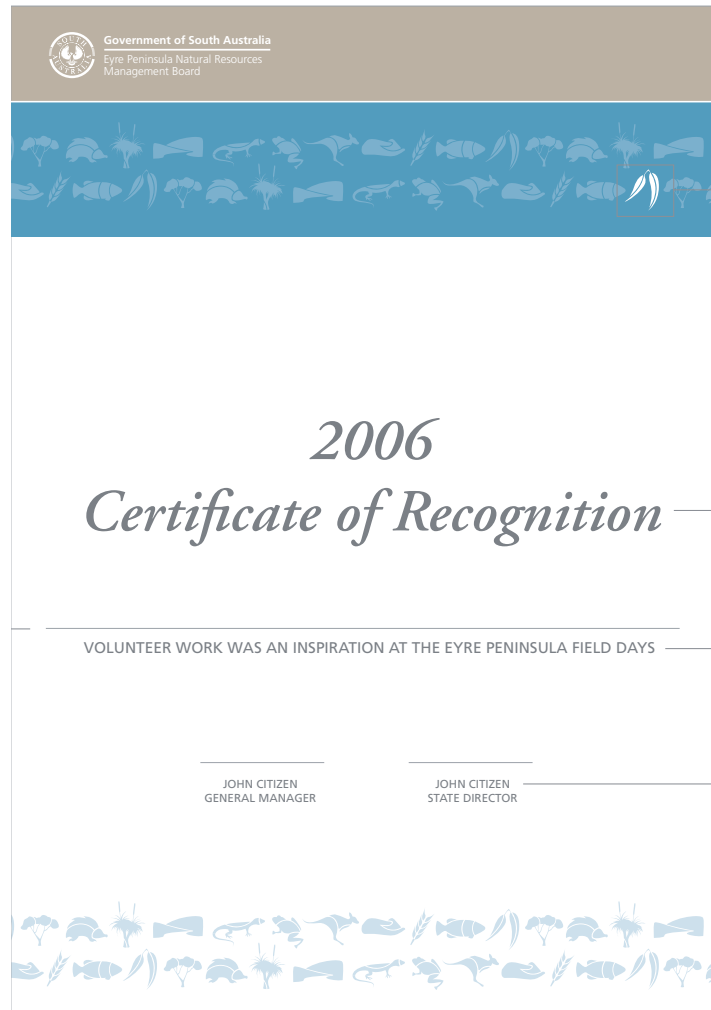
For more information contact –
John Citizen
E. john@kangarooisland.nrm.sa.gov.au
T. +61 8 8312 2541
F. +61 8 8215 2146





Corporate Identity Product

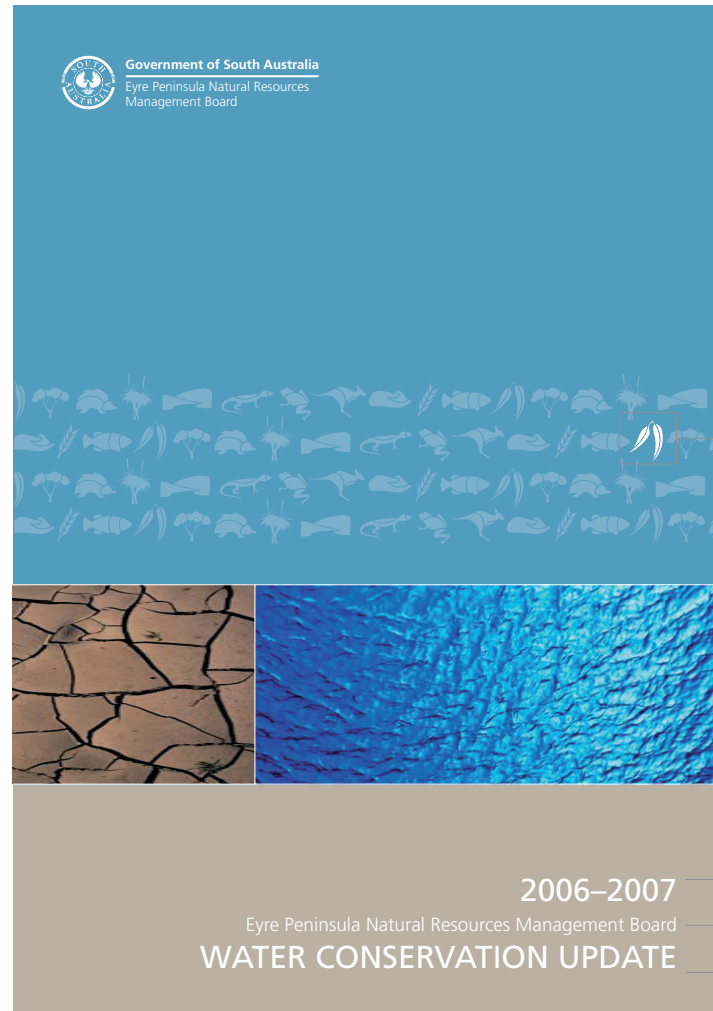
A4 Award





Corporate Identity Product

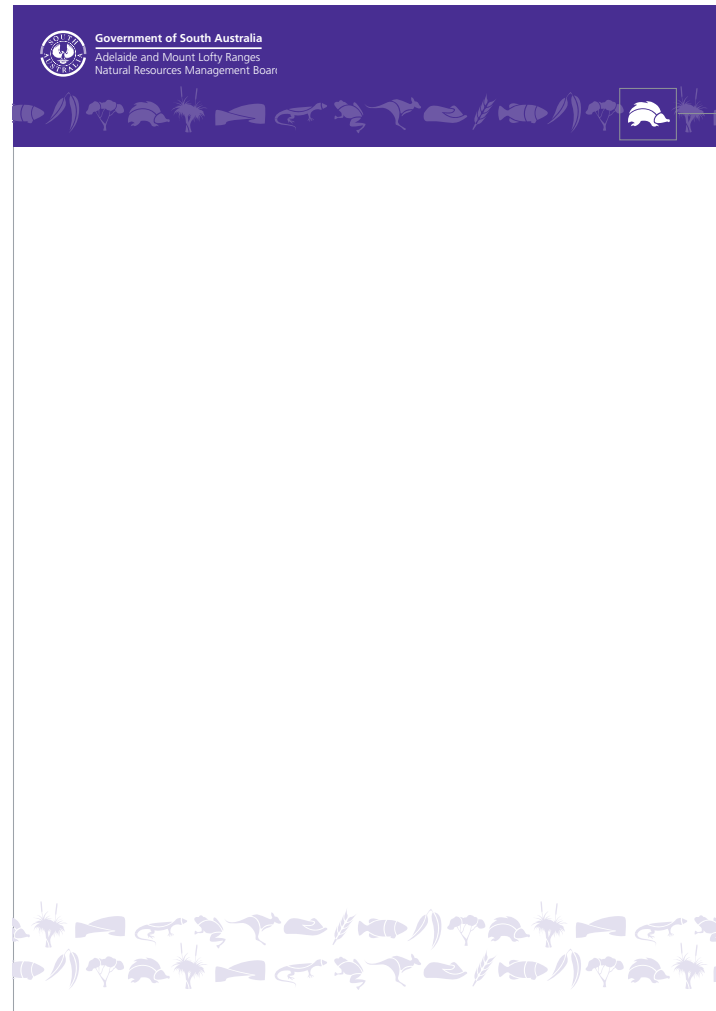
Report Covers





Corporate Identity Product

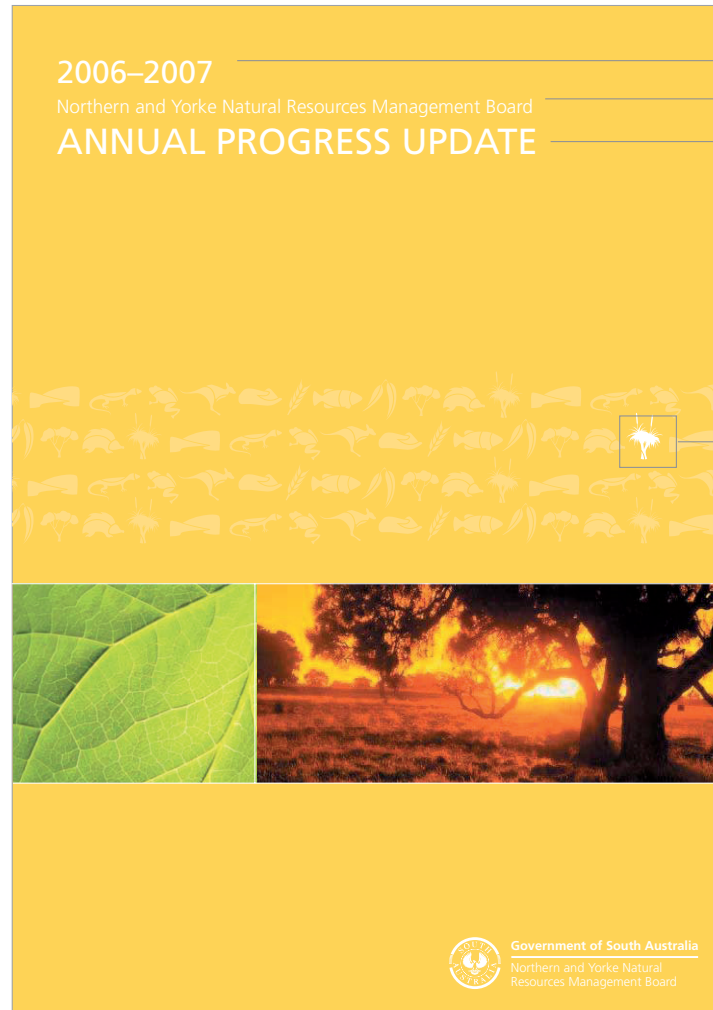
Presentation Paper






Corporate Identity Product

A4 Document Sleeve



Corporate Identity Product

A2 Poster


Government of South Australia
 Northern and Yorke
 Natural Resource Management Board

Northern and Yorke Region
Natural Resource Management – everyone's responsibility

Our natural resources – air, water, soil, biodiversity – are critical to our future.

Sustainable use of natural resources is fundamental to the future well-being of our community and the health of the environment in which we live.

Rural landholders, urban communities, businesses, Aboriginal groups and educational institutions all have the ability to contribute to natural resource management (NRM).

Getting involved with a community-based volunteer group is both satisfying and rewarding.

Northern & Yorke Natural Resource Management – supporting local action

Northern and Yorke Natural Resource Management Board is one of eight regional boards set up under the Natural Resource Management Act to develop and implement a Natural Resource Management Plan for its region.

It is responsible for working alongside landholders, community groups, industry groups, local councils and government to protect the health of our natural resources.

How can I participate in Northern and Yorke Natural Resource Management Board?

There are plenty of ways that you can get involved in Natural Resource Management.

- Contribute your knowledge and ideas through the consultation process for the Natural Resource Management Plan
- Join a volunteer community-based group such as Landcare in your region

What is NRM?

- » Natural Resource Management is about people in regional and urban South Australia working in their local area to maintain and improve their environment on public and private lands.
- » Natural Resource Management provides a framework in which the community can work together with Government to understand, manage, protect and in some cases, restore our precious natural resources.
- » Natural Resource Management improves profitability through soil conservation and land management, salinity management, weed and pest animals control, biodiversity protection and water resources management.
- » Natural Resource Management means taking care of our landscapes, native plants and animals, marine environments and ecosystems.
- » The Landcare program, along with Coastcare, Bushcare, Rivercare, Waterwatch, Trees For Life and Friends of Parks programs, are excellent examples of how the community participates in Natural Resource Management.

CONTACTS

Northern and Yorke Natural Resources Management Board
 PO Box 175
 Crystal Brook SA, 5523
 Phone: (08) 8636 2361
 Fax: (08) 8636 2371
 Website: www.nyrrm.sa.gov.au



Corporate Identity Product

Project Signage

 **Government of South Australia**
Northern and Yorke
Natural Resources Management Board

Bridal Veil

Bridal veil is a highly invasive and aggressive weed. Over summer it survives as an extensive, underground network of branching rhizomes that bear multiple bulb like tubers.

Why is it a problem?
Bridal veil has long term repercussions on plant and animal biodiversity because its dense growth habit smothers native plants. In addition the dense root mass of mature bridal veil plants forms a barrier which inhibits the germination of native plants. Bridal veil can be hard to control as effective herbicide uptake through bridal veil's fine foliage is difficult. There are no biological control agents for bridal veil.

How do I recognise it?
Bridal veil is a fern like climbing annual plant with scrambling shoots up to 2-3 metres long. It has blue-green needle like leaves and small white flowers and green fruits.







 **Northern and Yorke Council of Yorke Peninsula**
Agriculture - vit - research - innovation

Phone Northern & Yorke
NRM Board on 8636 2361



Corporate Identity Product

Project Signage


 **Government of South Australia**
Northern and Yorke
Natural Resources Management Board

NRM - life depends on it

Another landholder project funded by the Northern and Yorke Natural Resources Management Board.

National Action Plan for Salinity
National Heritage Trust
Department Water, Land and
Biodiversity Conservation

For funding and technical queries phone
Northern and Yorke Natural Resources
Management Board on 8636 23161





Corporate Identity Product

Corporate Signage





Corporate Identity Product

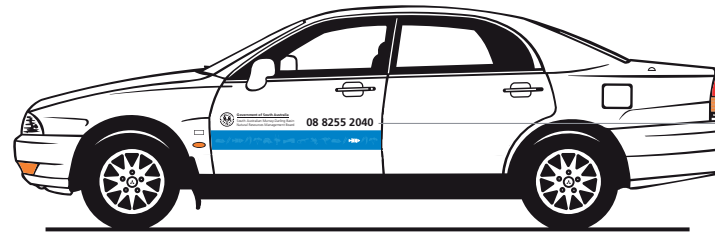
Information Banners/Panels





Corporate Identity Product

Vehicle Decals





Corporate Identity Product

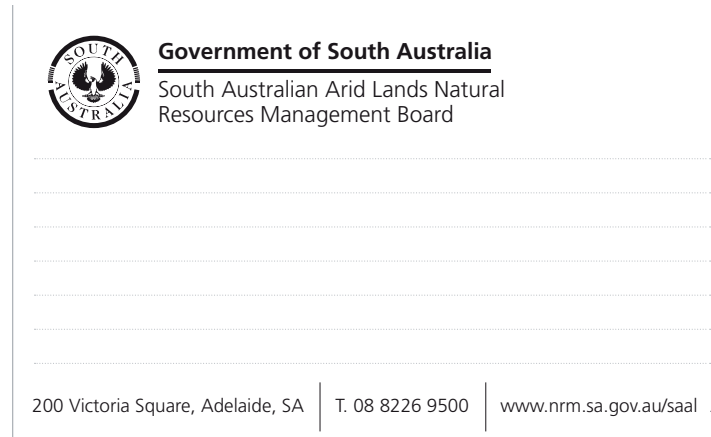
Branding for Clothing





Corporate Identity Product

Calling Cards





Corporate Identity Product

Name Tags





Corporate Identity Product

CD Covers

