



AVON RIVER MANAGEMENT AUTHORITY

COMMUNICATION STRATEGY

1999 — 2002



WATER RESOURCE MANAGEMENT SERIES

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1999



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Avon River Management Authority

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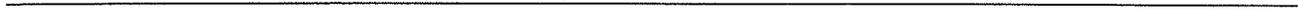
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Contents

Acknowledgements	ii
Communication strategy	1
Scope	1
Strategic approach	2
Objectives	3
Impact objectives	3
Output objectives	3
Strengths and weaknesses	3
Target audiences	5
1. Primary	5
2. Secondary	5
3. Tertiary	6
Messages	7
Informative messages	7
Feeling messages	7
Responsibility messages	7
Empowering messages	7
Action messages	7
Critical communication processes	8
1. Establish an identity for ARMA	8
2. Educate the community about protecting, conserving and managing the resource — the Avon River	8
3. Gain the support of all local governments	8
4. Secure state and federal funding and corporate support for ARMA's activities	8
Strategic plan	9
1. Establish an identity for ARMA	9
2. Educate the community about protecting, conserving and managing the resource — the Avon River	10
3. Gain the support of all local governments in the Avon River catchment	12
4. Secure state and federal funding and corporate support for ARMA's activities	13
Incorporating the communication strategy into existing program	14
Appendix	
Target audiences	15





Communication strategy

Scope

To develop a comprehensive communication strategy that positions the Avon River Management Authority (ARMA) as having a key role in the management of the Avon River.

Spanning a time frame of three years, the communication strategy is aimed at an exchange of influence that may focus on information, attitude or behaviour or a combination of all three.

Central to ARMA's role as manager of the Avon River and its tributaries within the Avon River catchment, is its ability to communicate with the community and to provide opportunities for local knowledge to be incorporated into the development of effective river management plans.

It is important that the communication process not be regarded as a separate 'project' in itself and only resourced when sufficient time and money are available. Success with communication programs depends to a large extent on the communication effort being integrated into all of the organisation's programs.

ARMA's initiative to develop and implement a communication strategy ensures its communication effort is controlled, well managed and proactive and meets desired objectives.

A well-managed communication program ensures opportunities are capitalised, threats are minimised and program objectives are achieved.

The overall aim of managing its communication is to ensure that ARMA capitalises on communication opportunities for current and future programs. With its 'finger on the pulse', ARMA will be in a better position to lead in partnerships with other government agencies, local government and the community on river management initiatives.

It is recognised that change takes place in small increments over large amounts of time and therefore the communication strategy does not focus on a single program aimed at solving a specific problem or taking advantage of a particular promotional opportunity.

The communication strategy provides a road map for ARMA and the Water and Rivers Commission staff who are employed to manage, implement and communicate ARMA's role and programs.



Strategic approach

In developing the communication strategy a number of principles are proposed to guide ARMA through the implementation of the strategy.

The principles are:

- good communications can foster supportive relationships with key target audiences;
- knowledge and understanding about the Avon River and its unique environment can foster a sense of community ownership or stewardship in river management which will support and help ARMA achieve its mission;
- ARMA will assist and encourage the community to be well informed about the Avon River;
- ARMA will provide opportunities for the community to have input into ARMA;
- the community within the Avon River catchment have the right to be informed, have a say, and be heard in the management of the Avon River;
- the information and knowledge gathered about the Avon River and its environment should be made available to those who seek the knowledge;
- communications should aim to foster a desire in the community to act in the best interest of the Avon River and the Avon River catchment;
- ARMA recognises its role as manager of the Avon River and the role that the community plays in developing effective river management;
- the Water and Rivers Commission will recognise ARMA's role as manager of the Avon River;
- ARMA will involve the community in decision making and developing management plans; and
- ARMA is sensitive and responsive to community views and opinions about 'what is best' for the Avon River catchment.



Objectives

The objectives of the communication strategy are described in terms of impact, that defines the intended behavioural results, and output, that refers to the communication elements that are being utilised.

Impact objectives

- to increase awareness of the Avon River and its environment;
- to increase knowledge and understanding of the Avon River and its ecosystem;
- to increase the profile of ARMA and its role as manager of the Avon River and its catchment;
- to increase support from the communities of the Avon River catchment for the implementation of river management recommendations; and
- to increase support from ARMA's key target audiences defined as audiences who are most critical to ARMA and who exert the greatest influence on the achievements of ARMA's objectives.

Output objectives

- to provide material that is accurate, informative and timely;
- to select and produce promotional material that enhances ARMA's role in river management;
- to implement cost efficient communication tools; and
- to ensure value for money on all communication effort.

Strengths and weaknesses

Before developing the communication strategy, an evaluation of the strengths and weaknesses of ARMA in communicating its management function and programs was conducted.

The analysis was based on interviews with representatives of local media, the local community, local government and government. The discussions and points raised at the focus group with representatives of key target audiences, also provided valuable material for this analysis of strengths and weakness.

Strengths

The following strengths were identified:

- ARMA is community-based with community representation. It ensures local input into the decision making and development of management plans for the Avon River;
- ARMA is manager of a resource that has considerable community ownership;
- ARMA is receptive to community concerns and demands;
- ARMA has extensive knowledge about the Avon River and is a source of valued information;
- ARMA is approachable and willing to 'talk to' the community and share its knowledge about the river;
- ARMA consults with the community on 'what's best for the river' and how the river is to be managed; and
- ARMA's practice of one-to-one contact with key target audiences.

Weaknesses

- Lack of identity as to 'who' ARMA is. Community is unsure of how ARMA fits in with the Water and Rivers Commission and, to a lesser extent, Agriculture Western Australia. Not sure where one organisation finishes and the other starts;
- Lack of general community understanding about ARMA's role in relation to river management and its mission - what is ARMA trying to achieve?;



-
- Since being ‘incorporated’ into the Water and Rivers Commission, ARMA has given the community the impression that it is now part of government. With this comes the perception that ARMA is ‘here to help you’, which may be what the community thinks it wants but it is not what it wants to hear from government;
 - Giving in to pressure from ‘vocal’ community groups;
 - Spending money on plans, reports and gathering information and not enough on-the-ground action;
 - Lack of leadership in relation to providing workable river management plans;
 - Lack of awareness among the general community of ARMA outside of those in ‘the know’;
 - Being seen as too Northam-based, and not region focused; and
 - Not hearing about ARMA’s river management initiatives through the local shires.



Target audiences

The ARMA's target audiences are classified into three groupings: primary, secondary and tertiary. Target audiences are also referred to as key stakeholders.

See appendix for a complete list of target audiences.

1. Primary

Primary target audiences are the most critical to ARMA and generally exert the greatest influence on the achievement of objectives.

Primary target audiences include:

- River landowners and managers;
- Farmers;
- Farmer catchment groups;
- Land Conservation District Committees;
- Local governments including Councillors and staff;
- Local media (press, radio);
- State Government Minister for Water Resources, Shadow Minister for Water Resources;
- Water and Rivers Commission;
- Swan - Avon Integrated Catchment Management Coordinating Group and the Avon Working Group; and
- Local environmental / landcare organisations (see appendix for a more detailed list).

2. Secondary

Secondary target audiences are generally regarded as 'issued or opportunity-based' audiences and will become primary target audiences if their interest in a particular issued is raised.

Secondary target audiences include:

- 'blue' and 'green' environmental organisations (local and state) (blue — water-based groups eg Wetland Conservation Society and green — vegetation-based groups eg Greening Western Australia);
- Local 'urban' residents, Northam, Toodyay, York and Beverley;
- Environmental and landcare and land management consultants;
- Bush fire organisations;
- Government agencies;
- Tourist bureaus (local and state);
- Universities — academics and students (environmental);
- Schools — primary and high, urban and rural;
- State media (press, radio and TV);
- Avon Descent organisers;
- Corporate sponsors ie Alcoa of Australia; and
- Environmental associations ie Australian Association for Environmental Educators.



3. Tertiary

A third category of target audiences is the information filters. These are the people who are likely to pass on information, generally with an opinion, about the Avon River and ARMA.

Tertiary target audiences include:

- Local 'townsfolk' ie shop owners, hotel managers, bank managers, anyone who deals with the public;
- Local 'town opinion' leaders;
- Real estate agents;
- School teachers and tertiary educators; and
- Tourist 'transporters' ie tour bus operators.

Because there are so many people who are being targeted it is recommended that the list be prioritised and the effort concentrated on the priority audiences.

As the most important need is to increase awareness of ARMA and its role as manager of the river, the communication effort needs to be directed at the primary target audiences in the short term, the secondary in the medium term. The tertiary audiences are 'captured' by the communication effort directed at the primary and secondary target audiences in most cases.



Messages

When planning any communication effort, it is essential that the messages to be communicated are clearly identified in conjunction with the desired outcome.

The key message is to be kept simple with the supporting messages providing the extra detail required.

Once defined, the messages will generally be targeted to meet one or more of the following outcomes:

Informative messages

Provide the facts, for example:

The Avon River catchment covers an area of more than 120,000 square kms — larger than Tasmania.

Feeling messages

Attempt to get people emotionally involved, for example:

The Avon River is one of the great rivers of Australia — but it is dying and needs help.

Responsibility messages

Appeal to a person's sense of what is right, for example:

Fencing river banks to control stock access to the river protects the river banks and fringing vegetation along the river.

Empowering messages

Encourage and motivate people to act, for example:

With community support, the Avon River can be rehabilitated to a healthy, natural, functioning river system.

Action messages

Promote a call to action, provides information on how to get involved or what to do, for example;

You can help restore the Avon River by joining the Toodyay River Care group.

When formulating key messages, consideration needs to be given to the impact desired in the minds of the target audiences and then linked to the outcomes outlined above.

Key messages need to be identified for each communication effort or project and are to be developed to meet identifiable and measurable objectives.

In the short term, the key messages that need to be communicated to key target audiences should focus on creating awareness of ARMA as manager of the Avon River and an 'authority' on river management.

Examples of the key messages are:

- ARMA's role is to restore and manage the natural function of the Avon River system, for the long-term benefit of the community (taken from the draft Management Programme for the Avon River Management Area, 4 February, 1999).
- ARMA is working with the community, river land-owners and managers and local and state government to restore the Avon River to a healthy, natural functioning river system.
- ARMA is empowered by the Minister for Water Resources to make decisions about and to manage the Avon River.
- ARMA is community-based and representative of local interests and expertise, and manages the river in accordance to the power conferred by the Waterways Conservation Act 1976.



Critical communication processes

When implementing a communication strategy, it is important to identify processes that maximise the allocation of financial and human resources. Over the next two years, the communication effort should concentrate on addressing four critical communication processes that impact on the achievement of ARMA's objectives.

The four critical communication processes are:

1. Establish an identity for ARMA.
2. Educate the community about protecting, conserving and managing the resource - the Avon River.
3. Gain the support of all local governments in the Avon River catchment.
4. Secure State and Federal funding and corporate support for ARMA's activities.

1. Establish an identity for ARMA

Feedback suggests there is uncertainty in the community and the Water and Rivers Commission, about who ARMA is and its role in managing the Avon River. There is also a lack of understanding of where ARMA fits in with the Water and Rivers Commission and, to a lesser extent, with Agriculture Western Australia.

One of the successes of ARMA has been its recognition for its role as a 'voice' for the community which will be threatened if the perception that ARMA is now 'government' is continued.

2. Educate the community about protecting, conserving and managing the resource — the Avon River

The community is seeking leadership in the management of the Avon River and what needs to be done to protect and conserve this precious resource. ARMA is well placed to meet this demand and take a lead role in restoring the Avon River.

Educating the community about the value of the Avon River will support ARMA's aim to establish a desirable vision of the river in the minds of all key stakeholders and the general community, therefore creating dissatisfaction with the current situation.

3. Gain the support of all local governments in the Avon River catchment

ARMA generally enjoys a supportive relationship with all local governments in the Avon River catchment. This relationship needs to be nurtured to gain support with the planning and implementation of its river management programs.

As a key stakeholder with influence over the achievement of ARMA's river management objectives, it is essential that supportive relationships with local governments are maintained.

4. Secure state and federal funding and corporate support for ARMA's activities

With the security of continued and long-term funding, ARMA is in a strong position to initiate and implement river restoration and management programs and community awareness / education activities that will contribute to the achievement of ARMA's mission.



Strategic plan

The communication strategy has been formulated to address the four critical communication processes described opposite:

1. Establish an identity for ARMA

Purpose

To raise the profile of ARMA within the communities of the Avon River catchment, to create awareness of ARMA and gain support for its activities. ARMA needs to be, and to be seen to be, a competent organisation with the capacity to attract resources and to use them efficiently on river management priorities.

Target audiences

River landowners, townspeople, local community environmental groups, local governments, media, Minister for Water Resources, Opposition spokesperson for Water Resources, Minister and Shadow Ministers for the Environment and Primary Industry.

Implementing strategic actions

Short term (0 - 6 months)

- clarify the relationship between ARMA and the Water and Rivers Commission. Confirm the parameters and visual identity for promoting ARMA.
- develop a 'positioning' statement that best describes ARMA's vision, along similar lines to the Water and Rivers Commission's 'Caring for WA's most vital resource' statement. The statement is to always appear on all printed materials, displays, advertisements etc.
- produce a new brochure promoting ARMA, its mission, its membership, its role, its management area, its key activities and achievements.
- regularly evaluate and update existing brochures ie Fencing the Avon River, to ensure that printed material being distributed is accurate, informative and timely.

- ensure there is a visual presence for ARMA at all of its activities through project signage, and for ARMA members to wear when conducting river tours or staffing displays ie caps, t-shirts etc.
- prepare and maintain an up-to-date media contact list. Include local, regional and state media, specialist ie environmental publications and newsletters for community environmental groups.
- adopt a 'little, lots, local' strategy for distribution of material to the media. This means lots of little and local stories about the river and the people involved with its management.
- set up a system to distribute media releases issued by ARMA to relevant media.
- develop a supporting relationship with media in the catchment and with environmental media with the state media.
- initiate a regular column in the Avon Valley Advocate and other local media on the 'State of the Avon River'.
- use the media to promote ARMA activities and to provide follow-up on outcomes of the community consultation process.
- utilise the shop front of the Water and Rivers Commission office to provide regular 'State of the River' updates similar to the depth of the river computer display created for the Avon Descent weekend.

Medium term (6 months - 2 years)

- secure display space in the new visitors centre in Northam and regularly change the theme of the display and key messages.
- produce bumper stickers that promote ARMA's positioning statement For example 'Cherish our Avon River in Northam / York / Toodyay' etc and distribute through local governments, tourist bureaus, community centres etc.



- host an annual media tour to showcase the Avon River to local, metropolitan and state media.
- piggy-back on projects organised by other government agencies and community groups to ensure ARMA is represented as a key player in river management.
- ensure that brochures and information on ARMA are available through the Avon Catchment Network.
- prepare a speakers kit and initiate speaking engagements for ARMA members to address service club functions, industry associations and relevant local and state conferences.
- increase the presence of ARMA at major community events such as the Avon Descent, the Royal and Agriculture Shows, field days and local festivals.
- organise annual tours of the Avon River for key target audience representatives and members of the local community, similar to the Swan River Trust's tours of the Swan.
- identify opportunities for ARMA to hold its member meetings in other towns in the Avon River catchment and provide incentives for local government staff, councillors and other key target audience representatives to attend. Focus on the 'what's in it for me' incentives.

Long term (2 years - 3 years)

- organise and place 'before and after' photo feature stories on successful river management in key local and state environmental and natural resources publications.
- develop and maintain a 'little, lots, local' media strategy.
- seek membership from the local community who have cross-linkages to other community organisations.
- promote and encourage community members to attend ARMA meetings.

Evaluation

- monitor coverage of ARMA and its activities in the local media.
- evaluate media coverage on the basis of positive, negative or neutral coverage and review strategy based on outcomes of evaluation.
- conduct an annual 'awareness' survey of communities within the Avon River catchment.
- monitor feedback and support for ARMA's programs from the communities within the Avon River catchment.
- meaningful and appropriate forms of evaluation are to be considered for each communication effort.

2. Educate the community about protecting, conserving and managing the resource — the Avon River

Purpose

To instil an appreciation for and an understanding about the Avon River and what makes it one of the great rivers of Australia. To encourage the communities of the Avon River catchment to become involved in its recovery and management and to take responsibility for actions which impact on the river.

Target audiences

Communities within the Avon River catchment, river landowners, farmers and farmer catchment groups, local governments, community environmental organisations, schools and tertiary institutions.

Implementing strategic actions

Short term (0 - 6 months)

- continue producing ARMA's Avonews newsletter (four times a year).
- develop a touring program for the Cherish our Avon River display involving local shopping centres, libraries, and major community events ie agriculture shows. Include the hills suburbs and Midland in the touring program.



- produce a series of brochures containing information on the key river management issues ie Fencing the Avon, Wildlife and the Avon, the Natural Values of the Avon, River Management, the River Pools etc. Distribute the brochures through the Avon Catchment Network, in conjunction with the display and at major community events and on request.
- establish a photograph library of 'great' Avon River photos and of ARMA's activities and make it available to the local media, government agencies, local governments and community groups for use in their brochures and promotional materials (credit to be given to ARMA).
- before releasing the Management Programme, 1999 arrange for a briefing with key stakeholders, through one-to-one contact or group sessions with river land owners / managers, local governments, community environmental groups and the media.
- organise a public release of the Management Programme, 1999 to symbolise the start of ARMA's action-on-the-ground phase.
- provide feedback on all public consultation processes by direct contact with participants and through the local media.
- identify opportunities for the community to advise ARMA of their concerns about the Avon River.
- establish a home page on the internet focussing on the Avon River. Ensure regular updates are provided on the state of the river. Include a feedback / request for further information feature on the home page.
- ensure regular and current information on the Avon River is provided to the Avon Catchment Network for dissemination through its computer network.

Medium term (6 months - 2 years)

- initiate a series on the Avon River for the local and state media along similar lines to the West Australian's recent 'Our Rivers in Winter' series.
- build river management messages and community education activities into the Avon Ascent.
- ensure all river management activities are identified as an ARMA initiative through easily recognisable on-site signage (similar to the Avon Ascent model).
- initiate a 'river walk' program similar to the Kings Park voluntary tour guides program. Work in conjunction with the local Toodyay Naturalist Club, River Conservation Society at York, Avon Valley Environmental Society and the Yenyening Lakes Management Group and provide training for volunteers.
- initiate opportunities to contribute to the lecturing program for the CY O'Connor College of TAFE landcare courses and the Muresk Agriculture College land and river management programs.
- initiate a series of community information forums on the natural values of the River, major influences on the river, river management and other relevant topics.
- initiate the formation of an after school River Club in conjunction with the primary and high schools in Northam. Once established, other River Clubs could be formed in Toodyay and York. In time link these clubs to other rivercare groups.
- initiate annual Avon River field trips for interested community members, representatives of local government, land conservation district committees, catchment groups and community environmental groups. The field trip is aimed at delivering and gaining information about the Avon River.
- initiate a photographic competition, with corporate sponsorship, to create awareness of the beauty of the Avon River and also to boost the photographic library.

Long term (2 years - 3 years)

- release information on all river surveys and management studies as Fact Sheets or mini reports and distribute to local governments, farmer groups and community environmental groups.
- provide the communities within the Avon River catchment with regular updates on the State of the River, either through a regular column in the local media, media releases, river tours or shop window displays. The nature and type of information will determine the most appropriate communication medium to be used.



- develop and incorporate into the Avon Ascent river management demonstration sites that showcase excellence in river management.
- update the ‘Cherish our Avon River’ display with new figures and key messages. Update and re-print the message card.

Evaluation

- monitor attendance at ARMA activities.
- initiate annual focus groups sessions to monitor community perceptions and acceptance of ARMA and its management role.
- monitor ‘hits’ on the homepage.
- evaluate feedback on Avonews newsletter.
- monitor the number and source of general enquiries to the office on the Avon River.
- monitor ‘Letters to the Editors’ of the local and state newspapers, and respond as required.
- evaluate the “Cherish Our Avon River” display to gauge visitor response.
- meaningful and appropriate forms of evaluation are to be considered for each communication effort.

3. Gain the support of all local governments in the Avon River catchment

Purpose

Through gaining the support of all of the local governments in the Avon River catchment, ARMA can work effectively with the relevant local governments to plan and implement appropriate river management activities.

Target audiences

Local governments, within the Avon River catchment, environmental officers and community landcare officers employed by local governments, Minister for Local Government, Shadow spokesperson for local government.

Implementing strategic actions

Short term (0 - 6 months)

- conduct regular briefing meetings with local government staff and councillors.
- initiate regular river tours or inspections of the river for staff and councillors.
- continue to invite local government representation on ARMA’s committees, working groups and consultation panels.
- provide comment to the media, if appropriate, on local government input to river management.
- conduct relevant meetings in the local government officers in the towns in the Avon River catchment.

Medium term (6 months - 2 years)

- initiate opportunities to work with local government on joint projects.
- tap into the local government information network, for example through the community landcare coordinators, to promote the river management work being undertaken by councils in partnership with ARMA.
- initiate a presentation to the annual Local Government conference on the cooperative partnerships between ARMA and local governments in the catchment to restore the Avon River.
- provide opportunities for local governments to be featured in conjunction with ARMA ie invite Mayors / Shire Presidents to open / launch river management initiatives.

Long term (2 years - 3 years)

- continue regular briefings with local government staff and councillors.
- ensure that local government continues to be represented on ARMA membership.
- continue to keep local governments in the Avon River catchment well informed of ARMA’s activities.
- continue to involve local government in the development of river management policies.



Evaluation

- monitor feedback from local governments towards ARMA.
- monitor reports in the media on ARMA's relationship with local governments and provide comment where appropriate.
- meaningful and appropriate forms of evaluation are to be considered for each communication effort.

4. Secure state and federal funding and corporate support for ARMA's activities

Purpose

To maintain a high profile for ARMA among state and federal funding sources and appropriate corporate organisations to ensure continued and long term financial support for ARMA's activities. To keep funding agencies and corporations informed of progress and the achievement of stated milestones in line with reporting accountabilities.

Target audiences

State and federal funding agencies, state and federal government agencies, current and potential corporate sponsors.

Implementing strategic actions

Short term (0 - 6 months)

- compile a database of contacts details of key state and federal government target audiences.
- distribute Avonews newsletter to members of parliament within the Avon River catchment.
- provide reports on projects as required to meet funding obligations.

Medium term (6 months - 2 years)

- organise briefing and tour of the Avon River to inspect river management initiatives for members of parliament and government agency executives.
- involve the Minister for Water Resources and key politicians in program launches and major announcements.
- produce information packs on the Avon River and management initiatives and present to the Minister for Water Resources and key politicians, include names of key contact people for further information.
- identify key milestones and promote to target audiences when achieved.
- consider potential corporate sponsors and joint project partners and begin to develop supportive relationships.
- provide feedback and good publicity to funding providers.

Long term (2 years to 3 years)

- maintain regular briefings with ministers, key members of parliament and corporate sponsors.
- secure long term funding for ARMA's activities.
- provide feedback and good publicity to funding providers.
- produce an annual 'Achievements' report and distribute to funding providers.

Evaluation

- monitor feedback from and comments made by ministers and members of parliament in the public arena on ARMA and its role.
- monitor the level of funding that is secured.
- meaningful and appropriate forms of evaluation are to be considered for each communication effort.



Incorporating the communication strategy into existing programs

The success of the communication strategy will depend on its incorporation into ARMA's existing programs and the adoption of its approach for the implementation of new programs.

The communication strategy has been developed as a model that can be built on and applied to all of ARMA's communication requirements.

To achieve this it is recommended that Water and Rivers Commission staff involved in its implementation are

given the opportunity to incorporate the strategy into their programs, to put the communication strategy into practice and to develop a sense of ownership for the strategy.

It is proposed to conduct a workshop with the staff to work on the action plan including identifying responsibilities for action, realistic time frames, estimated expenditures and funding options.



Appendix

Target audiences

Target audiences

This list provides the basis for compiling a comprehensive list and database of target audiences. The target audiences will need to be defined for each communication effort.

Primary

- River landowners and managers within the Avon River catchment.
- Farmer catchment groups within the Avon River catchment.
- Land Conservation District Committees within the Avon River catchment.
- Local governments including Councillors and staff:
 - Shire of Toodyay
 - Shire of Northam
 - Town of Northam
 - Shire of York
 - Shire of Beverley.
- Local media (press, radio):
 - Avon Valley Advocate, Northam
 - Wheatbelt Mercury, Merredin
 - York Community Matters
 - York Chronicle
 - Toodyay Herald
 - ABC Radio
 - Radio 6AM, Northam
 - Radio 6MD, Merredin.
- State Government:
 - Minister for Water Resources, Dr Kim Hames
 - Shadow Minister for Water Resources, Ken Travers
 - Minister for Environment, Cheryl Edwards
 - Shadow Minister for Environment, Dr Judy Edwards.
- Water and Rivers Commission:
 - Board members
 - Directors
 - Staff.
- Swan - Avon Integrated Catchment Management Coordinating Group:
 - Avon Working Group
 - Avon Catchment Network
 - Swan Working Group.
- Local environmental organisations:
 - Toodyay Naturalist Club
 - Toodyay Friends of the River
 - River Conservation Society of York
 - Avon Valley Environmental Society
 - Yenyenning Lakes Management Group.
- Wheatbelt Development Commission.
- Aboriginal groups representative of local Aboriginal people.



Secondary

Secondary target audiences are generally regarded as 'issued or opportunity-based' audiences and will become key target audiences if their interest in a particular issued is raised.

Secondary target audiences include:

- 'blue' and 'green' environmental organisations (local and state):
 - Blue — water-based community groups eg Wetlands Society
 - Green — vegetation-based community groups eg Greening Western Australia and Men of the Trees.
- Local 'urban' residents of Toodyay, Northam, York and Beverley
- Government agencies:
 - Agriculture Western Australia
 - Department of Conservation and Land Management
 - Department of Fisheries
 - Department of Environmental Protection
 - Main Roads WA
 - Department of Planning
 - Department of Tourism
 - Department of Local Government.

- Tourist bureaus (local and state):
 - Toodyay Tourist Bureau
 - Northam Tourist Bureau
 - York Tourist Bureau
 - Beverley Tourist Bureau
 - Perth Tourist Bureau
 - Other country centre tourist bureaus.
- Universities — academics and students (environmental):
 - Muresk Agriculture College
 - University of Western Australia
 - Murdoch University
 - Curtin University of Technology
 - Edith Cowan University.
- Schools:
 - High and primary in the Avon River catchment.
- State media (press, radio and TV).

Tertiary

A third category of target audiences is the information filters. These are the people who are likely to pass on information, generally with an opinion, about the Avon River and ARMA. They are also the audiences who are likely to want to establish partnerships with ARMA.

They include:

- Local 'townsfolk' ie shop owners, hotel managers, bank managers, anyone who deals with the public etc.
- Local 'town opinion' leaders.
- Real estate agents.
- School teachers and tertiary educators.
- Tourist 'transporters' ie tour bus operators etc.

