

**Communication
Strategy
July – December 2006**

for the

**Shepparton Irrigation Region
Implementation Committee**

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Background

The Goulburn Broken Regional Catchment Strategy

The Goulburn Broken Regional Catchment Strategy addresses natural resource management issues in the catchment of the Goulburn and Broken Rivers in northern Victoria. The Goulburn Broken Catchment Management Authority (GBCMA) was established in 1997 as the peak natural resource management body in the catchment to develop and oversee the implementation of the Regional Catchment Strategy. The GBCMA is overseen by a Board of Directors appointed by the Minister for Environment and Water. The GBCMA works closely with the community and partner organisations to ensure land and water resources are protected and enhanced and the region's social wellbeing, environmental quality and productive capacity are improved in a sustainable manner.

The GBCMA, using the provisions of *Section 180* of the *Water Act 1989* has established three geographically-based Implementation Committees. These are the Upper Goulburn, the Mid Goulburn Broken and the Shepparton Irrigation Region Implementation Committees. These committees, (in conjunction with the local community, key partner organisations and agencies), are responsible for putting in place on-ground works under the GBCMA broad strategies. Implementation Committees provide a valuable link between the community and the GBCMA Board. They are responsible for developing an annual program of natural resource management activities across the Catchment. The committees comprise eight community representatives appointed by the GBCMA, and one non-voting representative from each of the Department of Sustainability and Environment/Department of Primary Industries and Goulburn-Murray Water.

The Shepparton Irrigation Region Catchment Strategy

The Regional Catchment Strategy in the Shepparton Irrigation Region (SIR) is provided with support and funding from the Australian Government and Victorian Government through the National Action Plan for Salinity and Water Quality and the Natural Heritage Trust.

This project is delivered primarily through partnerships between the Department of Primary Industries (DPI), Goulburn-Murray Water (G-MW), Department of Sustainability and Environment (DSE), Local Government, Landcare Groups, the GBCMA, other bodies and private land managers. In the SIR, the Regional Catchment Strategy is implemented through key programs: Farm, Environment, Surface Water, Sub-surface Water, and Waterways. Each program is supported by a dedicated 'working group' comprising community representatives, relevant technical input and key partner agency representation. Working Groups provide valuable consultative links between the SIR Implementation Committee (SIRIC) and people who relate directly to the environmental, social and economic needs of the community. An overarching technical working group known as "SIRTEC", with key partner organisation representatives, provides comment to SIRIC on the broad impact of natural resource management issues and Regional Catchment Strategy implementation issues.

Purpose of the Communication Strategy

A long term, overarching Communication Strategy document will provide SIRIC with the means of demonstrating to stakeholders and partners that it is connecting appropriately with all the major political, economic, market, competitive and social influences which can impact on the successful implementation of the Regional Catchment Strategy. Capturing and planning communication activities in a comprehensive document will also allow for improved event management and enable program staff to capitalise on activities of other programs. This approach should also maximise sharing of resources and communication opportunities and innovations between partners. Promotion and increased awareness of SIRIC activities is also intrinsic to the successful implementation of the Regional Catchment Strategy.

Background continued

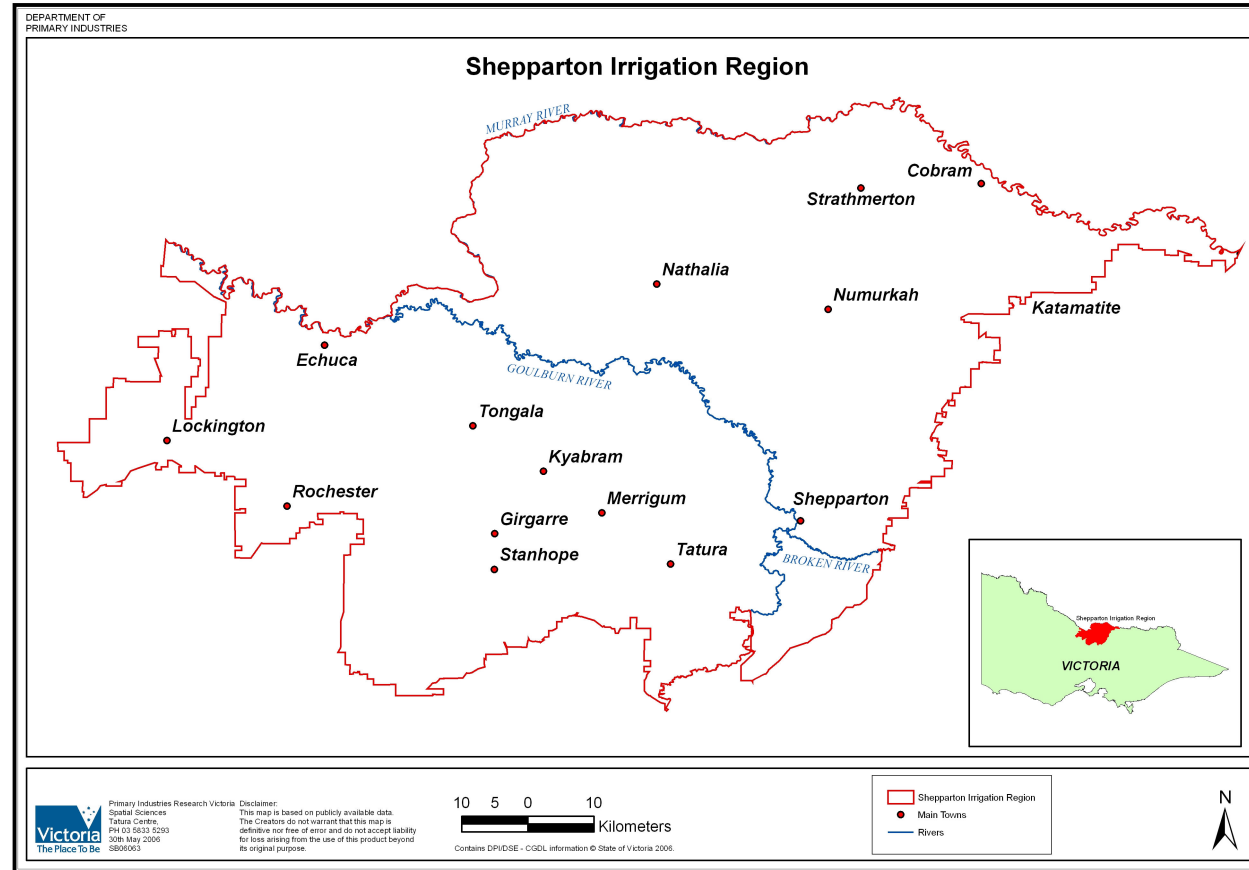
The People

The Shepparton Irrigation Region is culturally and linguistically diverse. While there are about 6000 indigenous people living in the region, there are also communities established as a result of migration primarily from Southern European countries particularly following the Second World War. More recently, settlers to the area have come from countries such as Iran, Iraq, Turkey and India. Statistics indicate that English is a second language in approximately 20% of farm households.

The Region

The Shepparton Irrigation Region is located in Northern Victoria across the municipalities of the Greater Shepparton City Council, Campaspe Shire Council and Moira Shire Council (see Figure 1). It has a total population of over 115,000.

Figure 1: The Shepparton Irrigation Region



The region is intensively irrigated with approximately 317,000 of the 500,000 hectares being irrigated. Major agricultural industries include dairying, and stone and pome fruit production, which support a large food processing industry. Annual water use is around 1.5 million megalitres depending on seasonal allocations.

PART ONE: Communication Framework

1. Introduction

The Shepparton Irrigation Region Implementation Committee Communication Reference Group (ComRG) developed this document. This group was further supported with input from 'Corresponding Partner Organisation' representatives.

Communication Reference Group		Corresponding Partner Organisations	
Shepparton Irrigation Region Implementation Committee	Peter Gibson Russell Pell Allen Canobie Ann Roberts Ken Sampson Colin James	Department of Sustainability and Environment	Kylie Pfeiffer/Mark Wood (vice) Tony Long John Cooke
Goulburn Broken Catchment Management Authority	Wayne Tennant Lisa McKenzie	Environment Protection Authority	Elita Briggs/Grant Jones (vice)
Goulburn Murray Landcare Network	John Laing Karen Brisbane	Goulburn Valley Water	David Hodgkins
Goulburn-Murray Water	Carl Walters James Burkitt	Murray Dairy	Maurice Incerti
Department of Primary Industries	Bruce Cumming Terrence Batey Lyndall Ash (Project Manager)	Northern Victoria Fruitgrowers Association	Ross Wall
		Victorian Farmers Federation	Bob Watters

The ComRG followed the Murray Darling Basin Initiative Communication Strategy Guide (used also as the basis for the Goulburn Broken Catchment Management Authority Communication Strategy 2002-2007). As a result this document has a similar style and where possible, complementary approaches to communication as documented in the Goulburn Broken Catchment Management Authority Communication Strategy for the Implementation of the Regional Catchment Strategy 2002-2007.

Key Partners of both the Goulburn Broken Catchment Management Authority (GBCMA) and Shepparton Irrigation Region Implementation Committee (SIRIC) will be continually

reminded of the integrated efforts to manage this region for sustainable outcomes. The united vision and clearly defined roles will lead to strong and clear communication with our mutual Key Partners.

The SIRIC Communication Strategy has a two-year review period to bring it into line with the five-year review period of the GBCMA Communication Strategy for the Implementation of the Regional Catchment Strategy 2002-2007. The Communication Activity Plan component will apply for six months from July until the end of December 2006. Contiguous Communication Activity Plans will be developed every six months (note: this period may vary depending on circumstances influencing planning and program activities).

2. Objectives

In order to define what our Communication Strategy is about, it is important to distinguish between 'communication objectives' and those of the Regional Catchment Strategy itself. As a general principle to bear in mind, this quote from the "Strengthening Natural Resource Management Partnerships in the Dairy Industry – Discussion Paper 2004" – (Ref 1) encapsulates the Communication Objectives.

"The communications strategy is to open channels, clarify messages (get the triggers for action) and make responsibilities clear. It is not intended to be responsible for action change as that encompasses the much broader role of extension."

This Communication Strategy aims to improve the communication of the nature and extent of the natural resource problems facing the Shepparton Irrigation Region and effect action strategies to ensure Regional sustainability and generate political and community support.

The aim is "To more effectively communicate about the importance and need for the adoption of best management practices in natural resource management in the SIR." Or, put more simply: "We need to communicate with government, our programs, partners and the community about our plan (SIRCS), why we need it, how it works and why it is relevant." (Ref: 2)

3. Communication principles

- 3.1 **Sharing of resources:** SIRIC and GBCMA will identify opportunities to share communication activities and innovations in communication with key partner organisations.
- 3.2 **Media protocols:** GBCMA media protocols apply to SIRIC. Refer to GBCMA for details – see Appendix E. Issues relating to the Implementation Committee remain the responsibility of the Implementation Committee.
- 3.3 **Approval protocols:** appropriate reference to SIRIC and partners is ensured by 'tagging' written articles with appropriate funding acknowledgments, implementing an appropriate approval panel with membership across SIRIC, GBCMA and relevant partner organisations.

- 3.4 **Agreement to use the communication plan:** this communication plan is intended for the information and use of SIRIC key partners.
- 3.5 **Best Practice Communication protocols:** The driving factor around SIRIC Communication activities will be that they adopt the best practice approach in that events etc occur in a timely fashion, involving the right people in the right way.
- 3.6 **Performance Measures:** Measuring the effectiveness of SIRIC communication is intrinsic to the Communication Activity Plan.

4. Key communication partners

Partner Category	Description of members of this category (NB: not in priority order)
<p>1 SIR resource managers and users – This includes groups, organisations or individuals who manage the SIR resources</p> <p>1.1 Industry bodies 1.2 Special user groups 1.3 State, local or Australian government Agencies 1.4 Individuals who manage land, water etc 1.5 Communities of Interest</p>	<p>1.1 Murray Dairy, Victorian Farmers Federation, Northern Victorian Fruit Growers Association (inc northern Victorian fresh and processing tomato growers)</p> <p>1.2 Goulburn Murray Landcare Network, Landcare Groups, Local Area Plan Groups, Water Services Committees</p> <p>1.3 Local Government (COGS, Moira, Campaspe), Department of Sustainability and Environment, ParksVic, LandsVic, VicRoads, VicRail</p> <p>1.4 Private Land Managers</p> <p>1.5 Ethnic Council, Indigenous/Aboriginal Affairs Victoria, Goulburn Valley Environment Group</p>
<p>2 SIR resource regulators or policy makers – groups, organisations or individuals who make or coordinate policy or provide a regulatory function related to the management of the SIR natural resources</p> <p>2.1 Inter-agency or issues-based committees 2.2 Resource specific State, Local or Australian government agencies</p>	<p>2.1 Murray Darling Basin Commission, Goulburn Broken Catchment Management Authority, SIRIC, Environment Protection Authority, Department of Sustainability and Environment</p> <p>2.2 Goulburn-Murray Water, Goulburn Valley Water</p>
<p>3 SIR resource use advisors and funders – This includes groups, organisations or individuals who provide advice on the management of the SIR natural resources and/or supervise allocation of funds</p> <p>3.1 Research organisations 3.2 Extension personnel 3.3 Private consultants, businesses, including banks 3.4 Government Funding bodies 3.5 Politicians, ministerial advisors etc</p>	<p>3.1 Department of Primary Industries-Research, Cooperative Research Centres, CSIRO-Murray Darling Freshwater Research Centre</p> <p>3.2 DPI-regional, SIR Implementation staff (includes DPI-SILGB, G-MW, GBCMA, GVW) &, Extension staff, Rural Counsellors (GV Agcare, MV Agcare)</p> <p>3.3 IAA (ISDG), Coca-cola Amatil, Rural Finance Corporation</p> <p>3.4 DSE–central, DPI–central, Department of Agriculture Fisheries & Forests, Local Government (COGS, Moira, Campaspe Councils)</p> <p>3.5 Politicians, ministerial advisors etc</p>
<p>4 Broader Australian Community – This includes those with an interest in both the SIR and national resources through either their general interest in sustainability issues and/or through their use of the SIR derived products (including tourism)</p> <p>4.1 National Interest Groups 4.2 Educators 4.3 General Community</p>	<p>4.1 Australian Conservation Foundation, Victorian Field and Game Association</p> <p>4.2 Educators: DPI LandLearn, universities</p> <p>4.3 General community, Media, Visiting groups, Schools</p>

5. Relationships with partners

This section outlines the desired relationships. The desired relationships will be the basis for any future qualitative evaluation of the communication activities.

Partner Category	Desired relationship with that partner – what is the long term outcome with this partner category? (base for future qualitative evaluation of the success of this project)
<p>1 SIR resource managers and users – This includes groups, organisations or individuals who manage the SIR resources</p>	<ul style="list-style-type: none"> • Empathy for the needs of individuals/organisations in the context of the sustainability of the SIR • Mutual understanding and trust based on knowledge and the opportunity for dialogue • Understanding and respect for peoples' perspective and cultural backgrounds • Support for decisions on better NRM, based on a partnership approach
<p>2 SIR resource regulators or policy makers – groups, organisations or individuals who make or coordinate policy or provide a regulatory function related to the management of the SIR natural resources</p>	<ul style="list-style-type: none"> • Strategic alliances for sharing information and creating a dialogue across regional boundaries • Understanding of a common purpose in the context of sustainability of the SIR • Clarity of networks within and between government agencies
<p>3 SIR resource use advisors and funders – This includes groups, organisations or individuals who provide advice on the management of the SIR natural resources and/or supervise allocation of funds</p>	<ul style="list-style-type: none"> • Confidence in and understanding of decision-making processes and decisions made • Support for connecting with the networks that can facilitate change and on-ground actions • Understanding of the integration of natural resource issues on a local, regional and catchment basis • Confidence to invest in NRM as part of the Shepparton Irrigation Region Catchment Strategy
<p>4 Broader Australian Community – This includes those with an interest in both the SIR and national resources through either their general interest in sustainability issues and/or through their use of the SIR derived products (including tourism)</p>	<ul style="list-style-type: none"> • Understanding of decision-making processes that are addressing the needs and concerns of partners • Valued understanding and involvement in the Shepparton Irrigation Region Catchment Strategy • Support for a sense of belonging and ownership that leads to a “sense of duty” with regards the SIR, where everyone see themselves as being “part of the problem and the solution”

6. Communication outcomes

6.1 Networks: Communication and engagement networks and the roles of partners within those networks are clearly defined and generating effective dialogue.

- To ensure the roles of SIRIC and its partners in communication are clearly defined and communicated
- To identify and maintain defined but flexible pathways for communication
- To increase cooperation and effective dialogue between the various partners

6.2 Information Exchange: Information exchange about the SIR and the management of its natural resources is coordinated, well managed and generating increased understanding about sustainable natural resource management.

- To create delivery mechanisms to ensure information is relevant, accessible and timely
- To ensure clarity, accuracy and complementarity of information and messages
- To ensure all SIRCS programs are well communicated

- To raise awareness and understanding of the SIRCS based on a common philosophy and partnerships
- To encourage the community to value the SIR as an important national asset
- To increase awareness and understanding of the main NRM priority issues and best management practices

6.3 Involvement: SIR communities and individuals are directing the management of their own natural resources with increased capacity and are adopting practices supporting sustainable natural resource management.

- To identify, clarify and manage the expectations of partners about the management of their natural resources
- To promote a shared vision, purpose and commitment to Integrated Catchment Management
- To strengthen community capacity, confidence and competence to participate in NRM activities
- To ensure adoption of best management practices and policies for

Key Messages

The following key messages will underpin all communication and engagement activities as part of this plan.

Key Messages in Basic Language	Key Messages using Formal Language
We are an important region. We have some issues that need solving for the future.	The SIR is of great environmental, economic, social and cultural significance and is facing a number of important natural resource challenges.
We have an agreed plan.	The SIRCS is a plan formulated through a partnership between the community, government and industry to build a sustainable future.
The plan is based on knowledge.	Integrated catchment management is the philosophical basis for sustainable solutions.
To go further we need the cooperation and involvement of the community.	Every individual and organisation has a role and a responsibility to play in addressing problems and finding solutions and in doing so can make a difference to land and water management in the SIR.
We are continually improving the plan.	Continuous improvement processes are applied to SIRCS so that it remains relevant.

8. Communication Performance Monitoring: “How we will know we are making a difference”

Effective communication activities will enable the Shepparton Irrigation Region Implementation Committee to implement the Regional Catchment Strategy successfully. Successful implementation will occur in increments over the life of the plan. The following lists set out implementation ‘statements’ to aim for over the life of the Communication Strategy. Each six-month Communication Activity Plan (see PART TWO) will be monitored and those results will, when combined together, contribute to the evaluation data.

1 SIR resource managers and users – This includes groups, organisations or individuals who manage the SIR resources

What success will look like:

- Tangible improvements to the environment
- Uptake of programs – adoption of targets
- SIRIC understanding better the factors influencing decision-making
- Increased awareness of improved techniques
- Increased knowledge of improved techniques
- Understanding of their role in the catchment process
- Advocating on our behalf (word of mouth)
- Reduction in disputes

2 SIR resource regulators or policy makers – groups, organisations or individuals who make or coordinate policy or provide a regulatory function related to the management of the SIR natural resources

What success will look like:

- Less problems, more compliance
- Better understanding of the requirements
- Community as advocates (community watch)
- Increased understanding of appropriateness of regulations
- Alignment between corporate policies (eg: local government planning)
- Clearer understanding of priorities
- Advocates to other members of benefits
- Atmosphere of good will

3 SIR resource use advisors and funders – This includes

groups, organisations or individuals who provide advice on the management of the SIR natural resources and/or supervise allocation of funds

What success will look like:

- Appreciation of complexities of delivering change
- Adoption of programs (technical aspects)
- (Promotion of) full management practices – not individual aspects
- Increased anticipation of likely issues (research is proactive rather than reactive)
- Funders to allow true regional management
- People (end users) understand the science
- Adoption of targeted suitable practices
- Increased investment (confidence)

4 Broader Australian Community – This includes those with an interest in both the SIR and national resources through either their general interest in sustainability issues and/or through their use of the SIR derived products (including tourism)

What success will look like:

- Communities actively wanting to be involved
- Balanced, accurate reporting
- ‘Plagiarising’ stories, re-using material
- Corporate/private investment
- Commendations
- Increased understanding of regional issues in metro areas
- Working established relationships
- Increased level of trust
- Ability to handle crisis media management

PART TWO: Strategic Communication Activity Plan July-December 2006

1. Introduction

The communication resources available to SIRIC are already committed to an existing comprehensive program of Core Communication Activities (Appendix A) as well as Key Communication Activities that are already planned for the coming period. This has two implications. Firstly, it means that SIRIC needs to be very strategic with the allocation of remaining communication resources. The second implication is that the embedded comprehensive program of communication activities (both 'Core' and 'Planned') ensures the ongoing health of relationships across all the Key SIRIC Partners for this six-month period.

To assist SIRIC in identifying the need for further strategic communication activities, SIRIC representatives at a

Communication Planning Workshop (July 2006) identified "Key External Factors" that may occur in the six months from July-December 2006 that could significantly affect how successful SIRIC is at implementing the RCS.

The following table is the result of this conversation and lists the "Key External Factors" in priority order. The next step is to nominate strategic communication actions to offset potential negative outcomes and, with good management, ensure a positive outcome for the RCS and all Key Partners.

The "Key External Factors" with the highest priority (shown in bold typeface) will be the focus of the 'strategic communication effort' that is described in the next section (section 2 Strategic Priority Communication Activity Plan).

Key External Factors for the next six months July-December 2006 (high priority indicated by bold typeface)

1	National Water Initiative
	Asset reconfiguration/restructure G-MW
	End of NAP and WaterSmart Farms initiatives
2	Victorian State Government Election – November
	Ministerial visits – "spontaneous"
H	New members of GBCMA Board
H	(Re) Election of 4 SIRIC members
H	SIR Regional Catchment Strategy Review
M	New Senior management at G-MW
M	Keeping DSE Water Group informed (new staff)
M	Dry season effects
M	Irrigation Futures
M	NC Boundary changes

M	Irrigation Farm Survey
M	Productivity Commission
M	VEAC management of Red Gums on public land
L	Local Government new staff
L	Irrigation Innovation Network
L	"Flood event" management
L	Large Conferences: International Landcare
L	Urban water use/needs: Bendigo/Campaspe
L	Expanding Broadband Internet services
L	"Best Practice Irrigation" movement
L	Production (Horticulture) issues: NZ apples, quotas etc

2. Strategic Priority Communication Activity Plan

The following Communication Activity tables were developed at a Communication Planning Workshop (July 2006) with representatives from SIRIC and Key Partner groups. This plan is for a six-month period ending 31 December 2006. Raw data from the workshop has been placed in table format in Appendix B. After reflecting on the list of Key External Factors (PART TWO, section 1), there are two Key Partner categories that will be the focus of strategic communication activity for this six month Communication Activity period. The first is within the Key Partner Category 2 – SIR Resource Regulators and Policy Makers, specifically to maintain relationships between SIRIC and new management staff of Goulburn-Murray Water, and new members of both GBCMA and SIRIC itself.

The other focus is on our relationship with Key Partner Category 3 SIR Resource Advisors and Funders (investors) with specific attention

on Funders (particularly Government funding bodies and associated politicians) as a result of the Victorian State Election and potential changes to significant funding initiatives.

The following tables therefore reflect only the strategic tactics that provide significant improvement in these identified areas, in addition to SIRIC Core Communication Activities and Planned Key Communication Activities.

For an overview of SIRIC Key Communication Activities across the range of partners in the coming 6 months, refer to Appendix A: Core Communication Activities and Appendix B: SIRIC Communication Activity Planning July-December 2006

Communication Activity Plan for Networking with Key Partner Category 2 SIR Resource Regulators and Policy Makers (G-MW, new GBCMA Board and new SIRIC members)

Strategy or Tactics	Proposed Activity	Lead group or agency	Time frame
ComSt 06-2 N2.1 GBCMA Board N2.1.1 Tour SIR (September)	SIRTEC representative program staff to prepare appropriate tour notes, messages and other showcase material	SIRTEC	Dec
ComSt 06-2 N2.1 SIR Implementation Committee N2.1.2 Induction of new members	SIRTEC representative program staff to prepare appropriate induction process for new SIRIC representatives	SIRTEC	Dec
ComSt 06-2 N2.2 G-MW networks N2.2.1 New senior Management G-MW network process N2.2.2 New G-MW SIRTEC representatives induction N2.2.3 Strategy to improve network	SIRTEC processes developed to ensure G-MW staff are adequately briefed and included appropriately in future RCS discussions	SIRTEC	Dec

Strategic Priority Communication Activity Plan continued....

**Communication Activity Plan for Networking with Key Partner Category 3 Advisors and Funders
(Politicians, funding programs eg NWI, NAP)**

Strategy or Tactics	Proposed Activity	Lead group or agency	Time frame
ComSt 06-2 N3.4 Government Funding bodies Lobbying for political and financial support for the SIRCS	Prepare a "Lobbying Strategy" to manage the planned activities	SIRIC/Key Partners	August
N3.4.1 Identify the issues that need to be communicated	Identify key issues for strategic communication	SIRIC/Key Partners	November
N3.4.2 Put out regular and relevant media releases that target relevant local media	Put out regular and relevant media releases	SIRIC/Key Partners	November
N3.4.3 Use media launches to promote specific programs or outcomes	Identify and use media opportunities	SIRIC/Key Partners	November
N3.4.4 Use (SIRIC equivalent of) parliamentary Science Briefings to highlight specific research issues/successes	Identify new activities or outcomes for ministerial opportunities	SIRIC/Key Partners	November
ComSt 06-2 N3.5 Politicians, ministerial advisors	Identify and use SIRIC equivalent to parliamentary Science Briefings	SIRIC/Key Partners	November
N3.5.1 Invite relevant government ministers to launch various new activities or outcomes			
N3.5.2 Produce short issues statements and distribute to relevant politicians	Produce short issues-statements for relevant politicians	SIRIC/Key Partners	November

3. Communication Strategy Project Management Timelines

Timeline for action	Description of Action
July 2006	Present final report 06-1, seek comment and endorsement for 06-2
Aug 2006	Circulate endorsed 06-2 Communication Strategy to Shepparton Irrigation Region Implementation Committee and Key Partner organisations
July-December 2006	Implement 06-2 Communication Strategy
October 2006	Summarise 06-2 progress
November 2006	Facilitate Communication Strategy Workshop for January – June 2007
December 2006	Present final report 06-2, and seek comment and endorsement of Communication Strategy 07-1

Appendices

Appendix A	Core Communication Activities
Appendix B	Communication Activity Plan matrix July-December 2006 Raw data from 4 th July Workshop
Appendix C	Explanations of abbreviations and terms used in this document
Appendix D	References
Appendix E	GBCMA Communication Protocols (under revision, to be added when available)

Appendix A Core Communication Activities

Key Communication Partners	Networking Communication networks and the roles of partners within those networks are clearly defined and generating effective dialogue.	Information Exchange Information exchange about the SIR and the management of its natural resources is coordinated, well managed and generating increased understanding about sustainable natural resource management.	Involvement Involvement in natural resource management. SIR communities and individuals are directing the management of their own natural resources with increased capacity and are adopting practices supporting sustainable natural resource management.
1 SIR Resource Users and Managers 1.1 Industry Bodies: Murray Dairy, VFF, NVFA (inc northern Victorian fresh and processing tomato growers). 1.2 Special User Groups: GMLN, Landcare Groups, LAP Groups, WSC 1.3 State, Local or Australian government agencies who directly manage resources: Local government (COGS, Moira, Campaspe), DSE, ParksVic, LandsVic, VicRoads, V.Line 1.4 Individuals who manage land, water or other natural resources: Private land managers, irrigators etc 1.5 Communities of interest – including aboriginal and urban: Ethnic Council, Indigenous/AAV, GVEG	<ul style="list-style-type: none"> • GMLN meetings (rep*) • Broken-Boosey-9 Mile State Park Advisory Committee meetings (rep*) • Murray Dairy meetings (rep*) • Ethnic council meetings (rep*) • Landcare Group Activities • LAP Coordinators and Facilitators bi-monthly meetings 	<ul style="list-style-type: none"> • MVWSC meetings (rep*) • RWSC meetings (rep*) • SWSC meetings (rep*) • CGWSC meetings (rep*) • SIRIC meeting reports • FEPWG meeting reports • SWMWG meeting reports • SSDWG meeting reports • WWWG meeting reports • Landcare group mail out 	<ul style="list-style-type: none"> • SIRIC meetings • COGS meetings (rep*) • Moira meetings (rep*) • Campaspe meetings (rep*) • SIRIC staff administering incentives for on-ground works • MCC committee meetings
2 SIR Resource Regulators and Policy Makers 2.1 Inter-agency or issues based committees: MDBC, GBCMA, EPA 2.2 Resource specific government agencies: G-MW, GVW, DSE	<ul style="list-style-type: none"> • GBCMA Partnership Team Meetings • Joint Agency Meetings (DPI/DSE/EPA/CMA) • Barmah SEA meetings 	<ul style="list-style-type: none"> • GBCMA Board meetings • CSDCC meeting reports 	<ul style="list-style-type: none"> • D800 meetings • SIRIC Budget Sub-Committee
3 SIR Resource Advisors and Funders (investors) 3.1 Research organisations: DPI-PIRVic, CRCs, CSIRO-MDFRC 3.2 Extension personnel: DPI-regional, SIR Implementation Staff (including DPI-SILGB, GVW, G-MW, GBCMA), Extension staff, Rural Counsellors (GVAgcare, MVAgcare) 3.3 IAA (ISDG), Coca-Cola Amatil, RFC Agronomists (private) 3.4 Government funding bodies: DSE, DPI, DAFF, Local Government 3.5 Politicians, ministerial advisors etc	<ul style="list-style-type: none"> • SIRTEC meetings • RCIP process 	<ul style="list-style-type: none"> • GVAgcare meetings (rep*) • ISDG meetings (rep*) • SIP (DSE) Quarterly meetings • Statewide SIL meetings • Vic Salt Disposal WG 	<ul style="list-style-type: none"> • SSDWG meetings • SSD Technical Support Committee • SWMWG meetings • SWM'rs meetings • CSDCC meetings • FEPWG meetings • WWWG meetings • Research Steering Committees
4 Broader Community 4.1 National conservation or natural resource-based interest groups or other public advocacy groups: ACF, VFGA 4.2 Educators: DPI-LandLearn, universities 4.3 General community: media, visiting groups, schools.	<ul style="list-style-type: none"> • Field days • LAP activities • Host visiting groups • Joint activities with DPI-LandLearn 	<ul style="list-style-type: none"> • Catchment Education and Awareness Grants (new CSGs – August) • Regular news articles – Land & Water update, Bush & Land column, editorials • Radio segments 	<ul style="list-style-type: none"> • Saltwatch May (GVW/DPI-SILGB) • Waterwatch (GMLN/GVW) • Drainwatch (GMLN/GVW) • SIRIC agency staff administering Catchment Education and Awareness Grants Aug/Sep

Appendix B Communication Activities Planning Workshop July–December 2006 – raw data 04/07/06

Venue: Mooroopna Education and Activity Centre, Mooroopna

Time: 10.15 am start; 3.00 pm finish

Participants: Implementation Committee: Peter Gibson, Allen Canobie, Russell Pell, Ken Sampson; MDBC: Alison Hicks (Communications Branch); GMLN: John Laing; EPA: Grant Jones; G-MW: Carl Walters (SWMP), James Burkitt (SSWMP); DPI-SILGB: Lyndall Ash, Terence Batey, Julie Engstrom, Melly Pandher, John Read, Rachael Spokes (CET), Nickee Freeman (EP), Jen Pagon (SWMP), David Lawler (FP), Chris Nicholson (FP).

Externalities

List of events on the horizon or that we can predict that might influence how SIRIC does it's job in the next six months (July-December 2006)

Priority	Predicted Event	Communication Action/	Responsibility
2	Victorian State Government Election - November	Showcase SIR programs	SIRTEC/SIRIC
H	SIR Regional Catchment Strategy Review	Promotion of success	Programs
H	New members GBCMA Board - July	SIR presentation in 2 weeks; Tour of SIR in September	SIRTEC/SIRIC
H	(Re-) Election of 4 SIRIC members	Induction Process required	SIRTEC/SIRIC
M	New senior management at G-MW	Contact via G-MW representatives on SIRTEC	SIRTEC
1	National Water Initiative funding	Budget sub-committee & SIRTEC meetings; lobbying needs to increase	SIRIC
	Asset reconfiguration/restructure G-MW	SIR tours have happened – more will happen	SIRTEC/SIRIC
	End of NAP and WaterSmart Farms initiatives	Budget sub-committee & SIRTEC meetings; lobbying needs to increase	SIRIC
M	Keeping DSE Water Sector Group informed (new staff)	Sustainable Landscapes meetings	
L	Local Government new staff		
L	Irrigation Innovation Network		
L	“Flood event” management		
M	Dry season effects	Committees and conversations activated	
2	Ministerial visits – “spontaneous”	Make preparations	SIRTEC
M	NC Boundary meetings	meetings	SIRTEC
L	Large conferences: International Landcare Conference	DPI-SILGB staff presenting	SIRTEC
L	Urban water use/needs Bendigo/Campaspe		
L	Expanding Broadband Internet services	DPI-SILGB/GBCMA	
L	“Best Practice Irrigation” movement		
M	Irrigation Futures		
L	Production (Horticulture) issues NZ apples, quotas etc	When issues arise, bring to FEPWG	
M	Irrigation Farm Survey	Via Steering Committee	SIRTEC
M	Productivity Commission	Submission writing/networking	SIRIC/SIRTEC
M	VEAC management of Red Gums on public land	Committee meetings	SIRIC

Appendix B - raw data 04/07/06 continued

Matrix of Key Communication Activities Planned July-December 2006 – Partner Category 1 SIR Resource Users and Managers

Partner Category 1 of 4	NETWORKING	INFORMATION EXCHANGE	INVOLVEMENT	What success looks like
<p>SIR Resource Users and Managers</p> <p>1.1 Industry Bodies: Murray Dairy, VFF, NVFA (inc northern Victorian fresh and processing tomato growers)</p> <p>1.2 Special User Groups: GMLN, Landcare Groups, LAP Groups, WSC</p> <p>1.3 State, Local or Australian government agencies who directly manage resources: Local government (COGS, Moira, Campaspe), DSE, ParksVic, LandsVic, VicRoads, V.Line</p> <p>1.4 Individuals who manage land, water or other natural resources: Private land managers, irrigators etc</p> <p>1.5 Communities of interest – including aboriginal and urban: Ethnic Council, Indigenous/AAV, GVEG</p>	<ul style="list-style-type: none"> • SIRIC staff on Steering Committee of GBCMA River Connect Project 	<ul style="list-style-type: none"> • Water sample bottles and salinity conversion chart sent to groundwater users (G-MW) • EMS information days (EMP) • Information packages for new Muckatah CSWM groups • Communication package for scoping project of MV3/7/3 catchment CSWMS 	<ul style="list-style-type: none"> • Local Government NRM inspection tour of SIR sites including Barmah Forest (MCC) • Catchment Education and Awareness Grants program (CET) • Official opening of Shepp 3B/11P CSWM system (CSWMP) • Official celebration of completion of Muckatah Primary Drainage System (G-MW/CSWMP) • Kanyapella Management Plan 'sign off' ceremony (EMP) 	<ul style="list-style-type: none"> • Tangible improvements to the environment • Uptake of programs – adoption of targets • SIRIC understanding better the factors influencing decision-making • Increased awareness of improved techniques • Increased knowledge of improved techniques • Understanding of their role in the catchment process • Advocating on our behalf (word of mouth) • Reduction in disputes

Appendix B - raw data 04/07/06 continued

Matrix of Key Communication Activities Planned July-December 2006—Partner Category 2 SIR Resource Regulators and Policy Makers

Partner Category 2 of 4	NETWORKING	INFORMATION EXCHANGE	INVOLVEMENT	What success looks like
<p>SIR Resource Regulators and Policy Makers 2.1 Inter-agency or issues-based statutory committees whose findings or deliberations impact on the quality of the resources or people's use of the resources: MDBC, GBCMA, EPA 2.2 Resource specific Local, State or Australian Government agencies and staff, with responsibilities for a) regulating: G-MW, GVW or b) developing strategies/policies, or c) developing legislation: DSE</p>	<ul style="list-style-type: none"> • SILGB Workshop – July working with the Australian Business Excellence Framework • G-MW meetings (G Smith) re: NWI • Irrigation Development Guidelines WG • <i>G-MW networks</i> • <i>New senior management G-MW</i> • <i>New G-MW SIRTEC representatives induction (SS, DK)</i> • <i>Strategy to improve network</i> 	<ul style="list-style-type: none"> • Catchment Partners Day for SIRIC project staff to share results, output with investors - November • Barmah SEA tour (August) • VEAC paper for comment • <i>GBCMA Board</i> • <i>Tour SIR (Sep)</i> • <i>Induction of new SIRIC members</i> 	<ul style="list-style-type: none"> • 5 year review of SIRIC programs Steering Committee • <i>GBCMA Tour of SIR (SIRTEC)</i> 	<ul style="list-style-type: none"> • Less problems, more compliance • Better understanding of the requirements • Community as advocates (community watch) • Increased understanding of appropriateness of regulations • Alignment between corporate policies (eg: local government planning) • Clearer understanding of priorities • Advocates to other members, of benefits • Atmosphere of goodwill and respect

Appendix B - raw data 04/07/06 continued

Matrix of Key Communication Activities Planned July-December 2006 - Partner Category 3 SIR Resource Advisors and Funders (investors)

Partner Category 3 of 4	NETWORKING	INFORMATION EXCHANGE	INVOLVEMENT	What success looks like
<p>SIR Resource Advisors and Funders (investors)</p> <p>3.1 Research organisations (eg CSIRO, CRCs, Universities): DPI-Research (PIRVic), CRCs, CSIRO-MDFRC</p> <p>3.2 Extension personnel, including facilitators for landcare and catchment management groups: DPI-regional, SIR Implementation Staff (including DPI-SILGB, GVW, G-MW, GBCMA), Extension staff, Rural Counsellors (GVAgcare, MVAgcare)</p> <p>3.3 Private consultants, business, including agribusiness, banks etc: IAA (ISDG), Coca-Cola Amatil, RFC, Agronomists (private)</p> <p>3.4 Government funding bodies: DSE-central, DPI - central, DAFF, Local Government</p> <p>3.5 Politicians, ministerial advisors etc</p>	<ul style="list-style-type: none"> • SIRIC meeting at Campaspe Shire offices – July • SIRIC meeting at Moira shire offices – October • Steering committee re: Land & Water Management Plans review • <i>Showcase SIR programs using tours, media briefings</i> • <i>Identify the issues that need to be communicated</i> • <i>Put out regular and relevant media releases that target relevant local media</i> • <i>Use media launches to promote specific programs or outcomes</i> • <i>Invite relevant government ministers to launch various new activities or outcomes</i> • <i>Use parliamentary Science Briefings to highlight specific research issues/successes</i> • <i>Produce short issues statements and distribute to relevant politicians</i> 	<ul style="list-style-type: none"> • 5 Year Review of SIRIC programs nearing completion • Update of Guidelines for Design of CSWMS • CSWMP 06/07 Business Plan 	<ul style="list-style-type: none"> • Minister Cameron inspection of 3B/11P CSWMP 5th July • “SILGB stories” document of extension stories related to Regional Catchment Strategy programs 	<ul style="list-style-type: none"> • Appreciation of complexities of delivering change • Adoption of programs (technical aspects) • (Promotion of) full management practices – not individual aspects • Increased anticipation of likely issues (research is proactive rather than reactive) • Funders to allow true regional management • People (end users) understand the science • Adoption of targeted suitable practices • Increased investment (confidence)

Appendix B - raw data 04/07/06 continued

Matrix of Key Communication Activities Planned July-December 2006 - Partner Category 4 Broader Community

Partner Category 4 of 4	NETWORKING	INFORMATION EXCHANGE	INVOLVEMENT	What success looks like
<p>Broader Community</p> <p>4.1 National Interest Groups: conservation or natural resource-based interest groups or other public advocacy groups: ACF, VFGA</p> <p>4.2 Educators eg in tertiary education, curriculum development, teacher training, professional development of resource managers/industry professionals: DPI-LandLearn, universities</p> <p>4.3 The broader community: general community: media, visiting groups, schools</p>	<ul style="list-style-type: none"> • Participation by staff in nationally accredited business improvement course "Frontline Management" • Victorian Sustainability Advisory Committee for local government sustainability accord visit/tour (MCC) • Participation by staff in local networking and business improvement course "Fairlie Leadership" 	<ul style="list-style-type: none"> • Catchment Education and Awareness Grants promotion to groups (August) • International Landcare Conference in October – SIRIC staff presenting paper • Participation by six staff in advanced public speaking course "Voiceworks" • School Careers Day presentations • Nanneella Timmering Action Group Salinity education theatre performance • CSWMP Media releases on AAV partnership, Muckatah 4P, Mosquito 8/25, & three transfer CSWMS 	<ul style="list-style-type: none"> • Catchment Education and Awareness Grants projects • BAP launch for Biodiversity Month September (heron return) • "Naming Day" for roadside reserve (LAP) • "Dhurringile Crouching Emu" project tree planting day – July (LAP) • Dhurringile LAP schools environmental education days 	<ul style="list-style-type: none"> • Communities actively wanting to be involved • Balanced, accurate reporting • (media et al) 'Plagiarising' stories, re-using material • Corporate/private investment • Commendations • Increased understanding of regional issues in metro areas • Working established relationships • Increased level of trust • Ability to handle crisis media management

Appendix C Explanations or expansion of terms used in this document

AAV	Aboriginal Affairs Victoria (Victorian Government)
ACF	Australian Conservation Foundation – Australia wide community conservation action and interest group
APEN.....	Australasia Pacific Extension Network – an international organisation promoting the science of extension
BAP	Biodiversity Action Plan – plans identifying significant biodiversity management issues in specific regions
Barmah SEA.....	Significant Environmental Asset – responsible authority for the management of Barmah-Millewa Wetlands in the north of the SIR
Campaspe	Municipal Government area of Echuca, Kyabram and environs
CGWSC.....	Central Goulburn Water Services Committee– G-MW committee for Central Goulburn Irrigation District
CMA	Catchment Management Authority – region-based committee overseeing the implementation of the RCS
COGS	City of Greater Shepparton – Municipal government area of Shepparton, Mooroopna and environs
ComRG	SIRIC Communication Reference Group – working on SIRIC Communication Strategy and related issues
CRC.....	Cooperative Research Centre
CSDSCC	Community Surface Drainage Statewide Coordinating Committee
CSIRO-MDFRC	Commonwealth Scientific & Industrial Research Organisation Murray Darling Freshwater Research Centre
D800.....	G-MW forum to address issues particularly re: primary surface drainage schemes ('D800' refers to cost code)
DAFF	Department of Agriculture, Fisheries and Forests – (Australian Government)
DPI	Department of Primary Industries – (Victorian Government)
.....	PIRVic: Research branch (Victorian Government)
.....	SILGB :Sustainable Irrigated Landscapes Goulburn Broken: a DPI section that delivers on the RCS in the SIR
Drainwatch	Community education program – part of Waterwatch raising awareness of water quality leaving sub-catchments
DSE	Department of Sustainability and Environment (Victorian Government)
EMS.....	Environmental Management System: process for improving the environmental performance of farm business
EPA	Environment Protection Authority (Australian Government)
GB	Goulburn Broken – denotes the catchment of the Goulburn and Broken Rivers in the SIR
GBCMA	Goulburn Broken Catchment Management Authority
GMLN	Goulburn Murray Landcare Network – coordinating body for landcare groups in the SIR
G-MW	Goulburn-Murray Water - Rural water authority in the SIR
GVAgcare	Goulburn Valley AgCare – counselling and advisory service for Goulburn Valley landowners
GVEG	Goulburn Valley Environment Group – urban based group, regional interest in environmental issues in the SIR
GVW.....	Goulburn Valley Water – urban water authority in the SIR
IAA	Irrigation Association of Australia – industry body representing the commercial irrigation industry
ICM	Integrated Catchment Management – land management approach balancing whole of NRM needs
ID.....	Irrigation Development
ISDG.....	Irrigation Survey and Designers Group – an industry body affiliated with the IAA
KPIs.....	Key Performance Indicators
LandLearn	DPI educational program promoting understanding of agricultural practices and professions
LAP	Local Area Planning – a community capacity building SIRIC initiative adopted in eight areas in the SIR
MDBC.....	Murray Darling Basin Commission – coordinating body for NRM in the Murray and Darling River catchments
Moira	Municipal government area including rural townships of Cobram, Nathalia, Numurkah and environs
MOU	Memorandum of Understanding – a formal agreement between two parties
MVAgcare	Murray Valley AgCare – rural counselling and advisory service for Murray Valley landowners
MVWSC.....	Murray Valley Water Services Committee – G-MW community committee for Murray Valley Irrigation District
NAP	National Action Plan for Salinity and Drainage – Australian government funding and support initiative for RCS
NCCMA	North Central Catchment Management Authority – westerly neighbour to GBCMA
NFF	National Farmers Federation – industry body representing farming industries at a national level

Appendix C Explanations continued...

NHT	Natural Heritage Trust – Australian government initiative providing funding and support of RCS programs
NRM	Natural Resource Management – general term for managing water, land and biodiversity assets
NVFA	Northern Victorian Fruit Growers Association – industry group for SIR and northern Victoria fruit growers,
NVFTG	Northern Victorian Fresh Tomato Growers – subsidiary of the NVFA
NWC	National Water Commission
NWI	National Water Initiative – Australian Government funding and support initiative for RCS water management
Partnership Team	DSE, DPI, CMA joint meeting to discuss current and emerging NRM issues
RCIP	Regional Catchment Investment Program
RCS	Regional Catchment Strategy – overarching management plan addressing regional NRM issues
RFC	Rural Finance Corporation – finance institution for farm businesses
RiverConnect	GBCMA, GVW & Local Government project to re-connect people to the Goulburn River
RWSC	Rochester Water Services Committee – G-MW community committee for the Rochester Irrigation District
Saltwatch	Education program to gain a better understanding of water quality issues particularly salinity
SIL	Sustainable Irrigated Landscapes – DPI statewide program
SIP	Sustainable Irrigation Program DSE forum
SIR	Shepparton Irrigation Region – Dookie (East) to Echuca (West), Cobram (North) to Nagambie (South) approx.
SWSC	Shepparton Water Service Committee – G-MW community committee for the Shepparton Irrigation District
VEAC	Victorian Environmental Assets Committee
VFF	Victorian Farmers Federation – industry body representing farming industries across Victoria
VFGA	Victorian Field and Game Association – recreational body representing sporting shooters
Waterwatch	Statewide education program for water quality awareness –delivered through key partners GVW, GMLN, GMW, DPI, and Local Government
WSC	Water Service Committee – G-MW community consultative committee for irrigation resource issues

SIRIC Related Groups and Sub-committees

CET	Communication and Engagement Team – DPI program (and staff) supporting SIRIC
CSWMS	Community Surface Water Management Scheme – on ground works to improve management of surface water
CSWMOs	Community Surface Water Management Officers – DPI-SILGB staff working on the CSWMP
CSWMP	Community Surface Water Management Program – sub program (and staff) of SWMP involving community contribution to survey, design and construction
EP	Environment Program – sub-program (and staff) of the SIRCS to enhance the natural environment
FP	Farm Program – sub-program (and staff) of the SIRCS to improve irrigation management on private land
FEPWG	Farm and Environment Program Working Group – SIRIC Sub-committee of joint programs EP and FP
IC	Implementation Committee – CMA Sub-committee
MCC	Municipal Catchment Coordinator – working with Moira, COGS and Campaspe local government
SIRCS	Shepparton Irrigation Region Catchment Strategy
SIRIC	Shepparton Irrigation Region IC
SIRTEC	SIR Technical Working Group – representatives from the organisations implementing the SIRCS
SSDP	Sub-surface Drainage Program – Sub-program of SIRCS addressing watertable control issues
SSDWG	Sub-Surface Drainage Working Group- SIRIC Sub-committee of the SSDP
SWMP	Surface Water Management Program – sub-program of SIRCS to accelerate the improvement of regional surface water management using agreed community input at sub-catchment level
SWM'rs	Surface Water Management team – G-MW, DPI and other agency staff implementing the CSWMP
SWMWG	Surface Water Management Working Group – SIRIC Sub-committee for the SWMP
WWWG	Water Ways Working Group – GBCMA Sub-Committee

Appendix D **References**

The following table provides details of documents referred to in the development of the 2005-2007 SIRIC Communication Strategy.

Reference Number	Document Title
1	Strengthening Natural Resource Management Partnerships in the Dairy Industry – Discussion Paper 2004 – Rendell McGuckian for Murray Dairy
2	Communication Strategy for SIRIC – Draft – 2002
3	Communication Strategy for the Implementation of the Goulburn Broken Regional Catchment Strategy for the Goulburn Broken Catchment Management Authority.
4	Gippsland Lakes Communications Strategy 2003
5	Murray Darling Basin Initiative Communication Strategy 2000-2002
6	Murray Darling Basin Initiative Communication Strategy Guide 2000-2002
7	Communication Strategy for the Irrigation Committee of the GB Catchment and Land Protection Board – 1996

Appendix E Goulburn Broken Catchment Management Authority Communications Protocols

The following is an excerpt taken from the Goulburn Broken Catchment Management Authority Implementation Committee Charter July 2006 Attachment.

21 Communications Protocols

Where Implementation Committees are seeking to initiate change to policy, are being critical of Board processes or performance, or the matters at hand are controversial or have the potential to affect the Implementation Committee / Board relationship, then the Chairman of the Implementation Committee needs to follow the steps set out below:

- 1. Telephone the Board Chairman or the Chief Executive Officer of the Authority to discuss and endeavor to resolve the matter*
- 2. If needed, write to the Board Chairman or the Chief Executive Officer of the Authority to confirm the matter in writing*

With regard to communications protocol, the Implementation Committee Chairman and the Implementation Committee Executive Officer are authorised to conduct public communications on behalf of their Implementation Committee; other Implementation Committee members may only do so when nominated by or deputising for the Chairman of the relevant Implementation Committee. Media releases initiated by the Implementation Committees with policy ramifications must be endorsed by the Chief Executive Officer or the Chairman of the Authority.

Nevertheless, IC members are encouraged to maintain close contact with their constituency including Landcare, Local Government and natural resource based industries. Members should take the opportunity to communicate natural resource management issues and canvass opinions from the community.

When the Implementation Committee Chair (or his or her delegate) attends a quarterly CMA Board meeting, the Chair will be provided with all Implementation Committee information pertaining to that Board meeting. The Implementation Committee Chair (or delegate) must regard all information discussed at the Board meeting as strictly confidential and not for public information. The chair (or delegate) may report back to the Implementation Committee at the next meeting issues relating to the Implementation Committee.