

Communications strategy for the 2008 calendar year

Feedback always welcome

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Context:

This communications strategy should be read in the context of the CRC for Forestry *Strategic Direction Statement*. Communication is integral to all areas of the CRC's activities and responsibilities. All CRC participants have a role in communication. Communication functions include:

- Sharing information between research partners, enhancing collaboration and synergy.
- Exchanging knowledge between research providers and research users enabling uptake of relevant knowledge by various sectors of the industry.
- Ensuring the CRC's research, education and communication activities are relevant and responsive to stakeholder needs.
- Making science-based knowledge relating to forests and forestry accessible to the wider community.

Communication objectives:

1. To increase and improve knowledge exchange between research providers and industry.
2. To be recognised among the scientific and general communities as a trusted broker of scientific information relating to the forest industry and the sustainable management of forest landscapes.
3. To increase collaboration and sharing of information between research partners.
4. To increase awareness of the CRC amongst partners at all levels in their organisations including executives and key decision makers.
5. To consolidate a sense of community and common purpose among CRC members, by establishing sustainable and active knowledge sharing networks amongst our participants.
6. To increase student involvement and to retain students in the short term (ie 2007- date of final Education milestone) and long term as ongoing participants in the CRC network.
7. To increase the accessibility of science-based knowledge relating to forests and forestry to the wider community.
8. To increase the relevance and responsiveness of the CRC's research, education and communication activities to stakeholder needs by enhancing knowledge delivery in both directions.

Industry (1)

Target audience	Industry <i>Partners</i> - AFRC/Oji Paper Co, FEA, FFIC, Great Southern, Gunns, Hansol PI, HVP, ITC, Midway, Norske Skog, SEFE, STBA, Timbercorp, WAPRES, QDPI&F, Forestry Tasmania, Forest Products Commission WA; Forest Practices Authority, Tasmania; State Forests NSW, ForestrySA.	<i>Non-partners</i> – NAFI, VAFI, FIAT, A3P, contractors, land use change partners in the GT, AFS Limited.
Relationship	Understanding of common purpose. Recognition of mutual benefit. Industry partners have frequent opportunities for personal contact with the CRC, which is initiated by the CRC if necessary; feel free to pick up the phone and ask for information, advice and exchange ideas.	
Key messages	CRC for Forestry research addresses our issues and makes a difference. CRC research is industry driven.	
Communications initiatives	Interaction with the industry engagement strategy around hosting of workshops on topics of interest to industry in regions. Ensure regional representation and participation from research providers – at least one event per region per year. Industry involvement on PSCs, PCCs and projects: adequate time afterwards for informal discussion. Personal contact with individuals from industry including direct contact with the CEO and programme managers. Annual Science Meeting. List all publications from 2006-07 Annual Report under “publications” on website and list all previous technical reports (including those published by previous CRCs for forestry); make public reports available for download. Enable facility to access confidential reports (ie password protected download/email scientist with request). Migrate content to new site. Publish new technical reports and accompanying fact sheets. Newsletters from research programmes and whole-of-CRC newsletter. Industry staff profile pages (or links to their profiles on other websites: at least one per industry partner). <i>2007 Highlights and Achievements Report</i> : send to each of those listed above; distribute at industry events for inclusion in conference satchels.	
Measurement	Partner feedback from: attendance at conferences, seminars and field days; feedback forms (hard copies distributed afterwards). General feedback (website form); baseline survey (2007-08); CRC Programme third year review (scheduled for 2009) independent sector survey.	

Industry (2)

Budget	C&U funds for other costs associated with field days and workshops. Project funds for PSC and PCC associated expenses. Proportion of whole Highlights and Achievements production and distribution cost* Proportion of website cost**							
Timeline	Ongoing: publish new technical reports and accompanying fact sheets. Harvesting and Operations workshops Dec 07 (other workshops and field days: to be described in the industry engagement strategy). Jan 08: define interaction between communications and industry engagement. Jan 08: publications listed on website; draft schedule of industry visits. Mar 08: <i>2007 Highlights and Achievements Report</i> . Each PSC and PCC meets twice per year or more. By June 2008: confidential area and migration of all content to new website. Oct 08 (to be confirmed): Annual Science Meeting. Quarterly: programme newsletters. Three times per year: whole-of CRC newsletter.							
Staff and resources (main only)	Field days and workshops / schedule industry visits	CRC newsletter	Profile webpages	Web content migration	Programme newsletters	Personal contact	Publications	H&A report
Industry Engagement Manager	As opportunity arises but at least one/programme/year					To be determined when the schedule of visits/meetings is developed		One day
Communications Manager		12 days/year	10 days	To be determined	Two days per newsletter, reduce to one.		12 days	Proportional
CEO						To be determined when the schedule of visits/meetings is developed		Two days
Programme managers and staff members					Two weeks per newsletter	(via projects, PSC, PCC meetings) five days/programme /year		
Communications Assistant	To be determined when the schedule of visits/meetings is developed			To be determined			20 days	Proportional

Research partners (1)

Target audience	Research partners ANU, CSIRO, Murdoch, Southern Cross University, University of Melbourne, UTas, QDPI&F, Forestry Tasmania, Forest Practices Authority, Tasmania, Forest Products Commission WA; State Forests NSW, ForestrySA.
Relationship	Active involvement in knowledge exchange; identifies as part of the CRC community, constantly looking for collaborative opportunities.
Key messages	I can easily see where my research effort fits in with the overall objectives of the CRC. I can easily see what others are doing and identify new areas for research collaboration. The CRC builds research capacity for our organisation. The CRC enables us to deliver science impact. Involvement with the CRC creates new research opportunities and new opportunities to engage with industry for me and my organisation.
Communications initiatives	New website and website development – research programme and project pages, staff profile pages including contact details and list of recent publications (or links to their profiles on other websites, ie university website), major field sites. Co-brand and promote via the CRC introductory PhD seminars and seminars by other researchers that are organised by research partners. <i>2007 Highlights and Achievements Report</i> : send to each of those listed above – main school, Vice Chancellor's office, research office; distribute at scientific conferences for inclusion in conference satchels. Programme newsletters. Nominate and train communications contacts within each of the research programmes Personal contact between CEO and programme managers with project leaders and senior research managers of research partner organisations
Measurement	Newsletters delivered in new format and according to schedule Website and newsletter feedback forms Increased collaboration as reported in the annual report to the Commonwealth Government Level of significant in-kind as reported through project management system.

Research partners (2)

Budget	Proportion of Highlights and Achievements production and distribution cost* Proportion of website cost** \$1300 BoaB Interactive website training plus proportion of development costs. Free: writing training with UTAs. C&U funds for other costs associated with seminars.						
Timeline	November 2007: website goes live; November 07-June 08: additional website content and development November 2007: training - UTAs media training, BoaB Interactive website training February 2008: obtain semester one introductory PhD seminar schedules from each university partner. March 2008: <i>2007 Highlights and Achievements Report</i> January 08-June 08: create staff profiles, including research interest, importance to outcomes of CRC, starting with those that are programme managers (3 staff), 100% cash funded (16 research staff) July-Dec 08: staff profiles for 50%<100% cash funded (seven researchers), then 50%<100% in kind (nine staff) July 2008: obtain semester two introductory PhD seminar schedules from each university partner. As they are scheduled: co-brand and promote seminars.						
Staff and resources (main only)	Programme newsletters	Whole-of CRC newsletter	H&A report	Training	Seminars	Staff project pages	Personal contact
Communications Manager	Two days/newsletter, reduce to one	Three weeks per year	Proportional		15 days	¾ day each = 24 days	
Communications Assistant			Proportional				
Programme/project communications contacts	Two weeks each per newsletter.			Website/writing training/one-on-one training: four days each.			
CEO and programme managers							To be scheduled.

Existing and potential students (1)

Target audience	Existing and potential students Partner and non-partner universities, industry and industry groups, government bodies and agencies. Colleges.
Relationship	Potential students feel welcomed by the CRC and have some understanding about what it means to be part of the CRC research community, relationships are strengthened with potential supervisors. Existing students feel they are an important part of the CRC.
Key messages	Students are an important part of the CRC. Join a unique community. Be mentored by world class scientists and develop linkages with industry. CRC students have excellent job prospects and can look forward to fulfilling careers.
Communications initiatives ^related initiatives by the Educations Programme are not repeated in this Communications Strategy	Review of advertising spending in this area / survey 2007 students about where they heard about the scholarship; survey confidence with media. Poster, electronic and print advertising (subject to review). Continued strong student sections in <i>2007 Highlights and Achievements Report</i> and on the website. Placement and distribution of <i>H&A Report</i> at trade and career fairs, at partner universities, careers councillors' offices, high schools and colleges. Contact from Education Committee upon enrolment and ongoing support (ie identifying opportunities for CRC students)^ A web page for each existing student. Annual communications training for existing students: 2008 putting together a press release. A press release about each existing student's research, upon graduation. CRC introduction and awareness for students involved in CRC-associated third year research projects
Measurement	Hits on the education section of the website. Increased confidence with the media (survey following workshop at Annual Science Meeting); media coverage of student research outcomes. Sixty three PhD students and ten Honours students enrolled and completed over the life of the CRC.

Existing and potential students (2)

Budget	<p>Proportion of whole Highlights and Achievements production and distribution cost*, proportion of website cost** Cost of A3 poster design (Futago \$195 x 2) printing (Monotone \$280 x 2) and distribution (\$220 x 2): \$1,390 / year Cost of advertisement design (Clemenger \$205 x 2) and placement (<i>The Australian</i> \$2440 x 2): \$5,290 / year (<i>not incl. universities' local ad. costs</i>) Electronic advertising (WaterJobs, EnviroJobs, ResearchJobs = \$2070 x 2); (NRM Jobs = \$330 x 2): \$4,800 / year Distribution of <i>H&A Report</i> to trade and career fairs; plus careers councillors' offices, high schools and colleges: to be determined</p> <p style="text-align: right;">= \$11,480 (incl. GST) + *, ** & distribution to career fairs and colleges.</p>						
Timeline	<p>March 2008: <i>2007 Highlights and Achievements Report</i> published March 2008: AUSTimber 08 31 March 2008: 43 student profiles online April 2008: review of advertising spending; survey of 2007 students about where they heard about the scholarship; survey confidence with media. 31 May 2008: scholarships information updated online for midyear student recruitment; full colour A3 poster produced and sent to all schools at universities around Australia; placement of advertisements. 30 September 2008: scholarships information updated online for midyear student recruitment; full colour A3 poster produced and sent to all schools at universities around Australia</p>						
Staff and resources (main only)	Welcome/ongoing support /information package	Third year research project involvement	Student profiles	Scholarships webpage / ads	Posters	Communications training	Review & surveys
Education Ctee	To be advised	To be advised					
Communications Manager			Half day per profile (four days)	One week	One day	Three days	One day
Communications Assistant					Three days		

Government (1)

Target audience	Government <i>Partners</i> - Aus Gov: DEST & AFFA, Forest Practices Authority, Forestry Tasmania, ForestrySA, ForestsNSW, FWPRDC, FPC, Government of WA, Qld DPIF, Tas Gov, Vic Gov (DSE)	<i>Non-partners</i> - Aus Gov: BRS & Dpt Environment, Forestry arms of non-partner state governments, Vision 2020, Workplace standards sections, Transport sections, Greening Australia
Relationship	Information is shared between the CRC and government partners and the CRC facilitates partnerships between those agencies. Elected ministers/their advisors are aware of what the CRC is and what it does; know the CRC is ready to be of service and access information from the CRC (via the website or by phone) when needed.	
Key messages	My government organisation knows what the CRC for Forestry is and what it does; we value our involvement with the CRC. I can easily access the information I need from the CRC.	
Communications initiatives	<i>2007 Highlights and Achievements Report</i> : one sent to each politician in the Tasmanian House of Assembly plus parliamentary library; Australian House of Representatives plus parliamentary library; each of those listed above. CEO and programme manager participate in Science Meets Parliament; encourage expressions of interest from senior CRC staff. CEO and senior programme leaders attend and are members of relevant advisory bodies. CEO and senior programme leaders meet regularly with the relevant sections of partner governments to increase awareness of the opportunities that exist with the CRC. Government researcher involvement in relevant projects, access to relevant documents, programme newsletters, <i>2007 Highlights and Achievements Report</i> .	

Government (2)

Measurement	Input measurement as described under “initiatives”.				
Budget	\$1,200 airfares and accommodation for CEO and one programme manager to fly to Canberra and stay one night for Science Meets Parliament Advisory body participation costs Proportion of whole Highlights and Achievements production and distribution cost* Proportion of website cost**				
Timeline	Feb 08: opportunity to brief new forests minister at Board meeting to be held in Canberra. Mar 08: Science Meets Parliament participation Mar 08: <i>2007 Highlights and Achievements Report</i> distribution				
Staff and resources (main only)	Involvement with relevant advisory bodies	Meetings with partner governments	Meet with new forests minister	Science Meets Parliament	H&A report
CEO/Programme managers	Two days	Annual schedule of visits and meetings to be developed	One day		
Two scientists				Four days (two days each)	
Communications Manager					Proportional
Communications Assistant					Proportional

Public (1)

Target audience	Public Media, industry groups, students and other non-CRC researchers, environmental groups, other interest and lobby groups, potential partners.
Relationship	The CRC is recognised as a trusted broker of scientific information; awareness of what the CRC is and what it does.
Key messages	Information from the CRC is reliable and based upon sound science. The CRC for Forestry is a non-political organisation.
Communications initiatives	<i>2007 Highlights and Achievements Report</i> : send to National Library, media (<i>Australasian Science</i> , ABC Local Radio, ABC Science Online, trade journals, <i>The Science Show</i> , RN) New website and website development Whole of CRC electronic newsletter Press releases and building relationships with the media Opportunities to engage publicly as they arise: CRC scientists' contribution to fora and meetings

Public (2)

Measurement	Hit rates on the website Stories in the media Number of unprompted calls from the media, responsiveness to press releases and style of presentation of stories Anecdotal feedback on the website and newsletter						
Budget	Proportion of whole Highlights and Achievements production and distribution cost* Proportion of website cost**						
Timeline	March 2008: <i>2007 Highlights and Achievements Report</i> November 2007: website goes live November 07-January 08: complete addition of website content, and development Media releases: average six per year						
Staff and resources (main only)		H&A Report	Website development	Whole of CRC electronic newsletter	Building relationships with the media	Press release	Fora and meetings
	Communications Manager	Proportional	Proportional	Proportional	Ongoing	One day each (six days)	
	CEO, programme managers, scientists	Two days/one day each (proportional)					Ten days per year

* Proportion of whole *2007 Highlights and Achievements Report* production cost (\$11,000) and distribution cost (\$5,100)

** Proportion of website cost (\$75,438)