# Best Practice Approaches to Road Freight and Communities

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**Abstract**

Austroads commissioned project 'Best Practice Approaches to Road Freight and Communities' to develop guidelines for best practice strategies and supporting materials for state / territory and local government road managers to communicate the importance of freight with a particular focus on road freight. This was undertaken within the concept of a 'social licence to operate' which refers to the fostering and maintenance of community and stakeholder support for projects and operations.

A communications strategy encompassing three levels of campaigns was developed. The campaign "toolkits" are the guidance on the necessary steps to develop a campaign and communication tools to inform and engage the community on the importance of freight.

Tier One - Broad Campaign: A broad based national, state based or regional campaign with generic messages of the significance and value of freight. This level could work in collaboration with or input from the freight industry.

Tier Two - Localised Campaign: A more localised of specific campaign associated with freight issues such as a re-routing of trucks through an area or a proposed new route to be developed. It may cover several areas across a city or several regional towns.

Tier Three - Local Government Campaign: A campaign for local governments to use to inform on freight within a local municipality.

All three levels have common themes and objectives yet differ in delivery to meet the needs of the audience. They can work in unison or independent of each other.

## About Austroads

Austroads is the peak organisation of Australasian road transport and traffic agencies.

Austroads' purpose is to support our member organisations to deliver an improved Australasian road transport network. To succeed in this task, we undertake leading-edge road and transport research which underpins our input to policy development and published guidance on the design, construction and management of the road network and its associated infrastructure.

Austroads provides a collective approach that delivers value for money, encourages shared knowledge and drives consistency for road users.

Austroads is governed by a Board consisting of senior executive representatives from each of its eleven member organisations:

- Transport for NSW
- Department of Transport Victoria
- Queensland Department of Transport and Main Roads
- Main Roads Western Australia
- Department for Infrastructure and Transport South Australia
- Department of State Growth Tasmania
- Department of Infrastructure, Planning and Logistics Northern Territory
- Transport Canberra and City Services Directorate, Australian Capital Territory
- The Department of Infrastructure, Transport, Cities and Regional Development
- Australian Local Government Association
- New Zealand Transport Agency.

This report has been prepared for Austroads as part of its work to promote improved Australian and New Zealand transport outcomes by providing expert technical input on road and road transport issues.

Individual road agencies will determine their response to this report following consideration of their legislative or administrative arrangements, available funding, as well as local circumstances and priorities.

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# Summary

The freight industry is critical to the Australian and New Zealand economies. It comprises road, rail, sea and air transportation including supporting services such as warehousing, storage, freight forwarding and customs brokerage for both domestic and international trade. In Australia, the freight task has quadrupled over the last four decades with total road freight projected to grow 56% between 2018 and 2040.

As the freight task grows and perceptions of its impact increases, regulators and government could face increased community pressure to impose restrictions on its operations. This creates a rationale for running a campaign or multiple campaigns that communicates with community stakeholders to understand their concerns, and informs the community of the significance and value of freight.

Having the community's tacit agreement for the freight industry to operate is critical to the successful delivery of the national freight tasks in Australia and New Zealand. The development and maintenance of this unwritten agreement between community and industry, in which communities support projects if they confer local and broader benefits, is also known as a 'social licence to operate'.

Austroads commissioned 'Best Practice Approaches to Road Freight and Communities' to develop guidelines for best practice strategies and supporting materials for national, state / territory and local road managers to communicate the importance of freight to the community. Whilst the guidance can be applied to any mode of transport, the focus for this project is road freight.

To reflect the different types of campaigns that road managers may consider, the project developed a communication strategy incorporating three levels of campaigns. This is aimed at providing flexibility for road managers to address issues at a broad level, more localised freight matters and for local government on specific issues. The three campaign levels were developed with common themes, approaches and objectives yet different in delivery to meet the needs of the specific audience. They are designed to work collaboratively or independent of each other.

The Tier One (Broad Campaign) is pitched at a high level such as national, state / territory or regional campaigns. It will be broad based with generic messages of the significance and value of freight.

The Tier Two (Localised Campaign) is aimed at more localised or specific freight issues such as a re-routing of trucks through an area or a proposed major new route to be developed. Whilst localised, it may cover several local municipalities across a city or several regional towns.

The Tier Three (Local Government Campaign) is a specialised campaign for local governments to use to promote freight or explain associated impacts within a local municipality.

Whilst the Tier One campaign is the most likely level for freight industry collaboration or input, all three levels have the capacity for freight industry input.

Each campaign has 'toolkits' to guide national, state / territory and local government road managers on the necessary steps required to develop a campaign and provides communication tools to inform and engage with the community. For local government, a campaign implementation template was developed to advise municipalities with practical step by step guidance on how to conduct a campaign using a hypothetical freight issue.

In light of the current Covid 19 pandemic, it would be timely for road managers to reiterate to the wider community how important freight is to their wellbeing. It is recommended that national or state/territory governments consider developing a Tier One (Broad Campaign) either within their own jurisdiction or collaboratively to inform of the value of freight. The campaign(s) could be undertaken with industry to provide a uniform and comprehensive message.

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# 1. Introduction

## 1.1 Background

The freight industry is critical to the Australian and New Zealand economies. Freight volumes are expected to grow in Australia and New Zealand as both economies expand. It comprises road, rail, sea and air transportation including supporting services such as warehousing, storage, freight forwarding and customs brokerage for both domestic and international trade.

The Australian Logistics Council (ALC) reported that the freight industry constituted 8.6% of Australia's Gross Domestic Product (GDP) and employed 1.2 million people. It is estimated that a 1% improvement in industry productivity would represent around $2 billion in value creation to the Australian economy (ALC 2014).

In Australia, the freight task has quadrupled over the last four decades with total road freight projected to grow 56% between 2018 and 2040. The *National Land Freight Strategy discussion paper* (Infrastructure Australia 2011) noted externalities (e.g. congestion; greenhouse gas emissions, local amenity and crashes) to potentially impact on the growing freight task and productivity through negative community sentiment. The discussion paper backed the Productivity Commission's calls for additional research into transport externalities.

In 2019, for the first time, governments in Australia agreed to a national approach to freight and supply chains. Hence, the *National Freight and Supply Chain Strategy* and associated *National Action Plan* were developed (Transport and Infrastructure Council 2019a & 2019b). This strategy is the cornerstone for well-planned government and industry actions across all freight modes for the next 20 years and beyond. It sets a national vision for freight systems and supply chains to contribute to a strong and prosperous nation through achieving the following goals (Transport and Infrastructure Council 2019a):

- improved efficiency and international competitiveness
- safe, secure and sustainable operations
- a fit for purpose regulatory environment
- innovative solutions to meet freight demand
- a skilled and adaptable workforce
- an informed understanding and acceptance of freight operations.

This last point is relevant in the context of this report. The *National Action Plan Action 2.4 - Build Community Acceptance* which outlines the need to build community acceptance of freight operations through "A collaborative approach between governments, industry and communities that communicates the importance of freight to the economy and society, whilst addressing options to deal with negative freight impacts, will build acceptance of the sector to reduce inefficient restrictions on freight operations and movements". This report is aligned with this action and is intended to provide the guidance to assist in meeting this objective.

While it is important to have strong collaboration between government and industry in order to achieve this vision, informing and engaging the community is imperative. As the freight task grows, so do associated externality impacts on communities. In this context, building public support through informing and engaging on the importance of freight for everyday life is emerging as a matter of priority for governments and the freight industry. Working proactively with the wider community is vital to the success of national, state / territory and local government agendas in infrastructure, cost of living, jobs and the economy in general.

The development and maintenance of this unwritten agreement between community and industry, in which the community supports projects if they confer local and broader benefits, is also known as a 'social licence to operate'. This creates a clear rationale for running a campaign, or multiple campaigns, that informs the community of the significance and value of freight and thus preventing threats and obstacles to its growth.

### 1.1.1 Competing Modes of Rail and Road Transport

Whilst acknowledging that community approval of the freight industry through a social licence to operate covers all modes of transport, in terms of land transport, there is a view that some sections of the public sees the solution to the growth of freight on roads is a transfer to rail. This is particularly the case for containers. Whilst this would reduce the number of heavy vehicles transporting containers over long distances, it is important to note that transportation of containers by rail nearly always involves at least one road movement such as to and from an inter-modal terminal. This in effect changes the road freight task to more intensive, shorter haul movements but does not diminish overall road movements.

### 1.1.2 Road Freight Vehicle Composition

Community perceptions of road freight movements can sometimes be focussed on heavy vehicles with less attention on the many types of trucks delivering goods from small parcel delivery trucks to the larger rigid trucks. Also, the rapid growth in on-line buying has seen many thousands of freight movements direct to residential homes. Whilst mindful of heavy vehicles, this report encompasses the overall freight task when considering the social licence to operate.

In addition, one of the key drivers for this report was the increasing introduction of Performance Based Standards (PBS) vehicles which are designed to bring efficiency, environmental and safety gains. However, some sections of the public view PBS vehicles as an increased safety risk as these trucks can be larger combinations. The perceived link between size and safety is something the needs to be addressed.

### 1.1.3 Emerging Need for Engagement

Broader externalities, such as economic anxiety, political volatility and rapidly changing workplaces are factors for all industry groups, not just the freight sector. This can create a growth in distrust between community and business. Growing population density accompanied by even faster-growing trade volumes, are combining to expose more communities to congestion, pollution, noise and crashes. These impact individually and collectively to shape first-hand community perceptions of the freight industry.

The ability to meet the growing freight task is also being challenged by the increasing ability of the community to organise opposition to local issues and build support across previous geographical boundaries. Effective protest movements, supported by access to social media, are emerging around a rising number of freight projects and issues.

Competing with the freight task is incompatible development on freight corridors such as residential development. The conflict between non compatible developments to freight movements is posing challenges for governments. As outlined in Section 2.3.2, these issues can put pressure on government decision making that can disadvantage freight. The community may not also appreciate efficiency gains to meet the growing freight task and this has to be part of the message as discussed in Section 2.3.3.

Reactions to externalities are potential obstacles to the successful delivery of transport infrastructure projects. More specifically, road corridors may be threatened by the limitation or removal of certain freight vehicle combinations or new projects downgraded in scope or deferred. This can affect efficient operations of supply chains, meaning higher prices for consumers through lower productivity. It is clearly in the interests of national, state / territory and local governments to support efforts by the freight industry to consolidate and improve its standing in the community.

Having the community's tacit agreement for the freight industry to operate is critical to the successful delivery of the national freight tasks in Australia and New Zealand. The stronger the relationship between the community and the freight industry, the easier it is for governments to invest in the transport infrastructure the freight industry relies upon. It will also make it less likely that governments will introduce additional regulation to counter externalities.

Therefore, it is vital that governments and the freight industry place increased focus on how freight is perceived by the community, how it might be more positively viewed, and whether there are measures that can be undertaken to improve the standing of the industry.

Building and maintaining a social licence to operate needs not only to be considered at the community wide level but also at the local level as this can present challenges for neighbouring or related projects and operations. Loss of support at either level may have impacts on the other.

**What is Engagement?**

Engagement is the process by which government, companies, communities and individuals connect to develop and implement decisions that affect them. It is used as a tool to achieve outcomes, develop understanding, educate and/or agree to solutions on issues of concern.

Considering the *International Association for Public Participation Australasia (IAP2) Spectrum of Public Participation*, the level of engagement appropriate for each situation can range from a one-way transfer of information (providing and/or receiving information) through to consultation (seeking and receiving stakeholder views) and even actively involving or empowering stakeholders in the decision-making process. The IAP2 Spectrum of Public Participation is discussed further in Section 5.3.

The appropriateness of the level of engagement generally depends on how impacted, invested, interested or concerned particular stakeholders or group of stakeholders are, recognising that these stakeholders will require more time and engagement to develop trust.

Engagement is a broad term that can also incorporate aspects of community, stakeholder or public relations, government and media relations. Throughout this document, references to 'engagement' include all of the above with an acknowledgement that costs and benefits might naturally vary between levels of engagement. This is discussed further in Section 2.2.

## 1.2  Purpose

The purpose of the project was to develop guidelines for best practice strategies and supporting materials for national, state / territory and local government road managers to communicate the importance of freight with a particular focus on road freight.

These guidelines are expected to be used to inform and gain a broader level support of the growing freight task and to support the implementation of specific freight improvement projects as well. Whilst the focus is on road agencies, the guidelines also provide the opportunity for collaboration with or have input from, the freight industry.

## 1.3  Scope

The scope of this project was to:

- develop a research report capturing best practice in informing on the significance and value of freight

- deliver guidelines for united messaging by road agencies and industry to communicate the value of freight

- develop a set of recommendations and communication tools for future use by road managers including examples of infographics and supporting material.

The project scope called for three examples of best practice road freight communication case studies to assist in the development of the guidelines. As like to like case studies were not readily available, the research identified six examples of studies, research papers, journals, articles or processes in place that had relevance. Some of these were not road freight related but still used communication techniques interchangeable with road freight. To support this research, road agency community engagement plans were reviewed that provided additional information into how to inform and engage.

As outlined in Section 1.2, the project called for the development of guidelines for best practice strategies and supporting materials for road managers to communicate the importance of road freight to the community. However, after further consideration by the Project Working Group (PWG), the scope was refined to deliver a communications strategy with three levels of campaigns. The PWG is made up of Austroads members to provide guidance and feedback on the project.

This was aimed at providing flexibility for road managers to address issues at a broad level, more localised freight matters and for local government for specific issues. All three levels have common themes and objectives yet different in delivery to meet the needs of the audience. They are designed to work collaboratively or independent of each other. Each campaign has a toolkit to guide road managers on the necessary steps required to develop a campaign and provides communication tools to inform and engage with the community. The relationship between the campaign levels is shown in Figure 1.1.

### 1.3.1 Tier One – Broad Campaign

The Tier One campaign is pitched at a high level such as national, state based or regional campaigns. It will be broad based with generic messages of the significance and value of freight and could work in collaboration with or have input from the freight industry. Tier One is designed for national and state / territory governments.

### 1.3.2 Tier Two – Localised Campaign

The Tier Two campaign is aimed at more localised or specific freight issues such as a re-routing of trucks through an area or a proposed new route to be developed. Whilst "localised", it may cover, for example, local municipalities across a city or several regional towns. This is designed for state / territory governments.

### 1.3.3 Tier Three – Local Government Campaign

This specialised campaign was designed for local government use to promote freight or explain associated impacts within a local municipality.

Figure 1.1:    Campaign level relationships
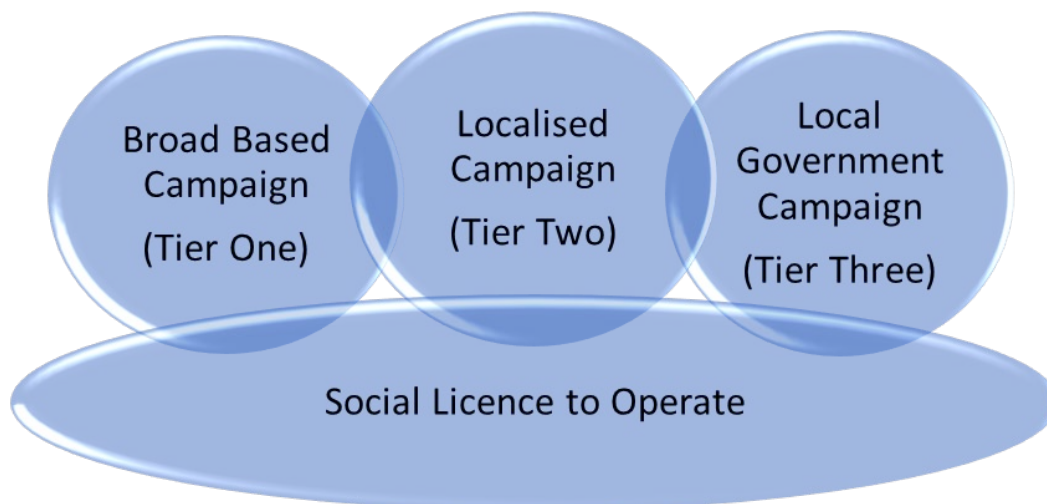
### 1.3.4  Campaign Toolkit for Each Level

The campaign toolkits are the guidance each campaign provides for road managers on the necessary steps required to develop a campaign and provides communication tools to inform and engage with the community.

They include:

- rationale to communicate

- objectives to guide implementation and evaluation

- key messages

- community engagement

- a range of communication levers to deliver campaigns.

The guidance shares common themes but are also different to reflect the granularity of the campaigns. Section 5 provides in detail the three campaign levels of the communications strategy.

### 1.3.5  Campaign Implementation Template

The Tier Three local government campaign also provides a template on how to undertake a campaign. It outlines the step by step information and guidance on implementing the project using a hypothetical example. This is presented in Appendix A.

## 1.4  Methodology

The following key activities have been undertaken in the delivery of this project:

- Develop a Context and Issues section explaining the
  - background on the social licence to operate concept
  - importance of social licence to operate in engaging communities
  - risks of not having a social licence to operate for government and industry
  - approach considerations.
- National and international literature review including a review of jurisdictional community communication and consultation plans.
- Review of studies, research papers, journals, articles or processes in place from the freight and non-freight sectors.
- Consultation (via a combination of interviews and survey).
- Development of communication guidelines for united messaging by road managers to communicate the importance of freight.

# 2. Context and Issues

## 2.1 Background to Social Licence to Operate Concept

### 2.1.1 Defining Social Licence to Operate

Social licence to operate refers to the development and maintenance of community and stakeholder support for projects and operations. It is the intangible and dynamic state of community support for any project, corporation or industry and can be earned through community engagement practices that help manage and meet community and stakeholder expectations beyond legal and regulatory compliance. A social licence to operate is subject to change, is usually case-specific, and is intrinsically connected to public perceptions of company and industry reputation. It is important to note that the term 'social licence to operate' is sometimes referred to in literature as a 'social licence' but in effect they are one of the same.

Social licence to operate is difficult to conceptualise and gauge in both theory and practice, as communities and stakeholder groups are rarely monolithic. Rather, the community is a complex system of individuals and groups with varying opinions and degrees of influence and social capital. Furthermore, community stakeholders can hold different, and sometimes mutually exclusive, expectations around projects.

Therefore, social licence to operate is generally granted to a project where it is accepted and actively meets the expectations of stakeholders in the community, while also consulting, considering and engaging with the interests and concerns of stakeholders opposed to the project.

Social licence to operate is comprised of four key elements, derived from research by Boutilier (2014):

**Legitimate Benefits**

The foundation of a licence which must be predicated upon actual benefits conferred to the community.

**Social Contract**

Tacit, informal legitimacy and approval of a project based upon community perceptions. Could occur in the form of a public campaign, raising awareness and support of a project's local and regional benefits.

**Social Capital**

The value gained from networks of relationships where stakeholders communicate with each other, but some stakeholders have more power. Community engagement concerning externalities at the local level is vital to establish grassroots support.

**Institutionalised Trust**

The development of community and stakeholder trust around a project and its operators to deliver promises. The development of social licence to operate is often regarded as a cumulative hierarchy process. The development of stronger support for a project occurs in a structured, sequential manner.

Psychological Identification (Highest): A state in which stakeholders identify with the project. Caused by achieving the previous levels of acceptance and approval, along with stakeholders perceiving that community-corporate relations and interests are mutually beneficial and made in mutual consideration of one another.

*Trust Boundary*

**Approval:** A state in which stakeholders provide active approval and consent for a project. Comprised of socio-political legitimacy, referring to the company/project contributing to the wellbeing of the community and meeting expectations of its role in society, and interactional trust, referring to the company actively engaging in dialogue with the community, and meeting promises made to and key expectations held by stakeholders.

*Credibility Boundary*

**Acceptance:** Stakeholders passively accept the project. This is usually derived from stakeholders perceiving the project/company as conferring economic or other benefits to the local community.

*Legitimacy Boundary*

**Withheld/Withdrawn:** The social licence to operate is withdrawn. This occurs when stakeholders perceive the project to be economically or otherwise detrimental to the local community (Thomson & Boutilier 2011).

As indicated by this cumulative hierarchy model, the social licence to operate can be developed to a stronger level if preceding stages (e.g. acceptance, approval) have been maintained. This results in projects and operations being supported more strongly by communities. At the highest level of social licence, results in institutionalised trust for an industry or company's image and brand within communities, stakeholders and consumers, which is conducive to obtaining future regulatory / political approval and social licence to operate in other operations and projects (Thomson & Boutilier 2011).

Another study, analysing results of two medium-sized surveys of local stakeholders of a large coal seam gas project, built on and tested Boutilier's framework, finding that trust is the key mediating factor that links all project elements to project success and the escalation of social licence. The study argued that all of Boutilier's elements of social licence were essentially mediated and reliant upon trust. The study also identified and tested the best ways to establish trust based on their correlation to trust and project acceptance/approval. Some of the key elements in building trust are outlined in Figure 2.1 and Figure 2.2.

**Figure 2.1:    Statistical significance of relationships in building community trust: Survey 1**
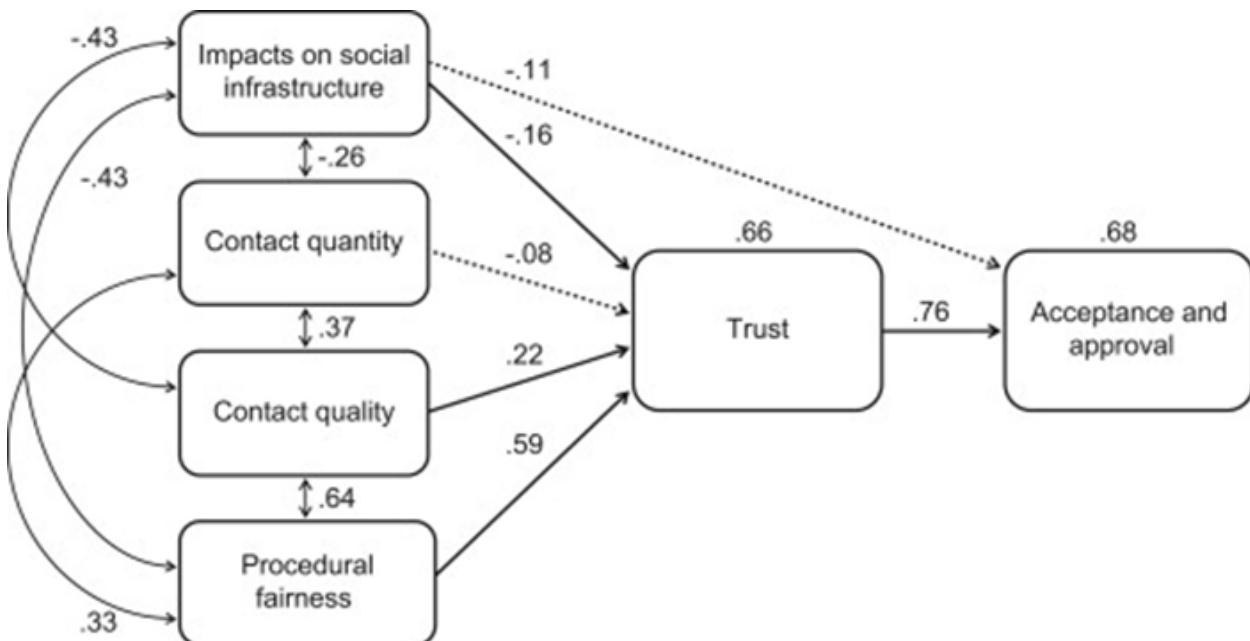


*Source: Moffat & Zhang (2014).*

The first survey, capturing the responses of 123 people near a large CSG mining project, found three key factors (contact quality and procedural farness impacts on social infrastructure) that were statistically significant in influencing industry/project trust.

While contact quantity did not statistically influence trust, its statistically significant relationship with the other direct factors implies that contact quantity is important in improving these other factors but is not a sufficient factor in isolation to create trust.

**Figure 2.2:    Statistical significance of relationships in building community trust: Survey 2**
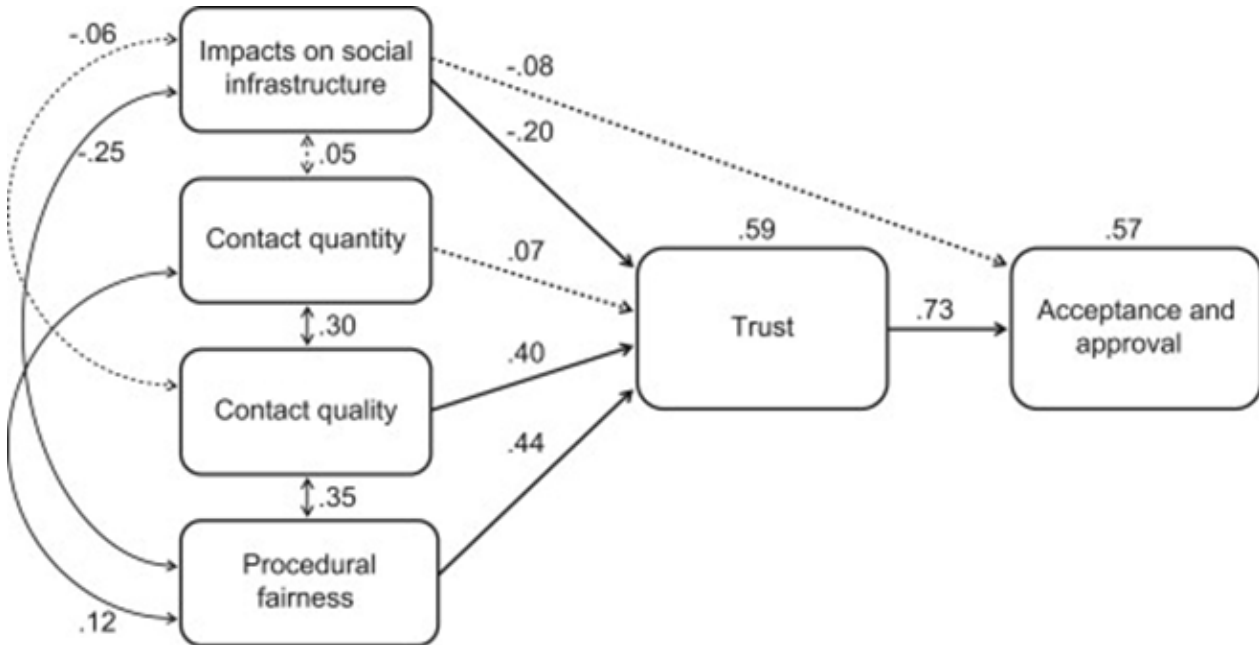


*Source: Moffat & Zhang (2014).*

The second survey captured 143 respondents and found similar results. While some variance existed in statistically insignificant relationships between predictors of trust, the core findings of Survey 1 were validated in Survey 2 in terms of the relationship between these factors and trust.

The limitations of this survey include its fairly moderate sample size, and the fact that the two surveys each had different gender distributions by chance. The survey acknowledged that weak correlations of some factors may imply that economic antecedents of acceptance/trust were playing an important role in influencing results.

Building community trust is paramount in the process of obtaining a social licence to operate and subsequently community acceptance and approval of the mining operation. Moffat & Zhang (2014) summarise the main elements of an integrated community acceptance model. This is described further in Section 3.3 and in Figure 3.3.

## 2.1.2  The Origins of Social Licence to Operate

The term 'social licence to operate' was originally developed in order to generate attention from mining companies to community and stakeholder issues concerning corporate projects and operations. The origin of the term is generally attributed to mining executive James Cooney, Vice President for Canadian mining firm Placer Dome who used it first in 1997.

Cooney observed that numerous other mining companies had begun to lose money and efficiency in operations as a result of community resistance against the establishment of new projects after irresponsible corporate behaviour. This led to Cooney analogising community and social support for a project with formal government licences to operate, referring to it as the 'social licence' in discussions with World Bank officials (Boutilier 2014).

In a survey conducted by management academics in 2014, after the term began to see considerable use throughout the mining industry, a relative consensus of 16 surveyed mining executives agreed on defining social licence to operate; with a consensus being reached on conceptualising it as a state of ongoing acceptance and approval of a company's activities by communities (Parsons et al. 2014).

While this is a statistically small survey and sample size, it should be taken as reasonably significant, as it reflects a growing industry standard among the executive-level decision makers in industry surrounding the meaning and importance of social licence. From this point, the concept began to be seriously developed and critically evaluated in management literature and throughout the industry.

In its 2018-19 annual report, the Freight and Logistics Council of Western Australia (FLCWA) quotes "The term 'social licence' has become more common, as community expectations for business and industry to operate in a socially responsible manner continue to grow. A lack of social licence derives from a generally poor level of community understanding in respect of freight" (FLCWA Australia 2019a).

## 2.1.3  The Business Case for Social Licence to Operate

Based on academic literature and industry case studies and reports, developing a social licence to operate is imperative for the success of projects and general business operations.

Cultivating a social licence for projects and industry confers numerous benefits to businesses, and has been associated with improvements to productivity, the efficiency of supply chains, expediting regulatory and political approval for projects, and considerably reducing exposure to legal risk through litigation from disaffected stakeholders (Infrastructure Australia 2011).

Considering the Australian freight industry constitutes 8.6% of the national GDP (Department of Infrastructure, Transport, Regional Development and Communications 2019), the development of an industry-wide social licence has broader benefits and implications for the national economy.

However, and perhaps most importantly, obtaining a social licence is now central to contemporary risk management as community and/or government reprisal against a project or business operations, as a result of a failure to develop one, can result in projects being unsuccessful and businesses sustaining considerable financial loss.

Investment research conducted by Goldman Sachs found that the most commonly implicated factor in project delays and cost increases were community-raised sustainability issues (70%), higher than commercial (63%) and technical (21%) factors (Goldman Sachs Global Investment Research 2010 as cited in Boutilier (2014).

The importance and relevance of social licence to ensuring financial and operational success in business projects and operations are further exacerbated by the fact that, in the contemporary context, stakeholders and communities are empowered to access information and organise more easily than ever before. With the advent of the internet and social media, stakeholders and communities now have convenient access to project/industry information, resulting in increased awareness of how corporate operations and projects may affect them.

## 2.1.4 Recent Freight Industry Developments in Social Licence to Operate

Locally and nationally, the freight industry has made some attempts to improve its image and develop a social licence to operate. Based on a Victorian survey, the public is generally uninterested in further education and engagement with the freight industry but is generally willing to acknowledge its importance as an industry (Victorian Ministerial Freight Advisory Council 2013).

Specifically, the survey found that 82% of respondents thought freight was an essential industry, and 77% of respondents agreed that trucks are important for Victoria's economy. However, 67% of respondents said they had no interest in learning more about the industry. This indicates that a certain level of acceptance already exists for the freight industry but should not be taken for granted.

The survey included data gathered from 1,555 respondents; as such the only limitation these figures have are that industry perception may have evolved since then, and that the sample only includes Victorian respondents, which might have implications on the findings. Regardless, this survey suggests a purely educational public relations campaign promoting the industry may have limited value as it would not redress any significant existing community concerns pertaining to the industry's value.

Nevertheless, there is significant community and stakeholder engagement on the issue of industry safety. A lack of perceived safety impacts on the overall perception of the industry and could be the key to developing a social licence to operate. Subsumed within the issue of safety, respondents in the Victorian survey associated the industry with congestion arising from 'dangerous' heavy vehicles.

Furthermore, respondents also associated the industry with negative externalities such as pollution and noise, which will only continue to emerge as problems as the freight industry continues to expand. With the industry projected to grow by 26% over the next 12 years (CGM Communications 2018), it is crucial to understand and counter these issues by engaging with the community around externalities such as safety concerns and develop a social licence to operate in the process.

In Western Australia, various companies and industry bodies comprising the freight industry have taken measures to improve their social licence to operate. One example is the Industry Road Safety Alliances that operate in several regions of the state. They are comprised of freight actors in government, industry and community with the goal of mitigating and managing risks associated with freight industry road traffic. Numerous localised campaigns have been developed in order to raise awareness of safety issues and improve the public image of the freight industry.

Another example is Co-operative Bulk Handling (CBH) Group's community investment and development program designed to improve its social licence to operate. CBH, a grain-growers' cooperative, maintains a 'Grass Roots Fund' that provides funding of up to $5,000 for local community events, and up to $20,000 for local, small scale infrastructure projects. The fund has invested over $250,000 in 36 different projects throughout regional Western Australia.

Boutilier's (2014) cumulative hierarchy model develops a social licence to operate through acceptance in local communities by demonstrating the economic benefits to stakeholders arising from its business operations. Beyond acceptance, these investments would help develop active approval by achieving socio-political approval, through contributing to the wellbeing of communities.

Considering a national example, the Australian Trucking Association (ATA) ran a community engagement initiative that attempted to redress safety concerns in relation to heavy vehicles. Called 'The Road Ahead', the $1.3 million initiative was an exhibition that toured Australia, featuring a semi-trailer with interactive displays and presentations centred on the behaviours of road users around heavy vehicles. This and other examples can be found in Section 5.9.

## 2.2 Importance of Social Licence to Operate in Engaging Communities

### 2.2.1 Growth in Freight Industry Associated Externalities

As previously mentioned, the freight industry is projected to significantly expand. This invariably means that associated externalities, such as pollution and noise, will become more visible and noticeable within communities, and thus represents a significant challenge in developing support for the industry. Furthermore, the Australian and New Zealand populations and population density will continue to grow, requiring improved road and freight infrastructure to accommodate the expansion.

As externalities continue to increase commensurate to freight industry growth, a social licence to operate will become more difficult to secure if substantial community engagement and consultation continues to be delayed.

If left unaddressed, it will result in communities becoming increasingly resistant and disapproving of freight movement and will have significant negative implications for the cost efficiency, productivity, regulatory and political support for the freight industry as a whole. Unless communities are consulted and engaged, and their expectations managed in relation to mitigating associated externalities, a social licence to operate will not be achieved.

Community distrust towards corporate interests is currently high, with 45% of respondents to a recent Edelman survey trusting businesses in a general sense (Edelman 2018). These findings on sentiment towards business from Edelman are highly reliable, with 1,150 survey responses from Australia, distributed across regions and demographics.

The confluence of increasing associated externalities with general distrust of corporate interests in Australia means that unless work is undertaken to improve the social licence to operate of the freight industry, future operations will increasingly be met with community opposition, obstructing the progress of future industry projects and operations, and reducing the efficiency of supply chains that rely on strong social capital and stakeholder relations.

### 2.2.2 Community Engagement

Social licence to operate is reliant on open and frequent community engagement to demonstrate project benefits and value to local communities, while communicating the planning and progress of efforts to mitigate associated externalities and dispelling misconceptions that reduce community concerns around the perceived negative impacts of projects. Community engagement is an essential practice to attempt to align industry interests with community interests.

In management theory, as per Boutilier's cumulative hierarchy model, it is virtually impossible to develop any degree of acceptance, approval or trust for industry projects or operations without being able to communicate the economic, community and other benefits it offers through genuine engagement. Truthfulness and openness about managing community impacts and externalities to avoid negative perceptions, (such as feeling of deceit), is paramount in creating community trust.

A report published by the Australian Institute of Company Directors (AICD) and KPMG International Co-operative (KPMG) found that community engagement was an essential function and practice of businesses because functional business units, motivated by efficiency and the bottom line, inadvertently obscure stakeholder concerns that later became significant news headlines.

"Vulnerable stakeholders are the ones we have difficulty hearing because their voices are filtered out by layers of management that are using a business only lens to prioritise their biggest risks. If ignored, these issues eventually balloon into major news headlines (as they have before) that surprise and disappoint the public and ultimately erode their trust in institutions and lead to even more scrutiny" (AICD & KPMG 2018).

This reflects the importance of organisations in ensuring that they maintain engagement and relations with the community. A lack of community engagement results in ignorance of important community issues and problems pertaining to projects that go unaddressed until the issue quickly escalates to receiving media attention - a point in which the issue is no longer under control by the business, and a social licence to operate becomes untenable.

According to the report, "social licence is maintained by organisations that are responsive to changing community concerns and expectations". Therefore, community engagement is essential to both understand community concerns and expectations so that they can be acted upon, and also publicly inform and communicate to communities and stakeholders that their concerns are being addressed. In management theory, the best practice approach to developing high levels of support is through mutual dialogue between communities and industries/corporations (Boutilier 2011).

Nevertheless, while 94% of approximately 600 company directors surveyed by KPMG and AICD believed trust between corporations and stakeholders was imperative to long-term sustainable industry and business and 82.3% of respondents cited 'communicating and engaging with stakeholders openly' as the most critical factor for building trust in companies. Only 38.5% of respondents believed that clear processes existed for responding to community trust issues and only 23.8% of respondents said their boards receive meaningful metrics on community trust for organisations.

This survey, conducted with a large sample size constituted by company directors across the nation, demonstrates that industry is becoming more aware that a social licence to operate is essential for sustainable operations. This is despite the perception that there is an absence of meaningful processes and ways to respond to community trust issues. This survey's findings, along with its high reliability and relevance, make a strong case for the need for campaigns to satisfy the need for these missing elements of community engagement.

This data clearly reflects the need for increased community engagement practices to allow for the effective development of social licence to operate and community trust in industry and organisations. The risks of failing to effectively conduct community engagement and develop a social licence to operate are further described in Sections 2.2.3 and 2.2.4.

### 2.2.3  Community Resistance

In the contemporary context, stakeholders and communities are now increasingly empowered due to the rise in informational access and the ability to organise. With the advent of the internet and social media, stakeholders and communities now have convenient access to project/industry information, with this informational access resulting in increased awareness within communities pertaining to how corporate operations and projects may affect them.

The internet also provides a medium for concerned stakeholders to connect, form interest groups and mobilise against projects. This also provides the ability for people directly affected by a project to mobilise support outside of their geographical area and communities. This poses a challenge for the freight industry in developing a social licence to operate, as it increases the attention given to associated externalities, and also expands the ability for opposing interest groups to organise and disrupt attempts to create community acceptance for a project.

According to a report on the freight industry by PwC, a lack of understanding of digital culture and engagement is the most dominant challenge in the industry (PwC 2016). This exposes the freight industry to a high risk of being unprepared for and unable to compete against online campaigns and movements against projects and operations, unless significant community engagement practices are undertaken. This will become a necessity going into the future to consider the inevitable increase of associated externalities as the freight task grows.

A salient, recent example of this digital opposition and interest group organisation occurring was the "Rethink the Link" movement in opposition of the Roe Highway Stages 8 and 9 road projects to Fremantle Port (commonly referred to as "Roe 8"). This movement was able to use online campaigning and political messaging in order to develop and mobilise opposition to the project through appealing to environmental concerns even to those outside the proximity of the affected geographical area of the Beeliar Wetlands where the Stage 8 was to transvers. Numerous protest groups mobilised to oppose the project, and the campaign was successful at pushing opposition for the project onto the state political and decision agenda.

### 2.2.4  The Loss of Community Support

If a social licence to operate is not developed, and interest groups opposing a project are given enough reason and opportunity to organise, corporations can lose the ability to be heard or inform the policy-making or community debate. This is generally a result of corporations failing to sufficiently engage with communities and thus understand and act upon their concerns. A situation where the community viewed freight negatively would have adverse implications for any industry.

It would make obtaining a social licence to operate and build trust with communities extremely difficult and may well lead to condemnation and sanctions from legitimate institutions such as governments and regulators.

This was most recently exemplified in the Banking Royal Commission. While a different industry, it provides a salient example that illuminates this process. The major banks implicated in the Royal Commission had no cogent strategy or plan to manage, address and act upon the concerns and frustrations of customers. This ultimately led to community sentiment becoming so hostile to banks that the government could no longer ignore the issue forcing a Royal Commission and later legislation to reform the banking industry onto the decision agenda.

The levels of decision-making agenda are shown in Figure 2.3.

**Figure 2.3:    Levels of the decision-making agenda**
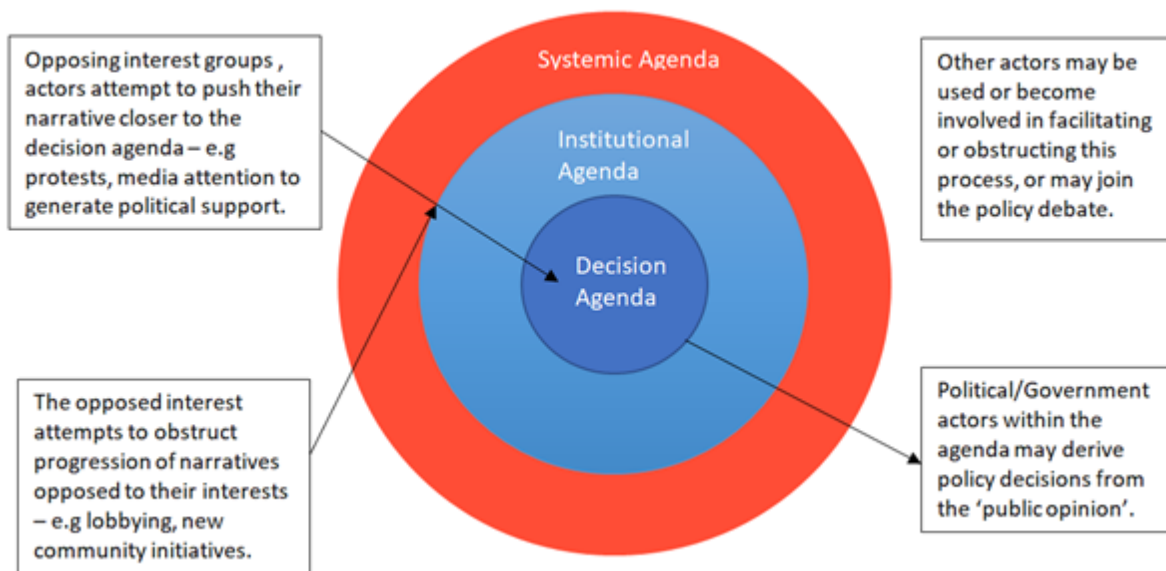


*Source: Birkland (2015).*

However, what also must be considered is that the outputs of public policy also affect the future inputs of policy – a feedback loop (Birkland 2015).

Returning to the example of the Banking Royal Commission, the political attention given to the issue resulted in massive amounts of media attention that further damaged the reputation of the industry, with only 21% of Australians believing in August 2018 that banks acted according to their customers interests (Deloitte 2018) and influenced consequent policy to increase regulation on the banking sector.

## 2.3 The Impact of not having a Social Licence to Operate to Government and Industry

### 2.3.1 Impact on Infrastructure Projects

A failure to develop and maintain a social licence to operate in communities exposes projects and operations to a considerable risk of community resistance and activism.

A recent example of this is the Conservation Council of Western Australia, an environmental conservation interest group which made submissions to the Environmental Protection Agency opposing the approval of Woodside LNP projects in the Burrup Hub near Dampier receiving gas from the Browse Basin.

Another notable example occurred in 2014 with Australian company AGL Energy (ASX:AGL) experiencing severe delays in its Gloucester coal-seam gas project in New South Wales, which resulted in Credit Suisse applying a corporate valuation reduction of 2.9% due to increasing project risks as a result of 'risk to regulatory approval' from community backlash (Franks et al.2014). After a further two years of widespread community opposition, AGL eventually cancelled the project.

If local support is received for a project, it is unlikely that the broader population will oppose a project unless it is demonstrable that the project will not benefit the broader population. Therefore, any campaign for freight industry projects must include a strong element of community engagement with local stakeholders to communicate local benefits and mitigate local concerns around associated externalities.

### 2.3.2 Impact on Government Decision Making

In terms of political/governmental approval, opposing interest groups will usually try to convince governments to legislate against projects or certain industry practices that they feel will have a negative impact. The primary and preferred tool of interest groups in affecting policy debates is attempting to generate significant and visible public opposition to industry projects or operations through traditional and social media. These groups often attract public attention in support of their point of view by organising public or online protests.

Community interest groups organise protests to not only attract media and foster opposition and broader outrage against a project, but these protests are also designed to raise the interest of legislators and government in order to push their policy narrative closer to the decision agenda. While this can be mitigated through careful stakeholder and government relations, it may be more efficient to mitigate strong opposing political interests through early and genuine community engagement.

### 2.3.3 Impact on Industry Efficiency

Considering the previously mentioned influence of opposing interests and activist groups on the government decision-making agenda, it is therefore much easier and viable for government to support industries with a strong social licence to operate, with their commensurate levels of community trust and approval. From a political perspective, supporting these industries can be used by politicians to demonstrate commitment to a positive employment and economic agenda to voting constituents.

Project delays and cost increases could have an impact on industry efficiency and raise freight costs for consumers. Inefficiency in freight movements ultimately impact on the economy and in turn on the community through higher costs. Conversely, efficiency gains ultimately impact positively on the community through reduced cost at the retail end of the supply chain.

In attempting to avoid social licence concerns impacting on industry efficiency, there should be consideration to designing communications that both reinforce positive public perceptions of the value of freight to the economy and the quality of life for individuals and communities.

## 2.4 Campaign Approach Considerations

The discussion and research suggest freight is not front of mind outside the industry itself. The community has a limited understanding of the freight industry and doesn't have a great interest in learning more. However, there is a general view that freight is important to the economy. Not addressing or reinforcing this message holds great risk for government and industry.

Any public messaging therefore should focus not only on raising public awareness of the importance of the freight industry to the broader economy, but also the quality of life for individuals and communities. Moreover, any campaign should also address common misconceptions about the safety and environmental impacts of the industry.

The 10 main factors considered by the freight industry and/or government in any campaign or community engagement approach attempting to build social licence to operate are:

**1. Audience**

The main audience of a freight industry/government campaign would be the community, at both a local level and a national/industry level.

**2. Footprint**

The geographical area campaigns will target. An overall target can be identified and then variations for specific geographical areas can be made (e.g. higher intensity for those more affected by freight operations).

**3. Themes and Messaging**

Themes and messaging should consider addressing the externalities that inconvenience stakeholders and communities. Most stakeholders are largely uninterested in being informed of the importance of the freight industry.

**4. Content**

The development of quality content is critical. Content should also be made so that it may be distributed to audiences through various tools.

**5. Ask**

Public campaigns provide an opportunity to question audiences on what they want from the freight industry, or what primarily concerns them about it.

**6. Communication Tools**

Conventional communication tools for obtaining media exposure have largely declined in use in recent years, with low-cost tools such as social and digital media rapidly emerging as dominant. Community engagement events and workshops remain low-cost and effective for especially concerned stakeholders but limited geographically.

**7. Scalability**

Developing sound, effective messaging and content allows campaigns to be scaled up in terms of reach (amount of people exposed) and frequency (times reached). Campaigns with solid messages and content are scalable and transferable.

**8. Allies**

Support from third parties increases the effectiveness and perceived legitimacy and veracity of campaigns.

## 9. Duration

Maintaining social licence to operate is a continuous challenge, as externalities are often enduring and may emerge at different stages of projects. While intensity will vary proportionate to the trends of externalities, campaigns will be most effective if they are long-term.

## 10. Resourcing

Resourcing allocated to campaigns invariably affects decisions on tools, scale, and duration. Incorporation of allies may allow for further capital to be raised.

These considerations are underlying themes in the communications strategy in Section 5.

# 3.　Case Studies

Due to the scarcity of like to like case studies, the search was expanded beyond road freight to include mining, rail and airports. The FLCWA social licence to operate is the only case study as such. The remainder of the examples are drawn from research papers, journals, articles or processes in place. Learnings and areas for consideration from these case studies/research documents have been developed.

## 3.1　FLCWA's Social Licence to Operate Campaign

The FLCWA had a nine-stage methodology in the development of its social licence to operate. The first step was a desktop review to build a broader and deeper understanding of the challenges and opportunities facing the industry. Findings from the desktop review laid the foundation for the subsequent stages of the project, which was to undertake community research across the Perth metropolitan area to better understand community knowledge and sentiment towards the freight industry.

Subsequently, an extensive community research and testing program was conducted in the development of the FLCWA social licence. A mixed-method approach was used for the study involving in-depth focus groups and a general metropolitan population survey. A summary of the details for the methodology is shown in Table 3.1.

Table 3.1:　Details of the mixed-method methodology used

| The Focus Groups | | The Survey |
|---|---|---|
| Aim of the exercise | The aim was to uncover key insights and perceptions of freight and facilitate meaningful discussion about developing a social licence campaign and inform the survey development. | The aim for this quantitative method was to establish baseline measures of community attitudes and perceptions of freight, and to identify externalities of greatest concern to Perth residents. |
| Description | Two groups of Perth metropolitan residents met for 90 minutes. The groups were split by age: 18-34 years old and 35 years and above. Prior to the focus group, the participants had to complete a homework task to prompt discussions on relevant issues. | The online survey was completed by 613 respondents aged 18+ from Perth metropolitan area, yielding a margin of error of ±3.98% (a sufficiently robust and representative sample). Interlocking age and gender quotas were set to ensure the sample was representative of the Perth general population. All data was post weighted according to ABS data. |

*Source: FLCWA (2019b).*

A summary of the findings from the study are shown below (FLCWA 2019b).

1. Overall, the community feels neutral towards freight due to their perceived lack of engagement with the industry.

2. Perceptions of freight are often limited to what they see (visual) and what impacts them. For example, trucks carrying online shopping.

3. Although knowledge of freight is limited, consumers typically feel they know as much as they need to know.

4. Consumer's curiosity about freight processes creates an opportunity to 'gamify' freight and create social licence by engaging creatively with the community. Gamification and interactive engagement could help change the way people think about freight when impacted by it.

5. The community are generally supportive of the industry. However, there is room to shift perception.

6. The community wants a campaign that highlights the personal and social benefits of freight and shows the fast-paced exciting nature of the industry.

7. A key to the social licence campaign will be to acknowledge key concerns and demonstrate how the industry plans to address them.

8. The community will respond better to information about concrete plans to alleviate their biggest concerns. It is critical that any engagement with the community and associated strategies are genuine, and real action follows.

Therefore, how should a social licence campaign look? Some comments from the focus groups and surveys follows (FLCWA 2019c):

1. Develop an engaging storyline approach to evoke meaningful personal connection.

2. Focus on the benefits – focus on the positives rather than the negatives.

3. Put a positive spin on the negatives – address the negatives and concerns with the industry by showing how the industry plans to alleviate the issues by putting it under a more positive light.

4. Include a 'call to action' or tailored message – a call to action was seen to be missing from the Main Roads Western Australia (Main Roads) 'Freight Matters' campaign. Initiatives such as a website which provides more information, or a statement of industry support, are more likely to inspire action.

Outcomes from the community research provided insights and useful data/resources on developing a communication strategy. A multiple angle approach was proposed as it was perceived to be a more effective approach to promote the social licence campaign. The primary goal of the communication strategy is to be noticed and to create interest and awareness so that the public are open to conversations with both sides (because every story has two sides to it). The communication strategy developed has been summarised in Figure 3.1.

Figure 3.1: Summary of FLCWA Social Licence Campaign Communications Strategy
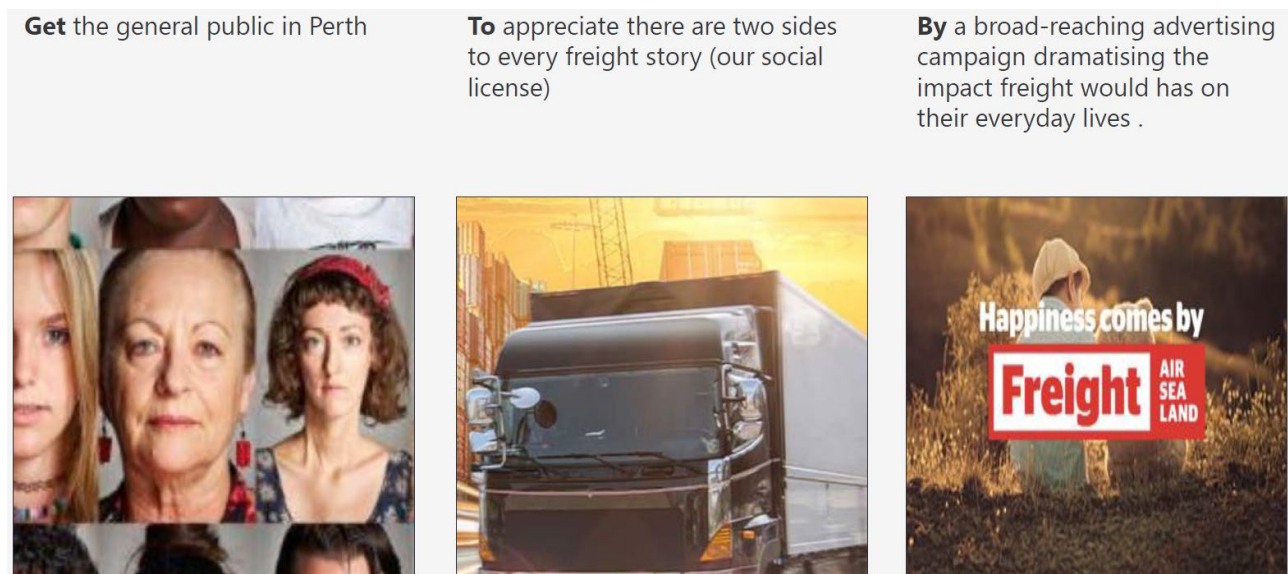


Source: FLCWA (2019d).

The community suggested a mixture of media tools to advertise the campaign, each serving a different purpose. Television and social media platforms such as Facebook were agreed to be the best platforms to promote this campaign. The strategy is split into two phases.

- Phase 1: Establish an emotional connection – create awareness of the value of freight in our lives.

- Phase 2: Education to facilitate deeper understanding and empathy (still to be developed).

Under Phase 1, the use of advertising has been selected as the most appropriate engagement method. The key areas of messaging/approach proposed for the first phase of the campaign are:

- What would happen to the product or consumables if freight does not exist?

- 'Taking freight for granted'.

- The development of a mascot or brand ambassador, on the basis this may create a lasting impression on the community.

### 3.1.1 Observations on communication methods used:

- Gamification and interactive engagements could help shift perceptions.

- Establishment of an emotional and personal connection.

- Development of a campaign that acknowledges key concerns and demonstrates an action plan.

## 3.2 Campania Regional Metro System Project

The Campania Regional Metro System (CRMS) in Italy is an integrated land use, infrastructure and operational planning project. It integrates the existing railway lines into a single physical network by building new links, new stations and new modal interchange facilities. The objective is to improve the quality of public transport services with the aim of increasing the use of transport with low environmental impacts and reduce the use of private cars (Cascetta & Pagliara 2013). This project was reported to have undertaken extensive public engagement in its planning and design phase as well as involvement with other more formal phases of the decision-making process.

**Figure 3.2:    Poster for opening Museum-Archaeological Museum Link**



*Source: Cascetta & Pagliara (2013).*

The CRMS utilises the five-stage public engagement strategy to communicate with the local communities. Details of the activities and strategies for each of these five stages are summarised in Table 3.2.

**Table 3.2:** Details of five-stage public engagement strategy adopted by CRMS

| No. | Levels of Public Engagement | Details |
|-----|------------------------------|---------|
| 1 | Stakeholders identification | Identify a list of stakeholders including the national government, Secretary of Transport, regional government, council, local transport operators, local communities, media, financial institutions, etc. |
| 2 | Listening | Organise preliminary meetings with various stakeholders at the provincial and local levels. These meetings are useful to explain any issues to the public and stakeholders, and to obtain support from influential members of the community. |
| 3 | Information | Information was disseminated to the public in printed materials. Some of the tools used were: <br>• Poster designed for the inauguration of the corridor linking the Museum station to the Archaeological Museum is shown in Figure 3.2. Poster for opening Museum-Archaeological Museum Link. <br>• Leaflets and brochure were distributed to provide guidance to transport users on how to adapt to forthcoming changes in the system. <br>• Leaflets were also distributed to secondary schools to raise awareness about sustainable mobility and the use of public transport. <br>• Local radio and television were used extensively to promote the project and to announce progress development. <br>• Newspaper campaigns were coordinated with the radio and TV multimedia campaigns. <br>• Information events were organised to provide the public with a face-to-face opportunity to encourage feedback and support. <br>• Exhibitions were organised on the various stations of the RMS. <br>• Internet was used to collect and distribute data, and to provide real-time information to transport users. |
| 4 | Consultation | • Technical meetings were held with members of the municipalities, transport committees and various stakeholders to discuss matters related to the individual railway lines. |
| 5 | Participation | |

*Source: Cascetta & Pagliara (2013).*

A key feature of this project's engagement approach is its early and continuing involvement of the community to raise awareness and communicate work progress.

### 3.2.1 Observations on communication methods used:

- Utilisation of a five-stage public engagement strategy.

- Early and on-going community involvement.

- Time-specific, place-specific, issue-specific, stakeholder-specific.

## 3.3 Social Licence to Operate – Mining

Mining companies are increasingly aware of the need to obtain community acceptance, and not just focus on obtaining regulatory approvals and formal permits (Moffat & Zhang 2014). The cost of not doing so can be lengthy and costly disruption flowing from community protest.

Community's objections such as operational noise and dust, groundwater quality and quantity, mine extensions that require local communities to relocate, cost of living increases due to the influx of mining labour and housing speculation. Therefore, it is widely recognised that a social licence to operate from local communities is a qualification that mining companies must obtain in order to avoid unnecessary conflict.

Building community trust is paramount in the process of obtaining a social licence to operate and subsequently community acceptance and approval of the mining operation. Moffat & Zhang (2014) summarise the main elements of an integrated community acceptance model. The model is shown in Figure 3.3.

Trust and transparency are the centralised focus in this model. Mining operations generate both positive impacts (employment, training, investment) and negative impacts (strain on social services and social infrastructure) for the community. To manage these competing impacts and build an environment of trust and support requires management of the four elements:

- Impacts on social infrastructure – mining developments will generate positive and negative impacts to communities. Therefore, it is important to manage and communicate any divergence between expected and experienced impacts to avoid perceptions of deceit. If the experience is positive (exceeds the level of expectation), there will be less influence on trust and acceptance. Impacts should always be clearly and honestly communicated - a lack of transparency will result in scandal and outrage that cannot be controlled when impacts are uncovered.

- Contact between mining companies and the community – developing mutual trust is a crucial component because it generates positive perception and behaviour that one's welfare and best interest is considered. This view of 'positive contact' that engender transparency, goodwill and trust will create optimistic treatment and feelings of security and confidence in a social setting, and subsequently shape the community's acceptance of the mining operation.

- Procedural fairness – people will develop trust when transparent and fair procedures are adhered to when making decisions. In order for procedural fairness to be achieved, key stakeholders must be made aware of all decisions and decision making processes (transparency), and they must also be included and considered in the decision making process.

**Figure 3.3:    Overview of relationships between concepts**
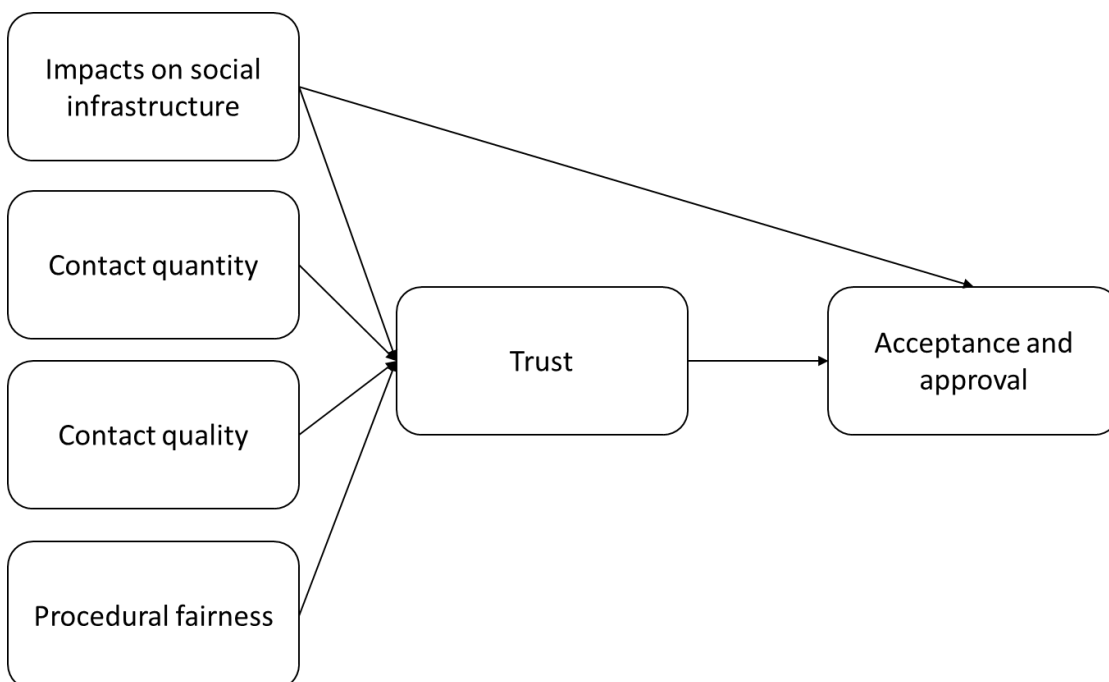


Source: Moffat & Zhang (2014).

### 3.3.1  Observations on communication methods used:

- Social licence to operate is essential to avoid community conflict.

- To be truthful and open about community impacts and externalities to avoid feeling of deceit

- Transparency, fairness and honesty in all communications and engagement is essential.

- Positive interactions along with goodwill and trust are essential in developing a sense of security and confidence toward the industry.

## 3.4 Improving Airport Community Relations

This study focuses on successful community engagement strategies adopted by airports in the United States with the aim of increasing trust and visibility, and decreasing negative impacts caused by public backlash. Sanchez suggests that the key is to earn mutual respect to work together to find a common ground. This can be achieved by elevating the airport's profile and community involvement by mechanisms such as showcasing the aviation industry as a caring, responsible and trustworthy member of the community. (Sanchez 2019).

A recent survey of 1,000 US citizens, by US Communications firm Cone Communications, found that 87% of Americans will patronise an organisation that advocates an issue they cared for and/ or seen to be socially responsible (Sanchez 2019). For an organisation to be perceived as socially responsible, they must provide consistent and meaningful benefits to the community while minimising any potential adverse effects. Airports can achieve this status by staying active, engaged and acting as a true partner with the community. Community involvement humanises the airport which is critical in forming relationships.

The aviation industry is constantly growing which means expansion and construction work is unavoidable. It is essential to exercise a proactive communication approach to engage with stakeholders transparently about infrastructure development plans. Any pre-established relationship will facilitate an open and honest dialogue down the track.

For example, Van Nuys Airport in the City of Los Angeles, implemented the following to build community partnerships:

- Youth programs.

- Engagement ideas with youth:

  – Tours that are age appropriate.

  – The airport provides children with hands-on experience about flying. Recently, it launched a mascot who attends local street fairs, community events and airport hosted special events. The idea is to make the airport approachable and a fun place to be.

- Adopt a school – the airport speaks at the school as a means of education and experience sharing. The airport personnel also organise a school holiday party with the aim of creating a positive outlook amongst the children and parents.

- Aviation careers education and various education programs.

- Adult outreach:

  – Citizen Advisory Council.

  – Friends of Van Nuys Airport.

- The airport sought to play an active role in the community by ensuring that lines of communication were open - effectively becoming opinion leaders. This was coupled with open communication with stakeholders about developments as part of solidifying relationships.

- Creating business partnerships which creates a win-win situation for both community and business operators while communicating latest developments with stakeholders to maintain their involvement to 'solidify' relationships.

Effective community engagement builds trusted partnerships that are beneficial now and in a longer term. Community engagement is all about people and people have emotions. Therefore, the most effective marketing campaign evokes emotion because people are human (Sanchez 2019).

### 3.4.1 Observations on communication methods used:

- Allow the community to come and see what is happening, e.g. tours.

- Reach out to the community by enabling, facilitating and supporting programs that are of local value as a means of creating relationships.

- Leverage established relationships to engage in open discussion ahead of change.

- Position the organisation within the community as a partner in local development.

- Seek to establish an emotional connection with the community.

## 3.5 Jandakot Airport Fly Neighbourly Protocol

Jandakot Airport is the major general aviation airport in Western Australia and is one of the busiest airfields and pilot training bases in Australia. Fly Neighbourly is a voluntary code of conduct for pilots that was introduced at Jandakot Airport in 2000.

While it is impossible to stop aircraft noise emanating from an airport, Fly Neighbourly recognises that there are opportunities to reduce the effect of aircraft noise on surrounding communities. Jandakot Airport sought to balance the economic viability and sustainability of the airport and its stakeholders with the amenity impacts of operations. There are a number of actions for operations that can be summarised as:

- comply with noise abatement procedures

- ensure that environmental awareness and noise management is included in pilot familiarisation and training.

- only conduct 'Touch and Go' circuit training between 0700-2230 Monday to Friday and 0800-1800 Saturday and Sunday.

- fly circuits and conduct turns that minimise the impact on residential areas.

The Fly Neighbourly protocol arose from a joint airport/community/government initiative. The approach was based on all parties understanding the needs of one another and was developed in good faith and transparency.

### 3.5.1 Observations on communication methods used:

- Jointly develop operational protocols that balance the needs of all parties.

## 3.6 Social Marketing Perspective on Road Freight Transportation of Fruit and Vegetables

This study evaluated the sustainability of road freight transport of selected fresh fruit and vegetables in Slovenia. Road freight transport was found to be unsustainable as it causes unnecessary external costs which resulted in the increase of imported produce.

These external costs refer to the negative impacts of freight transport on the environment and society such as air pollution, climate change, noise, crashes, congestion, soil and water pollution, effects on nature and landscape, effects of up/downstream processes and infrastructure impacts.

Therefore, a community based social marketing campaign was established to encourage domestic production and consumption of local produce in Slovenia. The campaign was a combination of both mass-media and local level interpersonal engagement with consumers and retailers to increase awareness on freight transport externalities on the environment and society (Bonča et al. 2017).

This Slovenian case highlights the potential of a social marketing campaign in altering the behaviour of a targeted audience.

What is social marketing? Social marketing is the application of commercial marketing technologies to the analysis, planning, execution and evaluation of programs designed to influence the behaviour of targeted audience with the aim of improving their personal welfare (Bonča et al. 2017).

Over the years, social marketing has been successfully applied in areas including health promotions (tobacco use, alcohol, eating disorders), injury prevention (drink driving, seatbelts usage), environmental protection (waste reduction, recycling) and community mobilisation (blood donation).

It was reported that a similar community based social marketing campaign was developed in Australia to encourage the consumption of fresh fruit and vegetables among parents of school-aged children. The community-based marketing campaign was found to be very effective in increasing exposure, knowledge and consumption. One of the reasons for its effectiveness is because local programs engage the community on an ongoing basis and provide the necessary support and maintains the effect of larger mass media campaigns.

Interpersonal communication is a powerful engagement strategy – people are influenced by significant others such as family members, neighbours, colleagues, peers, supervisors, teachers and leaders (Bonča et al. 2017). Engaging in a personal way encourages conversation and the spread of the message between linked stakeholder groups.

### 3.6.1 Observations on communication methods used:

- Combining a mass media approach with personalised interaction with people makes the broad marketing messages more powerful and real for individuals.

- Establishing a personal connection and engagement with stakeholders can have a ripple effect to their stakeholder group.

- No one size fits all; at times, a combination of strategies can be used.

# 4.    Consultation

This section summarises the consultation undertaken with the national regulator, state / territory and local governments and industry. It identifies themes and messages that should be promoted in any campaign. The consultation was a combination of interviews and a wider survey. The full consultation transcripts are provided in Appendix B (interviews) and Appendix C (survey responses).

## 4.1    Interviews

Seventeen interviews were undertaken with PWG members and selected transport organisations and freight councils. Some interviewees followed up with formal responses. A number of organisations provided similar responses which added weight to the consistency of thinking across government and industry.

### 4.1.1  Key Messages

- The freight industry represents more than trucks and touches lives in many ways. Some of the messages would be around safety, professionalism, necessity, the importance of supply chains and standard of living.

- The positive impact of freight on people's daily lives should be stressed. Society needs freight to function, from courier vehicles through to heavy vehicles. A positive note should be struck explaining the whole freight supply chain story and identify how the community fits into the story.

- Modern life fails without an efficient freight transport system delivering essentials such as toilet paper, bread, milk and petrol.

- The message should be about freight movement rather than a focus on heavy vehicles.

- Promote the value of freight by aligning it with values that the community already holds. Freight needs to be put alongside initiatives that enable the quality of life enjoyed across Australia.

  Freight enables this by:

  – easy access to the goods and services that the community needs, and have come to expect as part of everyday life

  – permitting business to grow and thrive

  – two-way mutually beneficial connection between Australia and the world.

- Explain that everything you own was once freight. It's the lifeblood of cities and it needs to be respected.

- The economic benefits to Australians either directly or indirectly should be explained. We often hear of the importance of other industries such as mining to the Australian economy but not about freight.

- Highlight the amount of small to medium size businesses that are involved in the wider freight task employing many Australians with the majority of trucking businesses being family-owned with less than 20 staff. The trucking industry alone directly employs over 200,000 people.

- Apart from the economic benefits, other important issues such as environmental credentials through minimising environmental impacts (e.g. newer vehicles adding to road freight efficiency and reducing emissions) should be promoted.

- Emerging technology also contributes to the messaging including autonomous vehicles and electric vehicles.

- Messages to counter the negative perception of larger trucks. Promoting the value of larger tucks that reduce the number of trips should be explored. Material on this is currently available such as the Main Roads info sheet on the benefits of Restricted Access Vehicles.

- A greater understanding of the value of efficient trucks such as PBS to the wider community.

- Freight encompasses all sizes of commercial vehicles so the focus should not be solely on trucks but other freight vehicles such as smaller service, courier and delivery vans.

- Safety is paramount but the perception is that the industry is not as safe as it could be. Trucking is a professional and viable industry committed to safety and upholding high standards.

- The message on how important the industry is could also be divided geographically into metropolitan, regional and remote areas and how freight impacts these areas differently. In the cities, the issues will be around externalities such as congestion, safety and amenity. For remote communities in northern Australia, road access is paramount with roads sometimes being blocked for months at a time during the wet season, restricting freight delivery.

- The convenience factor such as reducing time and the costs of delivering goods from the source to the consumer allows for improved access to goods and services.

- Messages about how the road transport industry is becoming increasingly sophisticated, both in vehicle standards and professionalism of its people is important.

- The public should be informed that road freight vehicles are not the competition on roads but are achieving a vital community service.

### 4.1.2 Promote Freight Positively

Supplementing the key messages were a number of comments on the importance to tell a positive story of the value of freight that is owned by the community.

- Trust and honesty are key to a credible engagement with the wider community.

- Need to sell the message that industry is doing things to minimise the negative externalities.

- Important to demystify people's perceptions on the negative side of road freight.

- Innovative messaging should be explored such as promotion on the rear of trucks and on billboards.

- Bigger and better performing trucks have benefits – in terms of reducing congestion, costs and safety.

- Ensure content is authentic, relatable, genuine and 'shareable'.

- Promote the growth in freight as the growth in all industries. A growing freight task indicates a growing Australia.

### 4.1.3 Communication Tools for Consideration

The organisations were asked what tools or means they think should be considered for the communications strategy.

- Development of a website and/or co-ordination and linking with industry/government efforts.

- Using existing communication sites and forums. For example, the City of Greater Geraldton referred to its 'Progress the Mid-West Region' forum.

- Tailored promotional videos showing the way in which product moves along the supply chain. This could be done by sector such as agriculture.

- Videos suitable for screening on television networks and online.

- Presentation materials and supporting information that could be used at various events.

- Education materials that could be used in communications with politicians and bureaucrats who may not be familiar with the industry.

- Social media platforms including infographics.

## 4.2 Survey

A survey was circulated to:

- seven state / territory based local government associations

- 38 local governments in all states except the Northern Territory

- 13 freight and logistics councils and industry associations (national and state / territory based).

### 4.2.1 Questions Provided to Local Government

1. How do you think local government could promote the value of freight?

2. What do you think are the key messages that should be in the communications strategy?

3. Does your organisation have a communications strategy/plan for promoting the value of freight?

4. What communication tools would be of most use for your organisation?

5. Do you have any comment on the proposed tool kit for use by governments, including local government?

### 4.2.2 Points Raised by Local Government

- Local government could promote the value of freight and its importance to local industry and suppliers.

- Articulate the benefit of economic development that relies on freight to provide goods.

- Promoting the significance of freight by aligning it with values that the community already holds. Freight needs to be put alongside initiatives that enable the quality of life that we all enjoy across Australia.

- Regional local government understands the value of freight for their regions and the changing freight task based on changes in the environment (both positive and negative) and how this affects the volumes that come to and go through a particular region.

- Promote the benefits to the economic development of an area and on a smaller scale, how people get their everyday goods.

- Local government is the closest level of government to the people, so local governments could be used to focus on the specific benefits of freight.

- Local government need some guidance on community engagement and education.

- Local government is more sensitive to community knowledge of freight. In this sense, community perception of freight influences local government considerations.

- Councils also placed great value in:

  - research and testing

  - collaboration with business and industry

  - creative and informational content

  - consistent and clear messaging

  - communication tools.

### 4.2.3 Questions Provided to Industry

Some questions were slightly changed for industry.

1. How do you think the industry could promote the value of freight?

2. What do you think are the key messages that should be in the communications strategy?

3. Does your organisation, or do you know of others, that have a communications strategy/plan for promoting the value of freight?

4. What communication tools would be of most use for your organisation?

5. Do you have any comment on the proposed tool kit?

### 4.2.4 Points Raised by Industry

- The transport and logistics industry has not been entirely effective in clearly communicating the true value and percentage contribution to GDP made by freight.

- Industry associations are developing strategies to promote the importance of freight and have been engaging commonwealth and state / territory governments on how best to achieve this.

- The ATA is developing a strategy to improve industry's image while communicating the value of freight. The delivery of the message will most likely be through media, public relations, advertising and marketing.

- The development of online resources to report activities and highlight the key messages.

- The ALC has already been liaising with the Commonwealth Government on how to engage the community positively about the significance of freight. This was one of the key actions identified as part of the National Freight and Supply Chain Strategy.

- The discussion is based around how industry and government can effectively collaborate to help the community better understand the central role freight plays in their day-to-day lives. This includes the industry's economic importance in terms of direct employment and the maintenance of Australia's living standards and international competitiveness.

- An honest dialogue with the community about some of the trade-offs that are necessary to ensure the efficiency and safety of freight networks, particularly as consumers demand more rapid delivery times.

- It is vital that Australia develops an evidence base approach that can be used to demonstrate the value of freight, and why investment in freight infrastructure is important for the whole community. This is an important consideration in the development of the National Freight Data Hub, which is currently in its design phase.

- The Victorian Transport Association (VTA) has an effective communication strategy which operates at a number of levels for external and internal purposes and stakeholders. It has been carefully designed to effectively communicate with governments (nationally and state), government authorities and agencies (national and state), local, regional and rural stakeholders.

# 5. Communications Strategy

## 5.1 Background

The communications strategy provides guidance for state / territory and local road managers to undertake campaigns that help develop a social licence to operate by informing of the value and significance of freight to the wider and local communities.

As discussed in Section 2, a social licence to operate is defined as having been granted to a project that is generally accepted and actively meets the expectations of stakeholders in the community, while also consulting, considering and engaging with the interests and concerns of stakeholders opposed to and/or affected by the project.

The development of a social licence to operate occurs in a structured, hierarchical and cumulative manner as follows:

1. Psychological Identification (Highest)

2. Approval

3. Acceptance

4. Withheld/withdrawn.

Establishing and demonstrating the economic benefits of the freight industry can be the first step (acceptance) towards eventually building high-level trust with communities, and then consequently through showing the social and broader benefits. This builds the legitimacy required for stakeholders to actively approve of the freight and related sectors.

## 5.2 The IAP2 Spectrum of Public Participation

The IAP2 Spectrum of Public Participation was drawn from when developing the three levels of campaigns. In this context, insight is provided into the spectrum for reference.

The IAP2 core values for the spectrum have been established for use in the development and implementation of engagement processes. They are (see Figure 5.1):

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

2. Public participation includes the promise that the public's contribution will influence the decision.

3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.

4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

5. Public participation seeks input from participants in designing how they participate.

6. Public participation provides participants with the information they need to participate in a meaningful way.

7. Public participation communicates to participants how their input affected the decision.

(IAP2 core values 2018)

**Figure 5.1: IAP2 Spectrum of public participation**



# IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

| | INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|---|---|---|---|---|---|
| **PUBLIC PARTICIPATION GOAL** | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | To place final decision making in the hands of the public. |
| **PROMISE TO THE PUBLIC** | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide. |

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Source: IAP Spectrum of Public Participation 2018.

## 5.3 Three-Tiered Approach

The approach, as identified in Section 1.3, delivers a communications strategy with three distinct campaign levels. Table 5.1 outlines the objectives of the three tiers of campaigns.

**Table 5.1: Three Tiered approach**

| Campaign | Objective |
|---|---|
| **Tier One** (Broad campaign) | A broad-based information campaign that works to capture the attention of the community and encourages support for the role of freight. |
| **Tier Two** (Localised campaign) | A suite of activities that support the Tier One campaign on a more localised or project level that can be used and adapted by road managers based on their requirements. |
| **Tier Three** (Local government campaign) | A suit of activities tailored to provide local government with a campaign to inform and engage local residents on the value of freight and to mitigate any concern to the movement of freight at a local level. |

Whilst the Tier One campaign is the most likely level for freight industry collaboration or input, all three levels have the capacity for freight industry input.

## 5.4    Tier One (Broad Campaign)

### 5.4.1  Campaign Objectives

The Tier One campaign uses best practice for communication in the freight and allied industries. Based on this research, it is concluded that there were three primary objectives for a successful campaign by Australian and New Zealand road managers and freight industry operators to assist a community to move from Acceptance to Approval.

These are to (see Figure 5.2):

- increase awareness of the connected supply chain – explaining the link between the consumer goods the community relies on and the global supply chain that provides it

- drive recognition of the freight industry – ensure people understand the importance and necessity of all aspects of supply chains in supplying goods and services in keeping the world functioning

- value the benefits the freight industry brings – in terms of direct and indirect economic benefits, employment and business benefits – in an interesting and engaging way.

To do this requires desktop research, and the collection and validation of new data.

Figure 5.2:    Campaign objectives
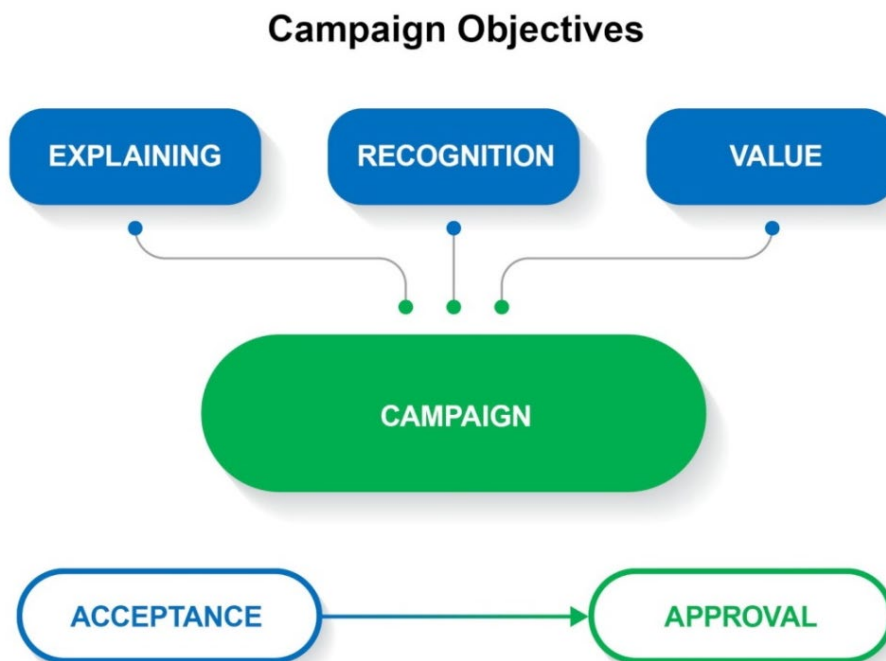


### 5.4.2  Research Questions

The campaign would undertake quantitative and qualitative research before commencing a campaign to ensure relevance.

Questions could include:

- What externalities are of the greatest concern to communities?

- Who are the people most concerned about externalities?

- What messages about the industry do people respond most favourably to?

- Does awareness of industry benefits make people more tolerant towards externalities?

### 5.4.3 Research Approach

The following quantitative and qualitative research methods would be used to gather an initial understanding of specific public perceptions that will enable testing of public receptiveness of campaign material:

- General representative survey of 1,200-1,500 people for an effective state wide or regional analysis (smaller samples are possible but reliability declines).

- Focus group research – notionally up to eight groups depending on breadth, comprising different demographic groups and local community contexts/groups (e.g. a community heavily impacted by the freight industry).

Thereafter, any further key questions that emerge from the feedback driven research approach would be pursued, where research and testing budget allows, validating campaign variables.

### 5.4.4 Campaign Strategy and Plan

The scale of a Tier One campaign is such that external communications expertise will be required by road managers and freight industry operators. A campaign plan should be developed that addresses each of the following 10 considerations (see Figure 5.3).

**Figure 5.3:    Campaign considerations**



## Campaign Considerations

**Audience**

The primary audience is the general public, which is not typically negatively impacted by freight. Tier One content will be focused on raising awareness and visibility of freight and its benefits.

This includes such issues as lower cost of goods, the availability of goods and jobs directly created by freight and supply chains. However, due to low community interest in this information, content needs to be engaging, entertaining and creative to successfully reach people with an informational message.

**Footprint**

The footprint of a Tier One campaign is relevant to the campaign coverage. This is most likely to be at a state wide or regionally based level but could be interstate or national.

## Themes and Messaging

The themes and messaging would be developed with the answering of research questions discussed earlier, through a quantitative and qualitative research program. In general, themes and messaging would be expected to be built around the following campaign messages identified as the basis of other successful campaigns.

The five campaign messages are:

- Our first priority is safety

  The freight industry is committed to the highest level of safety through professional standards, uncompromising safety measures and the introduction of newer and safer fleets (explain how safety of the industry and the community is managed and addressed in this message).

  Freight strives to be effective and efficient by continually seeking ways to match the right vehicles to the right roads; and to optimise operations between the origin and destination of goods and services. Core to commercial decision-making are fleets, operators and routes that are productive, safe and sustainable.

- The supply chain is a chain

  Every step, from initial source through to trucks providing goods to a local supermarket or on-line purchases delivery by vans, is imperative to connecting the chain together, and linking local communities to global trade.

- Freight is the lifeblood of our economy

  Freight, and the infrastructure it travels upon, connects industry and commerce to the world, delivering local jobs, creating and growing small business, encouraging innovation and delivering prosperity.

- Trade brings consumables to our door

  The freight industry works together with infrastructure/manufacturing/agricultural industries to bring people the things they need and want and in keeping prices down.

- Our future is green

  Newer fleets are emission efficient and environmentally cleaner thus giving a positive externality to promote. Often the community is concerned about the air quality and noise caused by trucks. New technology and vehicle standards can address these issues.

**Figure 5.4:    Campaign messages**



## Content

The goal is to make the audiences more knowledgeable about the importance of freight to increase social licence to operate for the freight industry. The challenge identified from research is how to make informational messaging engaging and compelling for an otherwise disinterested general public and to ensure that core messages are seen and retained by the public, particularly as the freight task grows.

Importantly, even though the public is generally uninterested in learning more about freight and logistics, research shows that the more informed, the more positively they tend to perceive it. Experience shows that personal, relatable stories are important to capturing and holding audience attention and enabling the delivery of facts.

Flowing from research at each level of the campaign, relative confidence should be established as to how specific target audiences might respond to different types of content and should be created that considers these research findings.

Campaign messaging, along with iconography and visual/design elements, should be clear and consistent across different materials. The campaign content and materials should also be prepared and tested across key demographics prior to implementation. Examples are found in Section 5.9.

### Ask

As part of a public campaign, there is the opportunity to ask things of your audiences. The call to action would be for the community to find out more by visiting the web portal and/or social media page. This also facilitates the ability to build a relationship database and maintain contact with, or even activate supporters of the campaign.

### Communication tools

In an environment where people are getting news and entertainment content from a growing number of sources, public campaigns need to deliver content through a range of tools including:

- campaign website

- social media – Facebook, LinkedIn and Instagram etc

- free media – through strategic public relations

- education kits – designed for primary and secondary school activities

- workforce engagement – communications that can be amplified by allies

- signage and branding on existing road and logistics infrastructure such as the rear of trucks or side curtains as moving billboards.

### Scalability

Prioritising the development of effective messaging and content enables the campaign to be easily scaled up in two ways:

- reach – to maximise the number of people exposed to the campaign in the target audiences and could include multi-lingual messaging

- frequency – to maximise the number of times people reached are exposed to the campaign.

Scalability options usually include exploring more expensive and often popular marketing tools, such as television advertising, which increases the campaign's reach. An increase in frequency from scaling up a campaign would result in increased diversity of campaign content, especially creative content, along with an increase in the intensity of content in advertising.

### Allies

A public campaign has the potential to raise public awareness of aligned state and federal initiatives and garner their support. State and Commonwealth governments have significant interests in economic growth through such means as the development of transport infrastructure. With governments embarking on an ambitious program of infrastructure development that accommodates growth in the freight task, they have a stake in the social licence of the freight industry.

It is therefore important to develop a campaign with the support of campaign allies. The potential campaign allies are identified in Table 5.2.

Table 5.2:     Key allies – Tier One broad campaign

| Allies | |
|---|---|
| Freight and logistics, construction, manufacturing, mining and agricultural | Freight and logistics industry organisations and individual freight companies will be top priority in any campaign but other sectors such as construction, manufacturing, mining and agricultural sectors are also important.<br>Leveraging campaign messaging through the internal and external communications tools of these organisations is most relevant particularly in telling the stories of companies and their employees will be vital to the campaign's success. |
| Unions | Unions representing workers in relevant industry, as well as in allied industries, have a strong interest in the success of freight.<br>Leveraging campaign messaging through the internal and external communications tools of unions, as well as telling the stories of workers, apprentices and trainees hold significant opportunities. |
| Peak industry bodies | Much of the economy is reliant on an efficient freight industry and the road infrastructure it operates upon. Peak industry bodies and leading economists in major banks and trading houses have the potential to provide powerful third-party endorsement and significant opportunities for spreading campaign messages. |
| Client industries and businesses | Enlisting the support of client industries and businesses is vital if the full opportunity of the campaign is to be realised. Client industries are those industries which depend on roads and logistics at either end of the supply chain. These could be small business and retail. By incorporating the stories and perspectives of these industries into the campaign, the impact and relevance of the campaign could grow well beyond the freight industry. |
| Consumer groups | Consumer groups such as automobile clubs have significant reach with their member communication tools and some have been actively involved in 'share the road' style campaigns and representing non-truck road users in freight advisory bodies. |
| Students | There's an opportunity to involve and excite an audience of primary and secondary school students and tertiary students. Any campaign (even on the local level) should consider a school program to engage and educate this audience. |

## Duration

Maintaining social licence to operate is a continuous challenge. While any campaign will have periods of higher and lower intensity – such as seasonal spikes (e.g. Christmas), it should be viewed as a long-term campaign.

## Resourcing

The level of resourcing allocated to the campaign will greatly impact decisions on its communication tools, scale and duration. After discussions with the relevant executives/managers authorising the project, the campaign team and consultants will begin to plan the stages of the campaign, its messages, audience, early content and other factors that are aligned with achieving the organisation's strategic objectives, and desired outcomes from the campaign.

At the end of this planning process, the campaign team will have ideally developed a scalable campaign with multiple scalable budget options. The purpose of this campaign planning approach is to provide the client with the option to choose a campaign commensurate to their current financial position, and then if required at a later stage, the campaign can still be scaled up to a more expensive option with amplified content and exposure. The campaign's strategic messaging and content may provide the opportunity to leverage third party campaign investment. Depending on the nature of the campaign (large-scale or more localised) other parties could be co-opted.

For example, a Tier One campaign might have support from freight and logistics councils, national / state trucking associations and industry groups who are in tune with promoting the value of freight. Alliances between industry and government are worthy of exploration.

## 5.5 Tier Two (Localised Campaign)

A Tier Two campaign is aimed at a localised or freight task specific level. Whilst "localised", it may cover, for example, several local municipalities across a city or several regional towns. The guidance and communication tools developed for a Tier Two campaign are intended to direct how it will create content and engage with local communities and other specific identified audiences. It may have reference to and consistency with, a broader Tier One campaign and the general identified objectives, messaging and content. As such, the content in a Tier Two campaign could be complementary and aligned with a Tier One campaign but adapted to appeal to specific audiences, and their concerns and sensibilities.

With a Tier Two campaign targeted at freight impacted communities and particularly relevant for people living in close proximity to freight activity, the campaign will need to engage with relevant audiences, understand their issues, identify opportunities, and address matters that emerge at a localised level. The processes and communication tools outlined in this section provide options for specific communities and demographics that may be resistant to broader campaign content or may require special engagement for whom a more localised message is necessary to build specific support for a particular issue or proposal.

Examples of identified audiences that are likely to be targeted by Tier Two content include proximate communities impacted by freight externalities (primary audience), and blue collar or unemployed people who might have interest in employment opportunities arising from the industry and its expansion (secondary).

### 5.5.1 Campaign Process

This section outlines the steps that should be taken in developing a Tier Two campaign. The campaign process is outlined in Figure 5.5. These steps will generally follow an ordered pattern however, at times the process may be iterative and/or consider future/previous steps.

**Figure 5.5:    Campaign process**



**Step 1: Desktop Research**

Each audience will have different lived experiences and thus different opinions towards the freight industry. As such, it is important to conduct considerable research to understand these targeted local audiences, to produce tailored campaign content that appeals to their sensibilities and concerns. This would be predominantly conducted through desktop research but other methods such as surveys might also be used. This research will serve an important foundation for developing and then testing content in specific community focus groups during the development phase.

Research should also search for evidence, facts and previous campaign case studies which have addressed similar issues/projects to support the key messages, and how it might convey them successfully through content. The various categories for research are outlined in Table 5.3. Some categories are well researched such as safety which has readily available material while other categories will require more intensive investigation.

**Table 5.3:** Research categories

| Category | Research |
|---|---|
| **Safety Systems** | Safety of trucks on the road network is of concern in the community.<br>Notwithstanding this perception, research indicates that for the majority of road crashes involving trucks, the driver is not at fault.<br>This research should be used to address safety concerns within the community, to further strengthen the campaign. |
| **Economy** | Conduct further research that illustrates how the global supply chain creates jobs, encourages innovation, keeps consumer prices low and supply of goods high, and is essential to the economy.<br>Sources include BITRE, State economic agencies and industry associations. |
| **Consumer Benefit** | Discovering true stories through research that show the range of goods that are carried for consumers.<br>For example, The DHL campaign "I am DHL" (see Section 5.9.3) is one such example that focuses on showing all the essential services the freight industry provides through the global supply chain, and how it benefits everyday consumers in a variety of ways. |
| **Price** | Conduct further research to provide evidence of visible, simple examples as to how trade and efficient supply chains keep prices down using relatable examples, as the basis for campaign content.<br>This research could provide informational and/or creative, discussion on how efficient supply chains and further expansion of the freight industry contributes to price reductions conferred to the consumer at the local level. |
| **Speed** | Researching the improvements in global supply chains in recent decades that have increased the speed of transportation compared to decades past, which allows users to have products in a timely manner. Ordering online and tracking of goods from supplier to the home is one such example.<br>Links to the consumer benefit message, and demonstrates how further development and expansion of the industry benefits the consumer. |
| **Relatability** | Research can demonstrate how local roads and trucks close the loop by connecting communities, local trade and consumers to global trade – a key element of the industry's utility. |

## Step 2: Themes and Messaging

Themes and messaging from the Tier One campaign should be used as the basis to embark on the localised campaign, keeping in mind that some messages will be more or less relevant to specific areas.

Suggested Tier One messages were:

- Our first priority is safety

- The supply chain is a chain

- Freight is the lifeblood of our economy

- Trade brings consumables to our door

- Our future is green.

Tier Two messages should align with the core messages of a Tier One campaign.

Following the research conducted in Step One, a suitable theme, or combination of themes, should be selected. The following themes are aligned to Tier One core messages and demonstrate how they can be modified to appeal to a local audience:

- Celebrate the industry's safety culture

  Build a better understanding of the safety and professional standards of the industry (specifically truck drivers using arterial and local roads).

- Show how the global supply chain interfaces with the local community

  Support suggested Tier One objectives by explaining how these benefits are conferred locally, particularly to local businesses.

- Identify and promote local economic benefits

  Focus on the direct financial, employment, and other benefits that come with a local freight industry. Campaign content should successfully convey cost of living benefits in a clear and tangible way, with specific focus on convenience, speed and efficiency of freight.

  A Deloitte report found that reducing and improving regulations in trucking could result in up to $13.6 billion in savings, and $0.5 billion from reduced externalities, which would result in reduced overheads for businesses, and thus cheaper products from the 'paddock to the plate' for consumers.

  Content should also ensure it demonstrates the economic benefits of the freight industry in providing employment opportunities.

- Demonstrate community engagement

  Show road operators are committed to working with communities directly affected by perceived freight and road externalities to mitigate these issues and dispel misconceptions (e.g. the perceived issue of trucks being unsafe and causing congestion).

- Other

  Specific, localised community concerns, concerns unique to specific groups - to make the local industry visible and relevant to impacted communities. Estimation of key benefits projected over time, so communities can see the growing value of the freight task and supply chains.

Once appropriate themes are selected, it is crucial these are tested within the local community to determine whether it resonates and secures support from the target audiences.

## Step 3: Community testing

Following the selection of themes and messaging in Step Two, it is recommended that the following process of community engagement, research and content testing is followed. When establishing these engagement frameworks, consider that local stakeholders will be crucial to the success of the campaign. Longer term reference groups build relationships and trust that can be used to inform new policy or projects, and can also be used for feedback and testing of campaigns as described in Figure 5.6.

This process is similar to a process for community engagement developed in a peer-reviewed article in the literature review section (Kelly, Jones, Barta, Hossinger, Witte & Christian 2004). It aims to practically implement the IAP2 spectrum by providing all stakeholders in the scope of the campaign with initial information, and then a chance for higher-level engagement based on the responses of certain stakeholders.

**Figure 5.6:    Process of community testing**
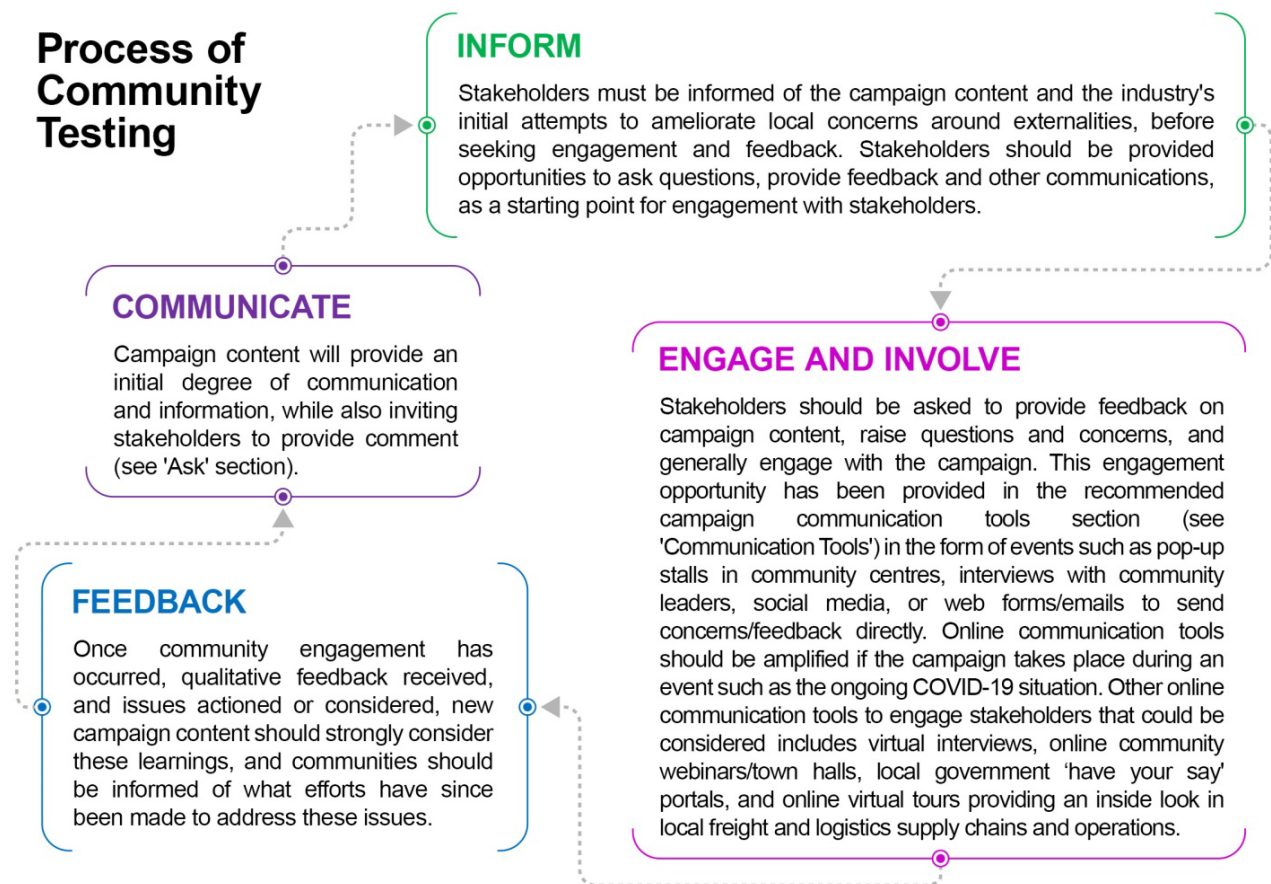


This model intends to be a process of practically applying the IAP2 spectrum in campaign communications and to show that all stakeholders must be informed (the lowest IAP2 level) before they can be consulted, engaged or involved (higher IAP2 levels). Disinterested/apathetic or already 'convinced' stakeholders will in many cases not come forward or raise concerns at the 'inform' stage and not seek opportunity to make further contributions.

The process then ensures that forums and tools are available for greater levels of engagement and involvement with industry to attempt to ameliorate issues held by the most concerned stakeholders, who need higher levels of IAP2 engagement. The feedback stage, and the model's iterative design, is intended to demonstrate that it is imperative that future communications are scaled up/down in terms of both the level of engagement along the IAP2 spectrum, and commensurate resource allocation, based on how the feedback from the target audience/community.

Considering this, as part of the community testing step, road managers should be prepared to consider adjusting the scope or details of a project in response to identified community concerns. For instance, initial communications that experience community pushback and criticism indicates that a higher level of engagement along the IAP2 spectrum is necessary in future communications. The quickest path to moving an audience from 'Acceptance' to 'Approval' is to actively listen, including face to face contact, and directly address their concerns with actions (where reasonably possible).

An increase in IAP2 levels through this testing process will invariably necessitate the use of some different communication tools to accommodate the identified greater need of engagement.

Some suggested by IAP2, at each level, include:

- Inform - advertising, media, social media, websites, direct mail, billboards/posters

- Consult - discussion paper, door knocking, stalls, open house, polls, interviews

- Involve - citizen panel, public meetings, working groups, workshops, committees

- Collaborate - citizen jury, co-design, dialogue and round table, symposium.

(IAP2 Glenorchy Community Engagement Procedure, 2017)

It is also worth noting that the process described in Figure 5.6 can find different groups have stronger reactions than others. As such, the engagement level may only escalate for them, or these strategies may only be used on groups that are most vocal/opposed. It should also be noted that an increase in IAP2 level does not necessarily mean that previous strategies for engagement should be discontinued.

### Step 4: Campaign strategy and plan

Based on the steps one to three, it is recommended the campaign be developed using the following 10 campaign considerations. These considerations have similar headings to the Tier One section but have been tailored to a Tier Two campaign.

*Audience*

As an initial guide to the groups that should be engaged at the Tier Two level, the following audience groups have been identified:

- Proximate/impacted communities

People living near industry where freight is active and will have a high interest in industry externalities that directly affect them.

These communities should be directly engaged to dispel community misconceptions of the freight industry and worked with to mitigate the impact of externalities.

This campaign content should be extensively tested in detail, by developing focus groups comprised of people from proximate/impacted communities by freight externalities, to understand what messages and content will be most successful in resonating with this key stakeholder group.

Furthermore, survey data that captures the main concerns/identified issues of people in proximate/impacted communities must be closely considered to inform the messages chosen by campaign content, and how community and stakeholder engagement is conducted.

As mentioned in the research and stakeholder engagement processes, further research and data analysis must be undertaken to be able to identify specific communities for campaign content.

- Local business and industry advocates

  This support group can assist the campaign to increase the reach in their local communities. One-on-one interviews with local businesspeople and industry advocates to find out more information is advisable, and also to potentially establish campaign partnerships for content.

- Students

  Questionnaire/survey data would be a good starting point to ascertain the main interest areas and concerns students might specifically have with the freight industry. Focus groups could be especially useful to understand student perspectives and experience/understanding of the industry. Students at a tertiary/after school level may have an interest in job opportunities in the industry. However, quantitative (questionnaire) and qualitative research (focus groups) will be required to validate this.

The ways students could be involved/engaged successfully is by encouraging and even telling student training/experience stories, or graduate job stories in campaign content, and linking them to career, educational and training opportunities. This is congruent with the IAP2 spectrum that demonstrates that a level of involvement for aspirational and interested stakeholders is most effective.

### Footprint

Tier Two activity will target at specific communities where there is more localised impact such as a road project or higher frequency of freight vehicles arising from new activity such as the development of an intermodal terminal in the vicinity. As such, the campaign will have impact on these areas both in terms of the Tier One and Tier Two content in these communities.

The campaign footprint in Tier Two audiences/local communities has some threat of having a negative impact in the event that campaign content begins to cause local, community debate around the freight industry that becomes divisive and highly polarised. However, research of specific local communities and testing of content should consider this implication of footprint and the propensity of specific communities (based on findings pertaining to local sentiments toward industry) to cause division around a topic.

### Themes and Messaging

While the focus of content and messages at the Tier Two level should be different, overarching messaging of campaign content at Tier Two should be aligned with Tier One and the campaign overall. If Tier One and Tier Two campaign messages are different, poorly aligned, contradictory or unclear, audiences will tend to be confused by the messages of the campaign. This provides unpersuadable freight industry opponents an opportunity to criticise the industry for sending mixed messages and information.

### Content

As stipulated in Tier One, the goal is to make the audiences more knowledgeable about the importance of freight in order to increase the freight industry's social licence to operate. The challenge identified from research is attempting to make informational messaging engaging for an otherwise disinterested general public, to ensure that core messages are seen and retained, and industry support increases in the public. Campaign content must be entertaining, captivating and/or interesting.

While these considerations are equally important in both campaign levels, Tier Two content must additionally focus on addressing the concerns of specific targeted localities and communities, in contrast to Tier One content that seeks to have broad appeal to general audiences across numerous demographics and audiences.

As previously mentioned, quantitative and qualitative research of specific targeted communities /local areas is essential to understand the specific industry-related concerns/externalities that Tier Two audiences generally hold, for content to be specifically developed to ameliorate these local community concerns.

### Ask

As part of a campaign, audiences can be asked for a response or provide a call to action. Some possible areas of enquiry are shown in Table 5.4.

**Table 5.4:** Stakeholder enquiry

| Stakeholder | Enquiry |
|---|---|
| Local industry business and employees | Campaign content will ask local businesses and their employees to tell their stories – this might look like the FedEx case study discussed in Section 5.9.3. Using local industry and its employees fulfils a key messaging goal concerning the economic benefit.<br><br>Telling the stories of these local employees in industry demonstrates how industry is actively creating and sustaining local jobs, while also demonstrating and showing the efficiency of supply chain processes that help keep consumer goods low. |
| Local/state stakeholders | The campaign is attempting to inform and convince 'persuadables' to look positively on the industry. As such, the request placed on these stakeholders is to view further informational content on the campaign website and other industry websites to increase their knowledge of the benefits conferred by the industry, and consequently increase support of the industry.<br><br>Campaign content at the Tier Two level is intended to encourage local stakeholders to actively engage with campaign engagement efforts, such as through attending community engagement events such as visiting pop-up stalls or local exhibitions. |
| Blue collar/unemployed workers | Rallying support and grassroots advocacy for expansion of industry, through demonstrating the economic benefits it offers.<br><br>Intrinsically linked to 'Asks' from local industry business and employees by successfully engaging storytelling, content and action from local business that demonstrates job creation, this group of stakeholders will be more prone to positively reacting to economic messaging. |

*Communication Tools*

For Tier Two content and audiences, intended for use by road managers, similar generalised audiences and thus tools as the Tier One audience approach can be considered. However, this content must have a localised orientation and focus. A non-exhaustive list of appropriate options is shown in Table 5.5.

**Table 5.5:** Tier Two communication tools

| Channel | Content |
|---|---|
| Paid social media | Targeted by postcode. |
| Letters, flyers and other physical media | Dropped directly and door knocking. |
| Local media | Local newspapers, magazines and other media. |
| Pop-up stalls | Local supermarkets, community centres, councils. |
| Experiential content, local exhibitions | Experiential content and local exhibitions can also be used for other projects/campaigns and used after the campaign concludes. |
| Website | Local sections/specific websites as a starting point for further local information from other Tier Two content. Proximate/impacted communities are more likely to be interested in content due to a vested interest. Provide opportunities for comments, updates of local events and subscribe to local newsletters. |
| Community meetings | Citizen jury, co-design, round table, symposium, citizen panel, public meetings, working groups, workshops, interviews. |

*Scalability*

Engaging early with community before more wholesale expansion provides the opportunity to further test messaging and approach and make adjustments if required and ensuring there is enough content and resources to scale up. Constant monitoring through reference groups and surveys will provide input during the campaign of what is and is not resonating and inform decisions about what may be required in terms of revised content, communication tools, etc.

*Allies*

Allies at the Tier Two level can assist in providing legitimacy and exposure to campaign content. While potential campaign allies can be identified in the desktop research phase of the campaign, there is an opportunity to reach out to these potential allies when the actual campaign is being planned or underway. Key allies for a Tier Two campaign are shown in Table 5.6.

Table 5.6:    Key allies –Tier Two

| Allies | Objective |
|---|---|
| Industry and Business | Grounds campaign content in real-life industry. Helps demonstrate key message of the industry providing jobs and other economic benefit. |
| Local / Small Business | Could demonstrate how road freight is responsible for supplying and supporting local businesses quickly and at low cost. |
| Pro-freight community organisations | Not all community groups are against freight. Many community groups (e.g. seniors, disability, business, consumer groups) support freight and would advocate on behalf the industry due to the economic and social benefits. |

The importance of meeting stakeholders' face-to-face and establishing long-term mutually beneficial relationships cannot be overstated to build a set of strong and influential local allies. Meeting once to hand over promotional collateral is not a recipe for engaging a stakeholder and is unlikely to convince them to spread your message to their audiences.

*Duration*

While any campaign will have periods of higher and lower intensity, to maintain social licence to operate over time, a Tier Two campaign which is linked to an ongoing event (e.g. increased heavy freight movement as opposed to a specific time lined project or initiative) may need to be viewed as a long-term, continuous campaign.

However, if it begins to become clear that community sentiment has shifted favourably towards the freight industry, campaign content can be scaled down and/or adjusted from a focus of winning over support to maintaining engagement and visibility in local communities. It is worth noting that this does not mean that campaign content should cease, as social licence to operate must be actively maintained and cumulatively developed, but instead it may shift to a lower intensity and less expensive approach with messaging aligned with this maintenance rather than the building phase.

*Resourcing*

As discussed in the Tier One section, the Tier Two campaign will require the same planning, including the development of messages, audience and content level relevant to the localised campaign.

## Step 5: Content development and testing

Following research at each level of the campaign, relative confidence should be established as to how specific target audiences might respond to different types of content and messaging. Campaign content should be created that considers these research findings and must be made with the objectives and messaging of the campaign at its heart.

The messages of a campaign are what to tell audiences, with respect to achieving the strategic-level objectives of the organisation. As such, campaign content must not deviate from these core messages, to ensure campaign messaging is cohesive and not contradictory. Campaign messaging, along with iconography and visual/design elements, should be clear and consistent across different materials.

During the research and testing phases of a campaign, the campaign content and messaging should be tested against focus groups that comprise different audiences of specific campaign material. For example, test materials could be tested with impacted communities and a more general audience. When conducting this testing, ensure a range of representative demographic groups are contacted to ensure its legitimacy.

## Step 6: Execution

This is where the plan established above is executed. However, both before and during this process it is important to achieve and maintain internal buy-in among and within the campaign team, consultants and the managers/executives authorising the project. If key internal stakeholders disagree or hold different expectations concerning the direction, purpose, strategic-level objectives and outcomes, audience and other key factors, the campaign's message will be confusing. Desired and expected outcomes may become disputed and unclear, and the campaign will be generally less likely to succeed.

For this reason, it is advisable to form an implementation committee. This committee should include identified allies and community stakeholders to keep campaign managers accountable throughout the execution stage.

## Step 7: Evaluation

A campaign can be considered a success if it increases the freight industry's public image and standing within local communities, and thus contributing towards the development of a social licence in the industry. However, this must be measured in some quantifiable way. There are numerous possible ways to evaluate whether the campaign has succeeded in increasing awareness and favourability of the industry among the general public, or specific communities - predominantly through surveying communities directly.

### Knowledge

Survey individuals to self-assess/describe their level of knowledge/awareness of the industry and its benefits. An increase in knowledge is an indication of a successful campaign, as the FLCWA's research indicated that there is a strong positive correlation between survey respondents perceiving the industry favourably and the level of industry knowledge held by the respondent.

### Favourability

This could include reduced complaints to the road manager, social media sentiment or media sentiment. A community survey (if conducted in Step 3) may be undertaken to establish favourability over baseline sentiment.

### Impact

Explore the opportunities to measure the impact of the campaign via engaging with local focus groups, etc.

## 5.6    Tier Three (Local Government Campaign)

The Tier Three local government campaign has been developed to guide local governments on communicating the significance and value of freight in their localities. As with the Tier Two campaign, it is particularly relevant for people living in close proximity to freight activity.

The development of this level of campaign was in response to the survey (see Section 4.2.2) that indicated local governments sought specific guidance on how to run a campaign designed to address local freight access issues within their own localities.

Furthermore, local governments face certain challenges in engaging their local audience due to difference circumstances. For example, sometimes changes in the freight task are within local governments' control as the freight task falls under local government and has not yet been approved. In other circumstances, the proposed freight task is out of their control (such as a change in heavy vehicle access arrangements by a state / territory road manager) and hence the communication to the local audience will be around that a change in the freight task is coming.

### 5.6.1  Relationship with Tier One and Tier Two campaigns

The Tier Three campaign is similar in approach to the broad based Tier One campaign and particularly the localised Tier Two campaign. However, it is important to note that the Tier Three campaign is designed to be used by a municipality within its own boundaries (city based or regional) opposed to the Tier Two campaign which is a mechanism for state road managers to adopt. Local governments may choose to run a campaign either in conjunction with a higher level campaign or as a standalone campaign.

In informing of the importance of freight, the Tier Three campaign will need to engage with local constituents and audiences, understand their issues, identify opportunities, and address matters that emerge. This campaign aims to provide a general process and a suite of options to communicate the importance of freight and how it addresses impacts.

The campaign is not a strategy for managing opponents of freight but is mindful of concerns residents may have at the margins. However, educating constituents of the importance of freight can provide information that helps residents understand and weigh up the wider benefits when considering the impacts (see Figure 5.7). From this campaign, a campaign implementation template has been developed to outline a practical step by step information and guidance on implementing a campaign. This is presented in Appendix A.

Figure 5.7:    Benefits versus impacts



### 5.6.2  Process

This section outlines the steps to be taken in developing a campaign and generally follows an ordered pattern. However, in some steps the process may be iterative and/or consider future/previous steps in this process. The process is deliberately similar to that of the higher-level campaigns and particularly Tier Two as it enables local governments to consider whether their communications and messaging are aligned with broader efforts to promote road freight.

It provides a model for developing and testing content and implementing campaigns that is adaptable to the local government context.

The process steps follow the same themes outlined in Figure 5.5 which are:

1. Desktop research

2. Themes and messaging development

3. Community testing

4. Campaign strategy and plan

5. Content development and testing

6. Execution

7. Evaluation.

### Step 1: Desktop Research

Each audience will have different lived experiences and thus different opinions towards the freight industry. It is important to conduct research towards understanding targeted audiences at all levels of a campaign. As such, tailored campaign content can more directly appeal to their sensibilities and concerns. This research will serve as an important basis for how content is tested in community focus groups during the development phase.

Desktop research should also be searching for evidence, facts and previous campaign case studies in support of the chosen key messages for local campaigns, and how it might convey them successfully through content. However, information could be sourced from state / territory road managers and freight operators.

### Step 2: Themes and Messaging

Similar themes and messaging from the Tier One and Tier Two campaigns should be used as the basis to embark on a localised campaign, keeping in mind that some messages will be more or less relevant to specific communities. Following quantitative and qualitative research based on the approach in Tier One (sections 5.4.2 and 5.4.3).

These messages are consistent with (and adapted from) the messages outlined in Section 5.4.4:

- Our first priority is safety

- The supply chain is a chain

- Freight is the lifeblood of our economy

- Trade brings consumables to our door

- Our future is green.

Following the desktop research conducted in Step One, a suitable theme, or combination of themes, should be selected by the local government based on the key/perceived dominant concerns held by local stakeholders, and the messages that resonate most strongly within that specific local community. The local government campaign will draw from the following themes outlined in Section 5.5.1.

- Celebrate the industry's safety culture

  Similar to Tier Two campaign in building a better understanding of the safety and professional standards of the industry (specifically truck drivers using local roads). However, at the local government level, this must be focussed on the local context where concerns around externalities are more specific.

  Research and data collection are essential to understand the community's concerns and thus what issues content should attempt to redress.

- Show how the global supply chain interfaces with the local community

  Support Tier One campaign objectives by explaining how these benefits are conferred locally, particularly to local businesses.

  This issue requires less research as it is a more general and easily accepted message. The only main difference from the Tier One level is that content must be grounded at the local government level.

- Identify and promote local economic benefits

  Focus on the direct financial, employment and other benefits that come with a local freight industry.

  While this is similar to the Tier Two campaign, there are opportunities to present this in ways that are particularly impactful at the local level, such as through interviews with local businesses and people employed in freight to raise visibility of benefits locally.

- Demonstrate community engagement

  Similar to the Tier Two campaign, show freight operators are committed to working with local communities potentially affected by perceived freight and road externalities to mitigate these issues and dispel misconceptions (e.g. the perceived issue of trucks being unsafe and causing congestion).

Once appropriate themes are selected, it is crucial these are tested within the local community to determine whether they resonate with and gain support from local constituents and audiences.

### Step 3: Community Testing

Although there is an increasing trend across local government to operate in the collaborative part of the IAP2 spectrum with the community, many projects do not lend themselves to this type of stakeholder engagement. The key is to match the level of engagement to the project needs and the amount of public interest. Following the selection of themes and messaging in Step Two, it is recommended that the following process of community engagement, research and content testing is followed.

This model is included in the Tier Two approach however, the approach was designed with a specific focus for community engagement at the local government level. While less interested or more persuadable local stakeholders will in most cases only need to be informed, in the form of the campaign content/communications and its messaging, concerned stakeholders may require a greater level of engagement. As such, different content/communicative approaches might be initially used based on accessible data, such as proximity to industry.

The four steps outlined in Figure 5.6 are relevant for the local government campaign:

- communicate

- inform

- engage and involve

- feedback.

As previously indicated, the quickest path to moving an audience from 'Acceptance' to 'Approval' is to actively listen and directly address or mitigate their concerns with actions (when reasonably possible).

Transparency is also essential as mistrust of government can occur very quickly through locals communicating with each other either by one on one conversation, local community groups or through local social media.

### Step 4: Campaign Strategy and Plan

As with the Tier Two campaign Steps One to Three, the development of a campaign strategy and plan using the following 10 campaign considerations follows.

*Audience*

The following audience groups may be relevant in local government areas. The particular audiences that exist within a local government area will influence the appropriate methods and content to be used.

Findings in quantitative and qualitative research and/or data collection will identify which of these audience types are relevant, and what proportion of the audience they may constitute and their concerns. The dominant type(s) of audience will inform what messages, campaign content and communication methods are most appropriate to appeal to that group.

- Proximate / impacted communities

    People living near industry where freight is very active or where new industry is proposed will have a high interest. Direct engagement of these groups should take place to dispel misconceptions and work with local communities to mitigate the impact of externalities.

    This campaign content should be extensively tested in detail, by developing focus groups comprised of proximate communities to understand what messages and content will be most successful in resonating with this key stakeholder group.

    Furthermore, survey data that captures the main concerns/identified issues of people in proximate-impacted communities must be closely considered to inform the messages chosen by campaign content, and how community and stakeholder engagement is conducted.

    Further research and data analysis must be undertaken to be able to identify specific communities to be targeted for campaign content.

- Locals seeking employment

    Content could be focused on demonstrating the economic benefits of the freight industry in providing local employment opportunities. This group is especially relevant if the local government area in question is located near freight industry infrastructure/businesses, and/or has a high proportion of traditionally 'blue collar' workers.

- Consumers/price conscience

    All local stakeholders are consumers and almost all consumers are price conscious and receptive to messaging about the cost of living. As such, local campaign content should successfully convey cost of living benefits in a clear and tangible way, with specific focus on convenience, speed and efficiency of freight and its benefits to local people in local terms.

    This is a benefit of the industry felt by everyone, and is thus relevant from the absolute highest, most general levels of a campaign, all the way down to the local level.

- Local business and industry advocates

    This support group can assist the campaign to increase the reach in their local communities. One-on-one interviews with local business owners and industry advocates to find out more information is advisable, and also to potentially establish campaign partnerships for content.

    "Story-telling" with non-industry local businesses can create content that demonstrates how freight serves to benefit small businesses and grounds campaign content within the local context.

    "Story-telling" with freight industry businesses located near that area can help demonstrate how being closely located to the freight industry has economic benefits for the local population such as job creation.

*Footprint*

Campaign footprint is limited to within the local government boundary but may be undertaken with an adjacent local council if the freight activity impacts on its area.

*Themes and Messaging*

While the themes and messaging at the local government level should be adapted to local audiences, overarching messaging should be aligned with the efforts to promote freight by state / territory road managers and freight operators.

If the messages sent to promote freight by local governments are different, poorly aligned, contradictory or unclear, audiences may be confused by the campaign.

*Content*

The goal is to educate audiences within a local government area as to the importance of freight in order to increase the freight industry's social licence to operate. This informational messaging must be both engaging and personal to ensure that core messages are seen, retained and engaged with so that community support for freight projects increases. In this context, any creative content supplied by state / territory road managers and freight operators should be relevant to the local community. How local governments communicate the benefits of freight and support advocacy of the industry will depend on its local context and audiences.

For instance, local government areas impacted by freight should deliver content concerned with addressing the concerns identified in the research stage. One potential approach for developing localised content would involve the local government gathering, through a combination of desktop research, community engagement and data collection methods, a document that lays out as many local industries and/or project externalities as possible and their relative importance to key community groups.

These issues can then be categorised based on their level of concern for certain groups of stakeholders as described in Table 5.7. Once developed, the key messages and content for each of our audiences can be developed and prioritised.

Table 5.7:     Stakeholder groups and audience externality considerations

| Externality | Stakeholder groups/audiences | | | |
| --- | --- | --- | --- | --- |
| | Proximate to site/industry | Local business | Employment seekers | Environmental groups |
| Noise | 1 | 1 | 3 | 3 |
| Pollution | 1 | 2 | 2 | 1 |
| Traffic/road safety | 2 | 1 | 3 | 3 |
| Environment | 2 | 4 | 2 | 1 |
| Effect on residents | 1 | 3 | 2 | 2 |

*Note: 1 indicates that the average survey response of that stakeholder group was 'High' level of concern or greater, down to '4' which indicates an average response of 'Low' level of concern in the survey.*

*Ask*

In a local campaign, there is an opportunity to ask audiences for a response. The questions listed in this section are adapted from the Tier Two campaign, but more localised in terms of stakeholders and topics. Considering that local government content will be developed more specifically to different target audiences, the content will be based on the relationship of the audience to the freight industry and the campaign (see Table 5.8).

Table 5.8:    Stakeholder Enquiry

| Stakeholder | Enquiry |
|---|---|
| Local industry business and employees | • Working with local businesses and their employees to tell their stories. A key messaging goal concerning the economic benefit – as telling the stories of local employees in industry demonstrates how industry is actively creating and sustaining local jobs. |
| Local stakeholders | • Further informational content on the campaign website and other industry websites to increase their knowledge of the benefits conferred by the industry.<br>• Campaign content at the local level is intended to encourage local stakeholders to actively engage with campaign engagement efforts, such as through attending community engagement events such as visiting pop-up stalls or local exhibitions, if such campaign content is chosen, or more passively by leaving comments/feedback on campaign website or social media posts. |

*Communication tools*

For local government content and audiences, survey results of the preferred communicative tools of local governments indicates that the same identified audiences and tools as the Tier Two approach are suitable to be used. A non-exhaustive list of appropriate options to consider as examples at this level should be considered for delivering content to local community audiences. The types of tools available are outlined in Table 5.9.

Table 5.9:    Recommended local government communication tools and content

| Channel | Content |
|---|---|
| Paid social media | Targeted by postcode. |
| Letters, flyers and other physical media | Prioritise homes closest to industry/freight infrastructure due to their higher level of interest/impact. |
| Local media | Local newspapers, magazines and other media. |
| Pop-up stalls | Local supermarkets, community centres, councils. |
| Experiential content, local exhibitions | Experiential content and local exhibitions can also be used for other projects/campaigns and used after the campaign concludes. This content is inherently local as it exists at a physical location. |
| Website | • Local government website can refer/direct customers to campaign websites and materials.<br>• Local sections/specific websites as starting point for further local information from other campaign content. Important as proximate/impacted communities more likely to be interested in content due to vested interest.<br>• Provide opportunities for comments, provide updates of local events, and provide ability to sign up for newsletter. Important aspect of informational flow for local communities. |
| Community meetings | Citizen jury, co-design, round table, symposium, citizen panel, public meetings, working groups, workshops, interviews. |

*Scalability*

Engaging early with the community before further expansion ensures that scalability is more feasible and research helps ensure appropriate engagement with communities takes place. It is important to ensure there is enough content and resources available to scale up the campaign, and that messaging is not contradictory with Tier One and/or Tier Two level campaigns if they are to be done in conjunction. Constant monitoring (reference groups for testing, surveys) of community sentiment and responses to determine when and where scaling up/down is necessary.

*Allies*

Allies at the local level could assist in providing legitimacy and exposure to campaign content. A survey of local governments found that working with these allies to promote freight is one preferable method of appealing to local audiences. Key allies are described in Table 5.10.

Table 5.10:    Key allies

| Allies | Objective |
|---|---|
| Industry and Business | Grounds campaign content in real-life industry. Helps demonstrate key message of the industry providing jobs and other economic benefit. |
| Local Business | To aid Tier One and Two content, demonstrate how road freight is responsible for supplying and supporting local businesses quickly and at low cost. Also makes the industry benefits come to life by showing local people how it benefits the places they buy from and helps keep prices down – a key message identified across all levels of campaign content. |
| Pro-freight community organisations | Not all community groups are against freight. Many community groups (e.g. seniors, disability, business, consumer groups) could support freight and advocate on behalf the industry due to the economic and social benefits. |

The importance of meeting stakeholders' face-to-face and establishing long-term mutually beneficial relationships cannot be overstated to build a set of strong and influential local allies.

*Duration*

While any campaign will have periods of higher and lower intensity, it should be viewed as a long term campaign. However, a Tier Three campaign could be more likely to have a more finite life. This would be more so if there was a particular impact that could be mitigated opposed to a longer term campaign.

If it becomes clear that community sentiment has been successfully shifted towards the value of freight, campaign content can be scaled down from a focus of winning over support to continuing engagement and visibility of local projects.

It is important to note that this does not mean that campaign content should cease completely, as social licence to operate must be actively maintained and cumulatively developed, but shift to a lower intensity to ensure that local support and awareness of the benefits of freight are maintained.

*Resourcing*

A Tier Three campaign will require similar planning, including messages, audience and content as the higher level campaigns but relevant to the localised situation. Local governments could potentially lever off national, state / territory governments' funding for high-level campaigns. If the campaign is a localised issue, the funding would most likely come from within the local government. However, there is the potential to seek funding from the freight generator (such as a distribution centre or a freight terminal) thus drawing on the collaborative approach between industry and government.

Notwithstanding, there are other potential sources of funds for local campaigns through various state/territory/commonwealth governments' grants. Current initiatives can be viewed at: https://www.business.gov.au/Grants-and-Programs.

## Step 5: Content Development and Testing

Following research at each level of the campaign, relative confidence should be established as to how specific target audiences might respond to different types of content and messaging. Content should be created that considers these research findings.

Campaign content must be made with the objectives and messaging of the campaign at its heart. As such, campaign content must not deviate from these core messages, to ensure campaign messaging is cohesive and not contradictory. Campaign messaging, along with iconography and visual design elements, should be clear and consistent across different materials.

During the research and testing phases of a campaign, the campaign content and messaging should be tested against focus groups and any sub-groups that have been identified. For example, test materials could be tested with both impacted communities and a more general local audience (recognising that impact is not evenly distributed and uniform within local government areas). When conducting this testing, ensure a range of representative demographic groups are contacted to ensure its legitimacy.

### Step 6: Execution

This is where the plan established above is executed and content provided to local stakeholders. The specific implementation of communication and content depends on local circumstances including the communication tools chosen.

### Step 7: Evaluation

A campaign can be considered a success if it increases the freight industry's public image and standing within local communities, and thus contributing towards the development of a social licence to operate. However, this must be measured in some quantifiable way. There are numerous ways to evaluate whether the campaign has succeeded in increasing awareness and favourability of the industry among the general public, or specific communities - predominantly through surveying communities directly:

- Knowledge

  Surveying local stakeholders to self-assess and describe their level of knowledge and awareness of the industry and its benefits, especially in local terms. An increase in knowledge is an indication of a successful campaign.

- Favourability

  This could include reduced complaints to the local government, social media sentiment or media sentiment. A local government may also choose to conduct a community survey to establish favourability over baseline sentiment.

- Impact

  Explore the opportunities to measure the impact of the campaign via engaging with local focus groups. Use results, information and outputs of the campaign to inform future policies around freight and working with industry to redress identified local concerns.

## 5.6.3 Critics

This campaign is not designed for the unpersuadable as no campaign will win over all objectors. However, their presence and views should be actively considered particularly as they mobilise 'persuadable' audiences to act against a project or local freight movements. Local opponents usually only emerge in response to specific events or projects, but consideration should be given to other parties that may mobilise and lever off the local concerns.

Contesting of ideas is normal and part of the daily practice for road managers and should not be seen as a negative but as an opportunity to better articulate the value and convince those who are uncommitted. Addressing issues raised by loud detractors and critics can be addressed by calm and factual communication through tools such as the media and messaging to local community groups. To understand detractors requires effective monitoring of social and conventional media and comments of campaign opponents.

Some useful tools that can be considered for use to assist in monitoring and countering the messaging of detractors includes:

- Simple community polls

  Polling local community support for industry/projects. Favourable data can easily dismantle and undermine opponent messaging by demonstrating that the local community considers the project as desirable for the local area.

- Social media and media monitoring

  Carefully observing media presence and online sentiment surrounding the project, especially online groups that are known to oppose the project or might be easily convinced or mobilised against it. This allows the campaign to identify opposing or key persuadable groups, and prepare responses for any media attention.

- Lobbying

  Mostly applicable to campaigns supporting physical projects, opponents will likely attempt reaching out to state / territory and national politicians to attempt to generate political opposition to a project, or to enhance the legitimacy of their messaging. Local governments can support relevant industry organisations and regulators by demonstrating the local government's support for the project / industry.

- Community engagement

  Community engagement will play an essential role in identifying the key issues and concerns of opponents to a project, along with the identification of opponents. Opponents should still be included in any communications and the engagement strategy.

  Engaging with and considering the position of opponents, despite their opposition, has the benefit of demonstrating that the campaign and the freight industry are listening and responding to community concerns (these concerns may prove to be valid and legitimate).

- Leveraging structural advantages

  The local government, as the campaign manager, will often have greater resourcing, networking and organisational advantages over opponents which are usually less organised and resourced, and sometimes issue-specific groups. A local government can leverage its position to increase the visibility, authority and legitimacy of campaign material though connections to the freight operators to gain informational and resource advantages with more exposure and reach.

## 5.7 Summary of Communication Tools

Each campaign level provided insight into the tools that could be used. Selecting the most effective technique of engagement is crucial. If an inappropriate technique is applied, it runs the risk of delivering poor results and in some instances, creates unnecessary barriers to the project as a whole (Cascetta & Pagliara 2013). Possible engagement tools are outlined in Table 5.11. The 'X' stands for the effectiveness and importance of each tool used within the public engagement spectrum.

Table 5.11:    Possible public engagement tools

| PE tools | Public engagement levels | | | | |
|---|---|---|---|---|---|
| | Stakeholder identification | Listening and stakeholder management | Information communication and consulting | Information communication | Consulting and participation |
| **Printed Materials** | | | | | |
| Letter | | | xxx | | |
| Poster | | | xxx | | |
| Brochure and newsletter | | | xxx | | |
| Technical reports | | | xxx | | |
| **Telephone and media** | | | | | |
| Telephone | | xx | xxx | | xxx |
| Radio and TV shows | | xx | xxx | | |

| PE tools | Public engagement levels | | | | |
| --- | --- | --- | --- | --- | --- |
| | Stakeholder identification | Listening and stakeholder management | Information communication and consulting | Information communication | Consulting and participation |
| **Surveys** | | | | | |
| Questionnaire | | xx | | xxx | |
| Direct surveys | xxx | xxx | | xx | |
| **Information events** | | | | | |
| Exhibition | | | xxx | | |
| Public meetings | xx | xxx | xxx | | |
| **Stakeholders group engagement** | | | | | |
| Focus group | | xxx | | xxxx | |
| Technical tables | | xxx | | xxxx | |
| **Wider stakeholders group engagement** | | | | | |
| Stakeholders conference | | xxxx | xxx | xx | xxx |
| Citizen's jury | | | | | xxx |
| Referendum | | | | | xxx |

*Source: Cascetta & Pagliara (2013).*

The choice of communication tool, or combination of tools, will be influenced by the stakeholder type:

- primary stakeholders are those with direct interest and are most likely to influence decision making and more active engagement approaches are required with these groups

- secondary stakeholders are those with a more indirect interest and more passive engagement approaches are potentially sufficient for these groups.

For an effective campaign, different levels of public engagement can be applied with this broad group of stakeholders as there is no 'one size fits all' technique. Combining more than one technique might increase the likelihood of gaining a better response. The key is to select a technique that addresses the purpose of the engagement and its ability to liaise with the targeted audience. Further information on public engagement is presented in Appendix D and Appendix E.

## 5.8    Indicative Costs

Indicative costs are difficult to determine other than high level estimations. This is because the specifics of a particular campaign have not been scoped. Issue of breadth, duration and type of communication tools used will impact on cost.

However, for the purposes of this project the following indicative costs are given in Table 5.12. It is important to note that these communication tools are not exclusive to each campaign and depending on the campaign might use various tools from each category.

**Table 5.12:** **Campaign indicative costs**

| Communication Tools | Task | Indicative Cost |
|---|---|---|
| **Tier One (Broad Campaign)** | | |
| Research | Research will need to be collected, analysed and interpreted. | $60,000 - $80,000 |
| Low-level media | Campaign website.<br>Social media – Facebook, LinkedIn and Instagram.<br>Free media – through strategic PR.<br>Education kits – designed for primary school activities.<br>Workforce engagement – communications that can be amplified by allies.<br>Signage and branding on existing road and logistics infrastructure. | $100,000 - $300,000 |
| High-level media | TV, digital, social, radio, newspaper and outdoor advertising. | $300,000+ |
| **Tier Two (Localised campaign) Tier Three (Local government campaign)** | | |
| Paid social media | Targeted by postcode. | $400 - $1,200 per month |
| Letters, flyers, other physical media | Dependent on audience. | $2.50 per person, per execution |
| Local media | Local newspapers, magazines and other media. | $1,000 - $3,000 per month |
| Pop-up stalls | Local supermarkets, community centres, councils. | $500 - $700 per day + stall cost |
| Experiential content, local exhibitions | Experiential content and local exhibitions can also be used for other projects/campaigns and used after the campaign concludes (see Volvo safety truck case study). | $500-$900 per day if exhibition developed as part of Tier One campaign |
| Website | Local sections/specific websites as starting point for further local information from other Tier Two content.<br>Important as proximate/impacted communities more likely to be interested in content due to vested interest.<br>Provide opportunities for comments, provide updates of local events, and provide ability to sign up for newsletter.<br>Important aspect of informational flow for local communities. | $3,000 -$7,000 per website |

# 5.9    Supporting Content Examples

The following examples have relevance to the three levels of campaigns providing insight into campaign communication. The examples fall under three headings:

- iconography

- public relations

- marketing.

The examples provide links to either web pages or promotional videos.

## 5.9.1  Iconography

Iconography and other aesthetic and stylistic decisions should remain consistent across campaign materials and content to ensure that campaigns are recognisable and unified. These examples reflect this stylistic consistency and provide guidance for any future potential campaign's iconography.

### National Heavy Vehicle Regulator (NHVR) campaign

The NHVR has run numerous truck and road safety campaigns and provides good examples of campaign iconography that is industry specific and stylistically consistent. Specifically pertaining to road safety, graphics and iconography could be applied to the rear of trucks to remind other road users of safe driving practices around trucks in an attempt to reduce crashes involving trucks and increase the industry's community perceptions around safety issues.

Furthermore, this application of graphics could also be hypothetically applied to convey macro-level messages, such as interesting facts concerning what the specific truck is carrying, as a reminder to people in local communities dealing with heavy freight of the importance of the industry to both community and broader society.

Figure 5.8 and link shows an example of useful material provided by NHVR.

**Figure 5.8:    NHVR – Tell a mate**



*Source: NHVR*

### National Freight and Supply Chain Strategy Fact Sheet

*What does it mean for consumers?*

The National Freight and Supply Chain Strategy has a number of fact sheets linked the strategy. One fact sheet 'What does it mean for consumers?' Figure 5.9 outlines the importance to how freight supports everyday life. It explains freight at a personal level to make clear how freight is involved on our lives.

**Figure 5.9:    Fact Sheet - What Does it Mean for Consumers?**
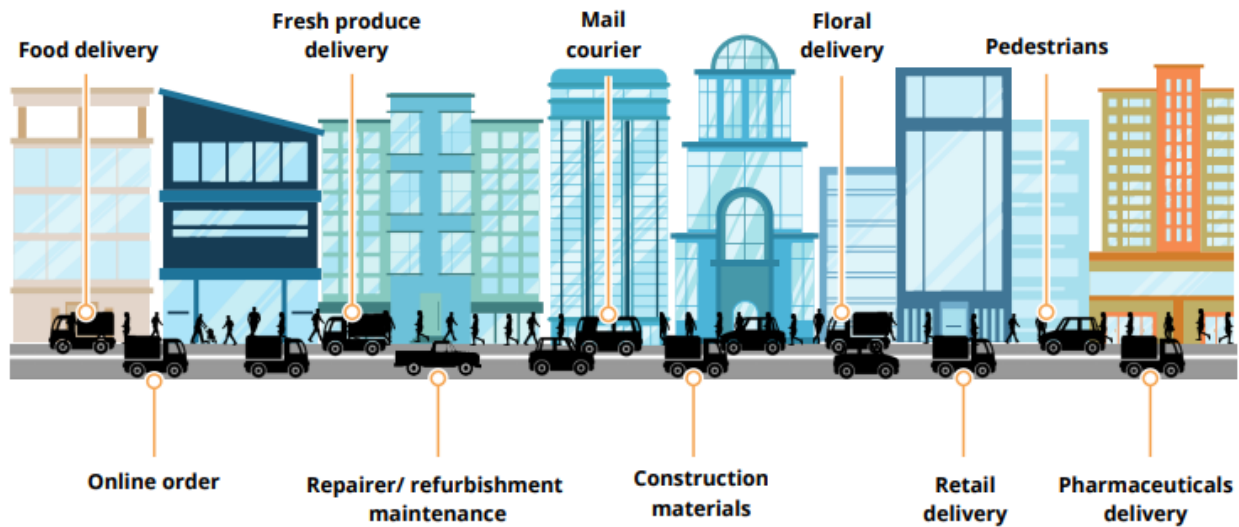


*Source: Department of Infrastructure, Transport, Regional Development and Communications.*

## 5.9.2  Public Relations

Public engagement is most effective if it is conducted consistently throughout the progression of a campaign and evolves and adapts with the campaign. Different considerations in terms of different communication tools and methods should be used to tailor an approach towards addressing localised, specific micro-level community concerns. Some examples where a tailored approach towards public engagement concerning community issues has been successful have been conducted by industry recently in Australia, as follows.

### Truck Safety Interactive Exhibitions (Road Ahead – Road to Respect – Safe T360)

Highly successful, interactive experiential exhibitions centred around truck safety have run in recent years. The ATA as part of their 'The Road Ahead' campaign from 2008-2013, opened an interactive exhibition in the back of a truck that focused on educating visitors on the extensive safety precautions and design elements included in trucks, and the professionalism and rigorous safety standards practiced by truck drivers.

The exhibition did this by placing interactive, educational touch screens around the truck that focused on different safety aspects. With a $1.3 million budget over five years, the ATA's exhibition reached 82,000 private visitors from the community and visited 1,400 schools and community events. The success of this exhibition led to VicRoads (now DoT) conducting a very similar roadshow exhibition from September to December 2012, as part of their 'Road to Respect' campaign.

In this exhibition, visitors were given the chance to experience driving from the perspective of a truck driver, with the aim of both increasing the public reputation of the industry while encouraging and educating other road users on practicing safe driving around truck. The roadshow attracted 12,000 visitors (approximately 200 per day), and were surveyed after their visit, with 75% of visitors rating the exhibit above an "eight out of 10", and 78% of visitors responding that they would change the way they drive around trucks in future.

Currently, the ATA is in the process of renewing their truck exhibition in partnership with Volvo. The new exhibition, now named the ATA/Volvo Safe T360, has a renewed focus on providing the exhibition to high school students (Figure 5.10 and link).

This is because recent research indicates that approximately 90% of private drivers implicated in crashes with trucks are at fault, with young drivers (16-25) also being the most likely age group to be involved in crashes with trucks. "The Volvo ATA Safety Truck will play a crucial role in helping to reduce the number of deaths and serious injuries caused in crashes involving trucks, "the then transport minister Michael McCormack stated regarding the exhibition in 2019".

**Figure 5.10: ATA Safety Truck**



*Source: ATA*

## Australian National Maritime Museum - The Box that changed the World

In conjunction with Fremantle Ports and the FLCWA, the Western Australian Maritime Museum brought to Western Australia a popular experiential exhibition from the Australian National Maritime Museum, using the example of the shipping container to show the stories behind international supply chains. The exhibition ran from November 2019 to April 2020.

The exhibition featured six different containers, which each represent six key areas and elements of shipping and marine export (Figure 5.11 and links). The exhibition aimed to educate visitors on the importance of shipping in the global supply chain, stressing the amount of consumer goods that go through this process before being purchased and used.

Such a campaign has been used towards truck safety, but it could be adapted to represent the entire supply chain from start to finish, with emphasis on the importance of road freight on delivering these products to communities and linking local communities to global, international supply chains.

**Figure 5.11: Box that changed the World Display**



*Source: Fremantle Ports.*

### 5.9.3 Marketing

Research previously undertaken indicates that the key objectives of a campaign should be to raise understanding, awareness and interest of freight and supply chains. In order to achieve these objectives, successful marketing content must be both engaging (Bonča et al. 2017), so that viewers retain and engage with key messages, along with being informational, for viewers to receive the desired key messages.

Since marketing content will likely be focused on the more general, global incentives and implications of the international trade and supply chains and trucks connect it to local communities, marketing content should be focused on delivering Tier One campaign considerations and messages and disseminated to a more general, non-specific target audience.

Tier Two campaign considerations and messaging should not be a primary concern for mass marketing content that reaches general, less specific audiences where micro-level messages will be largely ineffective. Tier Two content and messaging should instead be focused on addressing specific community concerns, using different tailored public engagement methods throughout a campaign to engage with various specific stakeholder groups with methods that are best situated to address specific concerns (Cascetta & Pagliara 2013).

**DHL - "I am DHL"**

This video advertisement (Figure 5.12 and link) is an example of a style focused consciously on the different end results and benefits of the global supply chain, with less emphasis on personal, emotive storytelling. While this advertisement is informative and depicts most of the different functional parts of global supply chains, it is less successful in developing an understanding of how supply chains are interconnected and operate in a step-by-step process.

This advertisement is also generally less engaging than the FedEx advertisement 'Show the World' (Figure 5.13) as it is fairly detached from storytelling and emotive and personal appeals, with academics in communications noting that marketing content and advertising is almost always more successful as part of campaigns when they are centred around community and individual stories (Bonča et al. 2017) and are generally emotionally evocative.

**Figure 5.12: I am DHL Image**



*Source: DHL*

## FedEx - 'Show the World'

This FedEx advertisement (Figure 5.13 and link) is an example of a personal, story-driven advertisement that still successfully demonstrates the broader, macro-level benefits freight has to the economy, jobs and to global consumers. As such, it is a high-quality example of marketing content that succeeds at both engaging and informing viewers. The advertisement consciously focuses on one individual's story of how globalised supply chains affect them.

**Figure 5.13: FedEx 'Show the World'**



*Source: FedEx*

The advertisement follows a man operating his own small business producing and selling his own unique product globally, and in the process displays the successive steps in the supply chain that his product goes through before it finally reaches consumers across the world.

The success of this advertisement lies in two main factors; it succeeds in being both informative and engaging. Regarding its informational value, it shows both the benefit of global supply chains to the individual at the most micro, grassroots level – while also conveying and celebrating the broader economic and other benefits of all levels of the supply chain, ranging from showing job creation, technological innovation, to the joy that consumers have when their product reaches them at the end of the supply chain.

In terms of engagement, the advertisement is entertaining and vibrant. The video revolves around a unique and interesting story of an overseas small business from a non-Western background – benefiting from the entertainment value of personal, emotive storytelling. Creatively, the content is made with high-quality camerawork that is focused on enthralling the viewer, while combined with music to further enhance the entertainment value of the advert.

**Main Roads - Freight Matters**

Main Roads provided a brief video "Freight Matters" (Figure 5.14 and link) on the value of freight by informing the public of where their everyday goods come from and how important freight is in providing these goods.

**Figure 5.14: Freight Matters**



*Source: Main Roads WA.*

# 6. Conclusions and Recommendation

Austroads commissioned 'Best Practice Approaches to Road Freight and Communities' to develop guidelines for best practice strategies and supporting materials for national, state / territory and local road managers to communicate the importance of road freight to the community.

These guidelines are expected to be used to inform and gain broader level support of the growing freight task and to support the implementation of specific freight improvement and infrastructure projects. Whilst the focus is on road agencies, the guidelines also provide the opportunity for collaboration and/or input from the freight industry. The report was based on the concept of developing and maintaining a "social licence to operate' by informing of the value and significance of freight to the community.

The project scope called for the development of guidelines for best practice strategies and supporting materials which was met. However, a communications strategy incorporating three levels of campaigns was also developed adding further value to the project. This was aimed at providing flexibility for road managers to address freight matters at a broad level, more localised or specific freight matters level and a local government level. The three campaign levels were developed with common themes, approaches and objectives yet different in delivery to meet the needs of the specific audience. They are designed to work collaboratively or independent of each other.

The Tier One campaign is pitched at a high level such as national, state based or regional campaigns. It will be broad based with generic messages of the significance and value of freight. Tier One is designed for national and state / territory governments.

The Tier Two campaign is aimed at more localised or specific freight issues such as a re-routing of trucks through an area or a proposed new route to be developed. Whilst "localised", it may cover several local municipalities across a city or several regional towns. This is designed for state / territory governments.

The Tier Three campaign is specialised campaign designed for local government use to promote freight or explain associated impacts within a local municipality.

Whilst the Tier One campaign is the most likely level for freight industry collaboration or input, all three levels have the capacity for freight industry input.

The campaign toolkits are designed to guide national, state / territory and local government road managers on the necessary steps required to develop a campaign and including communication tools to inform and engage with the community. It is important to note that as the campaigns become more localised and granular, the greater attention is required to engage with the audience on the potential for impact on their environment.

The Tier Three local government campaign also has a campaign implementation template to further advise how to draw from the steps and tools provided to practically show how this would be applied in a hypothetical scenario. These should be used together for more informative guidance. A number of road agencies refer to the guidance already available through the IAP2 spectrum and this report also drew from this guidance when developing the three levels of campaigns.

It is recommended that national or state / territory governments consider developing a Tier One (Broad Campaign) either within their own jurisdiction or collaboratively to inform of the value of freight. In light of the current Covid19 pandemic it would be timely for road managers to reiterate to the community the value of freight and how important it is to their wellbeing.

The campaign(s) could be undertaken with industry to provide a uniform and comprehensive message.

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# Appendix A   Local Government Campaign Implementation Template

# Campaign Implementation Template

This Local Government Campaign Implementation Template is designed to provide practical guidance for local governments in undertaking a freight advocacy campaign.

The template has step by step information and guidance on implementing a campaign for local government campaign managers adapting the process and tools from the Austroads Local Government Campaign toolkit (see Section 5.6). The template applies these steps to a hypothetical scenario to demonstrate how it might be practically used.

The template is specific to one hypothetical scenario, but has the flexibility to be applied to any campaign and can be scaled up and down depending on the need of the specific local government area.

This scenario was also selected as it could occur in a metropolitan or regional centre environment.

The hypothetical scenario selected is the creation of a distribution center generating many new freight movements.

It is not presented as a finalised campaign, but provides guidance on process based on research conducted.

## The Scenario

In this hypothetical scenario, a new distribution centre is being developed in a particular local government area.

This planned distribution centre will result in increased traffic on the surrounding road network.

Once operational, there will be increased levels of freight across local roads, which could include large trucks, small trucks, delivery vans and couriers.

There is also an impact during the construction phase with many vehicle movements and potential disruption to the road network.

While the distribution centre is situated in a newly established commercial zone it is in close proximity to residential areas. The facility has the capacity to double in size over coming years.

The distribution centre has passed all regulatory hurdles and has met all necessary approvals.

There is general support for the establishment of the distribution centre in the commercial zone, as the community anticipates benefits such as employment opportunities. However, there is concern about potential adverse impacts, including road safety, traffic and noise concerns, on those living and working in surrounding areas as freight vehicle use increases.

In this scenario, we are reviewing what one local government, whether a regional or city council, could do to manage the impact of freight surrounding this location.

The assumption is that key roads will be shared by growing freight activity and residents of this local government area.

**Distribution Centre Scenario**

# Campaign Implementation Template

**1** DESKTOP RESEARCH

**4** CAMPAIGN STRATEGY AND PLAN

**7** EVALUATION

**2** THEMES AND MESSAGING

**5** CONTENT DEVELOPMENT AND TESTING

**3** CONTENT TESTING AND COMMUNICATION PROCESS

**6** EXECUTION

# Campaign Implementation Template

## Step 1: Desktop Research

It is important to conduct research towards understanding targeted audiences at all levels of a campaign. As such, tailored campaign content can more directly appeal to their sensibilities and concerns. (refer to Section 5.6)

Key categories were:

> Safety Systems – Local industry and trucking businesses follow strict safety policies and regulations, and state-wide road accident incidences involving trucks are very low.

> Economy – The project will create 200 construction jobs and 50 permanent local jobs.

> Relatability – The distribution centre will better connect the local community to complex international supply chains and is a hub for trade from all areas of the world.

These positive local economic findings provide a strong justification for messaging that demonstrates the clear local economic benefits offered by the project.

Research findings on industry safety systems provides ancillary messaging/content to address local concerns that might emerge surrounding increased freight on local roads, or could become increasingly important if this is identified as a major issue in community testing phases.

Consumer Benefit, Speed and Price were research categories that were identified as less relevant to local stakeholders at the local government (LG) level.

**Distribution Centre Scenario**

# Campaign Implementation Template

## Step 2: Themes and Messaging

Any campaign must build a narrative for the project that justifies its existence and should demonstrate how it intersects with, and benefits, the local community.

These messages should guide and direct what campaign content looks like.

In this scenario, desktop research discovered compelling economic arguments on how the project would benefit local businesses and the community. Safety impacts were not a primary concern.

**Based on our research, the themes and messages should be prioritised as follows:**

1. **Economy:** Communicate direct economic benefits conferred to the community and supported by stories sourced from local advocates.

2. **Safety:** Demonstrate how safety is supported by current policies, operations and technologies applied as conditions for the access by freight vehicles.

3. **Responsiveness:** Show you have listened to community concerns and outline how these local road and traffic issues will be addressed.

**Distribution Centre Scenario**

# Campaign Implementation Template

## Step 3: Content Testing and Communication Process

### Community Survey

Quantitative research is undertaken to ascertain levels of engagement, support and opposition for the proposal by surveying the local audience. This research will also show which issue-based messages will be the most effective with each target audience, and which positive messages will resonate the most with the community.

In this scenario it was found that a significant number of respondents, regardless of overall support, were concerned about the impacts of road externalities. They particularly validated the need for messaging about safety systems. The survey also found that most respondents were 'neutral' to 'very positive' towards the project's economic impact as saw this as the main benefit. These results were used to frame the strategy.

*Distribution Centre Scenario*

### Campaign Testing

Following the insights gained in the survey process and previous steps, campaign messaging is designed through a process of community engagement as outlined in the Local Government Campaign toolkit.

In this scenario, qualitative testing found stakeholders had low 'resistance' to the project and were receptive to explanations on how the economic benefits are achieved and the safety impacts managed during discussions. It was therefore considered appropriate to use a 'consultation' approach, as per the IAP2 spectrum of public participation.

*Distribution Centre Scenario*

### Approach

Based on the quantitative and qualitative community research and testing conducted, a level of engagement along the IAP2 spectrum must be chosen based on findings from the collected data.

In the case of the distribution centre, it was found in the quantitative research that a large proportion of respondents were concerned about traffic, noise and road damage, while also similarly recognising the potential economic benefits. In the case of the data analysis, there was a strong positive correlation between these two factors, indicating that most respondents were persuadable and recognised both sides of the argument about the project.

*Distribution Centre Scenario*

### Internal Buy-in

The findings of the quantitative and qualitative surveys, along with the desktop research, could also be used to inform elected officials of the following:

> Justifying the need for the campaign: The campaign found that the community view on the project is largely undecided and uncertain.

> Justifying the approach of the campaign: General 'undecided' community sentiment indicates a consultative level of engagement (on the IAP2 spectrum) is appropriate for the distribution centre campaign. Qualitative and quantitative testing validated preliminary messages focused on local economic benefits and safety systems.

> Justifying the narrative: The campaign's desktop research justified and informed its core messages.

# Campaign Implementation Template

## Step 4: Campaign Strategy and Plan

The campaign team followed the process laid out in the Local Government Campaign toolkit (see section 5.6) to identify all the key variables and elements that characterise a successful campaign:

**Audience**

Our community testing in this scenario identified key audience groups and their views as follows (see Fig. 4.1 and Fig. 4.2):

1. **Jobseekers and their families** – Positive view of project overall. Main issues/benefits of concern from survey findings were economic benefits.

2. **Small businesses who will benefit from the development** – Strongly positive view of project overall. Main issues benefits concerned traffic/road safety, economic benefits and global connections to trade.

3. **Impacted residents concerned about externalities** – Strongly negative. Highly concerned about highly tangible effects such as nearby traffic/roads, noise, other effects on residences.

4. **General community** – Economic benefits and traffic/road safety are a concern of main importance across most audience groups.

5. **Environmental groups** – strongly against the project on environmental grounds. Difficult to engage and unlikely to be persuaded.

**Distribution Centre Scenario**

The focus of this campaign is to reach as many of the 'persuadable' audiences within the community, while also considering the concerns of opponents.

**4.1:** Survey Findings - Key Issues by Audience Groups

| Externality | STAKEHOLDER GROUPS/AUDIENCES | | | |
|---|---|---|---|---|
| | Proximate to Site/Industry | Local Business | Employment Seekers | Environmental Groups |
| Noise | 1 | 1 | 3 | 3 |
| Traffic/Road Safety | 1 | 1 | 2 | 2 |
| Environment | 2 | 4 | 3 | 1 |
| Effect on Residences | 1 | 3 | 3 | 2 |

Note: Issues are ranked from 1 (most important) to 4 (least important)

**4.2:** Survey Findings - Key Benefits by Audience Groups

| Benefit | STAKEHOLDER GROUPS/AUDIENCES | | | |
|---|---|---|---|---|
| | Proximate to Site/Industry | Local Business | Employment Seekers | Environmental Groups |
| Economic Benefits (Jobs, Prices, Business) | 2 | 1 | 1 | 3 |
| Connection to the World | 4 | 1 | 2 | 3 |

Note: Issues are ranked from 1 (most important) to 4 (least important)

# Campaign Implementation Template

## Step 4: Campaign Strategy and Plan (Continued)

### Footprint

In the local government area in question, the main focus will be on local road users. Consideration should also be given to sharing content and materials with neighbouring local government areas who may also be impacted by the distribution centre.

### Messaging

Figures 4.1 and 4.2 identify the main issues and messages which should be used for each persuadable audience group in the scenario:

1. **Proximate/Impacted:** Traffic/Roads, Noise, Effect on Residences, Economics

2. **Local Business:** Noise, Traffic/roads, Economics, Connection to World

3. **Job Seekers:** Traffic Road Safety, Economics

Overall, the survey found that the general community is most concerned with impacts/benefits on the local economy and road safety, which indicates these messages are the most appropriate for the campaign to use in its content.

**Distribution Centre Scenario**

The messages that relate to these issues, as devised in Stage 2 from research:

> Safety Systems – Local industry and trucking businesses followed strict safety policies and regulations, and state-wide incidences very low.

> Economy – The project will create 200 construction jobs and 50 permanent local jobs.

### Content

Based on community testing, the local council decided to pursue the Consulting level of engagement on the IAP2 spectrum. As such, the content strategy should be focused on first informing, then increasing content/communications that involves stakeholders, providing an opportunity for those who are concerned about the project to have a greater level of engagement with the campaign.

**Distribution Centre Scenario**

### Ask

Asking members of the community to participate and provide feedback on the project. This could include sharing their experiences with freight and how it has affected them or benefited them, or how they feel the project in question might affect them in the future.

The strongest stories to tell will likely be local businesses sharing how freight services them and keeps prices down, and local employees of freight to bring visibility to economic arguments. The audiences that can be the source of positive stories can be identified through community surveys.

In the case of the distribution centre, they found in the quantitative research that a large proportion of respondents were concerned about the impacts of road externalities, while also similarly recognising the potential economic benefits. In the case of the data analysis, there was a strong positive correlation between these two factors, indicating that most respondents were persuadable and recognised both sides of the argument about the project. This analysis of the QA findings validated the need for a moderate level of engagement such as consulting or involving.

# Campaign Implementation Template

## Step 4: Campaign Strategy and Plan (Continued)

### Communication Tools

Channels for the freight campaign were chosen based on their suitability for informational purposes. The distribution centre campaign chose online channels (like social media and websites), and other channels suited to this purpose such as local news media, or hand-delivered brochures. These are usually one-way and have less potential for engagement/dialogue (except for social media).

To better engage with the target audiences (most impacted) we would use channels including interviews with stakeholders from key audience groups, webinars, social media discussions, and physical events such as pop-up stalls, and community town-hall meetings considering the quantitative data found that most audiences were quite persuadable/neutral in their opinion of the project.

### Scalability

The process from community testing should be continually used to monitor the evolution of the campaign, and how sentiment changes during periods/phases of the campaign, as it is executed.

If feedback from this process shows a reliable pattern of falling/consistently low rates of community feedback, or low opposition/resistance, the campaign team should consider reducing the level of engagement and resourcing commensurately.

If feedback from this process shows a reliable pattern of rising opposition and negative feedback, the campaign team may want to consider increasing the level of engagement and resourcing to be able to account for this.

The solid foundation of desktop research, quantitative and qualitative community testing helps to ensure that campaigns are scalable and adjustable. This ensures that the processes (laid out in this document) and underlying core messages are sound and justified through research and can thus be confidently repurposed for use with higher level engagement content and communications.

### Allies

Allies include local councillors, industry bodies, along with any audiences in which desktop research and quantitative community testing might identify as being positively disposed to the project.

In the distribution centre campaign, the community survey found that job-seekers and local businesses are potential local allies who could advocate for the project, based on their positive response to the project when surveyed.

# Campaign Implementation Template

## Step 4: Campaign Strategy and Plan (Continued)

### Duration

While the campaign will inevitably scale down, communications should continue to demonstrate ongoing commitment to the community, and to ensure public opinion does not rapidly shift.

This approach also allows for feedback monitoring to continue, so the campaign can scale back up to address concerns quickly if they resurface.

### Resourcing

How to resource the communication will depend on the IAP2 level of engagement chosen and content –

In the case of the distribution centre campaign, this budget was set at a level appropriate for a primarily informational consulting level with a moderate degree of engagement with directly impacted communities.

However, as mentioned in the Scalability section, it is possible for levels of opposition to be incorrectly gauged from community testing, or for sentiment to change during a project/campaign lifecycle that warrants increased levels of engagement along the IAP2 spectrum.

Considering this, the distribution centre campaign set aside additional funds in the budget, that is accessible for the express purpose of being utilised where the campaign must be scaled up to accommodate for a higher level of engagement arising from increasing/ underestimated community opposition.

Build a campaign strategy based on findings from the previous steps, which includes each of these elements and a calendar of execution, and clear objectives.

In this scenario, the objectives were set as follows:

- economic and other benefits of the distribution centre were recognised by members of the community

- community members had the opportunity to have their say about the impact of the distribution centre

- community felt listened to and engaged with the campaign

- increased levels of community support for the project

# Campaign Implementation Template

## Step 5: Content Development and Testing

## Step 6: Execution

This process entails turning the core messages into content to be consumed by audiences, based on the chosen level of engagement.

Content was created in the form of a micro-website, a facebook page, several executions of both digital and print advertising, a newsletter and a brochure. The content for each of these items was then tested through small focus groups made up of representatives of our key audiences:

1. Proximate/impacted communities

2. Local businesses

3. Jobseekers

This helped to ensure that the messages were still well received by target audiences, and appropriately translated into campaign content.

**Distribution Centre Scenario**

In this stage, the campaign strategy was implemented by the campaign manager. Informational content was launched initially to stakeholders through the chosen channels, as planned, followed by content concerned with providing opportunities to allow for higher level engagement and consultation from the campaign.

**Distribution Centre Scenario**

# Campaign Implementation Template

## Step 7: Evaluation

Campaign success hinges on meeting campaign objectives, which included:

- economic and other benefits of the distribution centre were recognised by members of the community
- community members had the opportunity to have their say about the impact of the distribution centre
- community felt listened to and engaged with the campaign
- increased levels of community support for the project

Ways to measure this include:

Knowledge: The campaign surveyed local stakeholders to ask for their self-assessed level of knowledge on industry, and their support for the freight project. Significant increases in knowledge and support for the project from surveys prior to the campaign to survey findings after the campaign, are good indicators of success for the freight terminal campaign.

**Distribution Centre Scenario**

**Favourability:** In a 12-month period following the wind-down of the campaign to an 'inform' level of engagement, reduced complaints to the council/regulators/government within that local government area were recorded. Social media employees reported qualitative social media sentiment and media sentiment surrounding the project had improved. The campaign surveyed local stakeholders to ask for their support/ favourability for the project, which had increased significantly compared against survey results prior to the campaign — a clear indicator that the project was successful, as this was a core objective of the campaign.

**Impact:** The campaign re-engaged with the local focus groups used in previous steps, and found that they felt less concerned about the impact of industry externalities locally than they did initially before the focus groups began, attributing this reduced anxiety to detailed messaging, content and explanations (through engagement) that both informed them of the economic benefits of the project, and addressed their primary concerns (as content was created with themes/ messaging that focused on what the data indicates the audience was most concerned about).

**Distribution Centre Scenario**

# Appendix B   Consultation – Interviews

**Table B.1:     Organisations interviewed**

| No. | Organisation – interviewee | Key comments |
|---|---|---|
| 1 | Local Government Association of Queensland (LGAQ) | • The LGAQ suggested that local governments are more sensitive to community awareness of freight. In this sense, community perception of freight influences local government considerations. Some councils will be proactive in promoting freight where others are less to a negative perception in their community.<br>• It is important to get the messaging right in managing freight impacts.<br>• The message should be about freight movement rather than focus on large trucks and their associated externality impacts.<br>• "Last mile" issues can impact on some local governments and any messaging needs to consider this matter.<br>• Local governments are required to consider access applications having regard to infrastructure, safety and amenity. In terms of higher productivity vehicles there are guidelines and engineering standards that dictate which vehicles are appropriate for the relevant network.<br>Local government are custodians of lower order roads and will take a level of risk when approving higher productivity vehicles. Thus, community sentiment could generally affect each council's risk appetite for approval. |
| 2 | Department of Transport (DoT Victoria) | • DoT promotes the value of freight through its freight strategy but not specifically messages that this project will address.<br>• DoT explained that whilst it has a communication and engagement strategy that is used departmental wide, it is not specific for road freight. However, plans are developed at a local level in Victoria, and project-specific.<br>• There is the risk of a negative impact on employment if freight is curtailed through regulation because of community concern. Issues such as amenity impacts on the community are very important to take into account.<br>• Promoting the freight task in informative and positive terms is important.<br>• The benefits of freight to the wider community should be a key objective. |
| 3 | Transport for New South Wales NSW (TfNSW) | • TfNSW emphasised that the objective of this report is to educate the importance of the movement of road freight. However, it should acknowledge potential impacts.<br>• First and last mile matters for 'whole of network' connectivity is important when informing the public.<br>• Build acceptance through education and awareness.<br>• TFNSW has a Freight Communications Strategy through the Focus on Freight program and associated communication plan.<br>• While not addressing matters this report will undertake, it encourages local governments to promote freight and get its messaging right. However, one challenge is to get local governments engaged.<br>• TfNSW sees the communications strategy equally aimed at local government elected officials as well as the community.<br>• Promotional material on the advantages of PBS and High Productivity Vehicles over prescriptive vehicles needs to be part of the message.<br>• TFNSW discussed how the concept of social license has been referred to previously in mining promotion and the community. Also, the Taxi industry. |

| No. | Organisation – interviewee | Key comments |
|---|---|---|
| 4 | Department of Planning, Transport and Infrastructure (DPTI - South Australia) | • The importance of highlighting the value and necessity of freight to everyday life is a central message, i.e. 'What's in the truck and how the consumables I need/want get to me?'<br>• Developing a social licence minimises potential future negative perceptions of freight as the task grows and increasing externality impacts. However, the focus for this project needs to be on the freight and not on the type of vehicle.<br>• Need to be mindful not to dismiss concerns about heavy/long/wide vehicles or be seen to promote the road transport industry (not the role of Government).<br>• Noted that while major freight routes are usually state-owned roads, these travel through local localities and therefore impact on local communities.<br>• The Communications Strategy needs to be mindful that freight routes (either state of local routes) impact on the community and other road users regardless.<br>• The impact of trucks on metropolitan roads is important but the increase frequency and size of trucks on regional and rural roads (i.e. greater wear of the roads and safety) cannot be forgotten.<br>• Remote communities are likely to see freight as vital to their existence and therefore have more acceptance.<br>• Resistance from the community to increased freight movements can occur whether road, rail or air freight. However, caution is needed not to inflame current vocal 'pro-rail/anti truck' groups. |
| 5 | Transport Canberra and City Services (TCCS – ACT) | • TCCS supports the approach taken for this project.<br>• The TCCS does not have a general communication plan but does engage certain community groups and agencies on projects.<br>• TCCS suggested that better data on freight movements would be beneficial to future messaging. |
| 6 | National Heavy Vehicle Regulator | • The message in the Communications Strategy should be about the value of road freight at a high level. However, we must be mindful not to conflate road freight and heavy vehicles and focus only on the former as they are vastly different subjects with different levels of interest by communities.<br>• Local communities (the audience) typically care about very specific localised issues (typically focusing on externalities caused by vehicles as opposed to the general freight task).<br>• The messaging may fail to communicate the value of freight if these concerns/externalities are not appropriate considered and addressed. Therefore, a co-design approach, to ensure outcomes/deliverables meet the needs and expectations of all user groups should be a goal.<br>• State and local governments don't necessarily share the same level of road freight/heavy vehicle interest with the communities they deal with.<br>• The Communications strategy should accommodate some overlap of levels of government, i.e. there may be a lot of complaints dealt with which the other government level has no awareness of.<br>• To ensure deliverables are fit-for-purpose, the community issues that need to be addressed need to be understood and specifically accommodated for. High-level, strategic catch-all messaging about the value of freight may fail to address community concerns, which are very specific (time, place, task, impact type etc.).<br>• Communicating the value of road freight should be accompanied with a more granular focus on comparing a range of environmental, amenity, safety, financial considerations between different freight scenarios and the value of the preferred scenario in light of these considerations.<br>• There is not a great deal of knowledge of freight so it is important to demystify people's perceptions on the negative side of road freight. Furthermore, the public perception on freight is not always wrong – in some cases their position may be legitimate. |
| 7 | Australian Local Government Association (ALGA) | • ALGA is supportive of the initiative.<br>• Advised on several local governments to be surveyed and helped facilitate. |

| No. | Organisation – interviewee | Key comments |
|---|---|---|
| 8 | National Transport Commission (NTC) | • NTC is supportive of the initiative.<br>Outlined several industry initiatives similar to this research report. |
| 9 | Department of Transport and Main Roads (TMR - Queensland) | • It is Important to note the different freight impact dynamics for metropolitan/regional/remote. For example, remote locations do not see heavy vehicles in a negative light as they are essential for supply to remote communities.<br>• The Communications Strategy should promote the benefits of newer fleets coming into service. In terms of efficiency and reduced greenhouse emissions.<br>• The government's role in promoting the freight task should not be lost in the messaging.<br>TMR emphasised the need for local governments have input into this project and how the toolkit will be effective for their needs. |
| 10 | Main Roads Western Australia (Main Roads) | • Main Roads emphasised the value of freight must be a key message. It referred to Main Roads video: Freight Matters' and the work that the FLCWA has done in this space (social licence to operate).<br>• The Communication Strategy should be positive and explain the whole freight supply chain story and identify how the community / road managers fit into that narrative.<br>• While promotion of freight to the wider community is important, road managers need to mitigate the impacts of freight as a counterbalance.<br>• Main Roads reiterated that the Communications Strategy should not focus on heavy vehicles but rather on the freight supply chain in general.<br>• Amenity impacts need to be considered – community / environment concern cannot be ignored.<br>• The Communication Strategy should be aimed at community that are indifferent about freight and educating them – i.e.: what's in it for me?<br>• The communications strategy should cover high- level and low-level communication tools e.g.<br>High-level:<br>  - strategic approach – engagement and messaging (language)<br>  - impacts of freight - mitigation strategies (strategic route planning etc)<br>  - high level communications plans<br>  - freight matters video.<br>Low Level:<br>  - impacts of freight - mitigation strategies (access approval considerations / guidelines etc)<br>  - infographics (see attached example)<br>  - engagement plan templates<br>  - language/messaging examples. |
| 11 | Department of State Growth (DSG – Tasmania) | • DSG has taken a positive approach to consultation and promoting the value of freight. It referred to its consultation plan emphasizing the need to develop a culture of engagement.<br>• DSG suggests that some local governments may have lost sight of the importance of freight and see the only restriction of heavy vehicles given community negative perceptions.<br>• To gain that trust of the community, governments sometimes need to assist.<br>• Trust and honesty are key to community engagement. Currently, messaging is geared for loss so the objective is to hold the trust of the community.<br>Important to tell a positive story of the value of freight and that it is owned by the community. |

| No. | Organisation – interviewee | Key comments |
|---|---|---|
| 12 | Department of Infrastructure, Planning and Logistics (DIPL - Northern Territory) | • DIPL advocates for the inclusion of remote and regional issues that are experienced by many communities across Northern Australia.<br>• Often its secondary freight routes do not meet the same service level standards of those in urban areas across Australia, and many remote communities can have road access blocked for months at a time during the wet season, restricting freight delivery to coastal barge service or air freight.<br>• These issues impact significantly on the cost of freight for many communities including disadvantaged and indigenous Territorians.<br>With respect to the information on freight strategies with a communication component, the NT has included in its implementation plan for the National Freight and Supply Chain Strategy-National Action Plan. |
| 13 | New Zealand Transport Agency | • New Zealand does not have any examples of communications strategies promoting freight specifically.<br>• However, New Zealand recently increased HV size to allow greater freight volumes per vehicle which was promoted as more freight - fewer trucks.<br>• More recently there has been a shift to the promotion of green freight.<br>• New Zealand recently undertook a freight demand survey conducted. |
| 14 | Freight and Logistics Council of Western Australia (FLCWA) | • FLCWA outlined their social licence to operate campaign and provided the latest information about the campaign strategy.<br>This information is very relevant and is discussed in the case studies chapter – Section 4.1. |
| 15 | NatRoad Australia | • NatRoad emphasised that economic inefficiencies imposed on the road freight industry result in an adverse economic impact on the community given the importance of logistics in economic activity.<br>• Promotion of the whole supply chain would be beneficial to the community's education as they only see part of the story – trucks.<br>• Restriction of the movement of freight can cascade to other parts of the logistics chain and on to the wider industry.<br>• NatRoad does not have a generic communications plan to promote freight but does use specific visual and other promotion material from time to time such as the abolition of stamp duty which is one barrier to fleet renewal and the aging of the truck fleet adds to pollution and greater inefficiency.<br>• NatRoad would like to see the proposed communications plan trialled to gauge effectiveness.<br>Note: Further information in Appendix C. |
| 16 | Australian Logistics Council (ALC) | • The ALC believes that gaining social licence as freight grows is a priority.<br>• The overarching message should be that the freight industry is so much more than trucks and touches everybody's lives in many ways.<br>• It is difficult to say how the industry should communicate the benefits of freight but the report may shed some light on this.<br>• The ALC sees the Communication Strategy as a high-level generic approach.<br>• ALC has already been liaising with Federal Government on how to engage the community but has not formed into any specific strategy.<br>• The need to sell the message that industry is doing things for better freight outcomes such as promoting fleet renewal to minimise pollution and promote better safety through more modern trucks.<br>Innovative messaging should be explored such as promotion on the backs of trucks. |

| No. | Organisation – interviewee | Key comments |
|---|---|---|
| 17 | Ipswich City Council | • The Ipswich council believes that its community sees the main issues with freight are safety and also the interaction of heavy vehicles with the wider community such as trucks near schools. <br> • The main demographic that complains about trucks is elderly residents. <br> • Ipswich promotes economic development but acknowledges that this brings greater activity including more road freight. <br> • Proposed developments such as the inland rail project and the new Australia Post distribution centre will see more interfaces between road and rail and may increase road freight within its boundaries. <br> • A communications strategy promoting freight as part of economic prosperity is supported. |

# Appendix C   Consultation – Survey Responses

## C.1   Local Government

**Survey Questions**

1. How do you think local government could promote the value of freight?

2. What do you think are the key messages that should be in the communications strategy?

3. Does your organisation have a communications strategy/plan for promoting the value of freight?

4. What communication tools would be of most use for your organisation?

5. Do you have any comment on the proposed tool kit for use by governments including local government?

**Table C.1:    Organisations Surveyed**

| No. | Respondents | State |
|---|---|---|
| **Local government** | | |
| 1 | Launceston City Council | Tasmania |
| 2 | Glenorchy City Council | |
| 3 | North Burnett Regional Council | Queensland |
| 4 | Gold Coast City Council | |
| 5 | Toowoomba Shire Council | |
| 6 | Brimbank City Council | Victoria |
| 7 | City of Dandenong | |
| 8 | Warrnambool City Council | |
| 9 | City of Kwinana | Western Australia |
| 10 | City of Geraldton | |
| 11 | City of Canning # | |
| **Industry/freight councils** | | |
| 12 | Queensland Freight and Logistics Council | Queensland |
| 13 | South Australian Freight Council | South Australia |
| 14 | Tasmanian Logistics Committee | Tasmania |
| 15 | National Roads (Additional information) | National |
| 16 | Australian Trucking Association | |
| 17 | Victorian Transport Association | Victoria |

*# The City of Canning also responded on behalf of the City of Kalamunda, City of Swan and City of Belmont as these four councils have an alliance on communication under the banner Link WA*

**Table C.2:    Local government survey responses**

| Council | Responses |
|---|---|
| **Launceston City Council** | |
| Question 1 Promotion | It would be difficult for local government to lead the promotion of the value of freight without the conversation being bogged down by specific local issues and individual freight companies. It would be better if the State (or Federal) Road Authority were to produce material that has a more generic context that local government can then distribute and promote in their area. |
| Question 2 Key message | The key messages should be the importance of freight to everybody and the impact it has on people's daily life. Society needs freight to function, from the smallest courier through to B-doubles (or larger). It would also be good to give people an understanding that all types of freight are valuable and important. For example, if people see a supermarket delivery truck go past, they understand why that freight is needed, but if they see a log truck, they probably don't see the connection as to why that type of freight is important to them. |
| Question 3 Communication plan | The City of Launceston does not have a communications strategy or plan for promoting the value of freight and will soon be surveying. One of the sections in the survey is about their perceptions of freight within the city. This will not be a widespread promotion of the value of freight, but it is a good starting point to understand the concerns people have in Launceston. |
| Question 4 Communication tools | The most useful communication tool would probably be a short video (e.g. YouTube) about the value of freight that we could share through our social media and put into a local context. |
| Question 5 General comment | It is hard to comment on the proposed tool kit based on the brief descriptions provided, but it does look like it would provide a useful starting point for community engagement around freight. |
| **Glenorchy City Council** | |
| Question 1 Promotion | Advertise the benefit to the economic development of the area and on a smaller scale, people being able to get their bread and milk and petrol from their local shop/service station. This could be undertaken through local council's transport strategies and information on web sites, guided by the "Best Practice Approaches to Road Freight and Communities" which you are developing |
| Question 2 Key message | Work with industry/businesses, operators (i.e. Tas port and Tas rail), state government and affected communities (i.e. residents) to better understand each other's needs; and collaboration between road authorities and the planning scheme for zoning of locations that will generate freight. Councils generally assists in the 'last mile' of transport to the factory/shop and provides loading zones on the street, adequate road pavements and bridge structure for the vehicles to travel on. Understanding where freight travels is important for our network which we need to manage in line with other budget and social priorities. |
| Question 3 Communication plan | No. If we did it would likely be incorporated into a transport strategy similar to other councils such as Hobart City Council. |
| Question 4 Communication tools | Facts and figures on the impact freight had both positive and negative, including crash statistics, noise issues and large safer vehicles that are regulated under the NHVR. |
| Question 5 General comments | The state governments facilitating the communication on the larger freight issues is of great benefit to get consistency within the state. |
| **North Burnett Regional Council** | |
| Question 1 Promotion | Local government is the closest level of government to the people, so in this instance local governments could be used to focus on the specific benefits of freight. By showing some examples of where freight has been used as a mechanism to upgrade sections of roads to show what some of the positive outcomes could be by working together. |
| Question 2 Key message | The importance of safety and how the use of technology at a macro level can inform the general public. Also striving for efficiency, to enable freight providers to minimise their time on roads. Better movement of products is an advantage to an area and its regional product will assist with the creation of jobs in an area. |
| Question 3 Communication plan | No. |

| Council | Responses |
|---|---|
| Question 4 Communication tools | Case studies of positive integration and network upgrades. |
| Question 5 General comments | N/A |
| **Gold Coast City Council** | |
| Question 1 Promotion | The Council has done some work in this space, by the creation of a City Freight Plan, as part of the overall City Transport Plan: https://www.goldcoast.qld.gov.au/documents/bf/city-freight-plan.pdf. Whilst the intent of this document is not to promote freight per se, it does highlight the critical role that freight has in the City's transport system, and provides guidance to Council, key stakeholders and the community on how best to support freight movements. |
| Question 2 Key message | It is important to define why freight needs promotion and to whom. Key messages could include: <br>• Freight is vital to the economic wellbeing of the community. <br>• The movement of freight needs to be prioritised. <br>• Appropriate consideration needs to be given to the 'last mile' of freight deliveries, including loading zones, parking etc. |
| Question 3 Communication plan | Yes, please refer to the Gold Coast City Freight Plan. |
| Question 4 Communication tools | The exact nature of the 'problem' has not yet been clearly defined so it is difficult to comment. |
| Question 5 General comments | No |
| **Toowoomba Regional Council** | |
| Question 1 Promotion | The economic contribution of freight – direct and indirect, local and broader levels enabling function for local industries. We have a Transport and Logistics Industry Profile – http://www.tr.qld.gov.au/component/edocman/industry-profile-transport/download Councils understanding the value and requirements of freight for their regions and the changing freight tasks based on changes in the environment both positive and negative and how this affects the volumes that leave, come to and go through a particular region. Access to freight movement data would enable councils use to promote to potential investors as well as seek funding for additional infrastructure." |
| Question 2 Key message | Road freight plays an integral part in getting the majority of goods and services that communities need to where they want them and when they are required. Could highlight how consumer expectations regarding delivery standards have changed significantly in recent years and that the industry has evolved to meet these expectations. Also highlight how the industry is increasingly professional, technologically focussed and safety-driven. That the industry has been part of most of our communities for a long time – could demonstrate the heritage. Value of freight to each region and the nation. Everything you use and consume comes from somewhere. |
| Question 3 Communication plan | No |
| Question 4 Communication tools | Generic messaging regarding industry contribution to the community and safety focus, with an ability to easily insert local examples to increase relevance to different local government areas. Statistics and data to promote the requirement for infrastructure funding. Smart infrastructure information to improve the efficiency of the freight network. |
| Question 5 General comments | Not sure whether it is local government's role to consult with and educate the community on the road freight industry, at a high level. We would assume this would be more for industry bodies. Understand your target audience and develop the tools and strategies to assist that audience. |

| Council | Responses |
|---|---|
| **Brimbank City Council** | |
| Question 1 Promotion | It's important to acknowledge and consider the benefits of an efficient freight network. Reducing time and monetary costs of delivering goods from the source to the consumer allows for improved access to goods and services for those that need them most. |
| | The conflicting demands of freight and residential growth in Brimbank often encourages sentiments to relocate industrial, commercial and other freight-generating land uses away from the municipality. Promoting efficient freight connections in municipal transport strategies and strategically planning for the needs of the freight network would be a good start. |
| | A state-wide, Victorian Transport Plan, to identify, justify and prioritise freight-related interventions would be a useful way to promote the value of freight. |
| Question 2 Key message | Very simply – what is road freight, what does it look like and why is it important? |
| | Managing congestion in urban areas – including safety and driver behaviour. |
| | Resolving/managing conflicting requirements of established freight land uses and the needs of in-fill, urban development. |
| | Positive economic, social and environmental consequences of efficient supply chains. |
| Question 3 Communication plan | No |
| Question 4 Communication tools | Key messages and tactics including video where relevant to us (as that engages community members more), and social media tools. |
| Question 5 General comments | Communications regarding this topic will only be used or get traction in local government if messages or tactics can be seen to relate to the particular area. |
| | Localised communication will be needed, otherwise councils generally have many other local things they need to communicate. |
| | Consideration given to communicating with a range of audiences – stakeholder, industry as well as community. |
| **Warrnambool City Council** | |
| Question 1 Promotion | Local Government could promote the value of freight on how it is important to local industry and Suppliers. Freight can also be valued through determined routes which can be identified to the industry and the community. |
| Question 2 Key message | Key Freight Routes within a community and road safety. |
| Question 3 Communication plan | No |
| Question 4 Communication tools | Regional Meetings with Stakeholders. Electronic Media. Local Papers. Websites. |
| Question 5 General comments | N/A |
| **City of Dandenong** | |
| Question 1 Promotion | The City of Greater Dandenong does not see it as local government's role to promote the value of freight. This should be the role of the National Heavy Vehicle Regulator, state and federal agencies that promote freight productivity and industry bodies. Council would then direct customers to this information. |
| Question 2 Key message | The range of freight vehicles and purposes ie. courier and delivery, residential vs industry freight. Not just the big trucks. |
| | How access is provided. – ie. provided on a needs basis, permit systems vs general access. |
| | Larger vehicles reduce the total number of trucks (and may often be safer). |
| | How to address noise concerns (may differ by state). |
| | Generally, more for construction sites that have limited operating hours in Victoria based on EPA requirements)" |

| Council | Responses |
|---|---|
| Question 3 Communication plan | No |
| Question 4 Communication tools | Website that customers can be directed to. Customers can then find the information they want on this website. |
| Question 5 General comments | If the focus is on educating the public, this is not a key role for local government. As such any tools should be ones that local government can direct customers to for more information. |
| **City of Canning** | |
| Question 1 Promotion | "They key to promoting the value of freight is aligning it with values that the community already holds. Different communities require a different approach however in general, freight needs to be put alongside initiatives that enable the quality of life that we all enjoy across Australia. Quite simply, freight enables:<br>• The community to enjoy easy access to the goods and services that not only do they need, but have come to expect as part of everyday life<br>• Businesses and other industry sectors to grow and thrive<br>• A two way mutually beneficial connection between Australia and the world<br>Local government has a key role to play in promoting the value of freight as an integral part of the society that we live in, an industry that is a key employer of low and high skilled workers, and a connection to the wider global community. |
| Question 2 Key message | As above |
| Question 3 Communication plan | We do not have a communications strategy or plan per se, however the drive and promotion of the value of freight is stemming from an economic development perspective.<br>As mentioned above and noting that each local government is different, the City of Canning has a large freight industry which forms the basis of our focus on freight.<br>We also note that as we are a metropolitan local government, our communities' view of freight might be very different from a regional towns perspective as they tend to have a much deeper understanding of its value. |
| Question 4 Communication tools | Videos and statistics are what we are lacking. We consistently use the statistics from the ALC of 'a 1% improvement in the efficiency = $2 billion of gains' however it would be good to have stats on the number of deliveries done per day, the number of people the industry employs, the economic, social and cultural impact of the value-add the sector has on other industry sectors etc.<br>There are currently no videos that are suitable that highlight the importance of freight in a very real perspective, on things that people often take for granted. If we can have a video that shows this and talks about the value of freight, I think it would hit home to a lot of people. |
| Question 5 General comments | It cannot be too onerous to implement, with the ability for graphics to be adapted for us in each local government. |
| **City of Kwinana** | |
| Question 1 Promotion | There are opportunities to roll out awareness of freight routes in certain regions with signage – however the signage needs to be more than "this is a freight route", with some consolidation about the role of freight in people's lives, so that the signage conveys the information that the freight route is a positive thing.<br>There are also opportunities for Councils to adopt policies that they will be freight friendly, by doing things such as giving consideration to freight in master planning documents or even in their strategic plan.<br>Also, some level of training for urban planners to be "freight aware" and understanding the implications for major freight routes (road, rail, air and sea) and their impacts on the planning framework and potential for conflict with certain urban uses. While much of this happens informally, by coming out with some level of accreditation for local government to be freight friendly, the issue may become as front of mind as programs like "small-business friendly" is in Western Australia. |
| Question 2 Key message | That everything you own was once freight. It's the lifeblood of cities and it needs to be respected and prioritised over other uses, such as housing, that can go almost anywhere. If freight stops, so does the City. |

| Council | Responses |
|---|---|
| Question 3 Communication plan | No but something the council is considering. |
| Question 4 Communication tools | A common theme/message throughout the state, with a short simple tagline or logo that we can add to signage that has a larger message that people remember. Again, some sort of Freight Friendly accreditation would be useful to remind elected members about the role of freight and its importance. The sea container exhibition is a great initiative, but would it be possible to have some themed containers that could be placed at key locations throughout the state with some messaging? |
| Question 5 General comments | We need some guidance on community engagement/education. I don't like the chances of getting community members along to a meeting on the issues of freight; it needs to be tied into a broader discussion. Lobbying to request a "freight strategy" to be a sub-strategy to a "Local Planning Strategy" in Western Australia would be useful as it is endorsed by the Western Australian Planning Commission. Currently these strategies include consideration through sub-strategies of housing stock, rural land and commercial land. Also continue to engage directly with local governments as the associations often fail to represent the views of the entire industry. |
| **City of Geraldton** | |
| Question 1 Promotion | The City of Greater Geraldton is part of collaborative model called Progress Midwest, key stakeholders across all levels of government and key industries in the region that collaborate on key initiatives to progress the Mid-West region. www.progressmidwest.com.au our website and associated database is one of the vehicles that could be used by us to promote the value of freight. |
| Question 2 Key message | Demonstrate the value of freight and acknowledge community concern. |
| Question 3 Communication plan | As per Q1. |
| Question 4 Communication tools | As per Q1. |
| Question 5 General comments | No |

## C.2   Freight Councils and Industry Organisations

**Survey Questions**

1. How do you think the industry could promote the value of freight?

2. What do you think are the key messages that should be in the Communications Strategy?

3. Does your organisation, or do you know of others, that have a communications strategy/plan for promoting the value of freight?

4. What communication tools would be of most use for your organisation?

5. Do you have any comment on the proposed tool kit?

**Table C.3:** Freight Councils and industry organisations responses

| Organisation | Responses |
|---|---|
| **Queensland Transport and Logistics Council** | |
| Question 1 Promotion | We think the freight industry primarily focuses on recruitment opportunities when they think about promoting the value of the freight industry to the public. With the exception of Inland Rail which needs public support, and has a great marketing and engagement team, but this could be considered infrastructure and not freight at this stage. |
| | An example of industry apathy towards community acceptance can be seen in regional Queensland. There has been a long debate about heavy vehicle access through the centre of Rockhampton, across the main bridge and providing direct access to the abattoirs. Rockhampton is known for beef, there are a very large sale yard and two abattoirs, and the town is a central agricultural hub. |
| | We have not seen the truck industry consider how they might promote the benefits of the industry to the community in order to gain support for better access arrangements to the abattoirs. |
| | Livestock truckers are always aware of community perception, but this is more around animal welfare considerations, not noise and amenity. |
| | The industry debates access with the road manager and leaves the politics of community support to the local government. |
| | There are a number of good campaigns showing the community where their produce comes from but the disturbing advertisements about truck safety are the ones the community remembers. |
| | The industry could promote some of the advances in freight and logistics, use of data and technology, etc. |
| | Public perception about rail freight is largely non-existent and the rail industry could promote its safety and environmental benefits. |
| | Because the industry has not focused on community perception, they need a framework and benchmarking index to report into and draw useful data. |
| Question 2 Key message | <ul><li>Economic benefits:<ul><li>The vast majority of truck companies are SMEs which form the backbone of the Australian economy.</li><li>Australia is an exporting nation and freight is pivotal to this.</li><li>Domestic trade, everything in your house was transported.</li></ul></li><li>Environmental factors:<ul><li>Shift to low sulphur shipping.</li><li>Rail freight safety and environmental credentials.</li><li>Road freight efficiency efforts reducing emissions.</li><li>Technology.</li><li>Autonomous vehicles.</li><li>Electric vehicles.</li></ul></li><li>Data tracing</li><li>Safety:<ul><li>Technology, Chain of Responsibility and all the training people undertake licensing etc.</li></ul></li></ul> |
| Question 3 Communication plan | We are in the early stages of developing a Sustainable Freight Framework to capture the actions taken by the industry to increase efficiency, reduce fuel consumption and greenhouse gas emissions. I think this dove tails into the project you are proposing. |
| Question 4 Communication pools | An index of industry actions taken to reduce their impact on the community. |
| | Fact sheets on the supply chain: QTLC produced a range of supply chain fact sheets which have been used to increase community awareness of value of freight. |
| | LGAQ use the reports to show local government road managers what's moving on their roads. Some region-specific fact sheets would be useful for the community. |
| | Communication tools designed to inform school-aged children. |
| Question 5 General comments | N/A |

| Organisation | Responses |
|---|---|
| **South Australian Freight Council** | |
| Question 1 Promotion | We need to link freight to enabling every consumer action. Modern life fails without an efficient freight transport system. You can't even go to the bathroom without trucks providing key items – toilet paper in this instance. |
| Question 2 Key message | Trucks represent economic development and growth. Growth in freight traffic represents growth in all the industries whose goods we carry. A growing freight task indicates a growing Australia.<br>Trucks enable modern lifestyles – particularly modern urban consumer lifestyles.<br>Freight underpins the community – every good requires freight in order to arrive at the consumer.<br>Bigger trucks have big benefits – in terms of congestion, costs and safety. – see http://www.the-linc.com.au/fact_sheets/why_bigger_can_be_better<br>Trucks are safe – over 80% of car/truck crashes are caused by the car. see http://www.the-linc.com.au/fact_sheets/are_heavy_trucks_safe_on_our_roads". |
| Question 3 Communication plan | Although dated, SAFC created a website http://www.the-linc.com.au/ to work (in part) on this issue. There have been a series of economic benefits of freight type studies over many years – such as http://austlogistics.com.au/wp-content/uploads/2014/07/Economic-Significance-of-the-Australian-Logistics-Indsutry-FINAL.pdf. |
| Question 4 Communication tools | Needs to include content appropriate for dissemination via social media tools - in particular Facebook and Twitter. A back up website with more detailed information that can be linked to via social media. |
| Question 5 General comments | A third stage – a dissemination strategy/campaign should be added. |
| **Tasmanian Logistics Committee** | |
| Question 1 Promotion | In Tasmania many businesses and communities base their views on freight in terms of price. Whilst this is a component of the bigger picture, the level of service cannot be understated. Tasmanian business enjoys regularity of service "door to door" which is efficient and competitive with other Australian states and territories.<br>Additionally, the freight industry has evolved into a highly-skilled industry sector which employs a significant number of local Tasmanian's who fill a vital component of the supply chain for the Tasmanian economy. |
| Question 2 Key message | The key messages should include service, price and contribution to the Tasmanian economy. While all Tasmanians see heavy vehicles on the road, there sometimes is a dislocation to their purpose of movement and having this explained could create greater appreciation and understanding. |
| Question 3 Communication plan | Members of our committee including TasPorts and TasRail have their own respective strategies that illustrate freight as a key component of the supply chain for Tasmanian business.<br>Our committee also conducts an annual freight forum to help demonstrate the opportunities and challenges for freight within Tasmania and more broadly.<br>Communicating how our industry can continue to evolve and provide the best service possible is a responsibility all key stakeholders including, road transport operators, shippers and freight forwarders consider vital to continuous improvement. |
| Question 4 Communication tools | The use of multimedia is the most efficient method to communicate a positive message to the community and to industry within Tasmania. The broad reach of social media also has increasing appeal for many stakeholders. |
| Question 5 General comments | We support any initiatives that promote the freight industry in a positive light and any proposed tool kit to help achieve this objective would be welcomed and supported by our committee. |

| Organisation | Responses |
|---|---|
| **NatRoad Australia** | |
| Question 1 Promotion | NatRoad and other industry associations constantly promote the value of the industry and the freight task in a range of communications. |
| | However, a concerted campaign around several themes, supported by Government, would be welcomed. These include the importance of the timely and cost-effective movement of export products, especially agricultural products. |
| | Case studies of how agricultural product is moved from farm to local and overseas consumers could be prepared for teachers so that schools, when teaching social studies, have examples of where the efficient movement of freight is essential. |
| | This must be combined with messages about how the road transport industry is becoming increasingly professional, both in its standards relating to vehicles and in respect of the quality of its people. The public should be convinced that road freight vehicles are not the competition on roads but are achieving a vital community service. |
| Question 2 Key message | The messages must be for both government itself and for the community. Population growth will put greater pressure on congestion on networks that are already under strain, particularly in urban areas where freight and passenger transport share the same road infrastructure. |
| | With the majority of economic activity now occurring in our major cities, urban freight will be as critical for our future growth as traditional long-distance freight, with a trend accelerated by online ordering and other emerging technologies. |
| | There is a need to protect freight facilities from urban encroachment and a need for infrastructure projects to accommodate pick-up and delivery tasks by those who move freight. Without these facilities, safety may be jeopardised. |
| | Freight planning is being undertaken by all levels of government, but it is usually not well-integrated with land-use, transport, and strategic planning frameworks as is evident from the manner in which toll roads are constructed and operated in this country. Telegraphing to communities that governments at all levels have plans that are integrated, targeted, funded, and well thought out to deal with these issues, is very important. |
| Question 3 Communication plan | In every NatRoads submission that is made, we underline the importance of the freight task. But there is not a concerted, funded campaign to promote the value of freight, as much of the communication we undertake is specific to particular campaigns to improve the costs and business conditions of members (e.g. the NatRoad efforts to have stamp duty on new heavy vehicles abolished: https://www.natroad.com.au/news/time-review-stamp-duty-heavy-vehicle-registrations). |
| Question 4 Communication tools | The use of videos showing the way in which product moves in respect of various categories, e.g. agricultural and/or technological, would assist. Any type of visual communication has most cut through. Thus: |
| | • videos suitable for screening on television networks (editable) and online, |
| | • presenter materials and supporting information that could be used at various events as well as given to members when talking to local schools etc, |
| | • education materials aimed back to government that could be used in communications with politicians and bureaucrats, in particular, where they are not familiar with the industry. |
| Question 5 General comments | NatRoad supports the aim of the tool kit that is to provide tools to engage, consult, and educate communities with higher involvement with the freight task. |
| | A pilot programme would be best utilised to test communication products before finalisation. An idea of what success looks like when the tool kit is utilised would assist industry and government and assist to guide measurable outcomes from the application of the tool kit. |
| **Australian Trucking Association** | |
| Question 1 Promotion | The Australian trucking industry could promote the value of freight by increasing awareness among the general community by outlining its importance and contribution to the Australian economy. Trucking is relied on by all Australians and industries - especially agriculture and retail which also contributes significantly to GDP. |
| | The industry could also promote the value of freight by educating the community at a grassroots level, through activation initiatives like open days or participation in community events. |

| Organisation | Responses |
|---|---|
| Question 2<br>Key message | Key messages that should be in the communications strategy include:<br>• Contribution to Australian economy<br>• Employment rates (i.e. Trucking industry employs more than 200,000 staff).<br>• The road freight industry is essential to the Australian way of life (everything<br>• in our shops, fuel at the petrol station and online deliveries are all carried on a truck)<br>• Trucking is a professional and viable industry that requires skilled workers (there are many hardworking businesses and individuals who are committed to safety and upholding of high standards)<br>• Trucking is a small business and mostly regional story (majority of trucking businesses are family-owned with less than 20 staff). |
| Question 3<br>Communication plan | The ATA's Communications Committee has been tasked with developing a strategy to improve industry image and while also promoting the value of the trucking industry.<br>The target public for the Communications Committee industry image strategy is media and advertising, PR and marketing agencies.<br>The public gain their perception of the trucking industry from how it is portrayed in media and advertising.<br>Targeting this audience will help improve how the media reports on trucking-related stories and how it is represented in advertising campaigns, ultimately changing the way the industry is perceived.<br>The Committee's strategy includes the development of online resources for use by media, marketing and PR outlets in reporting and activities that highlight the key messages:<br>• trucking is an important contributor to the Australian economy<br>• trucking is a professional industry that has an important role to play<br>• the trucking industry is committed to safety.<br>The strategy also includes ensuring that media representatives are invited to industry events to give them a first-hand look at to what the industry is really like. |
| Question 4<br>Communication tools | The communication tools that would be of most use for our organisation is engaging and informative social media collateral. This includes video content, infographics, and images.<br>Our experience has shown that content that is authentic, relatable, and genuine is most popular and 'shareable' (such as a real-life story or vlog) as opposed to content that 'lectures' the audience. |
| Question 5<br>General comments | N/A |
| **Victorian Transport Association** | |
| Question 1<br>Promotion | There are two main factors.<br>The first is the fact that we are not innovative, do not embrace the world's best practice and are falling behind in our delivery of productivity and efficiencies in our supply chains. True integration and intermodal connectivity continue to not just ride in the passenger seat of the logistics planning vehicle but rather in the boot.<br>By creating freight corridors in our networks and integrating freight movement into our planning departments we could elevate the inadequacies that currently confronts the freight industry.<br>Secondly, freight is all about flow, supply chains interconnecting and supporting the standard of living we all enjoy.<br>At the very outset, the VTA maintains that there need to be several key guiding principles in the communication strategy. They include:<br>• The freight industry and freight movement significantly contribute to the economy and our standard of living.<br>• Freight and freight movement is essential and plays an important role for all the community.<br>• We need to plan and have effective supply chains for the future.<br>It is also worth noting, the transport and logistics industry has not been effective in clearly communicating the true value and percentage contribution to GDP. Our current methodology is predicted on ABS figures but it does not fully represent the 'true' value to the economy.<br>The actual promotion of the value of freight needs to move to a strategy and model whereby state associations are government-funded to assist and drive the communication strategy not just to industry but also to communities. The strategy would include public meetings, community forums and regional safety tours. |

| Organisation | Responses |
|---|---|
| Question 2 Key message | The key messages need to be focused upon the following: safety, professionalism, necessity, the importance of supply chains and standard of living. <br><br> It is well documented that the transport and logistics industry and its related sectors present high risks and that safety is paramount. <br><br> Freight movement involves many stakeholders throughout the entire supply chain, so it is important to highlight that everyone has a 'safety' role to play (directly and indirectly). <br><br> Apart from emphasising the importance of the freight task, we need to ensure that the strategy directly highlights the need to continually raise the image and professionalism of the industry. <br><br> Supply chains are complex in nature and in order to be effective and efficient, well trained, skilful and knowledgeable individuals and teams are essential across the many disciplines involved with supply chains. <br><br> The messaging needs to also highlight the 'necessity' of supply chains and the direct impact upon the community and the standard of living to which we are accustomed. |
| Question 3 Communication plan | The VTA has an effective communication strategy which operates at a number of levels for external and internal purposes and stakeholders. <br><br> It has been carefully designed to effectively communicate with Governments (nationally and state), government authorities and agencies (national and state), local, regional and rural stakeholders. |
| Question 4 Communication tools | Based upon past and current practices, the VTA employ the following: <br> • personal interaction; <br> • structured Secretariat; <br> • social media; <br> • point of sale as well as, <br> • a focus upon consistent messaging to and with all stakeholders. |
| Question 5 | N/A |

# Appendix D   Literature Review

## D.1   Background and Overview

This section presents:

- the findings of the local and international literature review of community communication and engagement approaches and examples of where these have been utilised in Australia and New Zealand

- key elements of national and jurisdictional government road freight communication and engagement plans.

This appendix supports Section 3 (Case Studies) and Section 5 (Communications Strategy).

## D.2   Public Engagement

An extensive search was undertaken through transport related search engines and in local and international publications, journals, conference papers, government documents. This was supplemented by a request to the PWG for other unpublished reviews or information. Despite this quite wide search very limited resources, directly related to the subject matter of community engagement on road freight, were identified.

This section discusses the key elements of community engagement identified in the literature and provides some examples of where these have been applied in the road freight context.

### D.2.1   Overall Approach to Engagement

There are two broad types of engagement described in the literature:

1.  Advice and engagement with stakeholders once a decision is made

2.  Involvement of key stakeholders at key points through the process.

The first of these approaches has been described as 'DAD' (Cascetta & Pagliara 2013):

- *Decide* with the experts and project team

- *Announce* the decision made to the public

- *Defend* the choice if any criticism is received.

This process is fundamentally founded on the belief that technical professionals are best placed as decision makers and/ or local politicians best represent stakeholder interests. However, as discussed in Section 2, such an approach does not build social licence with the community about the benefits of road transport and specific projects. To build and maintain social licence requires a more engaged process.

Cascetta & Pagliara (2013) describe public engagement as a process involving stakeholder concerns, needs and values in the transport decision-making process. It is a two-way communication process which encourages information exchange and stakeholder interaction with the decision-makers and transport project team. Although this project is not about community engagement in the decision-making process, it shares the common goals of transparency and buy-in.

The presence of an effective community engagement plan can bring about better policy directions, improved local services and possibly new ways to initiate or plan for a particular situation. It can also enhance a better understanding of the local environment and needs by technical experts and community members (Cascetta & Pagliara 2013).

The second approach is described by Kelly et al. (2004) as a five-level public engagement approach. The five levels are:

1. Stakeholder identification – identify the stakeholders and list them down.

2. Listening – organise meetings with stakeholders for discussions.

3. Information giving – providing information to the stakeholders.

4. Consultation – various perspectives of the stakeholders are listened and considered towards the improvement of the project before implementation.

5. Participation – the level of consultation is extended to include groups who are directly interested to become joint partners in the project implementation stage.

## D.2.2  Road Freight Public Engagement Tools and Approaches

As discussed in detail in Section 2, building social licence to operate is one of keys in enabling an efficient road freight sector. Without this acceptance, externalities such as noise, emissions, congestion, safety and amenities, can result in community pressure to deny access or put in place restrictions such as curfews.

As previously highlighted, a survey found that the public is generally uninterested in further education and engagement with the freight industry but is generally willing to acknowledge its importance as an industry (Victorian Ministerial Freight Advisory Council 2013). These findings, while already highly reliable with a very large sample size, were reinforced in the case study compendium prepared by the Commonwealth Department of Infrastructure and Regional Development (DIRD). This work also found that the public has a low level of awareness and understanding of the freight industry and a very low level of interest in learning more (DIRD 2014),

However, when prompted, the community does acknowledge the importance of the freight task but would also bring up various concerns such as noise and pollution.

DIRD (2014) found that the success to community engagement on freight issues requires a focus that is:

- Issue-specific
- time-specific
- place-specific.

The study found that if the engagement activity is not tailored appropriately to the audience and circumstances, there could be an inherent risk in the action and process of engagement. Based on their case study review they found that a mass education campaign on the importance of freight is unlikely to increase industry support (DIRD 2014).

This low level of interest in education around the freight task presents a challenge for industry and government in their attempts to build a social licence. Rhod (2019) and Houlahan (2019) discussed the issue of stereotypes about 'truckies' and the road freight industry.

Given that perception is reality, changing this view when the community generally has a low level of interest in being better informed further highlights this challenge.

The following initiatives have been undertaken in Australia to address community perception and build social licence:

- Desktop study and community research through focus groups and survey by the FLCWA as the base foundation from which they are planning to develop an engagement strategy targeted at building a social licence for road freight in Western Australia.

- 'Container' exhibition to Fremantle in November 2019 (FLCWA 2019b), is a joint effort between the Council, National Maritime Museum, the Western Australian Museum and Fremantle Ports. The 'Container' exhibition is a free, outdoor and interactive activity encouraging the public community to explore the history and impact of containerisation on the transportation of goods, through providing insight into how containers have changed the way the public share, produce and consume goods.

- The video *Freight Matters* produced by Main Roads (2016) demonstrates the importance of road freight in our everyday lives. The video shows how trucks contribute to our daily routine. Informative and interactive displays can be an effective engagement tool to raise awareness and educate the community.

# D.3 Government Approach to Engagement

There has also been a considerable effort invested by all levels of government and industry groups to address the projected growth in road freight by 56% between 2018 and 2040.

The list below shows a number of published reports prepared by state and local governments, as well as industry, responding to the growing freight challenges within their jurisdiction:

- The Australian Infrastructure Audit (Infrastructure Australia 2019)

- Focus on Freight, Growing Local Communities (Transport for NSW 2019)

- Queensland Freight Strategy (Queensland Department of Transport and Main Roads 2019)

- Moving Freight 2019 (South Australian Freight Council 2019)

- Inquiry into National Freight and Supply Chain Priorities (Commonwealth of Australia 2018)

- FLCWA Annual Report 2018-2019 (FLCWA, 2019a)

- Victorian Freight Plan (Transport for Victoria 2018)

- Building an Integrated Transport Network – Freight (Australian Capital Territory Government 2016)

- Tasmanian Integrated Freight Strategy (Infrastructure Tasmania 2016)

- Freight Futures - Victorian Freight Network Strategy (Victoria Government 2008 2008)

- Western Australian Regional Freight Transport Network Plan (Department of Transport Western Australia, n.d.).

Although there has been an overwhelming focus by all levels of government on the need to manage the growing demands of the national freight task, very little information can be found on how these strategies and action plans are being communicated and/ or disseminated to the public. The exception is the FLCWA social licence to operate campaign which is discussed in Section 3.1.

## D.3.1 National Freight and Supply Chain Strategy

The 2019 National Freight and Supply Chain Strategy is a key document developed by the Transport and Infrastructure Council (2019a) to prepare Australia for the future in freight growth.

This Strategy sets an agenda for a nationally harmonised government and industry action plan across all freight modes in the coming 20 years and beyond.

One of the critical areas highlighted in the National Freight and Supply Chain Strategy 2019 is the need to improve the supply chain efficiency due to the growing challenges and the threat of disruption as part of the increased global and domestic supply chain demands and complexities (Transport and Infrastructure Council 2019b).

To support this, the government and the freight industry have a role to play in the following areas of:

- adopting and implementing national and global standards, and support common platforms, to reduce transaction costs and support interoperability along supply chains

- promoting and providing sufficient training and up-skilling of industry and government workforces to meet the current and future freight needs

- facilitating new and innovative technologies to improve freight outcomes and understand the deployment, skills and workforce requirements for operators and infrastructure

- building community acceptance of freight operations.

Further to the last dot point on building community acceptance, the 2019 National Freight and Supply Chain Strategy – National Action Plan has developed the following action items to be achieved by the year 2024 (Transport and Infrastructure Council 2019b):

- implement communication and education programs on the importance of freight

- conduct forums that will bring together representatives from the community, industry and governments from all key freight precincts

- implement programs to mitigate freight's physical impacts on community amenity through planning or practices

- increase community awareness of the importance and benefits of freight.

Action items against the National Freight and Supply Chain Strategy are presented in Table D.1.

Table D.1:     Action items against the National Freight and Supply Chain Strategy

| No | Between now and 2024 we will | Example actions we are taking or will take |
|---|---|---|
| a) | Collaborate between governments, supply chain participants and communities to promote freight's importance for the community and economy. | • Integrate community engagement as part of freight-related projects (all jurisdictions)<br>• Social Licence of Freight study (WA) |
| b) | Identify options to deal with noise and other impacts that might otherwise continue to create community pressure for restrictions on freight. | • Freight Noise Attenuation Program (NSW) |
| c) | Work to develop solutions that reduce restrictions on freight movements. | • Working with councils on access for after-hours freight deliveries (Vic) |
| d) | Build community acceptance of freight by educating and raising awareness among communities on how to safely and positively engage with freight. | • Focus on Freight (NSW)<br>• Cleaner Freight Initiative (Vic)<br>• Trident Joint Taskforce (Cth; Vic)<br>• Heavy Vehicle Safety Action Plan 2019-2021 (Qld) |

*Source: Transport and Infrastructure Council (2019b).*

## D.3.2  Road Agency Communication Strategies

The following section summarises road agency communication strategies provided by members of the PWG.

### South Australia

In South Australia, the Department of Planning, Transport and Infrastructure (DPTI) has a centralised approach to managing community engagement through its Community Engagement team and operates under the 'Better Together' principles (South Australia Government 2013).

There are six engagement principles under the 'Better Together' principles:

1. We know why we are engaging.

2. We know who to engage.

3. We know the history.

4. We start together.

5. We are genuine.

6. We are relevant and engaging.

These principles of engagement are based on the (IAP2) Spectrum of Public Participation.

A summary of these principles is in Table D.2.

Table D.2: Summarised details of the principles of engagement under better together

| Principle | Details |
|---|---|
| **Principle 1: We know why we are engaging**<br>There is a need to establish the reasons for engaging with the communities and stakeholders and communicate this clearly with the participants. | • Know your engagement's purpose<br>• Understand the public's level of influence<br>• Communicate clearly<br>• Measure your impact<br>• Plan for flexibility |
| **Principle 2: We know who to engage**<br>Who should you be engaging? Establish the answer to this question at the start of the engagement process to determine the most effective methodologies to attract your engagement audience. Knowing who to engage will flow naturally from Principle 1: why you're engaging. | • Connecting with community leaders<br>• Moving beyond the stakeholder list<br>• Hard to reach groups and individuals<br>• Collaborating<br>• Connectors, 'mavens' and salespeople<br>• Local government |
| **Principle 3: We know the history**<br>It is important to not 'over' engage and try to understand the history in order to build on previous engagement activities. People can easily get annoyed with being asked for input repetitively without seeing any results from previous contributions. | • Determine what we already know<br>• Researching background information |
| **Principle 4: We start together**<br>Early engagement benefits the community and the government. Starting together to define the purpose and objectives may save time, resources and reduce risk | • Building relationships<br>• Working together towards outcomes |
| **Principle 5: We are genuine**<br>The process has to be genuine to gain the public's trust in government. Building and maintaining a trusting relationship is crucial to the effective functioning of government. | • Honest intent<br>• Listening to understand<br>• People at the centre<br>• Accessibility<br>• Recognition and celebration<br>• Closing the feedback loop |

Source: South Australia Government (2013).

## Victoria

The Victorian Department of Transport has a departmental communication and engagement strategy. There is no specific approach for road freight or infrastructure. However, project specific plans are developed at a local level. For example, the 'Geelong C Box Communications and Engagement Plan'. This engagement plan clearly states the challenges, context, benefits, communications goal, objectives, and principles of communication, key messages, priority audiences, risk/issues, stakeholders (primary/secondary) and communication tactics.

## Tasmania

In Tasmania, the Stakeholder and Community Engagement Framework provides guidance on best practice engagement for the State Roads Division (Department of State Growth 2018, Stakeholder and community engagement framework, Tasmania, Australia). It is aimed at setting standards for effective community engagement, building relationships, enhancing the department's reputation and demonstrating accountability in decision making.

This framework formalises the Tasmanian Government's commitment to engage with stakeholders early in the project development stage, provide adequate time for consultation as part of a transparent and well-planned decision-making process, and to inform stakeholders about how their views have been considered.

The objectives of the framework are:

- to establish stakeholder and community engagement as a core part of how we make decisions
- to ensure consistent and appropriate consultation and engagement processes
- to facilitate and promote the use of appropriate and consistent engagement tools.

Similar to South Australia, the principles used in this framework are based on the IAP2. The framework provides an outline of the stakeholder engagement process to be used. Engagement needs to be incorporated into the department's project management methodology and is cyclical (see Figure D.1, occurring repetitively over the course of a project.

**Figure D.1: Stakeholder management process**



*Source: Department of State Growth (2018).*

## Western Australia

In Western Australia, Main Roads has a Communication and Stakeholder engagement strategy that is split into two sections. These are:

### *Section 1: Intelligence*

This section consolidates project knowledge, messaging, understanding of the local sentiment and a preliminary assessment of key stakeholders. It provides context to the document.

- Project overview:
  - context; scope; timing
- Key messages/talking points:
  - Overarching messages; project-specific messages
- Key issues:
  - Project design and planning concerns
  - Issue; strategy/mitigation; measure
- Construction-specific concerns:
  - Issue; strategy/mitigation; measure
- Stakeholder snapshot:
  - Stakeholder; relevance to project; known position

### *Section 2: Planning*

This section is a practical roadmap for the implementation of communications and stakeholder engagement activities:

- Communications and engagement methodology and governance:
  - Objectives; guiding principles; methodology; task ownership.
- Communication and stakeholder engagement tools:
  - Channel and elements; measurement tools (tool and aim).
- Action plan:
  - Stages: Development, RFP period, construction
  - Table structure: timing, tool, objective, audience, responsibility.
- Attachments (for example, traffic data, project stakeholder management and communication snapshot, full stakeholder list).

# Appendix E   Road Agency Communication Templates

## E.1   South Australia Communications Plan Template

| SOUTH AUSTRALIAN GOVERNMENT COMMUNICATIONS PLAN | |
|---|---|
| Department | |
| Agency/Unit | |
| Product and Campaign Name | E.g. (Project name) (financial year) and (name of campaign) |
| Contact | |
| Director of Communications or equivalent responsible | |

*Introduction*

Brief overview – Define the scope of the project. Why is the project necessary? Include brief overview of context?

*Government Priorities*

Which of the South Australian Government priorities does your strategy contribute to achieving?

Example: This communications activity strategically aligns with the government's priorities of more jobs, lower costs and better services for South Australians:

*Lower costs: outline how the communications contribute to this priority.*

Example: This communications activity strategically aligns with the government's growth state economic plan by…

*Corporate Plan Objectives*

What Departmental objectives does your communications strategy support? Where does it sit in terms of Departmental priority?

*Background/Situational Analysis*

Detail relevant background information and describe any current activity that supports/underpins this strategy.

*SWOT Analysis*

List any Strengths, Weaknesses, Opportunities, Threats.

*Competitor Analysis*

Include information on competing organisations/activities.

*Market Research*

Detail any research that may have been undertaken or is available that has informed the strategy, and may include:

1. Primary Research - both qualitative and quantitative in nature (eg focus groups, omnibus surveys)

2. Secondary Research – existing data and published research by external organisations (eg Roy Morgan, ABS)

3. Pre-campaign research - detail learnings from the research that may have been applied to the strategy.

*Project Management*

Who is responsible for this campaign? What contractors will be used (ie appointed Media Panel supplier, creative or research agency etc).

*Objectives for the Communication Plan*

What are the specific objectives of this plan… primary, secondary? Objectives must be:

• Concise, measurable, include targets and benchmarks

• Single minded, specific and relevant to the campaign messaging

• Achievable – please provide context if the objectives stated are stretch targets or may have environmental factors potentially affecting its success.

Objectives should be expressed as both percentages and numbers with a goal date. Please include benchmarks where possible. E.g. Increase calls to the phone line by 10% (375 calls) by June (year) compared to 200 calls benchmark based on the previous year. This could also be represented in a table.

| Campaign Objectives | Benchmarks | Campaign KPI's |
|---|---|---|
| Example<br>Objective 1<br>Increase calls to the phone line | Example<br>Benchmark calls are 200 from previous year | Example<br>Increase calls by 10% or 175 compared to previous year |

*Target Audience*

Outline your target audience groups, not just generically but by demographics, psychographics, geographic locations, specific interests, etc. Be as specific as possible.

• Primary

• Secondary?

• Key Stakeholders?

• Equity and Access - Have you considered accessibility of the target audience to your messaging?

*What we are currently doing to reach achieve Communication objectives*

Outline any current activities that contribute to your communications objectives, including dot points of specific tools i.e.:

• Public Relations

• Social media, digital platforms

• Direct Marketing

• Community engagement

- Education Resource Kit

- School Holiday Education Program

- Presentations to various interest groups

- Visitor Information Centre

- Other existing programs

*Barriers/Critical Success Factors*

Include any factors that are critical to the successful achievement of the plan (likely to be beyond the scope of control of this plan) and any barriers to operational activity that may also be encountered.

*Key Messages*

Outline the key messages and if necessary, alignment with appropriate target audience group. Include the call-to-action if applicable to your campaign.

*Communication Strategies and Tactics*

Outline the communications strategy/ies that will be used to achieve your objectives (briefly touching on tactics for each). What tools are you going to use and to whom will these activities target?

1. Corporate Strategy - Overarching strategy to position xxx and provide the corporate framework for the xxx level activity

2. Tactical– Ground level tactical activity which fits into the strategic direction of above…..

This may include activities under the following:

- Advertising

- Sponsorship

- Direct Marketing

- Printed collateral

- Internet

- Social media platforms

- Events

- Media/Public Relations

- Promotional items

- Internal communication

- Events

- Community engagement

Have you considered a proactive risk management strategy as part of your communications plan?

*Timing of campaign*

What is the timing of the campaign?

*Creative Strategy*

Provide an outline of the relevance of the proposed creative idea to the audience and objectives of the campaign. Have previous campaigns influenced this creative direction?

If the creative direction requires music, has South Australian music been included?

Yes/No

No? Please provide justification

*Media Strategy*

Provide an outline of the relevance of the proposed media strategy/activity to the audience and objectives of this campaign.

*Budget*

Itemised breakdown of the TOTAL budget including all activity across financial years.

| Activity | Proposed Budget FY_____| $ ex GST | Proposed Budget FY_____| $ ex GST |
|---|---|---|
| Research | | |
| Strategy | | |
| Media: Contra Cash | | |
| Creative/Production | | |
| Events | | |
| Evaluation | | |
| Agency Fees | | |
| Other | | |
| **TOTAL per financial year** | **$ ex GST** | **$ ex GST** |
| **TOTAL BUDGET** | **$ ex GST** | |

*Action plan and critical dates*

What is the timing of the campaign?

Outline the timeline of actions required to implement the activities outlined; where appropriate include responsibilities and cross-reference each tactic with target audience/s and key message/s. Include communications approval process, internal and Ministerial approvals.

Critical dates might include:

- Internal briefing and approval deadlines (e.g. for communications plan; creative concepts; media schedule etc.).
- Briefing deadlines for the Media Panel.
- Briefing deadlines for your creative agency.
- Campaign launch.

*Evaluation*

How and when the plan will be evaluated? Include benchmarks, measurement/monitoring mechanisms, and timing of evaluation. Evaluation mechanisms should be consistent with the stated marketing objectives.

This could be represented in a table.

| Campaign Objectives | Measurement of Objectives | Evaluation Timing |
|---|---|---|
| Objectives as stated above<br>Example: Objective 1<br>Increase phone calls by 10% (175) as compared to last year's phone calls of 200 | Example: Phone calls will be measured by contact management system within Department | Example: Phone calls will be monitored throughout campaign and reported upon completion of campaign |

*Evaluation Date*

Proposed date of evaluation after campaign completion.

## E.2 Victoria Communications and Engagement Plan Template (Draft)

**Communications and Engagement Plan**

Preferred engineering solution and industry engagement

| COMMUNICATIONS CHALLENGE | PRINCIPLES OF COMMUNICATION |
|---|---|

| CONTEXT |
|---|

Background:
Benefits:
Issues:

| COMMUNICATIONS GOAL |
|---|

| COMMUNICATION OBJECTIVES |
|---|

| KEY MESSAGES | |
|---|---|
| Overarching messaging | |
| Background | |

| COMMUNICATIONS TACTICS | | | | | |
|---|---|---|---|---|---|
| TIMING | ACTIVITY | PURPOSE | | CHANNEL | LEAD |
| | | | | | |
| | | | | | |

| STAKEHOLDER LIST | | | | |
|---|---|---|---|---|
| **VICTORIAN GOVERNMENT** | | | | |
| **Key stakeholder** | **Approach** | **Owner** | **Targeted message for audience** | **Contact details** |
|  |  |  |  |  |
|  |  |  |  |  |
| **PROJECT PARTNERS** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |
| **FREIGHT TRANSPORT CUSTOMERS AND BUSINESSES** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |

| PEAK BODIES | | | | |
|---|---|---|---|---|
|  |  |  |  |  |
|  |  |  |  |  |
| **Questions and Answers** | | | | |
|  |  |  |  |  |
|  |  |  |  |  |