

Communications Review and Strategy

PREPARED FOR



Hauraki Gulf Forum

Tīkapa Moana

Te Moananui-ā-Toi

by



MEDIA + PHOTOGRAPHY

Synopsis

The focus for Hauraki Gulf Forum communications will be to build stakeholder relationships, tell unique stories, disseminate relevant, factual information to key audiences, inspire public ownership and, generate media coverage to elevate Tīkapa Moana/Te Moananui ā Toi. Guided by the principles of Leadership, Collaboration, Impact and Te Tiriti o Waitangi, the intended impact of all communications is to raise public awareness and grow more kaitiaki. This, in turn, will create a groundswell of public support to influence policy change.

The key to effective and successful communications will be to define the target audience, align key messages and, confirm their calls to action. Every product must reflect one of the three strategic issues and/or the two audacious goals.

OVERARCHING KEY MESSAGES

- The Hauraki Gulf Marine Park is everyone's responsibility.
- Take ownership of your part in restoring the Marine Park to a healthier state.
- Do it for our future generations: Young people must be equipped and empowered to continue environmental efforts; We must be aware of the state of the Marine Park we are passing on to rangatahi (youth) and tamariki (children).
- Land and water are connected. What happens on the land directly impacts the sea.
- We might be geographically separated but water is our connector.

RECOMMENDATIONS:

- Create a media kit to distribute to key stakeholder organisations for the 20th Anniversary of the Marine Park.
- Work with stakeholders and partners to offer a week-long activation of the moana.
- Host a Tīkapa Moana awards ceremony.
- Engage with the public face to face through a team of ambassadors, technical officers and community champions.
- Consider developing social impact case studies.
- Diversify content and use multimedia tools across different platforms.
- Forum members are encouraged to become more visible with stakeholders, and active in their roles.
- The Forum is encouraged to hold a number of regular meetings outside of Auckland, and in the regions or Islands its members are part of.

Gulf Journal Newsletter: Refresh the storytelling methods and procedures, utilise multimedia tools and deliver a wider scope of communications to support robust discussion.

Gulf Journal Website & the Hauraki Gulf Forum

Website: Merge the content of the two websites and create a new, single platform at the URL www.haurakigulfforum.org.nz.

Hauraki Gulf Marine Park Poster: Target this as the young person's version of the State of Our Gulf report and, adjust the creative aesthetic away from paint based, to digital.

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Hauraki Gulf Marine Park Seminar: Create an innovative, relevant and informative seminar by inviting a diverse range of speakers, crossing a number of sectors, including the fishing industry and community, and representatives from areas outside of Auckland.

State of Our Gulf report: Create a bold document and show leadership in highlighting key subjects that will ignite public discussion, while also providing audacious solutions to some of the larger issues facing the Gulf.

Part One



Hauraki Gulf Forum

Tikapa Moana

Te Moananui-ā-Toi

Review

Qiane Media + Photography has undertaken a review of the communications products currently produced by the Hauraki Gulf Forum. This includes the Gulf Journal quarterly newsletter, the annual Hauraki Gulf Marine Park Seminar, the annual Hauraki Gulf Marine Park poster and, the State of our Gulf report, released every three years. We have also examined two websites - www.haurakigulfforum.org.nz which links to an Auckland Council-hosted web page and <http://gulfjournal.org.nz> a stand-alone website that contains the articles for the Gulf Journal newsletter, as well as the Hauraki Gulf Forum Facebook page.

To complete this review we have done our own analysis of the communications products, tools and messaging, and paired that with feedback from 25 stakeholder interviews. A survey was also sent to the Gulf Journal newsletter database of approximately 3,300 recipients. We received 218 responses and the results and comments have also informed this review.

Feedback analysis

There is great potential in the suite of communications produced by the Forum. The topics raised in the seminar, journal and poster are of interest to conservation-minded communities and often attract a keen following/participation from these communities. Products like the poster are so popular amongst the conservation and education sectors that there aren't enough copies to fulfil the demand. Over the years, the Forum has accumulated a large database that has formed a good foundation to build upon.

However, each of the communication products are tired, non-targeted and have soft engagement messages. They also lack a clear call to action. The preferencing of Western narratives and science and, the use of academic languaging, makes some of the products hard to engage with and relate to.

Stakeholder interviews show a general consensus that the Forum needs to be much bolder with its messaging, have courage to set the agenda for public discussion, and lead the conversation by clearly pointing to the successes, problems and solutions to issues surrounding the Marine Park.

While there are a number of innovative communication tools the Forum could explore, there is firstly a need to go right back to basics. To clearly identify where the Forum and its leadership role sit in this saturated space, to identify the target audiences and associated key messaging and use relevant communication tools to create impact.

Current Audience



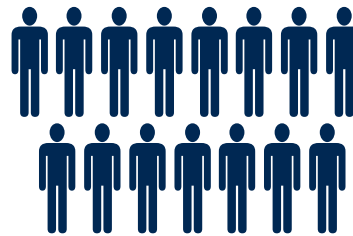
INDUSTRY:

TOP 4

- Retired
- Education
- Conservation
- Local and Central Government

AGE:

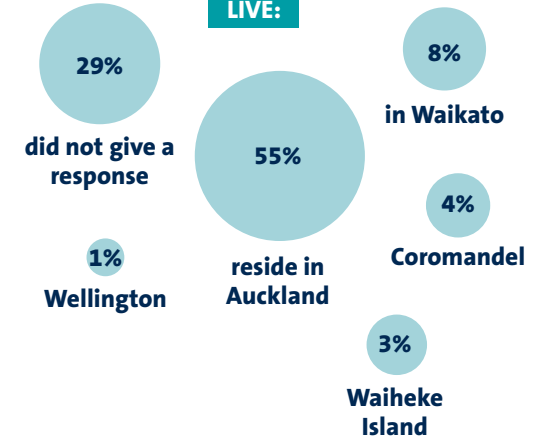
42% are 65 years and older



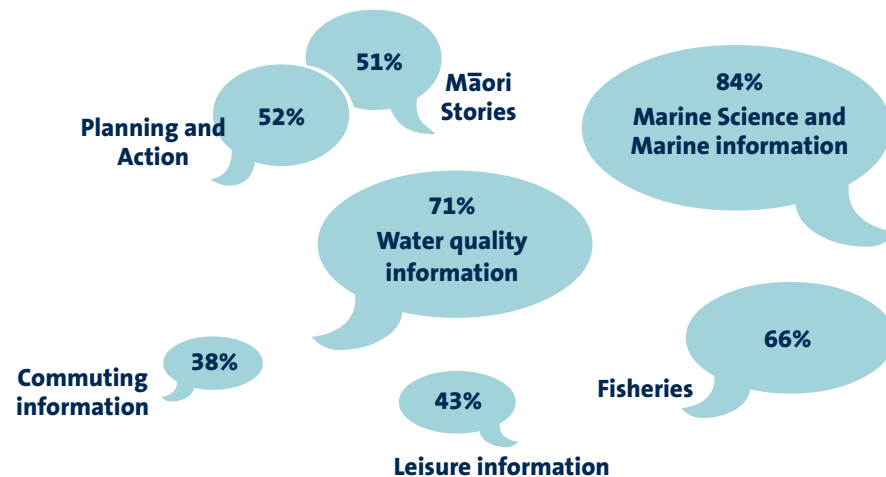
Less than 5% are under 35 years



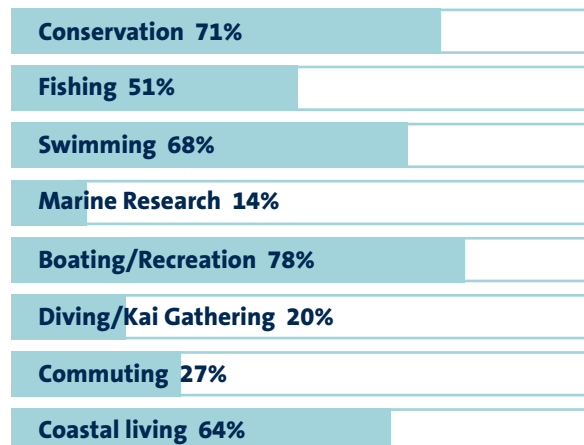
LIVE:



WHAT INFORMATION WOULD YOU LIKE TO RECEIVE ABOUT THE HAURAKI GULF MARINE PARK?



ACTIVITIES THEY PARTICIPATE IN, IN AND AROUND HAURAKI GULF:



Gulf Journal Newsletter



73.9% of survey respondents receive the Gulf Journal newsletter



27.4% don't



30-40% - average opens each campaign

“The newsletter has potential, but I feel its main issue is that the intended audience doesn't reflect the entire Gulf.”

- Key stakeholder

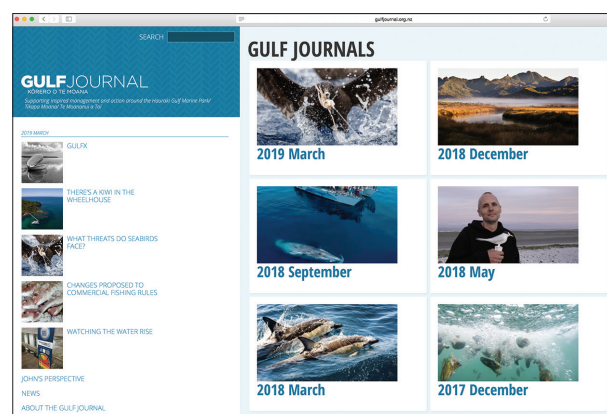
The Gulf Journal is a quarterly e-newsletter distributed by the Hauraki Gulf Forum. Each issue is spearheaded by a message from the Forum Chair who gives an update on strategic issues, Forum intent, engagement with Government and, events that have occurred between issues. It hosts articles that are linked to the Gulf Journal website. The newsletter is anchored by other news items that are deemed newsworthy by the Forum, linked back to the main website in more detail. It costs \$5,000 to produce, per edition.

REVIEW:

Whilst the Journal has articles that speak to the science and conservation issues surrounding the Marine Park, it doesn't reach out to community and engage audiences through heart and mind storytelling. Much of the Forum-generated content is text-based. By not capitalising on multimedia as a way of telling these stories and reinforcing key messages, it risks being stagnant and one dimensional, disengaging readers and not attracting new readers. There is lots of potential in the newsletter, particularly considering its current database of approximately 3,500. By sharing meaningful, engaging and diverse content through multimedia, you can grow this audience base. In effect, you begin to impact across generations, sectors and communities. This content will raise awareness of key issues, milestones and discussions surrounding the Marine Park, and also influence and inspire changemakers.

“It's pretty forgettable.”

- Key stakeholder



RECOMMENDATIONS:

We recommend the storytelling methods and procedures for the Gulf Journal are refreshed. That modern, multimedia tools are used to tell stories of the Gulf from all angles - including conservation, fisheries, governance, tangata whenua and communities. By delivering a wider scope of communications and supporting robust discussion, the Marine Park's audience will begin to see themselves in the content and messaging, influencing their feeling of ownership and responsibility towards Tīkapa Moana and its surrounds.

The newsletter needs a refreshed design, bold colours and fonts. A snappy, engaging subject line should be used for each issue to entice readers to open the email. Content within the newsletter needs to be succinct and the Chair's message should only be a short introduction with a bullet point system to detail additional messaging, then link to the full message on the website. The highlighted content must reflect the vastness of the Gulf and the people who inhabit its communities; the audience of the Hauraki Gulf Marine Park and Forum would be better served if the stories reflect them, and their communities.

“I really want to see more input from tangata whenua.”

- Key stakeholder

The Gulf Journal Website & The Hauraki Gulf Forum Website



54.2% of survey respondents have visited the Gulf Journal website in the last 12 months



45.7% have not

“I feel the current website doesn’t represent the Forum correctly and there are too many mixed messages.”

- Key stakeholder

The Hauraki Gulf Forum currently has two websites. One that serves as a news website, hosting stories to support inspired management and action around Te Moananui ā Toi. The other is an Auckland Council-hosted information page.

The Gulf Journal website is a standard main user page, utilising a rotating photo collage of images from around the Gulf, with a three-columnned page layout detailing stories and articles. It also gives links to social media platforms currently used by the Forum. The Auckland Council website is a single sub-page designed in Auckland Council style with plain text. Alongside Forum information it has downloadable resources, links and member/staff details.

REVIEW:

Neither website is user-friendly. Neither website, standing alone, tells the complete story of the Hauraki Gulf Forum and the work it does with regards to the Hauraki Gulf Marine Park. The Gulf Journal website is aesthetically displeasing and needs a refresh. It doesn’t encourage users to take a journey through the platform. The hosting of Forum resources, like the poster, is great. These products need to be downloadable for users to print, distribute and use. The hosting of seminar videos is also a positive, but the layout makes it unattractive to the user and doesn’t encourage viewing. Given the access to dynamic imagery, content archives, the Gulf Journal content and, the array of resources at the Forum’s hands, there is great potential for a relevant, informative, user-friendly, modern platform

that tells the full story of the Marine Park and the Forum’s leadership role in relation to it.

“Create something where the Hauraki Gulf is at the forefront. Engage, delight and inform us.”

- Key stakeholder

RECOMMENDATIONS:

It is recommended that the Forum merge the content of the two websites and create a new, single platform at the URL www.haurakigulfforum.org.nz. The single platform will serve as a central point to access information, news and actions about the Marine Park and Forum.

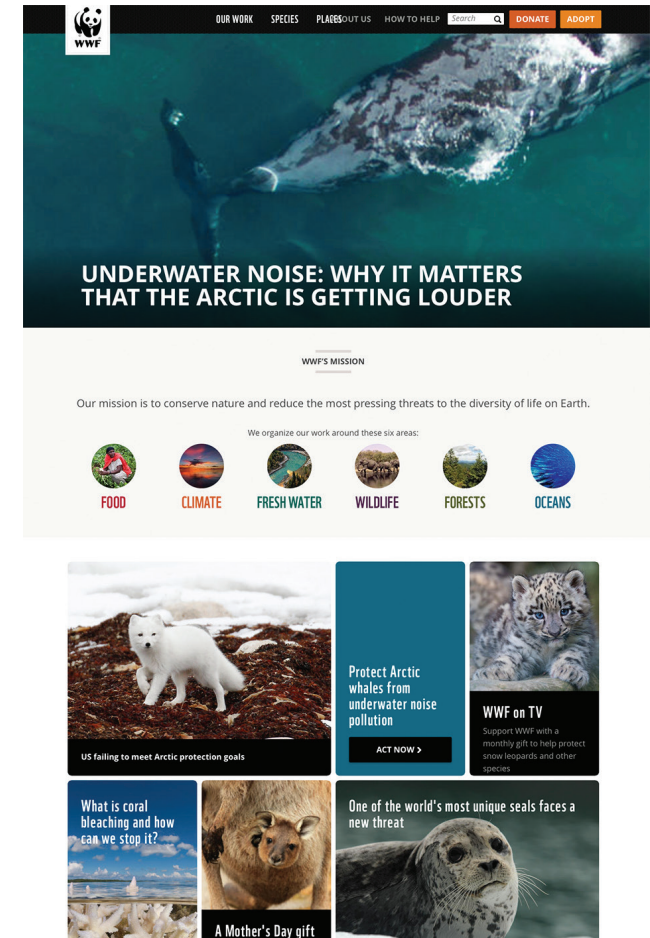
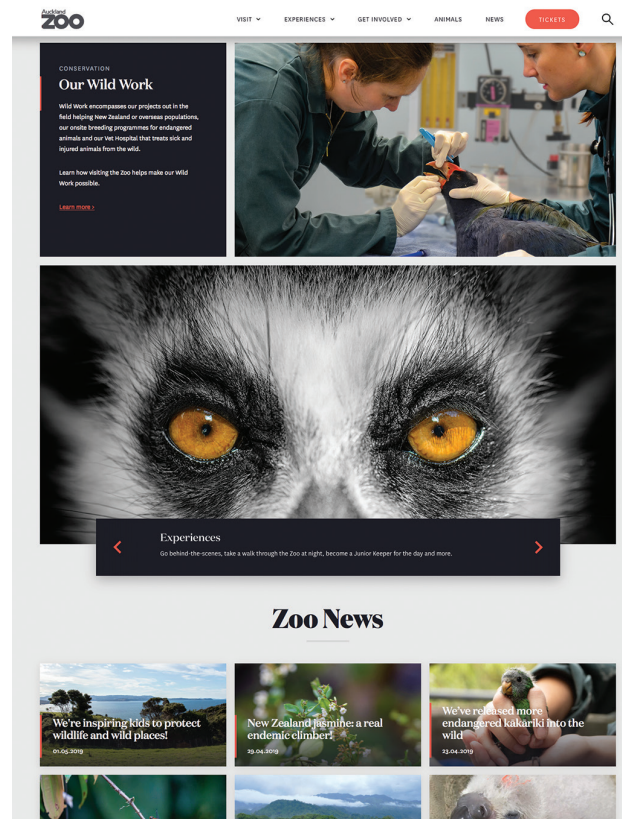
It would be the ‘go to’ website for key information regarding Tikapa Moana and link to partner/stakeholder organisations for further actions and related initiatives. The website would have a simple landing page. Not telling the whole story on the front page but instead, having clear navigating tabs for an about section, journal section, resources section and media section. The about section would describe the basic details of Te Moana nui ā Toi with an accompanying map (attractive and well designed). It would go on to describe the role of the Forum, its structure, members, strategic issues and two big goals.

A quick and clear snapshot of who you are, what your role is, and your leadership focus.

The Gulf Journal would retire as a stand-alone website and become the 'journal' page within the main website, serving as the blog/news section. Articles will have a strong image with a short excerpt and 'read more' link directing viewers to the full story, to unclog the main tab. Articles will be categorised and linked in a sidebar to allow for easy searching and each story would contain forwarding links for partner/stakeholder organisations and/or more information.

The Resource section would have readable and downloadable archives of all State of our Gulf reports and all Hauraki Gulf Forum Marine Park posters. The media section would host videos from current and past seminars as well as links to key media stories produced about the Marine Park and/or Forum.

The website must have strong search engine optimisation built in and be vibrant, simple, attractive and informative. The World Wildlife Fund and Auckland Zoo websites are a good example of this.



Hauraki Gulf Marine Park Poster



41% of survey respondents received the last poster



62% did not, most were unaware of its existence

“It is a lovely project and has great value but there needs to be a more strategic purpose for the poster.”

- Stakeholder feedback

The Hauraki Gulf Forum prints 145,000 copies each year with 140,000 copies distributed via the New Zealand Herald and 5,000 copies distributed by partner/stakeholder organisations like Young Ocean Explorers. The poster is released each year during Sea Week and is inserted free of charge in the Herald. While distribution is free, the poster costs \$50,000 to produce each year.

REVIEW:

The poster series has sound creative and intellectual intention however, its shortcomings are a result of it being strategically misdirected. Without a clear and definitive target audience, the key messages associated with each poster are missing the mark. Feedback shows the largest users of the poster series are young people. It is being used as an educational resource in schools, homes and clubs. The secondary audience are those who engage directly with the Hauraki Gulf through key stakeholders - for example, commuters who use Fullers Ferries and see the poster on the wall of the vessel. Many people surveyed who receive the New Zealand Herald do not recall receiving the poster, or holding on to it. It is likely lost in the number of inserts the Herald now boasts. The use of Māori language/names in the poster series must be applauded, we now need to extend that with appropriate design elements that reflects a multicultural audience. While the painting that forms the basis of the poster is of high quality, there are other ways in which this could be produced which may be more cost effective for this type of communications product.

“I give it to my grandchildren.”

“I use it in my classroom.”

“My kids have it on their wall.”

- Stakeholder feedback

RECOMMENDATIONS:

The Hauraki Gulf Marine Park poster should be targeted as the young person's version of the State of Our Gulf report.

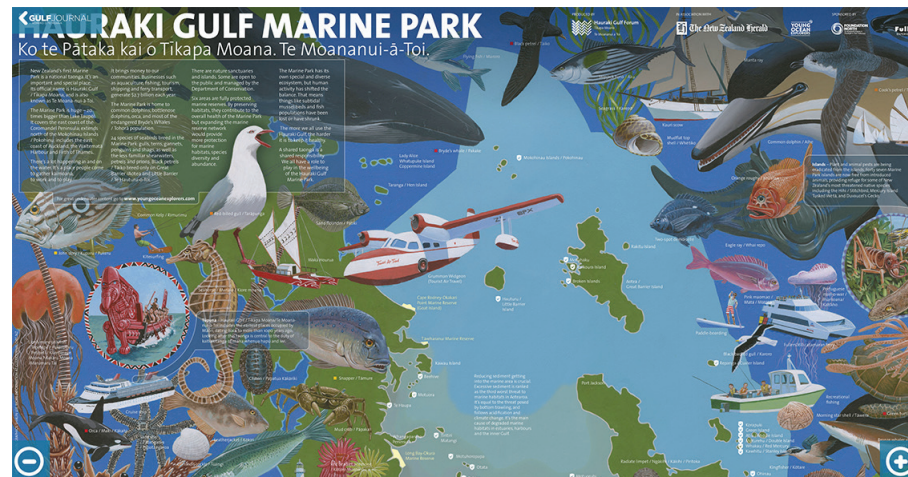
Using a key message from the report as the theme for each poster, we in turn make the report and its messages more accessible to a younger audience and a layman public audience. Done well, the poster then becomes a must have resource for schools studying marine-related topics, local geography and other associated topics. The design should be vibrant and eye catching to appeal to the younger audience and make children want to keep it on their wall for the year. It is also recommended a te reo Māori version be created, with a smaller print run, to make it more accessible to total immersion schools and organisations.

We recommend the Forum readjust the creative aesthetic away from paint based, to digital.

Distribution is a key area that needs to be addressed. As a means of effectively reaching the poster's potential it is recommended the Forum redirect the saved artist funds to more targeted distribution. Partnering with Auckland Zoo and Kelly Tarltons, who have a combined audience of more than 1 million annual visitors, could see the poster distributed as a giveaway product during relevant celebrations and conversations associated with the Marine Park and marine life.

The poster should be relaunched and promoted in the Education Gazette as a new resource/product, with a portion of prints set aside for schools - potentially distributed through this platform. There should also be a downloadable copy of the poster available for teachers to print for their classroom and students.

In the mid-term it would be recommended that distribution into the New Zealand Herald be reduced and distribution targeted directly towards schools, libraries, sporting clubs, boat clubs, stakeholders and partners. In the short term we have identified strong value in having a presence in the New Zealand Herald in 2020, ideally positioned alongside a large editorial feature around the 20th anniversary of the Marine Park.



“We use the poster every year at events and boat shows, they are very popular with our younger audience. We often find ourselves needing more!”

- Key Stakeholder

Hauraki Gulf Marine Park Seminar



37.6% of respondents have attended the seminar



66.6% have not attended, most were unaware

“There are some good stories but I feel most of the rest is preaching to the converted.”

- Key Stakeholder

The annual Hauraki Gulf Marine Park Seminar is held at the Auckland War Memorial Museum. The seminar is an event where stories are shared by scientists, researchers and academics, partners/stakeholders and creatives/ other industries. It is an opportunity to highlight challenges facing the Hauraki Gulf and discuss issues surrounding the Marine Park. Through partnership with the Museum there are cost efficiencies to the event, with additional associated costs totalling \$20,000.

REVIEW:

Thorough analysis of insights from key stakeholders, survey respondents and community shows the annual seminar event has a mixed review. For some it is a highlight on the annual calendar, a celebrated coming together to engage with key stakeholders of the Marine Park and learn/discuss important issues surrounding it. For others it is a ‘talk fest’, ‘Auckland-centric’ and ‘mono-cultural’. Some find the venue mana-enhancing for the topics discussed, while others find it depressing, cold and disconnected. Almost all stakeholders agree the seminar doesn’t attract a diverse audience but instead, more of the same people each year. Its location and narrow marketing scope also limit communities outside of Auckland to attend. There is clear disappointment around Forum members’ lack of attendance. The 2018 seminar was noted as a highlight because of the diverse voices heard at the podium. The inclusion of the creative sector was a refreshing addition to the programme.

“The most recent symposium was one of the best I have ever attended”.

- Key Stakeholder

RECOMMENDATIONS:

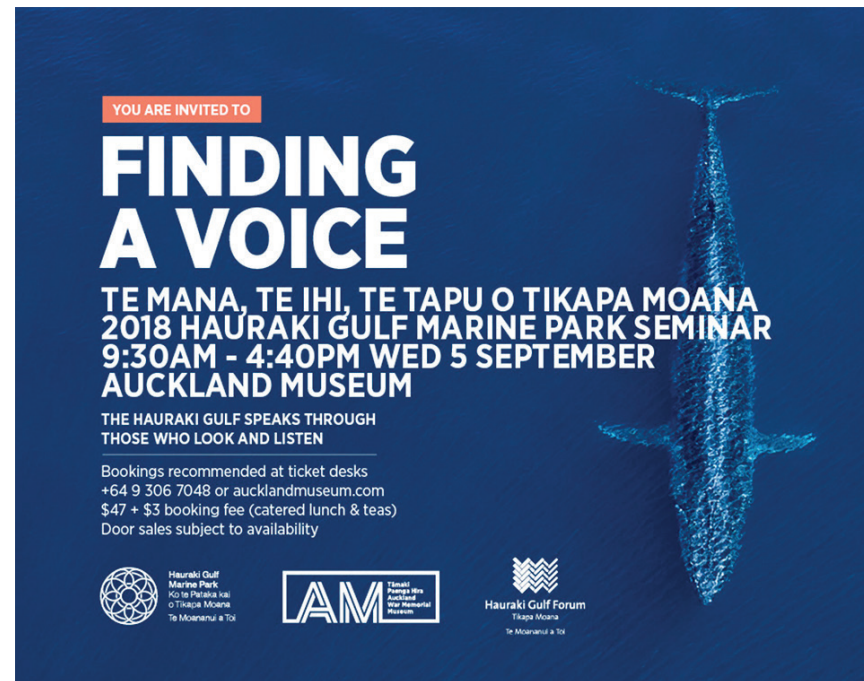
The seminar should be designed to share knowledge, stories and updates about what is happening in and around the Hauraki Gulf Marine Park, in real time. The annual theme should be taken from a key message within the current State of Our Gulf report. Every Seminar should have a call to action to encourage and inspire change makers. To achieve an innovative, relevant and informative seminar, you must invite a diverse range of speakers, crossing a number of sectors, including the fishing industry and community, and representatives from areas outside of Auckland. Every event must include elements of Mātauranga Māori, Indigenous systems and science to truly reflect partnership. The format should be a mix of seminar presentations and break out, interactive sessions.

The seminar could include a live stream to widen the audience reach and allow for interested parties outside of Auckland to participate.

“It gives me a better understanding of the current state of the Hauraki Gulf, and a sense of urgency in which we need to take action.”
- Key Stakeholder

The Forum should explore an alternative venue for the seminar, one that is on or near the Hauraki Gulf - adding reciprocal mana and connection to Tīkapa Moana/Te Moananui ā Toi and allowing for break-out/ interactive sessions to also include options for water-based activity. A full marketing plan must be created for each seminar to target the diverse audience the seminar requires to represent wider conversations across the entire Marine Park and, to enable robust discussion.

It is highly recommended that at the 2019 seminar audience participation includes documenting personal stories and experiences with the Hauraki Gulf through text, audio and visual, to use as content in the 20th Anniversary Celebrations of the Marine Park in 2020.




YOU ARE INVITED TO


FINDING A VOICE


TE MANA, TE IHI, TE TAPU O TIKAPA MOANA
2018 HAURAKI GULF MARINE PARK SEMINAR
9:30AM - 4:40PM WED 5 SEPTEMBER
AUCKLAND MUSEUM

THE HAURAKI GULF SPEAKS THROUGH
THOSE WHO LOOK AND LISTEN

Bookings recommended at ticket desks
+64 9 306 7048 or aucklandmuseum.com
\$47 + \$3 booking fee (catered lunch & teas)
Door sales subject to availability

 Hauraki Gulf
Marine Park
Ko te Pāpāka kua
o Tīkapa Moana
Te Moananui ā Toi

 Tāmaki
Pungu Wha
Auckland
Museum

 Hauraki Gulf Forum
Tīkapa Moana
Te Moananui ā Toi

State of our Gulf Report



62.2% of respondents have read the latest State of our Gulf report



39.5% have not

“It’s an unworldly document and reads as a literal science report or minutes from a meeting.”

- Key Stakeholder

The State of our Gulf Report is a 200+ page document published by the Forum every three years. The document gives a detailed report of issues facing the Hauraki Gulf Marine Park including pressures, climate change, changes in legislation, fisheries management, biosecurity, coastal development, adapting for the future and defining the interrelationships between land and sea. The Report is accompanied by a summary document. The State of our Gulf report costs \$150,000 to produce.

REVIEW:

The State of our Gulf Report has significantly important content, which is often referenced and referred to by a number of stakeholders to the Marine Park. It also attracts media attention with its findings. The document boasts some outstanding imagery and has some good graphics. The report doesn’t endorse an accessible language style, causing the facts and key messages to get lost or ‘bogged down’ in the heavy textbook-style reporting. The design is academically structured.

Stakeholders are unified in their opinion that the Forum needs to be more bold with regards to the document’s content. There is a lot of feedback that references internal politics affecting how issues are reported, criticising topics being “watered down” and the document having “no teeth”. One stakeholder comment summed up the suggested solution: “Put politics aside and speak for the Hauraki Gulf Marine Park, for the moana and for the life living within it”.

Users of the report would like to see community stories and ‘wins’ reported alongside the issues and stories of decline.

The document has huge potential for engaging public discussion, for media coverage and, for ongoing commentary around the state of the Gulf. A thorough analysis of the 2017 report was completed with the intention of identifying potential stories and media opportunities that the Forum could have/can capitalise on and, where it could take a stand to ignite overarching public conversations. This style of review is to highlight the future potential for media and leadership opportunities that could come from 2020’s State of our Gulf report.

HERE ARE SOME KEY AREAS THE FORUM COULD ADDRESS PUBLICLY BASED ON INFORMATION FROM THE 2017 DOCUMENT:

- The America’s Cup: The Forum has already highlighted next year’s America’s Cup Regatta as being a prime event to speak about the Gulf. The Forum must develop a multimedia approach, specifically social digital campaigns about some of the innovative conservation projects that are currently happening in the Gulf. To do this, it is recommended the Forum work closely with key stakeholders.
- Cumulative pressures on the sea mounting as human population and commercial pressures escalate.
- Increasing space allocated to marine farms.
- Auckland as a gateway for pests, highlight work being done within the Gulf in this area, eg. Waiheke Island Kauri Sanctuary as a response to Kauri Dieback.
- Climate change is expected to impact the Hauraki Gulf and make it warmer and more acidic, share stories of mana whenua in Kaiaua who are monitoring the PH levels of their moana and teaching their rangatahi about the effects of this on kaimoana and traditional kai practices
- Comment on the influx of applications for protected customary rights.
- Te Haerenga case study.
- Sediment issues and the impact of developments responding to the housing crisis

“I think it is a comprehensive report and good to have to show what is happening.”

- Key stakeholder

RECOMMENDATIONS:

We recommend the 2020 State of the Gulf report is a bold document that takes advantage of the great opportunity for a 20 year review of the Gulf. We encourage the Forum to show leadership in highlighting key subjects that will ignite public discussion, while also providing audacious solutions to some of the larger issues facing the Gulf. The bold tone will encourage media and public discussion. Such discussion helps to raise awareness of the state of the Gulf, influence public support, activate change-makers and, in turn, provide momentum to affect necessary policy change. With an upcoming election, the content of this report should be at a standard to inform policy that parties will campaign on.

We recommend the report includes strong elements of Mātauranga Māori and pairs indigenous systems and knowledge with Western Science. Aligning systems like the maramataka, which is currently in resurgence, helps give a broader understanding of issues and allows the report to reflect the diverse value systems associated with Tīkapa Moana/Te Moananui ā Toi.

The 2020 report must include fresh and inviting design elements, using infographics, bold colours, pull out facts and outstanding imagery throughout. It is recommended that the language and tone is simplified to make it more accessible and, the document captures positive stories and progress made, as well as covering issues causing decline of the Gulf. Limit repetition and redundancies throughout.

It is suggested this content inform all the communication products associated with the Forum for 2020.



“The report has a purpose to honestly and transparently report on the state of the Hauraki Gulf environment. The key question is what it gets used for once it is done.”

- Key stakeholder

Concluding analysis

“The forum needs to be much more vocal. It needs to use what power it has to influence the debate and actions around the state of the Hauraki Gulf.”

- Key Stakeholder



91% of survey respondents would prefer to receive information online rather than in print



61.9% of survey respondents use Facebook



41.9% use YouTube



28.5% use LinkedIn

All of the current communications products produced by the Hauraki Gulf Forum have great potential. The key to their effectiveness and success is to define their target audience, align their key messages and confirm their calls to action. The 20th anniversary of the Marine Park and Forum in 2020 is a perfect opportunity to reset the narrative.

Moving forward, every communication product from the Forum must align. They should raise visibility about the Hauraki Gulf Marine Park while always reflecting one of the three strategic issues, and/or the two audacious goals.

“The concept of a forum is a very useful mechanism to publicise the Gulf and the efforts made to sustain and protect it. I want to see the forum amplify the good work done by residents and agencies.”

- Key Stakeholder

OTHER RECOMMENDATIONS:

The Forum should consider developing social impact case studies, partnering with stakeholders to deliver content around key issues facing the Gulf and, what leadership the Forum is taking on it.

Stories for the Journal should be uploaded weekly. Each month there should be one community champion story told through either text, podcast or video. Each month there should also be Forum-generated content relating to a section in the State of Our Gulf report. Other content can be shared from stakeholder/partner content. All Journal content should be shared to Facebook, with video content uploaded to YouTube.

Facebook and YouTube are the only recommended social media channels for the Forum at present.

Forum members are encouraged to be more visible with stakeholders, attend relevant events, support the distribution of communications products to their communities and attend the annual seminar.

The Forum is encouraged to hold a number of regular meetings outside of Auckland, and in the regions or Islands its members are part of. This is to raise visibility in these areas, foster better connections with local stakeholders and, allow for specific regional issues to be raised in the areas, and with the communities, directly affected.

LONG TERM OPTION:

We were asked to explore options for an augmented reality component to the Forum's communications products. This technology could be used in two ways:

1. To add a technology element to the poster. For example, bringing the content to life, adding an audio story and linking to further information/study resources around the key message.
2. To enrich public experience of Tikapa Moana by telling the stories of communities alongside the Hauraki Gulf Marine Park. For example, using geographic locators, telling the stories associated to various Māori place names in a community and the name's association with the moana, kaimoana, traditional practices. The app could also be used to push notifications associated with the maramataka, encouraging the public to recognise tohu (signs of the land, sky and sea) that indicate the health of their environment. The maramataka element would also identify good and bad days to fish, be in, on and around the water and identify 'give back' days to encourage public responsibility in cleaning up their local foreshore/waterways.

This technology encourages users to take ownership of their Gulf, growing community and offering direct ways to get involved. It aids in raising awareness and growing kaitiaki.



Image courtesy: ARA Journeys (www.arajourneys.com)

Part Two



Hauraki Gulf Forum

Tīkapa Moana

Te Moananui-ā-Toi

Strategy

The Hauraki Gulf Forum is a statutory body which promotes and facilitates integrated management and the protection and enhancement of the Hauraki Gulf Marine Park. The Forum is made up of representatives from the Ministries of Conservation, Fisheries and Māori Affairs. It also includes elected representatives of Auckland Council, Waikato Regional Council, Thames-Coromandel, Hauraki, Waikato and Matamata-Piako District Councils and, tangata whenua representatives of the Hauraki Gulf and its islands, appointed by the Minister of Conservation.

Purpose

- To integrate the management, and where appropriate, to promote the conservation and management in a sustainable manner, of the natural, historic, and physical resources of the Hauraki Gulf, its islands, and catchments, for the benefit and enjoyment of the people and communities of the Gulf and New Zealand.
- To facilitate communication, cooperation, coordination on matters relating to the statutory functions of the constituent parties in relation to the Hauraki Gulf, its islands, and catchments, and the Forum.
- To recognise the historic, traditional, cultural, and spiritual relationship of tangata whenua with the Hauraki Gulf, its islands, and, where appropriate, its catchments.

Core focus

The three strategic issues are:

- Improving integrated management through collaborative planning, informed decision-making and credible action.
- Restoring water quality values through addressing land use activities that degrade those values.
- Recognising those critical marine values and ecosystems through advocating for protection, restoration and enhancement.

The two audacious goals are:

- That at least 20% of the waters of the Marine Park be protected; and
- That restoration efforts establish 1000s qkm of shellfish-beds and reefs.

Guiding Principles

Leadership

The Forum must lead with its actions and words so the wider public, stakeholders and decision-makers have a clear sense of the Forum's primary objectives. Setting a narrative starts with how the leaders within the Forum act and speak themselves about issues relating to the Hauraki Gulf Marine Park. Leaders must be authentically engaged in the protection and enhancement of the Gulf.

Collaboration

The Forum must recognise that while it holds a statutory responsibility for the Hauraki Gulf, the management, protection and enhancement of the Hauraki Gulf Marine Park is something anyone living or interacting with the gulf can play a part in. A key is collaborating with stakeholders to ensure this is done well. The relationship between the Forum, its three Government Ministers, and their departments, is vital. It is important to foster strategic partnerships that will create reciprocal value and produce significant positive impacts to Tīkapa Moana.

Impact

All communication from the Forum needs to achieve a strategic purpose. Communications resources and other communication tools will achieve impact through key messaging to targeted audiences. The Forum must champion a responsible use of resources to reach the desired impact.

Te Tiriti o Waitangi

Te Tiriti has at its core the principles of partnership, reciprocity, autonomy, and active protection for all New Zealanders and that which is treasured by tangata whenua, which includes the natural world. With this in mind, the Forum's role in the preservation of the Hauraki Gulf Marine Park aligns with the principles of Te Tiriti and this should be emphasised through all communications.

Focus

- Storytelling of the Hauraki Gulf Marine Park (hearts and minds)
- Evidence-based science/research of the Hauraki Gulf Marine Park (facts)

The Forum's communications will build stakeholder relationships, tell unique stories, disseminate relevant, factual information to key audiences, inspire public ownership and generate media coverage to elevate Te Moananui ā Toi.

Measuring Growth

Measuring growth trends of the email database, website visitors, social media engagement and media coverage, gives the Forum an insight into the effectiveness of its communications products.

Goals:

- Grow Gulf Journal newsletter subscribers by 25% in 18 months
- Grow Facebook engagement by 50% in 18 months
- Grow media coverage by 50% in 18 months

Proposed content

Most of the communications content for 2020 will be derived from the key messages, findings and discussions published in the 2020 State of our Gulf report. Below is an initial list of proposed content for communications that can be actioned from June 2019.

- Hauraki Gulf Marine Park is marking its 20 year anniversary next year which is a great occasion for the Forum to highlight. The Forum can begin implementing a multimedia campaign including historical insights, success stories, and community champion stories in the lead up to this event.
- The America's Cup: The Forum has already highlighted the 2021 America's Cup Regatta as a prime event to speak about the Gulf. The Forum must develop a multimedia approach, specifically social digital campaigns about some of the innovative conservation projects that are currently happening in the Gulf. To do this, it is recommended that the Forum work closely with key stakeholder organisations.
- Cumulative pressures on the sea mounting as human population and commercial pressures escalate.
- Increasing space allocated to marine farms.
- Auckland as a gateway for pests, highlight work being done within the Gulf in this area, eg. Waiheke island Kauri Sanctuary as a response to Kauri Dieback.
- Climate change is expected to impact the Hauraki Gulf and make it warmer and more acidic, share stories of mana whenua in Kaiaua who are monitoring the PH levels of their moana and teaching their rangatahi about the effects of this on kaimoana and traditional kai practices

- Comment on the influx of applications for protected customary rights.
- Sediment issues and the impact of developments responding to the housing crisis

Ideas to celebrate 20 Years in 2020

The Hauraki Gulf Forum must create a media kit to distribute to all stakeholder organisations to support the celebration of the 20th Anniversary of the Marine Park. This kit would include key messages for stakeholder and partner organisations to share during their own events throughout the year to tie into the anniversary, as well as resources and a list of events/celebrations they, and their audiences, could participate in.

Below are some ideas to celebrate this milestone occasion.

1. Celebrate with a birthday event. The poster and 2020 State of the Gulf report would be released as part of this event to mark the anniversary of the Marine Park.
2. Work with partners to offer a week-long activation of the moana. Different water-based vessels offering special experiences targeted at telling the stories of the Gulf from various perspectives. From Māori stories shared via waka ama, to commuter boats sharing facts of the Hauraki Gulf Marine Park during daily trips, tourism/charter operators sharing unique conservation experiences with the Noises islands and/or Motutapu, local fishing charters in the Firth of Thames hosting trips and discussing recreational fishing benefits and impacts around the Gulf, local iwi and marae having open events to share stories of their local area and traditional practices with their moana.

3. Host a Tīkapa Moana awards ceremony on the evening of the 2020 seminar event to increase the profile of the Marine Park and associated issues and, to create a feedback loop for positive enhancement of Tīkapa Moana. Highlight and celebrate the work being done by key stakeholder organisations, iwi, community groups and individuals. Give opportunities for political leaders and influencers (eg. Clarke Gayford) to be involved in photo opportunities that will further raise awareness of the Marine Park, the 20th anniversary and, the 'wins' as well as the issues surrounding Te Moananui ā Toi. This event must be hosted at a venue that sits alongside Te Moananui ā Toi.
4. Consider a Give a Little type campaign aimed at a Marine Park initiative. Kiwis love a fundraiser (think the old telethons) and it could be a physical way to highlight the needs of protecting and enhancing Tīkapa Moana. A fundraising thermometer could be placed at certain seaside locations with a cartoon image of the key ambassador next to it. The audacious goal could be to raise \$1million dollars to invest into environmental projects to enhance the moana as its 20th Birthday present. The Forum could then challenge Council and Government to match it. The campaign tagline could be "Our moana/playground/foodbowl, our responsibility". Raising the money would actually be a secondary goal, with the primary goal of raising the awareness of the need to protect and enhance Te Moananui ā Toi. The money aspect is one small way people can help, every donation would also link people to a range of initiatives that they can get directly involved in. It also helps the Forum build a bigger database of engaged people as donors would submit personal details when they donate.

5. Given that the Hauraki Gulf is a focus for recreational and event activity, there is an opportunity to engage with the public kanohi ki te kanohi/face to face that is potentially missed by web/print-based communications. The Forum could engage a Hauraki Gulf Marine Park team of ambassadors, technical officers and community champions over the Summer to attend swim events, kids triathlons, club sailing events, waka ama regattas etc... speaking to and giving out information about the Marine Park and supporting the events. Physical engagement is an important way of communicating in this over-digitised world and it would create a bit more cut-through if there where real people engaging with users of the Gulf.

Intended impact

Raise awareness

Raising public awareness around the Marine Park involves the creation of a campaign and specific messaging around a particular issue. Awareness-raising is an important part of developing community support for change. You can raise awareness in a number of ways including collateral, events, establishing a volunteer and participation base, discussing key messages at events, online and in print and, launching multimedia and/or social digital campaigns.

Grow more kaitiaki

The combination of consistent and meaningful communication with awareness-raising initiatives, will accelerate the movement forward. It will also guide, enhance, encourage, and empower more people, including young people, to become caretakers and/or stewards of Te Moananui a Toi, which is crucial to the sustainability of the Marine Park.

Create a groundswell of public support

A groundswell of public support will be generated and an awareness and acknowledgement of the Gulf from the public and wider community will be evident.

Influence policy change

In order to influence policy change and systems change, politicians and policy influencers are observant of the public support and momentum this has, and whether they feel the need is in place to have current policy revised. The culmination of raising awareness, strong and nurtured kaitiaki, and unwavering public support will culminate with the Forum potentially being in a position to influence policy change.

Key messages

More specific key messages will be formulated following the findings reported in the State of our Gulf 2020. These are overarching key messages for all Forum communications.

- The Hauraki Gulf Marine Park is everyone's responsibility.
- Take ownership of your part in restoring the Marine Park to a healthier state.
- Do it for our future generations: Young people must be equipped and empowered to continue environmental efforts; We must be aware of the state of the Marine Park we are passing on to rangatahi and tamariki.
- Land and water are connected. What happens on the land directly impacts the sea.
- We might be geographically separated but water is our connector

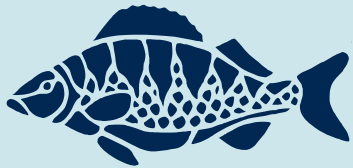
Suggested Hashtags to consider:

#MyMoana or #MyMoana2020
#GuardiansoftheGulf
#OurGulf or #OurGulf2020
#KnowYourGulf
#ProtectOurGulf

Audiences

When planning all communications always ask:

- Who are we trying to talk to?
- How do we expect them to respond to this communication?
- What are our key messages?
- What is the outcome we want to achieve?



WHIPPER SNAPPER, AGE 10

Whip, as his dad calls him, loves to fish and swim off the jetty with Dad and Pop

over the summer. He is inquisitive and is fascinated by rock pools and the life within them. Because he goes to school in the coastal town of Whitianga they often learn about the marine environment. He is thirsty for knowledge and after last term's lessons he really wants to see a whale in real life. He is digitally savvy and uses an iPad at home, and in class, giving him huge access to information. He is also into gaming. What he wants to know more about is his local marine environment and information related to his community.

Intended outcome: We want Whip to grow up to become an active kaitiaki of the Marine Park. Someone who will take ownership of his part in the wellbeing of Tīkapa Moana. It would also be great to inspire him into pathways of marine-related sciences, conservation and innovation.



JOE FISH, AGE 50

Joe is the chairman of the Waikawau Boat Ramp Society in the Firth of Thames. He is an avid fisherman - spending most weekends out on the water on his boat. He is cynical of Aucklanders and feels left out of the many regulation changes that occur with regards to the Hauraki Gulf. Living in a small, coastal town, he doesn't feel his voice or opinions are included or reflected in the wider conversations or communications pertaining to Te Moananui a Toi. He is well aware of fish stocks, mussel farms, weather conditions and knows how these things affect the environment. He is proud of the local community they have grown at their boat ramp society and wants their voice to be included in decision-making. He gets most of his news about the Hauraki Gulf through the society's email newsletter and he keeps up to date with politics listening to Newstalk ZB.

Intended outcome: The 'Joe' audience is one of the most active, visible and regular users of the Marine Park. We want him to be more aware of the issues and impacts that result from small, individual actions when they cumulate. We want Joe to champion care for Tīkapa Moana and pass on knowledge about the Marine Park to the next generation. Joe is a mobiliser, by reflecting him and his community in communications, he will feel more connected to the stories and more inclined to mobilise his community to create change.



TE KAUKAU ROA, AGE 33

Te Kaukau grew up with her grandparents on their ancestral whenua in Kaiaua. She has been involved in her marae her entire life and through her upbringing

learnt the stories of her moana - how her tupuna would collect shellfish, where the best oyster spots were and, the kaimoana her rohe was best known for. She has witnessed the decline of the moana over her lifetime and now studies the PH levels of the water and the effect it is having on the shellfish. She holds regular wananga at her marae to share both Western science and matauranga Māori with rangatahi to help them understand issues surrounding Te Moananui a Toi. She also shares this information with visitors and beachgoers swimming/fishing in and around their local beaches. She is educated and conscious of issues surrounding the Marine Park and wants to connect with other organisations to preserve the moana for future generations.

Intended outcome: We want to genuinely honour Te Kaukau's stories and knowledge and amplify her voice as a community champion. Our communications need to support her with connections, tools and resources help her to continue doing her job in her community. This is part of integrated management in action. She is an important role model for supporting your people to become active kaitiaki, as well as an influential community champion who can mobilise her community to create a groundswell of support towards policy change.



HECTOR PILOT, AGE 25

Hector is a university student studying Behavioural

Ecology and Conservation. He lives on Waiheke and owns a kayak. He goes out on the water weekly to spend time with the sea, clean up the foreshore, and watch dolphins. He posts his actions on social media and has a large following of like-minded fans. He is an active member of a number of conservation groups and regularly partakes in activations in the Marine Park and islands. He gets his news from Bfm and linked articles on Facebook. He is a member of the Young Greens and Generation Zero.

Intended outcome: *We want to inspire Hector to create his own content while out in Tīkapa Moana, based on the key messages he found in the State of the Gulf report. He is a user of the Gulf, an academic/ researcher of the Gulf and, an influencer. Armed with the right information, he can influence his peers to support audacious goals, grow a groundswell of support for policy change, and raise issues amongst the political groups he is associated with to drive the conversation amongst the youth voice.*



JEANETTE DORY, AGE 62

Mission Bay resident Jeanette has been involved in politics since she was 23. She is a former MP who now works as a City Councillor. She is

on policy committees with her political party and has a colleagues who have been members of the forum. Jeanette has attended the symposium once and, gets a copy of the State of our Gulf report every three years. She understands the importance of protecting and enhancing Tīkapa Moana, but also feels it is important to balance fiscal responsibility, prioritising fiscal prudence when it comes to any political decisions. She values her constituents opinions. She wants to see that recommended policies aren't wasting money, that her constituency supports them, and that the policy will make a difference. As a politician she is looking for opportunities to be in the public eye, so always welcomes opportunities to attend award ceremonies and functions that get public attention. Jeanette is well connected, has influence, and a degree of power within her political party.

Intended outcome: *Jeanette wants to see the political benefit of being supportive of issues and policy change. She needs to see support from her constituency and be engaged on a personal level, to connect her emotionally to the issues. These things will influence her decision to raise them, and follow them through, a policy level.*



KATE MACKEREL, AGE 48

Kate is a real estate agent with a 9 year old son. She lives in Orewa. She loves paddle boarding and kayaking, but doesn't have much time between juggling

parenting, work responsibilities and recreational activities to engage on political or environmental issues. She gets her news through music radio and social media. She's also a bit suspicious about anything related to climate change or recognising indigenous rights. She loves to look out to the sparkly water, but doesn't pay much thought to what is happening underneath the surface. She's unlikely to volunteer for a conservation group, but she may be willing to donate to a cause or attend an evening fundraiser, partly for the networking opportunities, if she can be sold on the value of enhancing the Gulf.

Intended outcome: *We must create an awareness of the environment she likes to look at and use occasionally. She can become more aware through engaging her child on some of these issues, as well as using a well-known social media influencer that she respects who might prick her interest in these topics.*

Key stakeholders

It is fundamental to nurture and build relationships to support leadership, disrupt the system, grow kaitiaki and create policy change.

This is an initial list of key stakeholders for the Forum

- Young Ocean Explorers
- Biosecurity Auckland
- NZAEE - NZ Association for Environmental Education
- Blake - formerly Sir Peter Blake Trust
- Sustainable Coastlines
- GIFT - Foundation North
- Trusts operating in the Hauraki Gulf
- Auckland Museum
- Sea Life Kelly Tarlton's Aquarium
- Auckland Zoo
- Auckland Whale and Dolphin Safari
- Fullers/SeaLink
- Ports of Auckland
- Auckland Tourism, Events and Economic Development (ATEED)
- America's Cup Ltd
- Commercial Fishing
- Recreational Fishing
- Boat Clubs
- NGOs
- Mana Whenua/Iwi
- Auckland Council, its local boards and its communities
- Matamata-Piako District Council and its communities
- Thames-Coromandel District Council and its communities
- Waikato District Council

- Waikato Regional Council
- Department of Conservation
- Fisheries New Zealand
- Te Puni Kokiri
- Minister of Conservation
- Minister of Fisheries
- Minister of Maori Development
- Tourism sector
- Education sector

Guide for communications

1. All communications from the Forum must be factual and honest. Where necessary, ensure information is evidence-based, backed by sound scientific research and/or matauranga Māori.
2. Every communications product and press release must have strategic intent. Ensure it is linked to one of the three priority areas, or one of the two audacious goals. Highlight any alignment with key stakeholder outcomes or Government outcomes.
3. Stay in line with Hauraki Gulf Forum key messages. Have a hook, tell the audience about the unique value proposition to reel them in. Have a clear call to action - what are you asking people to do? This will inspire responsibility and effect expected outcomes.
4. When engaging media, also look for opportunities beyond mainstream. Consider student media, Māori, Pasifika and Asian media, and independent media.
5. Send briefings, key messaging and/or embargoed press

releases to the Minister of Conservation, Minister of Fisheries and Minister of Māori Affairs, and their departments, prior to communication products being distributed to the media and/or public.

Tips:

- Have a catchy headline
- Be mindful of cultural appropriateness in text and images
- Add details for further information

Media Spokespeople

1. Forum Chairperson
2. Forum Deputy Chairperson
3. Executive Officer

It is recommended that all media spokespeople undergo media training.

It is recommended the forum consider appointing a spokesperson fluent in te reo Māori to widen opportunities for Māori language media.

Monitoring and Evaluation

All communications should be monitored and evaluated regularly to determine effectiveness.

This helps identify strengths and weaknesses so future efforts can be adjusted accordingly.

It is important to consider both quantitative and qualitative indicators, including activity and impact indicators.

Monitoring and evaluation helps determine if the communication was effective in achieving the objective, if the resource and key messages were well

targeted to the intended audience and, if any changes are needed.

It is important to check in with stakeholders for feedback and assess if the current form of communication is still how they prefer to engage with the Forum and topics raised by the Forum.

The Forum can monitor the following metrics as a starting point:

- Number of new sign ups to Journal database/ mailing list
- Number of followers on social media
- Number of press releases issued
- Number of media interview requests/interviews
- Value of media coverage achieved
- Number of stories published in the Journal
- Reader engagement with the Journal
- Number of attendees at the annual seminar
- Value of attendees at the seminar

Risk Management

Strategic risk management is the identification, evaluation and prioritization of risks followed by a coordinated response to minimise the probability or impact of unfortunate events on the Hauraki Gulf Forum and/or Marine Park. These threats or risks, could originate from a wide variety of sources, including strategic management errors, accidents and natural disasters, and financial uncertainty.

Managing Stakeholder Expectations	Keep key stakeholders informed of any developments and shared media opportunities.
Reputational risk	Inform Executive Officer, Forum Chairperson, and Deputy Chairperson immediately about any risk (s) associated with the works of the Forum or negative publicity.
Consistency	Make sure everyone is kept in the loop and the same messages are being given by the entire team.
Negative Publicity	Ensure all spokespeople have read and understand key messages associated with all media releases Ensure members are well trained on policy and correct procedures, which includes official spokespeople for any media interview

The following key areas should be taken into consideration during the risk management process:

- Use the most accurate information.
- Take into account human factors.
- Address any uncertainty.
- Be transparent and inclusive.
- Continuously monitored and improved upon.

To reduce risk, every communications product must:

- Have a clear strategy
- Identify key audiences
- Confirm key messages
- Include a call to action
- Ensure a clear pathway for call to action to be achieved
- Have a written design/content brief for designers and other staff involved
- Have a written snapshot for all media spokespeople
- Be signed-off by the Chairperson and Executive Offer