



Kalinya
Communications

Communication Strategy

Prepared for the Clean Air and Urban
Landscape Hub

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Executive Summary

Kalina Communications was engaged in 2018 to develop a communications strategy for the Clean Air and Urban Landscape Hub. Our intent is to inspire city decision makers, researchers and practitioners to engage with Indigenous knowledge.

The CAUL Hub vision is to:

Make cities better for people and for biodiversity.

The CAUL Hub vision for Indigenous engagement is:

Indigenous perspectives are critical in making cities better and Caring for Country provides a blueprint for dealing with the challenges of climate change.

The Three Category Approach is a framework developed by CAUL to assist non-Indigenous professionals when seeking to enrich their work through Indigenous engagement. This is stepped approach, with Category Three projects having the least involvement of Indigenous people, and Category One projects being co-designed to have significant benefit for Indigenous people and priorities. Our goal is to increase the number of people using the Three Category Approach and to encourage the creation of category one projects.

Our intended audience is made up of researchers and practitioners who can resource, support or action Indigenous engagement. We spoke to ten potential audience members and created personas to illustrate their relationship to Indigenous engagement:

- **The Achiever** allocates resources
- **The Attendee** spreads the message
- **The Thinker** does, or could, undertake the work of Indigenous engagement
- **Aboriginal and non-Aboriginal Brokers** drive the work, create the content and act as ambassadors

The strategy outlines a number of suggested outcomes to assist CAUL connect with their audience. Items for immediate action are a branded kit including a one-page information sheet, summary slides for conference presentations and a Three Category Approach workbook to encourage active reflection.

Research

The strategy has been informed by workshops with CAUL leadership, Cathy Oke and Libby Porter. Attendance at The Fener Conference. Meetings with Stan Lui who developed the Three Category Approach. With University of Wollongong staff Clare Murphy, Elise-Andree Guerette and Stephanie Beaupark to learn about the clean air project, Lauren Arabena to learn about the Flipping the Tables Project, Zena Cumpston to learn about the Living Pavilion. Attendance at the Indigenous Advisory Group meeting and meetings with Joe Hurley, CAUL Deputy Hub Leader; Rob Turk, CAUL Steering Committee Deputy Chair and Sustainable Cities Lead ARUP; Helen Rowe, CAUL Steering Committee; Ian Shears, CAUL Steering Committee and Practice Lead Urban Forest and Green Infrastructure; Adrian Gray, President of Australian Institute of Landscape Architects Victoria; Maddison Miller, co-chair CAUL's Indigenous Advisory Group; and Mark Gillingham, Glass Architects.

CAUL Summary

The CAUL Hub structure and Indigenous engagement requirements can be difficult to understand and communicate. Research indicates that key stakeholders are often unclear on messaging, and new staff members struggle to feel like they “get it”. We pulled key phrases from CAUL communications, strategy documents and Libby Porter and Lauren Arabena’s paper *Flipping the Table - towards an Indigenous led research agenda* to create this summary:

The Clean Air and Urban Landscape (CAUL) Hub is a group of researchers, practitioners, city decision makers and urban planners committed to making cities better. Our focus is on air quality, urban greening, liveability and biodiversity.

We know Indigenous perspectives are critical in making cities better.

We advocate for Indigenous led research and two-way learning where Indigenous and non-Indigenous people hold equal decision-making powers over the design, methodology, research, and evaluation of projects.

The CAUL Hub is a consortium of four universities The University of Melbourne, RMIT University, The University of Western Australia and The University of Wollongong each with Indigenous coordinators, knowledge brokers, researchers or graduate positions.

We are guided by an Indigenous Advisory Group comprised of leading Aboriginal and Torres Strait Islander researchers from across Australia.

The CAUL Hub is one of six hubs under the National Environmental Science Program (NESP). Other Hubs are the Marine Biodiversity Hub, the Threatened Species Recovery Hub, the Earth Systems and Climate Change Hub, the Northern Australia Environmental Resources Hub and the Tropical Water Quality Hub.

We acknowledge that every place in Australia; cities, towns and regional centres are also Aboriginal and Torres Strait Islander Country.

This is why all hub projects are required to engage in some form of Indigenous engagement.

We use the Three Category Approach. This methodology provides a framework for assessing and guiding projects. It is useful for all researchers, practitioners, city decision makers and urban planners seeking two way learning with Aboriginal and Torres Strait Islander people and organisations.

Personas

Personas are fictionalized characters created to represent the behavioural patterns and attitudes of audience members. They do not represent any one person but are a representation of a hypothesized group. Personas are a way to consider the goals, attitudes and limitations of audience members.

After conducting qualitative interviews with ten potential audience members we created the following personas. All suggested communications and marketing materials are designed to connect with these personas.

The Achiever

The Achiever is in a senior management role and looks after a multimillion dollar budget. They are well dressed and take control of their time. They will often signal that they are in a hurry. They have a firm hand shake. They will set meetings in their office or in a board room but not in coffee shops or less formal settings. They manage and make reference to multiple projects, with conversation often switching from one project to another. The Achiever will often place their mobile phone on the table in front of them so that it can be seen throughout a meeting. The budget and timeline of projects are at the forefront of an achiever's mind and they will refer to them throughout a conversation.

The Achiever has one to two degrees of separation between themselves and Aboriginal people, organisations or groups. They understand engagement with Aboriginal people to be a necessary part of business. Engagement with Aboriginal knowledge and/or people is delegated down, often to staff members who hold roles with diversity in the title or formal responsibility over implementation of the Reconciliation Action Plan.

The Achiever attends the launch of Reconciliation Action Plans and has a copy of policy documents relating to Aboriginal engagement but does not read them as this work is delegated.

Aboriginal groups often stand in the way of project completion, and engagement can slow timelines or affect budget plans for the Achiever. This can be frustrating. The Achiever may speak to the times an Aboriginal group or person has been emailed or called, but not returned the phone call or progressed the relationship.

The Achiever is motivated by achievement. If Aboriginal engagement is required for satisfactory completion of a project the Achiever will allocate resources to it. The Achiever responds to publicity. They attend and speak at events and will provide written introductions for policy documents or media releases.

The Achiever does not directly seek or maintain relationships with Aboriginal people and / or groups. The Achiever controls the budget and time allocation for staff to build and maintain these relationships.

Intent:

The intent of marketing materials targeting the Achiever is to inspire the allocation of budget and staff resources to Indigenous engagement

Messages:

- Indigenous engagement is necessary to satisfy funding agreements
- The Three Category Approach outlines practical steps for Indigenous engagement
- Forming relationships with Indigenous subject matter experts and Traditional Owner Groups is vital for the successful completion of projects

Strategy:

- A one-page information sheet (printed and downloadable pdf). The Achiever will not read academic papers in their entirety.
- The Achiever respects high profile media and event appearances.
- Invite key Achievers to open events or provide quotes in Media Releases

The Thinker

The Thinker has a deep respect for knowledge. They think before answering a question, listen intently and can be quiet in a group conversation. In discussions their eyes will wander, looking out a window or to their book shelf while contemplating answers. The Thinker has an office filled with books, papers, artwork and plants. It is their sanctuary.

The Thinker will ponder one topic at a time and in detail. They will happily speak about one project for the entirety of a conversation. The Thinker is respected for their expertise and this is important to them.

The Thinker values structure. The mechanisms of academic institutions, government departments and large organisations make sense to the Thinker. To destabilise these structures as a way of including Aboriginal knowledge feels chaotic. Terms like cultural safety, when referring to the subtle ways in which Aboriginal people feel excluded within systems do not connect with the Thinker.

The Thinker's tendency towards deep analysis means they see difference over similarity. This can make cross-cultural engagement daunting. Conflict makes the thinker uncomfortable and they will avoid engaging with an Aboriginal group if members are expressing strong emotions.

The Thinker values ancient knowledges and feels a profound respect for Aboriginal people. Contemporary political movements, pop culture or business achievements of Aboriginal people are of less interest to the Thinker than knowledge of land, ceremony, kinship structure and language.

The Thinker is most comfortable learning about Aboriginal knowledge through literature, podcasts or academic events. Connecting with the Thinker is essential in increasing Indigenous engagement in urban research and planning. The Thinker will execute the work.

Intent:

The intent of marketing materials targeting the Thinker is to provide practical, actionable steps to make Indigenous engagement feel tangible and achievable.

Messages:

- Indigenous perspectives are critical in making cities better.
- All research that is undertaken, irrespective of its nature, will have some sort of impact on Indigenous Australians.
- The Three Category Approach provides practical steps for respectful engagement
- Cross-cultural work is not easy or straight forward. Many of us are walking unknown paths and that's where innovation happens. It's important that we talk about the achievements, but more important that we have honest conversations about the challenges.

Strategy:

- A workbook that breaks down the Three Category Approach in an easy to use format that includes case studies and questions for reflection.

The Attendee

The Attendee is vivacious. They have a loud laugh, bright clothes and unique accessories. They like to have meetings in busy cafes or co-working space. The Attendee consumes knowledge in fun environments and does not see academic research and entertainment as needing to be separate. They enjoy attending events with groups of colleagues or friends, and often consider colleagues to be friends.

The Attendee is interested in innovation, new ideas and social movements. The combining of ancient knowledge with science, technology and design excites the Attendee.

The Attendee follows Aboriginal writers, musicians and spokespeople on social media. They watch Aboriginal films and listen to contemporary Aboriginal music. The Attendee is more likely to view Aboriginal events as entertainment than work. They do not have direct professional relationships with Aboriginal people.

The Attendee is busy and excitable. They work on multiple projects, some paid, some volunteer. Their excitement leads them in multiple directions and their days are full. The Attendee would not dedicate a whole day or conference to learning about Aboriginal knowledge. They would attend a panel discussion on Indigenous engagement chaired by a respected non-Indigenous person in a familiar environment. Feeling comfortable in the space and having the access point of a non-Indigenous chair helps the Attendee connect with the Aboriginal panellists. If the speakers spark their interest, they will follow up by searching for entertainment news articles or podcasts.

The Attendee is social, they digest knowledge through discussion and dislikes being an outsider. The Attendee prefers to discuss cross-cultural engagement with other non-Indigenous people because in this environment they feel they can participate more fully. They would be embarrassed if they offended an Aboriginal person. The attendee is unlikely to action the Three Category Approach, but they are well connected with people who could.

Intent:

The intent of marketing materials targeting the Attendee is to provide interesting, sharable content

Messages:

- Caring for Country provides a blueprint for dealing with the challenges of climate change
- The Three Category Approach provides practical steps for Indigenous engagement

Strategy:

- CAUL events such as [Melbourne Knowledge Week](#) and [Questacon Science Week](#) successfully target and reach the Attendee. They are accessible and aligned with well-known brands, people and spaces. Continue events, with a focus on the Living Pavilion.
- Create content for the Attendee to share with fellow Attendees using known formats such as Eventbrite registration, Instagram images, and well-designed emails with straight forward language and clear messages.
- Provide the Three Category Approach kit at events so the attendee can pass it onto an Achiever, Thinker or Broker.
- Send Attendees a designed focused follow up email with a link to the digital Three Category Approach tool kit to they can forward it to an Achiever, Thinker or Broker.
- Explore PR opportunities for event speakers in magazines and online platforms

The Aboriginal Broker

The Aboriginal Broker is passionate, dedicated, and under extreme pressure. They feel a heavy burden to satisfy the needs of non-Aboriginal employers and their own community. They see their professional role as bigger than themselves. Their intent is to create change. They see themselves as a part of a circular narrative, privileged to be working in an environment that excluded their Elders, continuing the work that came before them and creating pathways for the next generation.

Their professional time is spent predominantly in non-Aboriginal environments and this creates feelings of isolation. They can feel misunderstood by their colleagues and marginalised by the system in which they work. Many of the processes feel restrictive and unnecessary for satisfactory work. A feeling of being watched or micromanaged is common for the Aboriginal Broker. Their workload is doubled by the need to move in and out of two cultural environments.

The Aboriginal Broker considers themselves a representative of a larger family, community or group. Condemnation from their community is at the forefront of the Broker's mind, the possibility of bringing shame on this group creates anxiety.

The Aboriginal Broker takes on an unofficial role as a Reconciliation / diversity officer within their workplace and this creates added time pressures. They are asked questions about Aboriginal knowledge beyond their area of expertise and will go out of their way to find answers. The Broker is rarely a Traditional Owner of the region but is expected to create and maintain relationships between their workplace and Traditional Owner Groups.

The Aboriginal Broker reads extensively, seeking other Indigenous perspectives from around the world. The Aboriginal Broker attends Aboriginal community events, eager for moments of connection and socialising. They are particularly drawn to intellectual conversations with other Aboriginal people in broker type roles. Equipping the Aboriginal broker with relevant content to answer the questions of non-Indigenous colleagues could relieve some work load pressures.

Intent:

The intent of marketing materials is to promote the work of Aboriginal Brokers as subject matter experts and to equip Brokers with content that communicates the complexity of their work.

Messages:

- Every place in Australia; cities, towns and regional centres are Country
- Co-design processes require that Indigenous and non-Indigenous people hold equal decision-making power over the design, methodology, research, and evaluation of projects
- Indigenous led research benefits Indigenous people, communities and Country

Strategy:

- Explore PR opportunities to promote the work of Aboriginal Brokers as subject matter experts.
- Consider personal brand workshops for Aboriginal Brokers.

The non-Aboriginal Broker

The non-Aboriginal Broker is highly motivated. They are driven to act by a distain for injustice. The Broker has a deep respect for ancient knowledge and cultural tradition. They see Indigenous knowledges as holding answers to looming questions, particularly in regard to environmental care. They feel shame and anger at the violence of colonisation. They are inspired by activism, and contemporary movements that combine Aboriginal knowledge with global knowledges on science technology and the arts.

The non-Aboriginal Broker knows how to navigate academic and government systems. They see their role as an ally, someone who advocates for the inclusion of Aboriginal perspectives. The non-Aboriginal broker holds a fear of overstepping, of speaking for an Aboriginal person and inadvertently silencing them.

The Broker understands that other non-Aboriginal people look to them for advice when working cross-culturally. They can feel frustrated by colleagues relying too heavily on their brokerage and want others to do the work and create meaningful relationships.

The Broker is busy but whiling to take time. They will spend hours on Country or drinking cups of tea with Aboriginal knowledge holders. They are driven by the desire to create change and can feel overwhelmed by the additional work they take on.

Managing Aboriginal staff is complex for a non-Aboriginal Broker. They are heavily invested. They have advocated for the position, secured the funding and recruited for the role. They feel a sense of responsibility to show positive results and are aware of a dual need to give the Aboriginal staff member space, while supporting them to navigate the system. They engage in constant self-analysis to asses when and how their privilege affected interactions.

The non-Aboriginal broker is a topic expert, they read extensively, both Indigenous and non-Indigenous authors. They listen to podcasts, watch relevant television shows and attend events. Non-Aboriginal brokers working with CAUL are well respected and have prominent profiles. Prospective audience members will welcome opportunities to meet them or listen to them. They are our ambassadors for the Three Category Approach.

Intent:

The intent of marketing materials that promotes the work of non-Aboriginal Brokers is to create a connection with non-Indigenous audiences so that Indigenous engagement feels real and actionable.

Messages:

- We want to make cities better for people and for biodiversity, and for this Indigenous knowledge is critical
- Co-design processes require that Indigenous and non-Indigenous people hold equal decision-making power over the design, methodology, research, and evaluation of projects

Strategy:

- Key messages and a concise purpose narrative to assist the Broker explain the work of CAUL
- A well-designed slide deck to illustrates the work of CAUL, Indigenous engagement, and the Three Category Approach for inclusion in conference presentations

Purpose Narrative

It is important for staff to be equipped with a clear purpose narrative and key messages so they can easily communicate their work. Below are key messages about CAUL and Indigenous engagement. When sharing your work, it's most impactful to lead with why you do this work and what makes you passionate about it. Purpose narratives position your work in a historical context to give a broader understanding of its importance. Staff can use this text in conference presentations or media releases. Also included are a number of suggested quotes for consistent messaging.

CAUL - why, how, what, who

Why:

At CAUL we work to make cities better for people and for biodiversity

How:

With a holistic view on the sustainability and liveability of cities

With guidance from an Indigenous Advisory Group

With a focus on air quality, urban greening, liveability and biodiversity

What:

Rigorous research with real-world impact

Partnerships with government, private industry and citizens

Co-designed and Indigenous led research

Who:

The CAUL Hub is a group of researchers, practitioners, city decision makers and urban planners committed to making cities better.

The CAUL Indigenous Advisory Group is a group of leading Aboriginal and Torres Strait Islander researchers committed to Caring for Country in cities.

The CAUL Hub is a consortium of four universities:

- The University of Melbourne
- RMIT University
- The University of Western Australia
- The University of Wollongong

The CAUL Hub is one of six hubs under the National Environmental Science Program (NESP). The other Hubs are:

- Marine Biodiversity Hub
- Threatened Species Recovery Hub
- Earth Systems and Climate Change Hub
- Northern Australia Environmental Resources Hub
- Tropical Water Quality Hub

Indigenous Engagement - why, how, what, who

Why:

Indigenous perspectives are critical in making cities better

Caring for Country provides a blueprint for dealing with the challenges of climate change

How:

We acknowledge that every place in Australia; cities, towns and regional centres are also Aboriginal and Torres Strait Islander Country

We build awareness of the benefits of Indigenous engagement and co-design

We advocate for Indigenous led research that benefits Indigenous people, communities and Country

What:

Funding agreements stipulate that CAUL research projects include Indigenous engagement

Meetings hosted by the Indigenous Advisory group provide cultural insight and accountability

A practical guide for Indigenous engagement in research (The Three Category Approach)

Events and publications to build awareness

Indigenous led research and co-designed projects

Who:

The CAUL Hub is a consortium of four universities, each with Indigenous coordinators, knowledge brokers, researchers or graduate position.

The Indigenous Advisory Group is comprised of leading Aboriginal and Torres Strait Islander researchers from across Australia.

The CAUL Hub is one of six hubs under the National Environmental Science Program (NESP). Projects in all hubs report against Indigenous engagement using the Three Category Approach

Historical Movement

For thousands of years Indigenous knowledge systems formed and shaped Australia's environment.

Prior to urbanisation, every city was a resource-rich landscape offering Indigenous people an abundance of food, shelter, and water. Areas were governed by complex economic, social and cultural systems and practices.

Indigenous knowledge systems are holistic and value the connection of all things. This means that knowledge is relational. Knowledge does not exist independently as units or things collected by experts. Knowledge is produced and shared through relationships between people, place and all living creatures.

The colonisation of Australia fragmented valuable knowledge and drastically affected the environmental quality of the land.

Cities became places of deep socio-economic marginalisation for Indigenous people. Traditional Custodians of urban areas have little control over the use of land or environmental care of cities.

A false view has emerged that there is no relationship between urban environments and Indigenous peoples. The relationship between Indigenous knowledge systems and practices, and the urban environment is rarely considered in Australian urban research and practice.

Yet, nearly 80 per cent of Aboriginal and Torres Strait Islander people live in urban areas.

At CAUL we acknowledge that every place in Australia; cities, towns and regional centres are also Aboriginal and Torres Strait Islander Country.

We believe the principles that underpin Caring for Country provide a blueprint for dealing with the challenges of climate change.

Caring for Country is an integrated approach for sustainable management. It encompasses the entirety of Country – its past and future; its people; its flora and fauna; its natural landscapes and urban formats; its history and culture.

The application of Caring for Country in an urban context offers ways to interact with nature and manage its resources for economic, social and cultural prosperity. It aligns with the CAUL vision to make cities better through a holistic approach.

We are researchers, practitioners, city decision makers and urban planners who want to make cities better for people and for biodiversity.

In 2015 we created an Indigenous Engagement and Participation Strategy. This living document is moving through three phases: awareness, engagement and transformation.

All research that is undertaken, irrespective of its nature, will have some impact on Indigenous people. And so, we require all projects have a level of Indigenous engagement. Our researchers use the Three Category Approach, a methodology created by Indigenous researchers, to guide the level of engagement and provide practical steps.

We believe Indigenous perspectives are critical in making cities better and advocate for co-design processes in which Indigenous and non-Indigenous people hold equal decision-making power over the design, methodology, research, and evaluation of projects.

We see Indigenous knowledge on Caring for Country as providing a blueprint for dealing with the challenges of climate change and believe an increase in Indigenous led research will be transformative.

Since developing our Indigenous Engagement and Participation Strategy we have explored how Indigenous knowledge of seasons is vital to improving air quality; knowledge of Country vital in re-greening our cities, and Indigenous led research vital in making universities inclusive of Indigenous knowledge systems.

Together we can make cities better for people and for biodiversity by supporting Indigenous led research, co-designing projects with Indigenous people and committing to learning about Indigenous perspectives on caring for Country.

Quotes

“When we think about urban planning for sustainable cities, Indigenous perspectives are critical.”

“The principles that underpin Caring for Country provide a blueprint for dealing with the challenges of climate change. “

“Caring for Country in an urban context offers ways to interact with nature and manage its resources for economic, social and cultural prosperity.”

“Indigenous engagement is new to many us, The Three Category Approach was created by Indigenous researchers to provide guidance on how to do it respectfully.”

“Cross-cultural work is not easy or straight forward. Many of us are walking unknown paths. It’s important that we talk about the achievements, but more important that we have honest conversations about the challenges.”

“It is vital that researchers and practitioners build relationships with Indigenous experts in similar fields to their own and with Traditional Owner groups in the regions in which they work.”

Strategy - Two Content Streams

The four personas outlined in this strategy engage with content in different ways. The Attendee and Achiever are more likely to connect with browsable content that is high profile and well branded. The Thinkers and Brokers are more likely to connect with contemplative content that is thorough, multidimensional and thought provoking.

To appeal to all audience members CAUL Communications can be broken into two content streams.

Accessible content

The tone:

- Plain English
- Infographics
- Images and text
- Sharable content
- Awards and prestige
- Buzzy
- Welcoming
- Entertaining

Is it accessible?

- Can you read it in under 10min?
- Would you share it on social media?
- Can you sum up the key message in 10 seconds?

What could CAUL add?

- Op-ed in The Guardian, Franky, Mamamia etc in the lead up to events
- Live tweet from events
- Invite journalists to attend events
- Promote events on social media (before and after)
- Consider personal brand workshops for Aboriginal Brokers

Contemplative content

The tone:

- Contemplative
- Thought provoking
- Layered
- Multidimensional
- Both Personal and academic
- Well researched
- Provocative
- New

Is it contemplative?

- Will it take over 30min to read or listen to?
- Is it work created by or for CAUL?
- Could you spend 30 min talking about the content?

What could CAUL add?

- Discussion groups on newly published works
- A subscription to quarterly or bi-annual updates of new research or content
- Workshops on implementing the Three Category Approach
- Podcasts

Content List

Kalinya Communications will work with Aboriginal designers to create:

A branded one-page info sheet

An accessible summary of CAULs work aimed at the achiever and attendee. The one-page info sheet can be handed out at events or sent as a follow up email.

A branded presentation template with summary slides

Summary slides will help staff communicate the work of CAUL at conferences and events and create a consistent message

A Key Message Kit

A kit with key messages, the historical context and suggested quotes to be supplied to all staff to encourage consistent messaging.

Three Category Approach Workbook

Designed for the thinker, this workbook will encourage contemplation and reflection. The measurements and detail of the Three Category Approach will be removed to create a resource with broader reach. The workbook will be useful for non-Indigenous people engaging with Indigenous knowledge in research or tasked with the implementation of a Reconciliation Action Plan.