

# FUTERRA

## Recommendations to:



## UK Communications Strategy on **Climate Change**

Prepared by: FUTERRA Sustainability Communications Ltd  
Prepared for: Climate Change Communications Working Group  
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## Executive summary

This strategy includes a series of recommendations to **change attitudes towards climate change** in the UK. It is an evidence-based strategy drawing upon the extensive research, consultation and experience of the specialist communications consultants FUTERRA.

### Important positioning

- This is an attitude change and not a behaviour change strategy. Evidence shows that these recommendations are unlikely to have any direct impact on specific public behaviours.
- However, attitude change is extremely valuable in itself. We can generate support for policy changes, and use growing awareness of climate change to open the door to behaviour change.

### Some surprises

- The strategy recommends using positive and inspirational messages rather than fear or concern.
- The strategy does not recommend 'above the line' TV or billboard advertising.
- We plan to galvanise local and regional communicators for climate change through financial support and guidance.
- High-profile national communications will be used to support the local and regional initiatives.
- A new inspirational goal and a branded statement are recommended to link the communications of different organisations.

**In development**

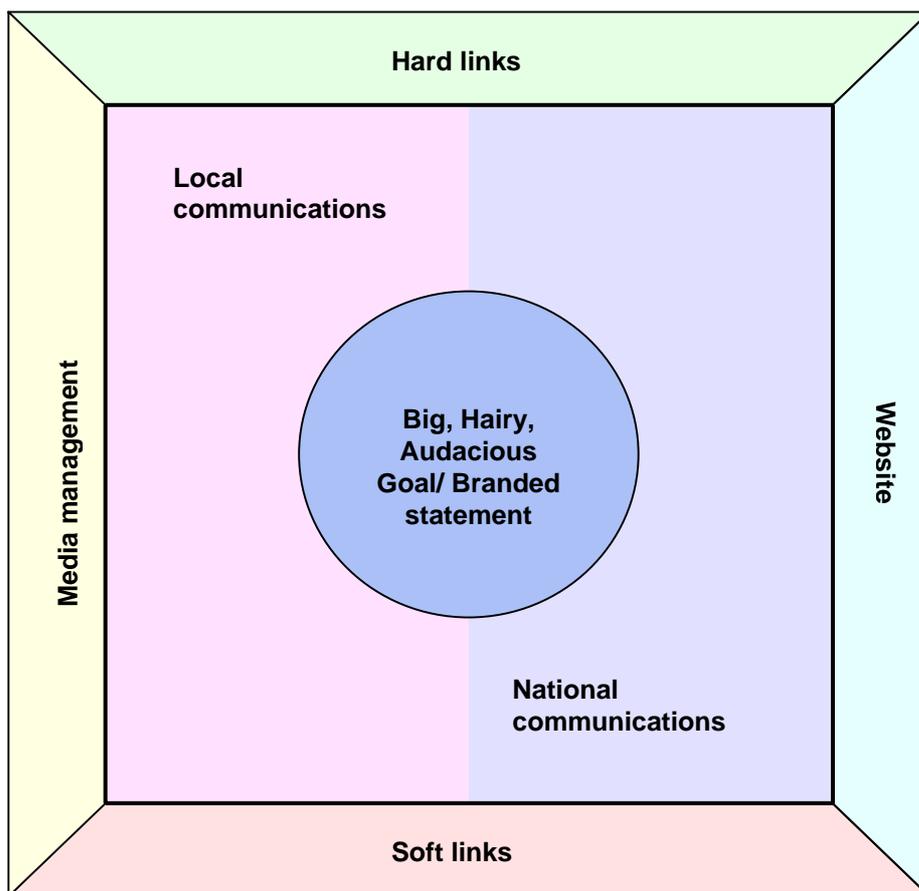
Building upon these recommendations, the following additional resources have been provided to the Working Group:

- A draft Toolkit for local communicators on climate change (in development)
- A ‘word bank’ of successful terminology on climate change and imagery guidelines (in development).

**Key recommendations**

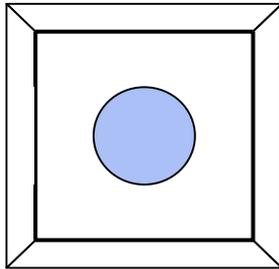
The strategy is a dense and detailed communications plan covering the next three years.

The model below demonstrates the main elements of the strategy:



The BHAG (Big, Hairy, Audacious Goal) sits at the centre of the strategy, with the twin elements of local and national communications as the core activities of the strategy. This is all supported by the surrounding elements of website, hard and soft links and media management.

Further detail on each element:



**1. The BHAG**

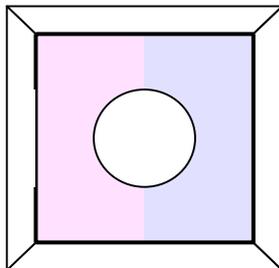
The rules for successful ‘Big, Hairy, Audacious Goals’ are:

1. An extensive time frame, ranging from 10 to 30 years
2. Clear, compelling and easily expressed in plain English
3. Consistent with the values and purpose of the organisation

Of course, the UK already has a very ambitious goal from the Energy White Paper of **a 20 per cent reduction on 1990 levels in carbon dioxide emissions by 2010.**

We need to develop a version of this goal that will be more easily understood by the public. The goal should express ambition and commitment to leadership, the urgent need to create a real and tangible difference, and the aspiration that climate change can be dealt with through effort and positive change.

This goal will then be translated into a branded statement to be used as a linking device across government communications and beyond.

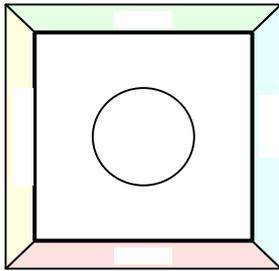


**2. Local and National communications**

This is the heart of the strategy: local communications supported by a national campaign. They are intrinsically interlinked and so depicted in the model without a line dividing them.

Local Communications	National Communications
The climate change communications <b>fund</b>  <b>Toolkit</b> , support network and other guidance	<b>Roadshows</b> , then collective action and other national activities

Extensive further detail is provided later in this document.



### 3. Supporting elements

We recommend four elements that are critical to ensuring the smooth implementation of the strategy. These are briefly outlined below with much further detail in the main strategy document.

#### 1 Hard links

In addition to the branded statement and a new climate change web portal, we suggest other ways to 'visibly' link communications on climate change.

These include some initial recommendations on the further development of consistent energy efficient/carbon labelling and certification.

#### 2 Soft links

The strategy includes details of the terminology, tone, imagery and research that the evidence indicates will be most successful in changing attitudes.

National NGOs, RDAs, the Devolved Administrations, businesses and others have expressed interest in using these soft links.

#### 3 Media management

Proactive and planned engagement with the media (especially with editors) must be undertaken to support the strategy.

#### 4 Website

We recommend a national web 'portal' for climate change with campaign links and access to all the relevant organisations.

### Elevator pitch

In the strategy we recommend that an 'elevator pitch' for climate change should be developed – a description short and snappy enough to engage someone on a 30-second trip between floors.

We realise that something similar for the communications strategy itself would be helpful.

**A new, positive goal for action on climate change sits at the heart of the communications strategy.**

**Local communicators of climate change will be supported with financial aid and guidance. Their messages will be backed up by innovative national communications, including roadshows and TV events.**

**The whole 'local & national' package is strengthened by links between existing government communications and beyond, pro-active media management and a national web portal on climate change.**

**The strategy is glued together with branding and a defined set of terminology and imagery.**

If you have any questions on the FUTERRA recommendations commissioned by the Climate Change Communications Working Group then please contact:

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## What is this strategy?

In late 2004, FUTERRA was commissioned by the Climate Change Communications Working Group to draw up a strategy to use communications as a lever in changing attitudes towards climate change in the UK.

This has been a serious and exciting challenge, and one that has taken significant research, consultation, creativity and lateral thinking.

The FUTERRA team has received a great deal of support and forbearance whilst developing (in a relatively short period) a strategy that we hope will contribute to meeting the greatest challenge of our time.

We must stress that the Climate Change Communications Working Group commissioned FUTERRA to produce a set of recommendations based upon rigorous evidence and experience; they are not beholden to accept all of our recommendations.

The journey to this strategy has perhaps led us beyond our original brief. The challenge of communicating climate change has demanded that we think radically, and not blindly follow the dictates of traditional marketing or the received wisdom of environmental communication. As we state in our Rules of the Game document, our 'über-rule' has been:

**Changing attitudes towards climate change is not like selling a particular brand of soap – it's like convincing people to use soap in the first place.**

Therefore we have done as the challenge demanded and proposed what we believe is a comprehensive, workable strategy that includes all the key elements for successfully changing attitudes towards climate change in the UK.

Throughout this strategy an entire set of benefits are implied or embedded, and some could be wrongly interpreted, so from the outset we have decided to articulate what this strategy can, and cannot, deliver.

### What will this strategy deliver?

- 1 The primary benefit of the attitude change campaign will be in generating a sense of urgency on climate change, and 'hooks' for gaining acceptance of policy changes.
- 2 Affecting attitudes on climate change will also help minimise the potential problems or negative reactions to the social or economic elements of policy development (e.g. energy price rises).

- 3 By generating excitement around our potential to act on climate change, existing behaviour change programmes (of Carbon Trust and Energy Saving Trust) should find a more receptive audience for their messages.
- 4 By providing funds and guidance to local/regional communicators, their impact will be improved and a host of new channels and audiences for messages on climate change will be created.
- 5 This process has already produced results. The Rules of the Game document is already being used within UK government, and indeed internationally, to improve the impacts of climate change communications.

#### What can't it deliver?

- 1 Changing attitudes will not necessarily change behaviours. It will not quantifiably sell more energy saving light-bulbs or increase uptake of cavity wall insulation.
- 2 This strategy will not directly produce carbon savings.

#### How to use these documents

In addition to this strategy document, FUTERRA delivered a number of other documents to the Climate Change Communications Working Group. These included examples of how the strategy recommendations might look in practice. Some of these have already been put into development whilst others are being considered.

The other critical document is the Rules of the Game that outlines the evidence base. We suggest that readers may find this strategy easier to understand, and indeed accept, after reading that evidence base.

Although this is a long document, many of the recommendations are very concisely written and we have avoided long explanations. FUTERRA are happy to answer queries and provided more detail as required.

A national climate change communications strategy is a very exciting and important idea, we hope to see these recommendations fulfilled in the coming months and years.

Recommendations of the strategy:  
**Objectives**

**These recommendations are in very 'short form', in an attempt to keep this document workable. The rationale and evidence for them is also provided in short form. The bulk of our evidence can be found in the Appendices.**

## Objective and Principles

The tender brief we received included several references to the desired objective for climate change communications. These included:

- 1 To “enable communications to play an effective role in achieving long term UK climate change targets”
- 2 To “increase awareness of and change attitudes towards climate change amongst the public”
- 3 To help “gain general acceptance of a wide range of current and potential Government policies linked to climate change and thus help engender longer term behaviour change”

To answer those expectations we need to know what attitudes we are trying to change. From the extensive focus groups and opinion survey evidence<sup>1</sup> we have developed the following table, outlining the most critical attitude barriers for the general public, and the corresponding desired attitude change:

Current Attitudes	Desired Attitudes
1 Climate change cause and effect happens ‘somewhere else’	Climate change cause and effect is a UK, local issue
2 Climate change is not urgent, seems distant	Climate change is a ‘now’ and urgent issue
3 Climate change cause and effect is not about me, it’s too big	Dealing with (and suffering the impacts of) climate change starts with the individual
4 Dealing with climate change requires painful sacrifice	We can substitute rather than sacrifice things and make opportunity out of necessity
5 Understanding of the cause and effect of climate change is low	Understanding of the cause and effect of climate change is improved
6 Action on climate change is for poor, unattractive people	Action on climate change is aspirational and high status
7 People ‘underclaim’ knowledge of climate change actions to avoid cognitive dissonance	People take pride in actions on climate change

<sup>1</sup> Source: Multi-market research conclusions, particularly the review undertaken by Andrew Darnton, included in Appendix 1 of this report.

Current Attitudes	Desired Attitudes
<p><b>8</b> A general intolerance for policy changes (e.g. fuel tax) that carry a short term inconvenience but long term benefit</p>	<p>The public (and target audiences) accept, and perhaps even demand, policy changes if they are clearly linked to climate change</p>
<p><b>9</b> Climate change is a 'negative' and Armageddon issue</p>	<p>Individuals associate actions to mitigate climate change as uplifting and with added, immediate benefits</p>
<p><b>0</b> Climate change is a separate 'environmental' issue</p>	<p>Climate change links are made with health, economy, leisure and security issues</p>

Use effective communications to encourage attitude change and acceptance of policy change for climate change in the UK.

Our recommended messages, channels and other activities are closely linked to this table of attitude change. There is a great deal of sophistication supporting these ten attitude changes that can be drawn out of the work of Andrew Darnton and others. However, these will be enough to get us started.

For the purpose of this strategy we have synthesised these points into a single objective for all the elements of the strategy.

Therefore we recommend that the objective for the strategy be:

To use effective communications to encourage attitude change and acceptance of policy change for climate change in the UK  
**Recommendation 1**

### Principles of the strategy

Our first activity as part of this project was to undertake the most thorough review of the evidence base for communication of climate change yet delivered in the UK. In order to deliver a 'workable' review of the evidence, our extensive findings were then synthesised into twenty Rules of the Game for communicating climate change.

Therefore – **we need no more principles than these.**

However, the challenge for the principles is in their use. To demonstrate their value and to assist in ordering our own thoughts in relation to this project, we used the principles to create a set of decision-making criteria to test creative ideas. This process can be found as an Appendix to this document.

Every recommendation or example used in this strategy has passed through that rigorous process and therefore lives up to the standards set by the evidence.

These criteria and processes for making creative decisions on climate change communication were developed for the internal culture of FUTERRA (which includes peer reviewers with Masters level qualifications in sustainable development, and a robust atmosphere of discussion and debate), and transferring them to other internal cultures may take some adaptation.

We therefore recommend that:

The FUTERRA Rules of the Game criteria and processes be adapted for others to use in creative decision-making for climate change communications.

#### **Recommendation 2**

## Targets and targeted objectives

The attendees at workshops we ran whilst developing this strategy deemed that the target audience for any government communications on climate change should be “everyone everywhere”, an opinion echoed in detailed interviews we also undertook.

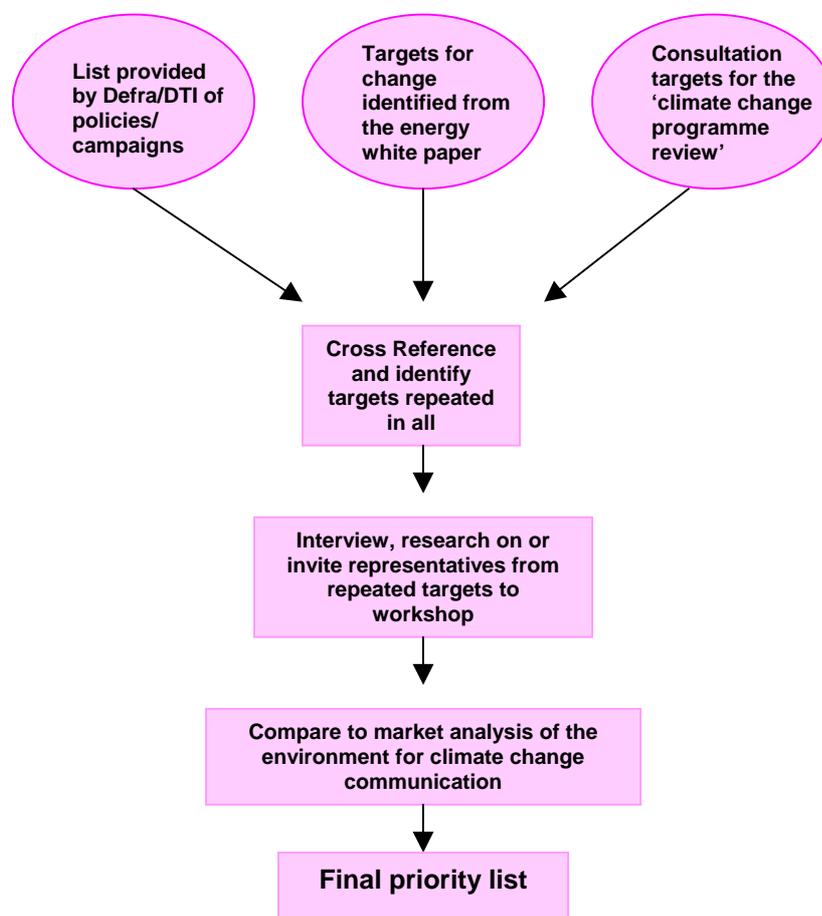
However, principle 15 of the Rules of the Game states that we must ‘target specific groups’, and therefore we must divide ‘everyone everywhere’ into something more effective.

From the documentation we received and subsequent dialogue with the Climate Change Communications Working Group, we realised the ‘scope’ of target audiences for the climate change communications strategy could have a wide reach over four areas, including:

- Change the attitudes of **existing target audiences of existing behavioural change campaigns**. This is to increase the receptivity of the audience to the campaigns (e.g. the work of the EST and the Carbon Trust).
- Change the attitudes of **existing target audiences of existing climate change policies**. This is intended to increase the receptivity/acceptance of existing legislation.
- Change attitudes of **potential target audiences of potential/impending policies**, thereby increasing the likelihood that forthcoming policy changes in the future will be better understood and accepted by their target audiences/actors.
- Change attitudes of **potential target audiences of potential/impending behaviour change campaigns**, i.e. increasing the likelihood that forthcoming behaviour change campaigns pending in the future will be more likely to reach implementation targets.

Defra and DTI have been very helpful in identifying current and future policy and behaviour change initiatives, and were prepared to share with us the draft targets of the Climate Change Programme consultation for cross-reference purposes. From this we began our mapping.

We took three approaches to this in order to cross-reference our conclusions:



This programme gave us a list of targets that met two criteria:

- 1 The mention of a target audience in more than one of the documents indicated that they are a priority audience for climate change experts within government.
- 2 Our market analysis research indicated those audiences with the most potential for useful change in attitudes.

For the specific 'energy targets' which we will explore below (in addition to the public target), we compared specific target audience research undertaken by COI to the outcome of the interviews, workshops and our own experience into current attitudes, and considered the attitudes required to fulfil the current and future policy and behaviour change requirements provided to us by Defra and the DTI.

**A word of warning:**

The approach used to identify target audiences for climate change communications is sound; however, careful consideration must be given to the research sources available at the time. Far more detailed attitude research needs to be undertaken for our target audiences. We suggest this is in the form of primary fieldwork or further secondary analysis in a similar form to COI's recent work on target audiences.

Perhaps more importantly, this process assumes that our target audiences should come from the existing and future behaviour change target audiences. This is problematic for several reasons. Primarily because our research has clearly shown that there is no 'billiard ball' effect from changing attitudes to changing behaviour – indeed, one academic has put the influence of attitude change on behaviour change as "slightly above that of chance".

We advise that any significant problems can be avoided if we:

- accept this process for targeting audiences as imperfect, but the best option available
- remain very clear that this is an attitude change campaign, and therefore
- definitely avoid the imposition of behaviour change measures of success on an attitude change strategy.

We have divided our wider audience into two main subgroups, the public and specific energy targets.

**Recommended 'Public' Targets**

From the process outlined above we can recommend that:

Any 'public' target should be divided into three major groups of Youth, Homeowners and Disadvantaged groups.

**Recommendation 3**

Below we have suggested appropriate objectives for each of these groups:

Target	Attitude Objective
Youth	<ol style="list-style-type: none"> <li>1 Identify climate change as a current and UK issue</li> <li>2 Increase confidence that climate change can be acted upon</li> </ol>
Homeowners	<ol style="list-style-type: none"> <li>1 Identify climate change as a current and UK issue</li> <li>2 Increase confidence that climate change can be acted upon</li> <li>3 Draw mental links between climate change and other key issues (health, employment etc)</li> </ol>
Disadvantaged groups	<ol style="list-style-type: none"> <li>1 Increase sense of agency on climate change</li> </ol>

**Recommendation 4**

These recommended targets have been drawn from the existing opinion and attitude research available to us. We have compared that extant research to the desired attitude changes outlined in the 'Objective and Principles' section above.

We recognise that the research currently available is patchy – so please see our note 'word of warning' for our plea for further market research with our target groups.

**Recommended 'Energy' Targets**

Much of the policy and behaviour work currently undertaken (and planned) is not targeted towards the public but rather what we have deemed 'energy targets' from a variety of sectors. Therefore we recommend:

Certain 'energy' audiences critical to the fulfilment of the energy white paper goals should also be targeted. The specific communications objective for each of these groups should clearly answer the overall objective.

**Recommendation 5**

Below we have suggested appropriate objectives for each of these groups:

Target	Attitude Objective
Construction/ Building Industry	<ul style="list-style-type: none"> <li>Consider climate-friendly practices as a business benefit</li> </ul>
Product Design	<ul style="list-style-type: none"> <li>Regard energy efficiency as a 'high status' design requirement</li> </ul>
Public sector	<ul style="list-style-type: none"> <li>See the link between climate change and health, employment, leisure and the economy</li> </ul>
Mainstream Investors	<ul style="list-style-type: none"> <li>Regard climate change management as a positive investment criterion</li> </ul>
Insurers	<ul style="list-style-type: none"> <li>Be prepared to be vocal about climate change concerns</li> </ul>
<i>Business - Energy-intensive sectors</i>	<ul style="list-style-type: none"> <li>Regard climate change as a material business risk/opportunity</li> </ul>
<i>Business – Transport</i>	<ul style="list-style-type: none"> <li>Begin to understand the wider context of 'policy trade-offs'</li> </ul>
<i>Business – SMEs</i>	<ul style="list-style-type: none"> <li>Consider the UK's climate change expertise as a benefit to the UK economy</li> </ul>
Media	<ul style="list-style-type: none"> <li>More references to climate change in relation to other issues (health, employment, leisure and the economy)</li> </ul>
<b>Recommendation 6</b>	

The same 'words of warning' on the lack of detailed attitude research apply to these audiences as well as, if not more than, the public targets.

Despite our process concerns we are pleased to have identified audiences. There is no doubt that extra market research would be extremely valuable, and indeed necessary. However (though we hesitate to suggest this in what is otherwise a robustly evidence-based strategy), most climate change practitioners are likely to recognise these audiences and the specific objectives we have drawn for them as correct.

Recommendations of the strategy:  
**Central Activities**

**These recommendations are in very 'short form' in an attempt to keep this document workable. Rationale and evidence for them is also provided in short form. However, the bulk of our evidence can be found in the Appendices.**

## Big, Hairy, Audacious Goal

What is the goal for dealing with climate change in the UK? Do we have a more compelling aim beyond averting disaster in the long term?

Our research, and notably the Rules of the Game, clearly demand that messages should be aspirational and provide the public with something to strive towards, rather than something to run away from.

Recently, many environmentalists have begun to recognise this need on a range of environmental issues. Indeed, this is the main element lacking in many initiatives, regularly bemoaned by the environmental movement as a 'lack of vision' or the need for a 'compelling alternative future'.

A recent influential paper by Michael Shellenberger and Ted Nordhaus entitled 'The Death of Environmentalism – Global Warming Politics in a Post-Environmental World', takes this challenge as its central theme:

*"Environmentalists are putting the technical policy cart before the vision and values horse.*

*"...A positive transformative vision doesn't just inspire, it also creates the cognitive space for assumptions to be challenged and new ideas to surface. And it helps everyone to get out of their 'issue' boxes."*

Many organisations find a BHAG the most inspirational means to clarify their goal. The BHAG acronym stands for "Big, Hairy, Audacious Goal" and is pronounced "bee-hag." It's a concept popularised in the 1995 business bestseller *Built to Last: Successful Habits of Visionary Companies* by Jim Collins and Jerry Porras.

The main benefit of a BHAG, according to Collins et al, is to inspire and focus organisations on achieving long-term objectives that are consistent with its purpose. One of the most famous BHAGs was the goal of landing a man on the moon before 1970. This BHAG, which was set by President John F. Kennedy in 1961, energised NASA, captured the attention of the American public, and resulted in one of the most impressive accomplishments by any organisation.

Big, Hairy, Audacious Goals are exactly what they sound like – inspiring, scary, ambitious and usefully-shockingly simple. The key elements of a successful BHAG have proved to be:

1. It should have an extensive time frame, ranging from 10 to 30 years.
2. It should be clear, compelling and easily expressed in plain English - *"If you need a wordsmith, it isn't a BHAG"*.

Big  
Hairy  
Audacious  
Goal

3. The BHAG should be consistent with the values and purpose of the organisation.

We strongly recommend that the UK develop a simple and engaging Big, Hairy, Audacious Goal for climate change. It must be noted here that although the main *use* of a climate change BHAG will be for communications purposes, it should be *born* of the real aspirations of government. A successful climate change BHAG will be used in communications, but led by policy, but if those drivers are reversed the BHAG will never be believed.

Of course, the UK already has a very ambitious goal from the Energy White Paper of **a 20 per cent reduction on 1990 in carbon dioxide emissions by 2010.**

We have considered this target at length and concluded that whilst it does not have the elements of a BHAG: it does have an extensive timeframe and is consistent with the values required for climate change. However, it is heavy with statistical and numerical language that may not be engaging for the British public<sup>2</sup> - and most critically it is NOT a goal but a target for reaching one.

The goal is what we get if we reduce our carbon dioxide emissions. Less CO<sup>2</sup> is not a compelling reward for effort, it is the effort, so we must find a goal that explains the 'pay-back' for the work that has to be done.

Below we outline some example BHAGs for climate change in the UK:

**The UK will have secure energy, independent energy and clean energy**

**The UK will lead the world in dealing with climate change**

**Together we create a climate we can count upon**

In 10 years, action on climate change will be as important as full employment in the eyes of politicians and the public

The BHAG must have ambition and a commitment to leadership, the urgent need to create a real and tangible difference and the aspiration that climate change **can** be dealt with through effort and positive change.

From the evidence, we are convinced that a 'can do' attitude must be central to the BHAG; a little bit of pride in the commitment is an added bonus.

We propose these example BHAGs to be discussed, revised and agreed at a later date.

The BHAG idea infuses this whole strategy and provides a focus and point of clarity for the disparate elements. It is

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**“The UK will lead the world in dealing with climate change”**

indispensable to successful attitude change on climate change.

Of course, this communications strategy is not the only use for a strong BHAG on climate change. Clarifying the goal, and making a bold statement, may be of use in the wider climate change programme.

Therefore we recommend that:

The UK develop a strong, understandable and inspirational **BHAG** for action on climate change.

**Recommendation 7**

## A Branded Statement

As you read through this document you will begin to understand the 'story' of the strategy and what we are recommending. All of the disparate elements have been carefully devised to complement each other and build into a coherent whole.

However, there is important 'glue' for holding the structure of the strategy together, after careful consideration of the options available for a strategy of this kind we have concluded that a branded statement will be necessary.

What is a branded statement?

- The BHAG translated into a few short words
- Those words set in a specific font and colour
- Less than a logo, but more than a strapline.

Think of 'Back the Bid' for the London 2012 Olympic campaign.

In the Rules of the Game we make many references to clarity and consistency and also to the need to link policy to communications more closely. We were also directly asked in the tender document to link existing communications more closely to each other and to climate change. A branded statement is fundamental in fulfilling those two requirements.

Another rationale for the branded statement is based on our approach of using local communicators for climate change. The powerful impact of using local communicators will be exponentially enhanced if they can be linked into a coherent national message – of which a branded statement is the critical part. We also believe that the BHAG demands strong branding. People will want immediately to spot those things that are part of fulfilling our national goal, and a branded statement is the clearest way of doing so.

Since 'above the line' traditional advertising is not a key recommendation of the strategy, it is vital that the diverse range of communications are given coherence and an overt link through the brand.

Of course, branding comes with its own set of problems, not least the 'overkill' of branding from which, arguably, some government delivery bodies currently suffer. If a brand for climate change is to be introduced, then a serious, and indeed radical, consideration needs to be given to the other brands that could be subsumed into it.

Therefore we recommend that:

A **branded statement**, aligned with the BHAG, be used across the activities of the strategy and all the communications.

**Recommendation 8**

The brand must be both strong and also flexible enough to be used by a variety of different Government Departments, Agencies and beyond, as demanded by two of our principles – “Everyone must use a clear and consistent explanation of climate change” (No.10) and “Government policy and communications on climate change must be consistent” (No. 11).

A value of the branded statement should be that it presents climate change as a ‘lifestyle’ challenge rather than a simple environmental issue. This enables the “brand” to connect a wide variety of policy issues and behaviours with climate change in a new way. This brings a unity of approach to both climate change mitigation and adaptation.

Most importantly, the branded statement represents a strong vision and compelling alternative future on which to base change, and so supports the Big, Hairy, Audacious Goal.

To guide the future development of the branded statement we undertook a ‘brand proposition’ process to clarify what we are trying to achieve:

<b>CORE PURPOSE</b>	To engage the public in the PSA target and link our diverse communications recommendations
<b>BRAND VISION</b>	The BHAG
<b>BRAND PROMISE</b>	We CAN impact upon climate change in the UK, and gain success from that
<b>BRAND VALUES</b>	Inspirational Aspirational Patriotic Local Committed Action orientated Linked with health, security, economy and leisure issues
<b>DESCRIPTOR</b>	A branded statement that is both consistent but also adaptable for different audiences

The branded statement must be carefully designed to include a strong mitigation message, but the potential for application by adaptation processes and in adaptation messages.

We also recommend that the message should be aligned with our Rules of the Game.

**How will this branded statement be used?**

The primary use of the brand is for linking the activities of the Working Group members more closely to each other, and more closely to climate change. However, we also envisage that other government departments, agencies and NDPBs should be given access to the branded statement when undertaking or communicating climate change activities.

Beyond this core governmental group, there are a host of other potential uses for the brand. It has been designed with the Fund awardees<sup>3</sup> and local communicators in mind. A variety of other business and civil society organisations may also be interested in clearly linking their activities to an engaging national communications strategy.

This raises questions. The concept of a branded statement itself is sound, but must be strongly managed. Anecdotal evidence suggests that the 'Are You Doing Your Bit' brand suffered no significant 'hijack' with only a small number of misuses. However, the brand must have an 'owner' who can agree its use and challenge misuse. Therefore we recommend:

That Defra 'own' the brand, supported by the existing Working Group members. This group should also develop the criteria and terms for its use.

**Recommendation 9**

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<sup>3</sup> Please see separate Fund document

## Better linking of Government communications on climate change

The Climate Change Communications Working Group indicated in the original tender the need to improve the effectiveness of existing government communications on energy efficiency and other climate change related issues. Therefore we have been asked to make recommendations linking the communication of Defra and its Agencies, DTI and potentially DfT, more clearly:

- with each other, and
- with the issue of climate change.

This section explores the need for better linking of government communications on climate change and makes recommendations for how this may be done.

The rationale and recommendations have been developed in consultation with the Climate Change Working Group and draw from a number of evidence sources: the COI Report, our Rules of the Game, a Communications Audit of how past Government communications on climate change have compared to the Rules of the Game, and the COI/Andrew Darnton review of public attitudes to climate change terminology.

### Why should we link government communications on climate change?

The Climate Change Communications Project Specification and Brief (the tender) clearly states:

*"It is accepted that the effectiveness of these existing strategies and other government communications relating to climate change could be enhanced by ensuring that they are more clearly linked:*

- a) with each other; and*
- b) with the issue of climate change."*

Our consultation process and evidence sources add to the story:

*"[Linking government communications] can provide context, cohesion, coherence and capitalise on collective action."*

*Linking device workshop summary notes*

“The current communications activity is very fragmented, in that it covers a wide range of topics.”

*COI Report*

“There are too many solutions to climate change, we need to make it more complementary and not confuse the outsider.”

*Participant in Linking device workshop*

“A common language can provide a hook on which to provide a suite of actions and responses.”

*Participant in Linking device workshop*

“There is wide overlap between the organisations’ target audiences and messages, and little co-ordination or joint planning of communications activity.”

*COI Report*

“Audience overlap can provide reinforcement [of the climate change message].”

*Participant in Linking device workshop*

“There is not always clarity around specific and measurable communications objectives, and only one example of a communications strategy explicitly related to climate change.”

*COI Report*

“Government policy and communications on climate change must be consistent.”

*Rule No. 11*

“We can support existing and future policy; there is a feeling of continual pioneering.”

*Participant in Linking device workshop*

“Everyone must use a clear and consistent explanation of climate change”

*Rule No. 10*

“We can take advantage of tactical opportunities for public connectivity e.g. flooding/sea level rises announcements.”

*Participant in Linking device workshop*

“Each organisation has a clear and complementary organisation remit which should not be lost in the interests of greater clarity of communication. They also have established stakeholder relationships. Thus any cooperation should allow maximum flexibility.”

*COI Report*

“We need to be able to connect mitigation and adaptation.”

*Participant in Linking device workshop*

These are sample findings from our wide evidence base. A full review and synthesis was undertaken to produce the recommendations found in the following section.

### How should we link government communications on climate change?

Below we provide headlines of the main recommendations.

Our two upfront recommendations are:

The members of the Working Group should develop **new** messages around climate change.

The members of the Working Group should link **existing** messages on related issues (e.g. energy efficiency) more firmly to climate change.

**A Climate Change Communication Guidelines Booklet** is created for the Working Group, to provide guidance on how to use hard and soft links in order to facilitate the two recommendations above

**Recommendation 10**

These recommendations are to provide that elusive 'golden thread' between Defra, the Agencies, DTI and DfT. Momentum is gathering around public awareness of climate change. Developing new messages on, and linking existing ones to, climate change can provide an effective lever in shifting public attitudes in the UK towards organisation-specific policy decisions and behaviour change campaigns.

After consultation and consideration we also recommend both "hard" and "soft" devices to link new and existing government communications on climate change-related issues more closely with each other, and with the issue of climate change itself. These recommendations have been given sections of their own in this strategy. But in brief:

**Hard links** provide a visual and instantly-recognisable way of linking disparate communications together. The Hard Links section below explores:

- > A branded statement applied across UK Government communications and beyond
- > Common use of a single definition of climate change across UK Government communications and beyond
- > A certification scheme that indicates a "climate care" standard across white goods, homes and vehicles
- > A web portal to bring together and build on existing online resources on climate change

**Soft links** operate on a different level, providing a subtler way of presenting a consistent message to target audiences. The Soft Links section below explores:

- > Single definition of climate change

- > Common use of terminology, imagery and “tone of voice” across UK Government communications and beyond
- > Events
- > Voice
- > Media Management

We have recommended both in order to allow a degree of flexibility in the better linking of government communications on climate change to each other.

See Supporting Activities for further details.

It is worth noting that, while discussion may focus around the feasibility of integrating a brand to climate change related government communications, the real challenge lies in developing consistent messages on climate change and its related issues.

The **Climate Change Communication Guidelines Booklet** will lend context and coherence to climate change communications; capitalising on collective action. Providing a link between climate change related issues can manage the potential disconnect between the different issues that government delivery bodies are communicating on – that elusive ‘golden thread’.

Flexibility will need to be built in to the Booklet through a number of mechanisms:

- > Exceptions and opt-outs per government delivery body
- > Criteria for developing terminology around organisation/topic specific communication needs (messages, solutions etc.)

#### **Audience for these recommendations**

The primary audience for these recommendations is the Climate Change Communications Working Group:

- The Carbon Trust
- Energy Saving Trust
- Environment Agency
- Department for Environment, Food and Rural Affairs
- Department for Trade and Industry
- UK Climate Impacts Programme

The Department for Transport has been involved in the development of these recommendations, providing valuable insights during the workshop that we held on 22 September 2004.

Importantly, keen interest in using elements of these linking devices has been shown from organisations outside the Working Group and, indeed, outside Government.

During our consultative process, a number of Non-Governmental Organisations (NGOs) expressed the desire to use the same terminology and imagery as government

communications. Greenpeace and Friends of the Earth in particular have expressed a desire to see the word bank as soon as possible.

In addition, the Regional Development Agencies with whom we have been able to consult have shown interest in using common terminology, research and imagery.

## Story of the Strategy

The story that leads from the BHAG to the objective, and then the target audiences and message should be clear.

However, the story does not end there. With the BHAG, objective, audiences and message we have the building blocks of the strategy; we then need to implement them over time. The story below is the way in which we recommend that the messages and channels should develop over a three-year period.

### The story

We begin with inspiration and engagement. Climate change challenges and opportunities are brought to the regions and start to shift current attitudes and perceptions of climate change on a national scale. This first stage is designed to achieve the following attitude changes:

- Making climate change a here and now issue
- Bringing climate change front of mind
- Encouraging peripheral processing around climate change
- Using positive imagery and experiential learning to engage the public on climate change

We then begin to target *attitudes* on action for climate change (though with no target for the behaviours themselves). We recommend that dramatic and collective activities will best confront apathy and the widely-held belief that action makes no difference. In the spirit of Comic Relief or an interactive telethon people will be encouraged to 'make a difference' together in a short period of time, and then see the huge impact this can make. This second stage of the activities is aimed at the following attitudes:

- Creating agency around climate change
- Cultivating a belief that we can make a difference individually and collectively
- Linking climate change to positive aspirations
- Raising the status of climate change mitigation behaviours

Finally we move to the most difficult set of attitudes – those around individual behaviour. Now that people are convinced that action can make a difference, we begin to make those actions even more attractive and desirable. This transitional stage of the strategy (we anticipate that a follow-up will be required) is about consolidating and expanding on the following aims:

- Creating agency around climate change
- Cultivating a belief that we can make a difference individually and collectively
- Linking climate change to positive aspirations

- Raising the status of climate change mitigation behaviours

Fundamentally, the story takes someone from accepting the need for the BHAG, through the feeling that it relates to them, and then finally accepting that behaviour is desirable. We must note here that although we are confronting ATTITUDES to behaviour – it has already been stated that there is no evidence to support that changing those attitudes will *alone* make any difference on actual behaviour.

Recommendations of the strategy:  
**Local Communications**

## Local Communications

From the research for this strategy, it has become clear that attitudes on climate change are most persuasively changed through individual interaction rather than other traditional communications channels such as advertising.

We need a veritable orchestra of different voices, attuned to a suite of messages and vocalising relevant and meaningful connections for people to make to climate change on a local level.

The research brought together in our Rules of the Game demonstrates that local and/or experiential communications around climate change are likely to have significant resonance. For example, principle 8 requires the strategy to **“Use transmitters and social learning”**. Attitudes are dependent on “transmitters” in social groups. Given that this is an attitude change strategy, it is especially important to recognise that attitudes are formed through conversations and social interaction, not just through transmissions from traditional media.

Therefore, though this is a government strategy, it is characterised by a necessary openness to the voices of local communicators. We also understand the balance needed between a diversity of local voices and the call of principle 10 for everyone to use a **“clear and consistent explanation of climate change”**. If they originate from government, messages on climate change must possess integrity, they must be communicated well, and they must take a consistent approach. Research leading up to the One Tonne Challenge, Canada’s climate change campaign, found that *“interviewees commented on the absence of a common core of repeated climate change messages among the nearly 200 projects.”* Therefore we suggest tools that give local communicators flexibility whilst also ensuring a framework for messages that are both accurate and appropriate.

The peculiar nature of climate change as an issue is worth considering here. Climate change is a severe threat, but the impacts of large concentrations of climate change-causing gases are not felt by many people in the same way as other forms of air pollution such as smoke or sulphur dioxide. The most immediate (short-term) negative impacts of climate change on the life of many people in the UK will be a rise in energy bills, higher insurance prices, or perhaps odd occurrences in the weather. The way in which these aspects of everyday life relate to the wider context of a changing climate is often unclear.

On a large scale, central Government already provides information about the global impacts of climate change. At the level of behaviour, The Carbon Trust and Energy Saving Trust run campaigns in many different areas relating to transport, energy efficiency, etc. Additionally, hundreds of unrelated

organisations, from local authorities to NGOs, religious and secular organisations and community groups, are working to change attitudes or raise awareness of climate change around the country. This strategy acknowledges the potential for attitude change and seeks to persuade local agencies to adopt messages and tactics to communicate climate change that are **proven to be effective** and **consistent with other communicators**. This is especially pertinent given that we have already identified a demand among local communicators for help from, and collaboration with, central government.

This need was apparent from the Toolkit workshop held on 28<sup>th</sup> September 2004 (see Appendix on “Stakeholder Consultation”). Delegates warned of scepticism “if it is primarily governments voice”. A “serious resource” was required to communicate messages that would have a “long lasting impact” and “public credibility”.

Therefore we recommend that:

The core activity of the communications strategy should be to **motivate, support and ensure the skills** of local communicators for climate change

**Recommendation 11**

In order to fulfil this recommendation, we recommend that local communicators should be provided with skills support. In addition, the government should financially support selected local projects that will be especially effective at changing attitudes on climate change.

To that end we recommend:

**Guidance and skills** support for local communicators on quality climate change communication, and

A **Fund** for local communicators planning appropriate communications on climate change

**Recommendation 12**

Delegates at the Toolkit workshop stressed that the strategy “needs to be more than a “top down” initiative - involving stakeholders - giving ownership, practical support, gathering feedback”. Others said “if it is to be a national-level campaign it must reach all parts of UK and take into account ... different circumstances”.

We recommend the following instruments in order to fulfil the need for guidance and skills:

The immediate issue of a **Toolkit** that translates the evidence base we have developed into a useable and accessible guide to climate change communications

*(We have attached a fully prepared version of this document)*

The development of a **Network** for climate change communicators (and for fund awardees) to share experience and creative concepts

A **creative database** of excellent climate change communications undertaken at a local level

In the longer term, a **training package and master classes** to provide local climate change communicators with detailed skills in both climate change and general communications/marketing skills

#### Recommendation 13

The Toolkit will encourage improved alignment and complementary communications, independently initiated and managed on a local basis. Therefore, these communications will be relevant to the local audience, yet connected to and sharing the values of the wider strategy. The new approach recommended in the Toolkit should inspire a new generation of communications on climate change.

The Network of communicators and the Database of creative ideas will form an invaluable resource to support the widest possible dissemination of best practice, enabling successful techniques to be reapplied in different regions or localities around the country.

This would be supported by a touring programme of master classes and training events, enabling physical networking, the sharing and promotion of great ideas and a re-galvanisation of the foot-soldiers of the climate change communications strategy.

In order to fulfil the need for more financial support for local communications we recommend:

A **climate change communications Fund**, with detailed criteria for awards, which supports the activities of the local communicators of climate change in the 3 devolved administrations and 9 regions.

#### Recommendation 14

The Fund provides encouragement and support for projects that especially fulfil the requirements of the strategy (on messages and target audiences). It builds the capacity of local communicators and enables them to contribute to a massive change. It is also flexible, as its criteria will actively encourage creativity and diversity according to the local or specific context for each project. It is the best way to ensure

that climate change becomes locally relevant and well-communicated.

Far more detail is required to understand the implications of this recommendation. Therefore we have attached a separate document dedicated to the criteria and process for the fund.

Recommendations of the strategy:  
**National Communications**

## National Communications

The linking of the communications of existing government bodies, and the accompanying work of the toolkit and fund, will all have significant impacts upon attitudes towards climate change in the UK. However, they need a supporting framework of national activity to link them together.

This section proposes a clear, strong progression of ideas that will underpin and complement the myriad devolved and local activities of the Toolkit and Fund. In a separate document we suggest some specific activities and channels for this.

Whilst the success of the overall strategy is likely to depend on the social networkers and transmitters, if we are to maintain a degree of coherency and consistency over time a national component as a guidance mechanism is essential. This then provides, through a changing sequence of roadshows, high profile events and local radio advertising, a cohesive thread around which local communications can be spun off.

Therefore we recommend:

A series of **large-scale national activities** over three years with messages and channels selected in order to best support the linking devices, Toolkit and local communications  
**Recommendation 15**

Having closely examined the evidence, and with reference to the detail provided in the other documents, we recommend the following themes for the messages and channels.

Message Theme	Channel Theme
Making climate change an issue for <i>here</i> (the UK) and for <i>now</i>	National ROADSHOWS supporting the fund activities
Making climate change a <i>personal</i> and <i>positive</i> issue	High profile NATIONAL CUMALATIVE action and VISIONARY events [with local action by the FUND on these message themes]
Making climate change behaviour <i>high status</i> and creating <i>agency</i> <sup>4</sup> for them	PR to promote PERSONAL ACTION [with local action by the FUND on these message themes]

The message themes support both the story of this strategy, and the desired attitudes that we wish to create in the UK public around climate change.

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<sup>4</sup> We have 'agency' when we know what to do, think our contribution is important, decide for ourselves, and have access to the infrastructure to act.

The channels support the local communicators (the many voices for climate change) who will be communicating concurrently on same message themes. Each channel is matched to its message theme. A brief summary of the rationale for each follows.

Why have we chosen evolving themes? Simply, it is too much to ask the UK public to start from where they are now and perceive climate change behaviour as high status and that they have agency to act (theme 3) without first taking the public through themes 1 and 2 (climate change is here and now, climate change is personal and positive).

Making climate change *here* and *now* is most cost-effectively achieved by using roadshows to bring climate change challenges and opportunities to the regions, thus starting to shift current attitudes and perceptions of climate change nationally. A nationally touring roadshow can be used either to kickstart regional Fund activity or as a boost to regional communications activity. Roadshows can provide positive imagery and experiential learning to engage the public on climate change.

Making climate change *personal* and *positive* will introduce the idea of dramatic, collective, and high-impact action. This is not a behaviour change campaign, but experiencing national cumulative action and visionary events can shift attitudes towards climate change-associated behaviours. Think how the British public enjoys and participates in Red Nose Day, and sees how individual donations add up to vast sums of money.

Making climate change behaviour *high status* and creating *agency* is where “classic” Public Relations comes into force. A PR campaign, integrated to this strategy’s story, can promote perceptions that individual mitigation or adaptation actions are even more attractive and desirable.

**The separate Large-scale National Activities document provides far more detail on these recommendations.**

In addition to these specific message, channel and activity themes we also believe that some ‘traditional’ advertising and PR would be of benefit if kept to a local and targeted level.

Therefore we recommend:

That a locally adaptable **radio advertising format** be created, with funding set aside for broadcast booking.

**Recommendation 16**

The advantage of local radio advertising is the scope for tailoring a national broadcast format to local needs. This customisation for the right context (Rule 18) makes this type of outreach very effective. Local radio advertising would take place in the run up to local roadshows, giving people time and date details and asking them to bring friends and family to the event. Local radio is significantly cheaper than national radio broadcast and infinitesimal compared to television advertising.

Recommendations of the strategy:  
**Supporting activities**

## Hard and Soft Links

There is a huge opportunity for government delivery bodies to leverage their existing communications spend by linking more closely to each other and to climate change. We believe this to be the case across both corporate and campaign communications.

Current communications are fragmented and cover a wide range of topics, but there is a wide overlap in organisations' messages and target audiences.

After consultation and consideration we recommended both "hard" and "soft" devices to link new and existing government communications on climate change-related issues more closely with each other, and with the issue of climate change itself.

This section explores:

- > **Hard links**, visual and instantly-recognisable ways of linking disparate communications together; and
- > **Soft links**, which provide a subtler but no less important way of linking government communications with each other and with climate change.

These linking devices have been developed to provide that elusive 'golden thread' between government delivery bodies. Momentum is gathering around public awareness of climate change. Developing new messages on, and linking existing ones to, climate change can provide an effective lever in shifting public attitudes in the UK towards organisation-specific policy decisions and behaviour change campaigns.

Our earlier recommendation is that both hard and soft links are communicated through a Government Communications Booklet.

## Hard Links

### Branded Statement

Our earlier recommendation for a branded statement provides a visible link to an overarching vision and framework that can cost-effectively lever existing communications.

Using the branded statement ensures consistency with this strategy and its primary objective (to use effective communications to encourage attitude change and acceptance of policy change for climate change in the UK). Detailed guidelines on the brand's use should be developed as part of a Government Communications Booklet, to include how to use the branded statement as stand-alone, tiered, integrated and co-branded with government delivery bodies' own identities.

### Consistent certification of white goods, homes and vehicles

We also identified a need for a hard link to be applied across products, services and property to signify a certain "climate change standard" to the consumer. We therefore recommend:

A single **certification or label** for energy efficient/climate change-minimising products and services to be developed and applied.

#### Recommendation 17

In essence, a single UK-wide rating system would not only simplify the various existing certification systems, but more importantly, it would work towards changing attitudes in relation to climate change. More detail can be found in the Certification section (see page 53). We wish to stand on the shoulders of the Energy Savings Trust's "Energy Efficiency Recommended" label, but a careful review would need to be undertaken to establish if Energy Efficiency is the right term under which to position a wider range of climate change-minimising products and services.

There is a plethora of ratings, standards, labels etc aimed at assessing the energy efficiency of household products, homes and cars. Examples of these ratings include:

- **BREEAM** (The Building Research Establishment's Environmental Assessment Method) Eco Homes rating standard is used to assess the environmental performance of new and existing buildings. BREEAM assesses performance in a number of environmental areas, including *energy use* i.e. operational energy and carbon dioxide (CO<sub>2</sub>) issues.

- **NHER** (National Home Energy Rating) The NHER is a measure of the energy efficiency of dwellings in terms of energy running costs.
- **Standard Assessment Procedure (SAP)** is the government developed system for energy rating of dwellings. The standard uses a scale from 1 to 120, based on the annual energy costs for space and water heating. It also calculates a carbon index based on CO<sub>2</sub> emissions associated with space and water heating.
- **Energy Efficiency Recommended** logo can be found on light bulbs, light fittings, refrigeration products, laundry and dishwashing appliances, as well as gas boilers, heating controls, loft and cavity wall insulation. Products that display the Energy Efficiency Recommended logo meet or exceed specified energy efficiency requirements.
- **EU Energy Label** shows how much energy an appliance uses on a scale of A to G.
- **Vehicle Certification Agency** provides details of the fuel consumption, CO<sub>2</sub>, and other emissions performance figures of new cars currently on the market in the UK.

The 'alphabet soup' of ratings makes it confusing for the consumer and takes from the impact of the individual initiatives. We recognise that there is a need to simplify these ratings systems for consumers, home-buyers and government.

The advantage of creating a single UK-wide climate change rating systems includes:

- > Creating one rating label/logo will reduce consumer confusion i.e. it will reduce consumer fatigue in trying to understand what all the different labels mean
- > Help consumers make the connection between their own purchasing habits and climate change
- > By increasing consumer understanding of their effect on climate change and bringing climate change 'front of mind', consumers will be more willing to support government in their initiatives relating to climate change
- > The rating system does not require immediate consumer understanding of what climate change is or why it is important. By using a common rating system, consumers will be able to associate the rating with quality and excellence as well as financial savings.

In essence, the single UK-wide rating system would not only simplify the certification system, but more importantly it would work towards changing attitudes in relation to climate change.

Therefore we recommend that:

A feasibility study be undertaken to determine how to bring these various ratings into one consumer-friendly climate change certification process.

**Recommendation 18**

### Website

There is currently no 'one-stop shop' available for people who wish to find out more about climate change and the activity that is surrounding it in the UK. We therefore recommend that:

A national government **website** on climate change be developed, linked to and from all existing government communications on climate change.

#### Recommendation 19

Further details on what this website would contain are to be found in the Website section. We recommend that reciprocal links be provided so that existing government climate change communications may be leaner and tighter. One example would be negating the need for a scientific explanation of climate change – audiences who are interested may click through to a consistent explanation on the portal.

## Soft Links

### Definition of climate change

Climate change can be very difficult to grasp, and the lack of a clear, consistent and generally-applied definition or explanation does not help understanding and positive attitudes.

While the awareness of climate change may be high in the UK, understanding of it is not. It is therefore important that everyone use a clear and consistent explanation of climate change (Rule No.10). We have already seen the importance of developing common terminology around climate change in the Better Linking Of Government Communication section. Moreover, from our communications review, we found that none of the climate change-related campaigns had developed a clear and consistent explanation of climate change.

As an act of 'housekeeping' therefore we recommend:

That a clear **consistent definition / explanation** of climate change be developed and rigorously applied across government communications

**Recommendation 20**

This definition/explanation needs to make the link between climate change and *human activity* crystal clear. This will provide a key bridge in shifting attitudes in the UK public that climate change is something that individual or collective action can mitigate against or adapt to.

In order to be useful in as many circumstances as possible this definition should be presented in more than one format:

- > A short '**elevator pitch**' of one or two sentences

An elevator pitch is a succinct summary of a concept or issue – generally 10 words or less. The term arises from the idea that good communication of a concept requires the ability to "pitch" it in the time it would take you to go up (or down) in an elevator with your senior decision-maker. We are in desperate need for an elevator pitch for climate change so that all communicators are armed with a succinct description to use across a range of climate change related communications.

For example:

"Climate change is a serious change in weather patterns and sea levels caused by human activity. All of us will be affected, at home in the UK and all over the world."

**And/Or**

- > A longer, more scientific **paragraph**, that explains the link between human activity and climate change

For example:

“Climate change is affecting us right now, at home in the UK and all over the world. We are seeing a serious change in weather patterns and sea levels. The energy that we use everyday contributes to this change.

We have always had the natural greenhouse effect, a necessary factor for life on earth. As human beings have evolved, our activity has led to increasing amounts of carbon dioxide being emitted, leading to the “greenhouse effect” as we know it. The human driven greenhouse effect has trapped more heat in the global system (like when you have too many duvets on your bed at night), and so we see global warming. The result of global warming is climate change.

Climate change means that rainfall patterns are changing, sea levels are rising, glaciers are retreating and extreme weather, such as flooding, is becoming more common.”

#### **And/Or**

- > A **visual representation(s)** (i.e. diagrams) of human driven climate change

These definitions/explanations should fulfil the following criteria:

- > Be readily understood by the UK public
- > Use existing terminology
- > Be applicable across Defra and its Agencies, DTI and DfT
- > Make the link between human activity/our lifestyles and climate change
- > Meet the Rules of the Game.

These criteria have been selected to ensure that the definition/explanation uses accessible language, does not create new problems of phraseology, takes into account different audience needs and provides a link between the UK public’s behaviour and climate change.

We recommend that:

UKCIP be asked to develop a 1-2 pager explanation of climate change. This document can then be used as the basis for 'copy writing' the three explanations in line with the above criteria, with diagrams to be professionally designed.

**Recommendation 21**

### Terminology, imagery and tone of voice

Providing information alone does not always work (Principle 4); in this case common terminology, emotions and visuals can provide a lever for shifting attitude or behaviour change.

We therefore recommend that:

Working Group members should use similar **effective terminology** when referring to climate change. To this end we have provided:

- A '**word bank**' of terms that are helpful and those that are not so helpful
- A '**core script**' for the branded statement

**Recommendation 22**

The non-linguistic communication must be similarly consistent, therefore we recommend that:

Working Group members should use a **similar tone of voice and imagery** when referring to climate change causes, effects, mitigation behaviour and adaptation imperatives. To this end we have provided:

- Details of appropriate **tone of voice**
- An '**image bank**' demonstrating the type and tone of imagery that fulfils the Rules of the Game

**Recommendation 23**

In addition it is critical that a persuasive and consistent evidence based is used for communications on climate change;

Working Group members should use **complimentary - and avoid conflicting - facts, statistics, research and illustrative case studies**. To this end we have provided:

- Some **examples** of appropriate facts, statistics, research and quotes.
- A process for sharing and disseminating new or changed facts, statistics, research and illustrative case studies.

**Recommendation 24**

The evidence base from which we make these recommendations and provisions is drawn from the Rules of the Game, the Andrew Darnton research into terminology and our Communications Review.

## Events

There are a huge number of planned climate change events with government or Working Group attendance/involvement at which the communications messages could be promoted.

We wish to ensure continuous and consistent reinforcement of the message across Government departments and agencies, and maximise the opportunities to promote the messages when Ministers give speeches. There is considerable potential, some of it already being explored and realised, for broadening the context of climate change communication via this technique.

This should help move us forward from the current position where specialist speeches are given 'on climate change', to a situation where we can introduce a climate change context or angle to other core issues e.g. the business opportunity context (new technologies, carbon trading etc) or the health opportunity (exercise, cleaner air, local food etc).

Therefore we recommend that the Working Group members undertake a review of planned conferences, speeches and events to identify potential platforms where the communications messages can be promoted

**Recommendation 25**

A comprehensive timetable of events should be constructed which would enable an evolving message on climate change to be used through the strategy over time.

We also recommend that a 'conference/speech/event' pack be developed for government and Working Group members with advice on integrating the climate change communications messages

**Recommendation 26**

## Voice

Do we need a single person to be the 'voice' for climate change in the UK? Or do we need the current voices to be more co-ordinated?

We have considered this issue in depth over the period of the strategy development. Our commitment to 'many voices' for climate change and the use of social networking must be set against the Rule calling for a trusted, credible and recognised voice for climate change. In essence, the recommendations of the Toolkit and Fund section seek to create a host of trusted, credible and *locally* recognised voices on climate change. It is the potential need for a *national* voice that generates questions.

Our conclusion is that a degree of sophistication is needed to approach this issue. The challenge of a 'voice' is actually a series of activities that must take place.

Firstly a rigorous internal audit of government and government agency spokespeople for climate change must be undertaken. A central 'list' of *who* is trained and qualified to speak about *what* must be compiled. No one from outside this list should be encouraged to take a public platform without a clear understanding of their skills and after training to ensure they are competent in the language and message.

This may seem draconian, but in any large multinational or other media-sensitive organisation, only legitimate and trained individuals would be used to engage in crucial debate or profile raising.

Once this list has been compiled a gap analysis of desired skills, expertise and important issues should be undertaken. If there are any areas (such as climate change and health, or climate change and security) identified as currently lacking a spokesperson, then suitable and senior 'voices' should be secured for the list from departments or agencies.

Then the full and comprehensive list of 'voices' should be sent regular updates of key information and have their attention drawn to potential platforms for their issue.

We believe that this approach will be successful in the short to mid-term. From our understanding of those high profile individuals that have emerged in different sectors to 'lead' on issue (such as the astronomer Patrick Moore, David Attenborough, Alan Titchmarsh, David Starkey etc) we understand they are very difficult to *create*. We suggest that a 'watching brief' is set for any emerging single voice, from the existing list or outside it, who can then be given support and profile through the existing strategy activities.

Therefore we recommend that

A process for co-ordinating existing voices on climate change is established, a gap analysis undertaken and support provided to those voices.

**Recommendation 27**

Recommendations of the strategy:  
**Media Management**

## Media Management

The media are a primary, if not *the* primary channel for information and opinion on climate change in the UK. It is critical that a media management plan is integrated with the other elements of this strategy.

Media coverage of climate change is still relatively niche, apart from the occasional front-page splash story that emerges in the broadsheets. The debate must shift in emphasis from the debate about *why* or *if* climate change must be managed through to a more informed debate about *how* we mitigate and adapt. Editors also need to be assisted in their understanding of the all-pervasive importance of climate change across a range of different editorial responsibilities.

Our objectives for the media are to:

- Increase coverage of climate change solutions
- Reduce coverage of climate change detractors
- Encourage more references to climate change in relation to other issues (health, employment, leisure and the economy)

This final issue is critical. Our overarching vision – the branded statement – provides a strong framework for linking climate change to the things that we care about. While increasing coverage of climate change solutions and decreasing coverage of climate change detractors is important, more important is to “scatter” climate change on the issues above that get coverage every day. Making the link between climate change, our lives, our work and our play will be vital in shifting public attitudes.

To that end we recommend that:

Press Officer Training is carried out across Government departments, to maximise the potential for making connections with the climate change agenda

**Recommendation 28**

A series of training sessions for Government and NDPB communicators and press officers will potentially pay back big dividends in regard to getting the climate change message across in the broadest sense. Training should either be bespoke to each government department/agency or facilitated in a manner that will allow participants to make the links to their core policy/communications issues.

We can make the media’s task easier by ensuring that we make the necessary connections in our press briefings for them. We therefore recommend:

That climate change targeted press releases be issued by all relevant Government Departments and Agencies (not just Defra), to make connections with climate change wherever possible

That specialist media should be targeted, to take advantage of the scope for linking lifestyle and climate change

**Recommendation 29**

This outreach into previously 'climate ignorant' territory should be expanded into the specialist press, where climate change can be connected to issues of key interest to the target audience, bringing the challenge home to within their sphere of influence and making it timely and relevant. Again, this offers the potential for connecting climate change with the issues the public really care about – health, employment, leisure and the economy etc. From changing the planting of your garden to allow for climate change adaptation to cutting the food miles generated by your dinner, the potential is huge and largely unrealised at present. Gaining a balanced hearing in specialist media is often easier than through the broadsheets or red tops.

Journalists will need a media resource to back up their story with up to the minute facts and stats. We therefore recommend:

A media resource is included as part of the branded statement website

**Recommendation 30**

Part of the 'one-stop shop' climate change website, the media resource would provide an essential guide to journalists on everything they could possibly need to know about climate change (but might be afraid to ask). The wider online resource would complement these needs by providing all the practical (case studies) and contextual (research, policies etc.) content that the media might require.

Recommendations of the strategy:  
**Website**

## Climate change website

There are many excellent websites on climate change based in the UK and elsewhere. However, the UK is lacking a ‘one-stop shop’ for information/advice and action on climate change.

At present, a bewildering array of websites is developed and hosted by a wide range of different agencies, organisations, Government Departments and campaigning groups. All contain different research resources, use different explanations and terminology and are naturally ‘pitched’ according to their owner’s perspective and interests.

There is considerable potential in creating an online portal that co-ordinates and offers a first port of call to audiences at a number of different levels - the general public, researchers, policy managers, journalists and many others.

The website can also act as the location for very up-to-date information, to be used by the wider communicators that are using the toolkit or have won funding. Latest news, factual updates, new presentational materials, images, etc. can all then be made available to the network of local communicators, dramatically increasing the currency and effectiveness of their outreach. It has been suggested that the website could be the location of a frequently-updated timeline of useful events.

We recommend that a **climate change ‘web-portal’** for the UK be developed that can act as a first port of call for those interested in climate change knowledge, communications and to find mitigation, adaptation and action links.

**Recommendation 31**

In order to support the strategy we suggest that this portal should include some or all the following elements:

Section	Audience
Links to agencies	For audiences of the Carbon Trust, EST etc. This section can highlight particular audiences according to the campaigns run by the agencies at a specific time
Section on explaining climate change (both simple and scientific) including a core script and word bank of relevant vocabulary	Local communicators Government Departments Agencies NGOs
Overview of government/UK policies and action	Journalists, Businesses NGOs, Students, Teachers
How individuals can get involved – interactive games on ‘what you can do’ at home, at work etc	Resource for local communicators May be useful for interested individual homeowners
Overview of toolkit	Awardees of the Fund

Resources – access to research, data, scenarios and trends	Journalists Local communicators? NGOs
Interviews and web-casts e.g with Prof. Sir David King, Chief Scientific Advisor to H. M. Government	Journalists
Standard presentation with trainers briefing and training notes	Local communicators, NGOs, community groups
Briefing papers – background reading	Journalists Agencies, NGOs
List of partners – best practice ideas	Local communicators and national partners
Summary of relevant legislation by sector	Business
Case studies – practical examples of mitigation and adaptation	Local communicators, NGOs, journalists
Summary of available grants/incentives for communications	Local communicators for the Fund
Summary of available grants for climate change mitigation (if time allows)	Audiences of the agencies – business, homeowners, local authorities etc.
Details of overarching campaigns to link into with local/regional campaigns	General public
Game/interactive learning tool	Public, teachers
Film resources – inspirational and stimulus materials	Local communicators, community groups

An example homepage for the site is illustrated below.



Recommendations of the strategy:  
**Measurement  
recommendations**

## Measurement recommendations

It would be impossible to determine with any degree of certainty whether the recommendations in this strategy have played a direct role in achieving the long term UK climate change targets. In other words, we must recognise that if we do reach the targets, there is no real way of knowing to what extent it was due to this communications strategy. It should also be noted that this communications strategy does not work alone and is designed to support other existing campaigns and policies on climate change.

We can measure, however, whether the UK public's awareness of climate change has increased and even whether their attitudes have changed in relation to climate change. There are also some 'hard' measures we can use for the Linking device and Toolkit to determine whether they have met and/or exceeded their objectives.

### How could we measure communications activity?

It is possible to measure communications activity through qualitative or quantitative means. Both processes have their own advantages and disadvantages. It is possible to use both techniques side by side – however, greater weight may often be given to a quantitative outcome than to anecdotal or discursive evidence.

The decision on which technique to use or whether to use both will depend largely on availability of resources, time frame and desirable outcome.

### Measure for Overall Objective

We have recommended that the overall objective should be:

**Use effective communications to encourage attitude change and acceptance of policy change for climate change in the UK.**

As stated above, the measurement of this objective is very challenging. However, we recommend the following:

An initial **quantitative survey** and/or **qualitative interviews** be carried out prior to the implementation of the communications strategy. This will set the pre-communications baseline knowledge/attitudes of the intended recipients of the communication.

**Recommendation 32**

We recommend that this baseline information is then compared with **post-communications survey findings**. This comparison can then be used to assess the effectiveness of the communications in relation to improved knowledge levels and affect on peoples' opinions, attitudes, intentions, behaviours, etc.

**Recommendation 33**

The post-communication survey could take the form of a bespoke questionnaire or omnibus survey (for more details see Appendix on Measurement).

For the purposes of this project it is recommended that rather than commission new bespoke market research, use the next **Defra survey of Public Attitudes to Quality of Life**. This would be a cost-effective alternative and explores similar issues in that it 'establishes attitudes to the environment, and knowledge and behaviour regarding environment issues'.

**Recommendation 34**

**Measuring Channels**

We have suggested several main 'strands' as communication channels. Some of these recommendations are more detailed than others so the measures are equally varied.

The table below provides examples of measurements that may be used to determine whether a change in attitude has occurred.

	<b>General measures</b>
<b>Style Guide – hard and soft links</b>	<ul style="list-style-type: none"> <li>• Appearance of the branded statement brand</li> <li>• Appearance of website link</li> <li>• Common use of terminology, tone of voice, imagery and research amongst linking device core users (more qualitative)</li> <li>• Use of recommended words from the 'word bank' compare with frequency before implementation</li> <li>• Common use of terminology, tone of voice, imagery and research amongst wider audience</li> </ul>
<b>Fund</b>	<ul style="list-style-type: none"> <li>• Expression of interest in fund during roadshows</li> <li>• Number of applicants</li> <li>• Impact of funded projects</li> </ul>
<b>Toolkit</b>	<ul style="list-style-type: none"> <li>• Information gathered from the feedback postcard</li> <li>• Request for copies of the toolkit</li> </ul>
<b>Large scale national activities</b>	<p>Year One:</p> <ul style="list-style-type: none"> <li>• Participation in roadshows/events</li> <li>• Local media coverage</li> </ul> <p>Year Two:</p> <ul style="list-style-type: none"> <li>• Participation in collective action</li> </ul>

<b>General measures</b>	
	Year Three: <ul style="list-style-type: none"> <li>• Behaviour measures (on behaviours targeted by the campaign)</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Column inches</li> <li>• Number of individual articles/features published</li> <li>• Diversity of publications covering issues as climate change related</li> <li>• Demand for specialist training</li> <li>• Journalists registered with bespoke section of website</li> <li>• Website visits and files downloaded</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>• Number of climate change related events taking place</li> <li>• Number of speeches made in regard to climate change</li> <li>• Number of events where climate change references or context is used</li> </ul>
<b>Website</b>	<ul style="list-style-type: none"> <li>• Visitor traffic data (hits and individual visits)</li> <li>• Referrals to Agency sites</li> <li>• Requests for further info from target groups of website and individuals who wish to get involved</li> <li>• Participation in interviews and webcasts</li> <li>• Feedback form</li> </ul>

It should be noted that the above table are examples only. A full list of measurements should be devised prior to the initial baseline survey.

The above recommendations are based on desk-research and consultation with experts in the field of communication measurement.

Evidence of the strategy:  
**Appendices**

## Appendices

The Climate Change Communications Working Group have requested an evidence-based communications strategy. For this reason we have accumulated a great deal of knowledge and research in preparing and producing the Strategy and accompanying documents. Within these appendices you will find a summary of this research and how the research feeds into the final project outputs.

The main documents included in the appendices are:

1. Andrew Darnton Research
2. Stakeholder consultation – workshops and interviews
3. Measurements
4. Creative Ideas – Decision making Criteria and Process

Document	What is it?	How was it used?
<b>Appendix 1 COI/Andrew Darnton Research</b>	This study was commissioned by the COI on behalf of the Defra Communications Directorate in order to support the current development of the Climate Change Communications Strategy	The Andrew Darnton Research was used to: <ul style="list-style-type: none"> <li>• Create the word bank</li> </ul>
<b>Appendix 2 Stakeholder Consultation</b>	The Climate Change Working Group has requested evidence of ‘close consultation with key stakeholders’.	Stakeholder consultation was used to: <ul style="list-style-type: none"> <li>• Inform the content of the <b>Style Guide</b> – hard and soft links</li> <li>• Inform the content of the <b>Strategy</b></li> <li>• To provide feedback on ideas/recommendation</li> </ul>
<b>Appendix 3 Measurements</b>	The desk-based research on measurement techniques used to support measurement recommendations	The Measurements research was used to: <ul style="list-style-type: none"> <li>• Support the measurement recommendations in the strategy</li> </ul>
<b>Appendix 4 Creative Ideas – Decision making Criteria and Process (DMCP)</b>	The process for determining whether an idea makes it into the final strategy, toolkit or style guide – hard and soft links	The DMCP was used to: <ul style="list-style-type: none"> <li>• Determine whether a creative idea ‘fits’ into the <b>Strategy, Toolkit</b> or <b>Style Guide</b> – hard and soft links</li> </ul>

## About FUTERRA

This strategy has been produced by:

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### Promoting sustainable development is our core business

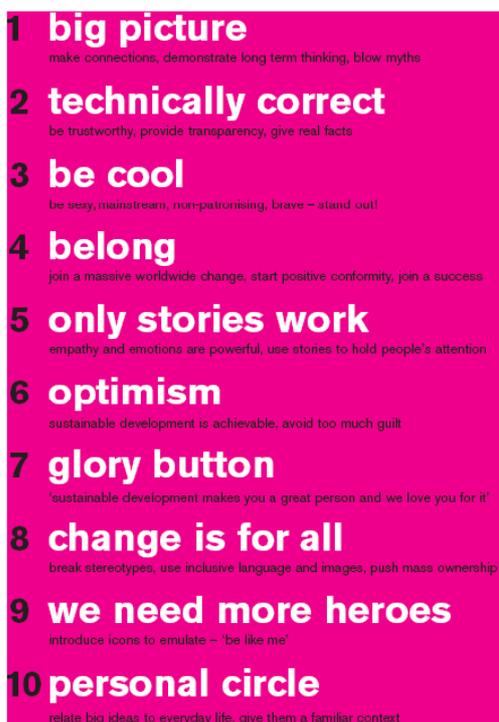
FUTERRA is a new type of business: a campaigning consultancy. We founded FUTERRA to address the need for high quality, effective communications to promote sustainable development, and we are one of the only specialist consultancies to focus solely in this area.

Built around a core team of highly trained professionals with considerable experience in a diverse range of communications and campaigning backgrounds, our personal values are what motivate us in our work. We aim to bring a strong sense of integrity and ethics to the work that we create, and we are selective about our choice of clients because of this. We will only work with companies and organisations that we consider to either have a role in creating, or who are prepared to change in order to deliver, a more sustainable future.

### Cutting edge communication

We have a unique approach based on '10 Rules of Sustainable Communication' (see graphic), a model created after wide-ranging consultation with sustainable development practitioners, advertisers and change managers. This model has been widely applied and published by both the United Nations Environment Programme (UNEP)<sup>5</sup> and the European Association of Communications Agencies (EACA)<sup>6</sup>. We specialise in innovative, unconventional and inspirational communications that work to inform, change perceptions, dispel myths and promote action and behavioural change.

Please visit [www.futerra.org](http://www.futerra.org) to find out more about us, or get in contact.



<sup>5</sup> *Good News & Bad: The Media, Corporate Social Responsibility and Sustainable Development*

<sup>6</sup> *Opportunity Space: A global guide for communications agencies on how to promote sustainable development*