Tools and Techniques No1
Gathering demographic and socio-economic information about your community

Your communications might need to communicate with all those living within your local authority area, specific sections of the population (eg affluent families, young professionals, new families, students etc) or people living in particular geographic areas (eg particular housing estates, neighbourhoods, towns or villages, specific council wards or collection rounds or individual streets). Whichever it is, you need to gather as much demographic and socio-economic information about your local householders as possible including:

• Number of people/number of households

• Age/gender profile

• Social grade/income levels

• Religion/ethnicity

• Housing types - proportion of each and distribution

• Rural/urban split

• Life stages of residents (students, young and single, new families, mature families, elderly)

• Levels of car ownership/use of public transport

• Levels/areas of deprivation

This information can be gathered from a variety of sources.

Sources of demographic information

Your own local authority records
Your own local authority will have a wealth of statistical information on the local population, the economy, socio-economic data and housing.

Australian Bureau of Statistics (ABS)
The ABS gathers information every five years through the Census, the most recent one being in August 2011. The ABS website provides access to the 2011 census statistics, commentaries, profiles and downloads, including information by local government area.
Example of information available

Tools and Techniques 1
Using demographic information

This information is valuable to the communications planning process for a number of reasons:

• It enables you to develop a deeper understanding of your main target audience – the people living in your local authority

• It will help you take a completely fresh look at your local authority area and ensure you are not overlooking anything significant

• It might reveal important characteristics that had not been recognised previously

• The information might give you insights which might lead to new ideas for communication messages or activities to target specific groups or areas

As you gather your demographic information you should cross-reference as much of it as possible to build up a series of ‘layers’ that will give you an overall ‘picture’ of your local authority and the people living in it. For example:

• Start with a map of your local authority and note the key features – population centres (towns, particular housing estates), rural or open areas (countryside, parks etc), industrial or retail areas

• Next, look at the statistical information you have and see what it tells you about the people living in your local authority (age structure, economic activity etc). Also consider household types, living arrangements and any and all other information that helps you understand the lives of people living in your local authority. This information is particularly useful if reviewed on a ward by ward basis so that local variations show up

• As you go along, compare your information to national averages and neighbouring local authorities – you are looking for any marked differences which may highlight unusual or even unique characteristics of the local population – characteristics that your communications may need to take into account in order to improve its chances of success eg wards with higher than average BME population or people living in flats

• Finally, list the main features and characteristics of your local authority, highlighting anything significant
Other relevant planning information

The WA Planning Commission has produced forecasting documents for the metropolitan and regional local government authorities.

For regional Councils, the Regional Development Commissions in each region of WA are a good source of information.

Local authority information and data

You should review any relevant information and research that your LG has already gathered such as:

<table>
<thead>
<tr>
<th>Waste monitoring data</th>
<th>Tonnages, both recyclables and residual e.g. overall tonnages, materials/container specific tonnages and tonnages by round to compare them and identify areas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Participation/set out rates e.g. to identify rounds with lower performance</td>
</tr>
<tr>
<td></td>
<td>Waste compositional analysis</td>
</tr>
<tr>
<td></td>
<td>Capture rates - can highlight if you need to improve the collection of specific materials</td>
</tr>
<tr>
<td></td>
<td>Contamination rates - number of kerbside boxes rejected due to the wrong materials or percentage of contamination reported by MRF</td>
</tr>
<tr>
<td>Communications campaigns</td>
<td>Campaign reports and monitoring and evaluation information from previous communications e.g. how successful was it, what worked, what didn't and why?</td>
</tr>
<tr>
<td>Attitudinal Information</td>
<td>Attitudinal surveys (market research surveys) of local people showing the number of committed recyclers, their claimed behaviour, satisfaction levels and barriers to recycling</td>
</tr>
<tr>
<td></td>
<td>Feedback from canvassers and fieldworkers</td>
</tr>
<tr>
<td>Crews and other frontline staff feedback</td>
<td>Anecdotal information and feedback from council staff can be very useful in highlighting potential issues eg recycling performance of certain rounds/areas or access issues in particular areas/types of housing. However, factual evidence should be gathered to substantiate any information from these sources.</td>
</tr>
<tr>
<td>Call centre enquiries</td>
<td>Calls to telephone helplines should be examined as they could provide information about householder issues and concerns for example: missed collections, complaints, and frequently asked questions.</td>
</tr>
</tbody>
</table>
Your local authority will measure and record its waste management and recycling data on a regular basis for performance reporting. Find out what information is collected, how it is collected and how frequently. To be of use in monitoring communications you should aim to have operational monitoring data available on a monthly basis where possible.

Review all the data and information you have collected from the types of sources listed in the table above and identify whether there are any gaps. If your current information gives insufficient detail, is too broad or potentially highlights an underlying issue that needs investigating you should consider undertaking additional research to fill in the gaps in your knowledge. Depending on what gaps have been identified, the additional research could be carried out in-house by staff or contracted out if you have the budget.

For detailed information about monitoring and evaluation research for waste operations and communications campaigns WRAP has produced a comprehensive guidance document – “Improving the Performance of Waste Diversion Schemes: A Good Practice Guide to Monitoring and Evaluation”.

![Image of a report on waste management and monitoring]

Tools and Techniques 1
Tools and Techniques No2
Barriers, benefits and SWOT analysis

There are two useful methods used to analyse issues for organisations (or communications):

• Barriers and Benefits analysis - used to understand the barriers that prevent individuals from engaging in the desired waste reduction and recycling activity, as well as what would motivate them to act.

• SWOT analysis - used to look more closely at your current situation. SWOT stands for Strengths, Weaknesses, Opportunities and Threats.

These techniques are useful for working in teams or groups to look at the current situation and analyse it. This will then help when you come to develop your strategy later on in the planning process.

Barriers and Benefits analysis

To create effective strategies to change waste reduction and recycling behaviour, you must be able to understand the barriers that inhibit individuals from engaging in the activity, as well as what would motivate them to act (the benefits they derive from the right behaviour).

You can really only find out about barriers and benefits by engaging directly with your community. In his workshops on fostering sustainable behaviour, Doug McKenzie-Mohr (see his Community-based social marketing website at www.cbsm.com) suggests that information and education campaigns that tell people what to do are rarely effective in changing behaviour. Research in the social sciences demonstrates that behavior change is most effectively achieved through initiatives delivered at the community level which focus on removing barriers to an activity while simultaneously enhancing the activity’s benefits.

Key concepts in this approach (see http://www.ontario-sea.org/Storage/29/2050_Community-Based_Social_Marketing.pdf) are:

• Each form of sustainable behaviour has its own set of barriers and benefits.

• Barriers to a sustainable behaviour may be internal to an individual, such as one’s lack of knowledge, non-supportive attitudes or an absence of motivation.

• Barriers can also be external or structural, as in changes that need to be made in order for the behaviour to be more convenient (e.g., providing curbside organic collection) or affordable (e.g., subsidising compost bins and worm farms). The behaviour change strategies will be ineffectual if significant external barriers exist to the behaviour you wish to promote.
• Multiple barriers and benefits may exist.

• Uncovering barriers and benefits involves three steps: Begin by reviewing relevant articles and reports. Next, conduct obtain qualitative information through focus groups and observation to explore in-depth attitudes and behaviour of residents. Finally, conduct a survey with a random sample of residents.

For example, one of the biggest obstacles to consistent recycling and source separation behaviour is the lack of facilities for recycling away from home.

SWOT analysis

The SWOT analysis is a useful tool for developing understanding and helping decision-making for all sorts of situations. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. It consists of internal (organisational) strengths to maximise and weaknesses to minimise such as available resources, expertise, partners and issue priority. Then, a similar list is made of external forces in the marketplace that represent opportunities you should plan to take advantage of, or threats you should prepare for.

The SWOT analysis template

The SWOT analysis template is normally presented as a grid, comprising four sections.

<table>
<thead>
<tr>
<th>Subject of SWOT analysis: (define the subject of the analysis here)</th>
</tr>
</thead>
<tbody>
<tr>
<td>strengths</td>
</tr>
<tr>
<td>• Advantages of idea?</td>
</tr>
<tr>
<td>• Do we have the capability (resources, people etc)?</td>
</tr>
<tr>
<td>• Do we have the experience, knowledge, or information?</td>
</tr>
<tr>
<td>• Campaign awareness or branding?</td>
</tr>
<tr>
<td>• Location?</td>
</tr>
<tr>
<td>• Environmental benefits?</td>
</tr>
<tr>
<td>• Ease of use (is it convenient to use and simple to understand)?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>opportunities</th>
<th>threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Societal, community or lifestyle trends (eg public attitudes to recycling and consumption of resources)?</td>
<td>• Political or legislative effects (eg of not reaching LATS targets)?</td>
</tr>
<tr>
<td>• Technology development and innovation (eg RFID tags)?</td>
<td>• What will be the media/stakeholder reaction?</td>
</tr>
<tr>
<td>• Good news or new issues (eg reaching 40% recycling target)?</td>
<td>• Will waste continue to grow?</td>
</tr>
<tr>
<td>• What can we surprise people with?</td>
<td>• Are there any environmental impacts?</td>
</tr>
<tr>
<td>• What does our information and research tell us?</td>
<td>• What about public apathy or disillusionment?</td>
</tr>
<tr>
<td>• How could we use any partnerships?</td>
<td>• Will new technologies, services, ideas emerge that will be better?</td>
</tr>
<tr>
<td>• Are there any seasonal opportunities?</td>
<td>• What are the barriers?</td>
</tr>
<tr>
<td>• Economic downturn may reduce consumption and waste</td>
<td>• Will there be insurmountable weaknesses?</td>
</tr>
<tr>
<td></td>
<td>• Economic downturn affect on material prices</td>
</tr>
</tbody>
</table>
The example template has questions, or discussion points that can be altered depending on the subject of your SWOT analysis. When doing a SWOT analysis, remember that weaknesses should be able to be turned into strengths and threats into opportunities.

An example of a completed SWOT analysis is shown below:

<table>
<thead>
<tr>
<th>Subject of SWOT analysis: Launch of new recycling service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>strengths</strong></td>
</tr>
<tr>
<td>Recycling will be more convenient for householders</td>
</tr>
<tr>
<td>New scheme collects more materials and will increase recycling substantially</td>
</tr>
<tr>
<td>Collections will be kept as simple as possible</td>
</tr>
<tr>
<td>Relatively easy to implement new scheme</td>
</tr>
<tr>
<td>A new fleet of collection vehicles</td>
</tr>
<tr>
<td><strong>opportunities</strong></td>
</tr>
<tr>
<td>Public support recycling and want to do more</td>
</tr>
<tr>
<td>They are familiar with the current service and use it well</td>
</tr>
<tr>
<td>A new targeted communications campaign will explain the new services adequately</td>
</tr>
</tbody>
</table>

Use the information generated by the SWOT analysis to develop your communication plan.
Tools and Techniques No3: Identify potential sources of funding and support

It is useful to identify potential sources of support, resources and funding from a variety of internal and external sources right from the start of your communications planning process. For example, people, teams or departments:

• With available budget and/or resources

• With a direct interest in the success of your communications plan and who may want to help you

• That work in the areas or with the communities you want to target

• With useful knowledge about the areas or communities you want to target

The list below gives you an idea of some of the potential sources of help and support – it is by no means exhaustive and every local authority area and campaign will be different.

The more support you can secure the better your communications are likely to be. However, don’t spread yourself too thin – focus on those groups and other sources of support that will be of most help to you. You will need different people or groups at different times so remember to keep everyone informed of progress and success as your communications progress.

<table>
<thead>
<tr>
<th>Internal</th>
<th>Support and resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste management branch</td>
<td>Staff time - working directly on the communications. Collection crews and other front line staff with first-hand knowledge of the issues in the field. Liaison with contractors</td>
</tr>
<tr>
<td>Communications/PR/marketing branch</td>
<td>Professional communications staff who may be able to give you their time, advice or practical help e.g. media relations, leaflet design and printing, advertising etc.</td>
</tr>
<tr>
<td>Planning branch</td>
<td>Council offices in campaign areas. Caretakers or wardens for residential properties such as high-rise. May be able to put editorial / advertising in tenants magazines or on rent statements. May also be able to add recycling information to new resident packs</td>
</tr>
<tr>
<td>Phone and front counter staff</td>
<td>Taking general enquiries from the public. There may be a specific allocation for the waste department so additional resources may need to be negotiated should you require additional helpline call time such as when implementing a new service.</td>
</tr>
<tr>
<td>IT and council website management staff</td>
<td>Developing new or updating existing council recycling website information and advising on website development. Tracking visitors to the website.</td>
</tr>
<tr>
<td>Elected members</td>
<td>Support for your communications both internally to secure funding but also within the communities they represent – especially those representing target areas.</td>
</tr>
<tr>
<td>Community development</td>
<td>Practical support to help you understand particular communities and how best to communicate with them. May be able to identify local community groups for you to approach and work with. May have outreach workers who might be able to help deliver your message. May already have established links with schools, NGOs, service organisations and other potential partner organisations.</td>
</tr>
<tr>
<td>Executive team</td>
<td>Practical support in evaluating priorities, and supporting proposals to Council.</td>
</tr>
<tr>
<td>External</td>
<td>Support and resources</td>
</tr>
<tr>
<td>----------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Waste management or recycling collection contractor</td>
<td>Staff time to help with communications. Collection crews and other front line staff with first-hand knowledge of the issues in the field. May have responsibility for some of your communications, depending on their contract.</td>
</tr>
<tr>
<td>Neighbouring local authorities</td>
<td>Sources of ideas and examples for communications activities. Some potential collaborative opportunities</td>
</tr>
<tr>
<td>Waste Authority and WALGA</td>
<td>Staff time working on wider regional campaigns. Co-ordination of activities over a larger area. Sources of ideas and good practice for communications. Economies of scale can be gained from partnership working.</td>
</tr>
<tr>
<td>Waste Wise Schools program</td>
<td>Run from the Office of the Waste Authority, this program provides resources to help schools to manage waste better. Professional development activity is offered, to provide teachers with ways of introducing waste programs into the classroom. Incentives for schools to systematize improved waste programs throughout all aspects of school operation.</td>
</tr>
<tr>
<td>Private sector waste or recycling industry organisations</td>
<td>Industry organisations may be useful sources of information and/or other support for local authority communications that help them meet their aims and objectives, for example, they may supply communications material for you to deliver locally in support of larger national recycling campaigns.</td>
</tr>
<tr>
<td>Community sector recycling organisations</td>
<td>Possible practical help and support for communications where they meet their aims and objectives. You may need to provide them with resources or funding for them to be able to do this.</td>
</tr>
<tr>
<td>Local community organisations</td>
<td>Possible practical help and support for communications. However, don’t expect too much as their resources will be even tighter than yours. You may need to provide them with resources or funding for them to be able to deliver your message. A community sector approach may be useful for hard to engage groups and for waste minimisation messages.</td>
</tr>
<tr>
<td>Other sources</td>
<td>Other sources of funding and support become available from time to time such as Australian Packaging Covenant Funding. Be alert for these funds and apply if they are applicable and you meet the criteria.</td>
</tr>
</tbody>
</table>
Tools and Techniques No4: Setting aims, objectives and evaluation framework

All communications must have aims and objectives so it is clear what you are trying to achieve. Your objectives will also give you a clear direction and purpose which will help you select your communication methods and activities and how you will measure them.

The main difference between aims and objectives is that you can demonstrate that you have achieved an objective but without objectives you can only argue whether you have achieved an aim. It is always better to know when you have succeeded.

### Setting your communications aim

You may need to discuss your aims and priorities with senior managers and other departments to agree the most effective way forward. Your initial research and analysis should have helped to identify the main focus of your communications, which could be:

- Increase recycling and composting
- Launch a new recycling service
- Target specific areas to increase participation and reduce contamination levels

Your aim should link with and support your LGA’s wider waste strategy targets as set out in the Waste Strategy.

### An aim is:

- A general statement of purpose or intention
- It can include vague and undefined terms
- Generally you will have only one aim

### An objective is:

- A clear or specific statement of what you plan to achieve
- Terms will be defined and the concepts understood
- Quantified and given a specific timescale
- Several objectives might work together to meet an overall aim
Your overall communications aim and strategy could look ahead (up to 2-3 years) and have distinct (but linked) campaigns with related aims for each year to fit with annual budget cycles. These campaigns and their aims should build on each other year after year, for example:

<table>
<thead>
<tr>
<th>Year</th>
<th>Aim</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>Increase recycling by launching a new recycling service and increasing participation and reducing contamination</td>
</tr>
<tr>
<td>Year 2</td>
<td>Introduce near-entry recycling systems for all flats and high-rise dwellings and increase participation in low participation areas.</td>
</tr>
<tr>
<td>Year 3</td>
<td>Further increase overall recycling rate to meet and exceed waste diversion target set by Waste Strategy</td>
</tr>
</tbody>
</table>

**Setting objectives**

An objective, as distinct from an aim, is a clear statement of what you are planning to achieve, quantified and given a specific timescale. There are three types of objectives:

- Output objectives
- Outcome objectives
- Impact objectives

You must always include at least one impact objective as they are the only way you can measure the result of your activity i.e. behaviour change.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output Objectives</td>
<td>Outcome Objectives</td>
<td>Impact Objectives</td>
</tr>
<tr>
<td>This means an activity carried out on the way to delivering an outcome It is easy to measure It measures your effort (but not your achievement)</td>
<td>These relate to changes that happen as a result of your efforts It is a step on the way to achieving an impact</td>
<td>These are the ultimate result of your activities For example, the change in behaviour of households results in more people participating and as a result, increased recycling At least one objective should relate to an impact</td>
</tr>
<tr>
<td>Example: 12,000 leaflets distributed to households across the LGA</td>
<td>Example: 6,500 more households aware of the kerbside scheme</td>
<td>Example: 2,500 more households participating in the scheme Increase tonnages of recyclables collected by 100 tonnes</td>
</tr>
</tbody>
</table>

This is the basis of your monitoring and evaluation framework.
Setting overall communications objectives

Your overall communications objectives should include one or more impact objectives. You will also need to set objectives for all the communication methods and activities you use in your communications plan so you can monitor and evaluate them. This is discussed in more detail in Section 1, Step 7.

For detailed information about monitoring and evaluation research for waste operations and communications campaigns WRAP has produced a comprehensive guidance document – “Improving the Performance of Waste Diversion Schemes: A Good Practice Guide to Monitoring and Evaluation”.

Setting SMART objectives

The essence of objective setting is the knowledge of what success looks like and that relies on having:

• A clear idea of what you want to achieve at the outset

• A monitoring and evaluation system in place that will allow you to measure the effect of your communications and identify when you have reached your goal

Your LGA will have robust operational monitoring systems to report to government on its performance with respect to waste strategy targets and national performance indicators. Use these as a framework, together with other information, for setting your communications objectives and your monitoring and evaluation system. The usual method of setting targets is to make them SMART: Specific, Measurable, Achievable, Realistic, Time-bound. Remember to link them to Inputs, Outcomes and Impacts.

SMART targets are:

Specific
• Participation will rise by 10%
• The recycling rate will rise by 5%
• Contamination will be below 2%
• Don’t assume everyone will understand what your objective means – always clarify the terms
Measurable
• You must think how you will measure success before setting out to achieve it
• You will know how to monitor your objectives and how to set up on-going monitoring or an end-of-campaign evaluation
• Participation will be evaluated by pre- and post campaign participation monitoring
• Tonnages of materials collected for recycling and residual will be collected as part of routine operational performance management
• Contamination levels will be monitored

Achievable
• Experience and talking to neighbouring local authorities will give you an idea of what is achievable.
• Use your baseline evaluation or historical information so you know where you are and can set achievable targets
• Don’t set objectives you cannot meet. Expecting a communications campaign with a £10,000 budget to raise your recycling rate by 25% in six months without any changes in service is neither realistic nor achievable

Relevant
• Your targets must relate to what your are trying to achieve or the activity your are undertaking
• Check that your objectives are relevant to achieving your aims

Time bound
• Always set a deadline to aim for by which your objective will be met. This marks the point against which you can evaluate it, for example: participation to rise by 10% by 30th September 2016.

Setting the Monitoring and Evaluation Framework

Once you’ve established the aims and objectives, particularly with the rigour embedded in the SMART approach, you’ve got the basis for monitoring and evaluation.

Key steps:

• Identify the milestones when key activities will happen – this is where you monitor the outputs to check that everything is rolling out as intended

• Measure outcomes on a regular basis, potentially quarterly or six-monthly.

For example, is the incidence of contamination decreasing? Are there fewer householders who require a direct approach?

• Report six-monthly on the waste results, and particularly any improvements in results such as increased recycling rates, reduced contamination rates, increased sales of compost bins and worm farms. Overall reduction in waste to landfill.
Remember to budget for any extra costs associated with monitoring and evaluating your communications. Do not set objectives that you do not know how you will monitor or evaluate – you may find out later it is too difficult or too expensive. Steps 8 & 9 in Section 1 contain more information about planning and monitoring and evaluation.
Tools and Techniques No5: Identifying and segmenting target audiences

Understanding and identifying your target audiences is important for communications as they will guide the development of your messages, its strategy as well as which communication methods and activities to use and where to deploy them. For example, if you want people to start composting at home, some people may be influenced by the ‘composting saves the environment’ message and others may be influenced by ‘composting saves you money’. Using the wrong message may undermine your communications so you need to know about who you are communicating with and what issues are likely to motivate them in order to increase the chances of your communications succeeding.

Audience segmentation is the process of dividing a varied and diverse range of people into smaller groups with broadly similar characteristics or needs. Any targeted group must be large enough for the communications investment to be worthwhile, but small enough for the people within it to have genuine similarities in terms of recycling attitudes and barriers, media usage and other relevant factors. If you have the budget to undertake research to understand the segments in your community, this would be extremely worthwhile so you have a better picture of the people you’re communicating with.

If you don’t think you have enough first-hand information about your local population then you should look at ways of gathering it. Sources of local information and research should be obtained at first-hand from the audience or community concerned, for example:

• Local satisfaction or other attitudinal research

• Surveys or questionnaires completed at local roadshows or other events

• Call centre enquiries and complaints

• Crew feedback

• Focus group research

• Any other sources available to you (see Section 1, Step 1 and Tools and Techniques No1 for information sources for background research)

Once you have this basic information, other techniques can be used to increase your understanding in order to help you develop your communications strategy. Remember, however, to always check all your information and findings - apply a ‘sense-check’ to everything by asking yourself whether any new information fits what you already know and increases your knowledge or is it contradictory?
Your overall approach to identifying and segmenting your audience should be:

1. Gather and analyse background information

2. Review and list main findings together with key questions which need answers

3. Look at audience barriers

4. Consider whether further local research would be useful. Carry out if necessary

5. Apply a ‘sense-check’ throughout – check each set of new findings against previous information to see whether it supports or contradicts it. Add to your overall body of knowledge or find out why the new information is contradictory (NB. it may be a genuine finding, uncovering new, previously unknown information). Rule it in or out

6. Continue this process until you have a good picture of each of your target audiences

7. Finally, check proposed communications messages and activities with your target audiences to ensure they will work.

Audience classification can provide a useful framework for profiling target audiences but it is not a complete replacement for local knowledge and research and should be used in conjunction with other communication planning tools. It can also be too time consuming, complicated and expensive for communications plans with small budgets.

The first question to answer, therefore, is whether you need to segment the audience at all. If you have a small budget, are focusing on a single issue or message, or your whole audience is likely to be receptive to the same message and can be effectively reached through the same communication methods, you do not need to segment your audience. In some cases, however, the audience will benefit from some degree of segmentation and your communication activities should be more effective as a result. A number of local authority communication campaigns have segmented their audience and designed customised messages and activities to target specific groups (see case studies).
Tools and Techniques No6: Internal and external groups

Stakeholders can be important to your communications despite seeming to have varying degrees of interest and usefulness. They can be useful sources of information when you are researching your background and audience and can be useful in delivering your communications messages. There are two main types, internal and external:

Mapping your stakeholders

The first stage in working with internal and external groups is to identify who they are. You should begin by mapping your stakeholders and group them according to their level of interest/likely engagement and the power they have to help you influence your consumer audiences. Using the template on the next page, list your stakeholders and position them on the grid to identify those you need to concentrate specific efforts on, for example those who need to be directly involved and those that just need to be kept informed.
High influence, less interest. Consider whether it is useful to try to increase the interest of this group in the recycling system. Keep them up to date with your plans and seek their input but bear in mind they may not want all the details.

High influence, high interest. These are the people you must make the greatest effort to satisfy, so make them a priority of engagement activities and try hard to get their support.

Low influence, low interest. This group is not a priority but it is still useful to keep in touch from time to time to check that problems are not developing.

Lower influence, high interest. Keep this group informed of progress and ensure they do not have any major issues or concerns. These people could be useful for championing recycling and may have knowledge that can assist you.

Low influence

Here is an example of a completed stakeholder map for a new recycling service in an apartment block:

High influence, less interest:
Elected members (direct interest in recycling) Other community organisations (identify each one)

High influence, high interest:
Residents, tenants association, elected members, local community groups (identify each one), collection crews servicing the flats, local media

Low influence, low interest:
Local MPs

Lower influence, high interest:
Other community groups (identify each one)
Improving Low Participation Areas – Effective communications planning

A second guidance document is available from the WRAP UK website that looks specifically at recycling for flats and apartment blocks.

Internal groups

These are individuals, teams or whole departments within your local authority that must be informed about your communications because they:

• Are involved in the delivery of services that deal directly with householders or stakeholders e.g. recycling collection crews, in-house PR or communications team

• Might provide help and support or influence audiences e.g. elected members

All internal stakeholders you identify must be communicated with and brought ‘on-side’ and ‘on-message’. These audiences need to be engaged at different stages throughout your communications plan and some will be involved as early the initial research stages. Generally, the earlier you engage with them the better.

They should be consulted or kept informed about your communications as necessary and you should determine the frequency, type and detail of communications at the outset. Do not forget them or treat them as an afterthought – they are too important. On the other hand, you should aim to strike a balance between internal consultation and information sharing and delivering your communications. Too much time spent on the former will affect your ability to deliver the latter. Focus on those activities that support the achievement of your communications objectives.
## Examples of internal groups

<table>
<thead>
<tr>
<th>Internal stakeholders</th>
<th>Why they need to be kept informed</th>
<th>Communication channels</th>
<th>When/how often to consult</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected members</td>
<td>They may make the final decisions, allocate budgets and can champion the system publicly and within the council.</td>
<td>Via regular council communications with members. Briefing notes</td>
<td>Quarterly or at other times as required depending on the frequency of council-member communications. Communications leading up to key meetings and decisions are particularly critical.</td>
</tr>
<tr>
<td>Call centre and front counter staff</td>
<td>They will be involved in dealing with enquiries from members of the public, and providing information.</td>
<td>At your workplace via internal communications and training.</td>
<td>As required in the development and lead-in period to the launch of a new campaign.</td>
</tr>
<tr>
<td>In-house communications / PR team</td>
<td>They may be involved in communicating with the local media, providing support on planning, assisting with communications activities, website updates, brochure development</td>
<td>At your workplace.</td>
<td>Routine monthly/weekly meetings.</td>
</tr>
<tr>
<td>Contractors/Operational staff</td>
<td>They will be helping to deliver services to the public, dealing with residents, giving out information and promoting the campaign identity, e.g. on vehicle livery, clothing etc.</td>
<td>At your workplace via routine meetings or internal communication channels.</td>
<td>As required in the development and lead-in period to the launch of a new campaign.</td>
</tr>
<tr>
<td>Other employees</td>
<td>Local ambassadors, leading by example.</td>
<td>At your workplace via internal communication channels.</td>
<td>As required in the development and lead-in period to the launch of a new campaign. They also need feedback as the campaign progresses.</td>
</tr>
<tr>
<td>Other departments</td>
<td>Other departments may be relevant to recycling communications:</td>
<td>At your workplace via internal communication channels.</td>
<td>As required in the development and lead-in period to the launch of a new campaign.</td>
</tr>
<tr>
<td></td>
<td>• Planning departments can encourage the provision of new recycling facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Highways departments may be able to help plan collection routes and schedules</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Leisure and amenities departments can help promote recycling in leisure and sports centres etc</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Internal communication channels

The communication channels that will work best will vary with each local authority but some example activities are listed below:

• Intranet site - create a ‘recycling’ area on your local authority intranet (if you have one)

• E-mail - issue regular e-mails with regularly updated information on recycling schemes and communications

• Internal newsletters with regularly updated information on recycling schemes and communications

• Internal briefings e.g. for senior officers/members

• Produce a podcast

• Launch recycling communications campaigns internally, through informal meetings, cascade briefings or other approaches, before launching them to the public. Explain what you are doing and why

• Give personal briefings to receptionists, call centre staff etc on materials available to explain recycling – e.g. leaflets and web addresses

• Pass on information at regular team briefing sessions, tool box meetings, personal or group meetings with key staff, or use conference calls and communications packs for line managers

• Discuss materials, in draft format, with front-line employees before producing them. Employees are householders too – they can act as a simple and accessible focus group and give valuable feedback on the quality and usability of the materials

• Train front-line staff such as council helpline staff to understand and talk about recycling issues as well as dealing with enquiries. Collection crews and recycling site staff need to be trained in customer relations and in knowing the right information to be able to answer basic questions and giving good advice. Brief them in advance of new campaigns - the more familiar they are with what you are trying to do, the more they will be able to help you.

• Use office message boards/noticeboards

• Other opportunities as applicable

Remember that LGAs have the opportunity to lead by example with schemes for staff to recycle and reduce their carbon emissions.
Working with elected members

Individual local authority members are a critically important audience for recycling programs and for your communication activities. Members work under a range of unique pressures that have a direct effect on their information needs as well as their responses to your activities. You should aim to take them through the stages outlined in the table below.

| Awareness | Make members aware of what you are doing, or planning to do, in advance. Recycling communications are high-profile activities and waste services may be the most visible council service your residents receive. It may be useful to make members aware of the statutory targets, possible Government intervention and landfill levy changes. Even members with no particular personal interest in the campaign need to be kept informed. |
| Understanding | You should aim to help members understand what you are doing and why you are doing it, even if individual members do not seem to support the activity. You may not be able to win them round, but you may be able to prevent them influencing other members against your proposals. |
| Appreciation | Help members to value your communications (and to support investment in it) by regularly feeding back information on successes in a format that they, in turn, can pass on to others. |

Information for elected members should be:

- Short, simple and clear - avoid technical jargon
- Focussed on necessity – demonstrate the need for public communications and show that doing nothing is not a “no-cost” option
- Demonstrating the public’s support for recycling - use surveys or opinion polls
- Demonstrating the financial case for communications - show value for money
- Reassuring – show the total cost of communications and explain how the budgets are derived and how spending will be managed
- Feeding back progress and good results regularly, especially positive outcomes
External groups

These are individuals or organisations that are important to your communications success because they:

- Can lend their support or give advice
- Deal directly with key target audiences and can reinforce your messages and extend the reach of your communications

Building relationships is a complex process - do not underestimate the time and effort it can take to gain the support of important groups, especially community groups. Remember:

- You will need a regular program to keep your key stakeholder groups informed, on-message and supporting you throughout your campaign
- Strike a balance between delivering your communications activities and liaising with all your stakeholders – your priority is delivering successful communications

The community sector

The term community sector covers a huge range of organisations and falls into a number of general areas:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest groups</td>
<td>Unpaid groups with no specific interest in recycling, but who may be persuaded to help as a community service. Examples include sporting clubs, progress associations, Men’s Sheds.</td>
</tr>
<tr>
<td>Social economy</td>
<td>Organisations with a specific remit to work as a recycling business (either profitably or not-for-profit) on behalf of society or the community. Examples include the Recycling Centres run by MRC and City of Stirling, FERN.</td>
</tr>
<tr>
<td>Voluntary groups</td>
<td>Unpaid groups with a specific remit to work with society or the community. Examples include Neighbourhood Watch, Scouts &amp; Guides and residents’ associations.</td>
</tr>
</tbody>
</table>

To get the community sector involved you should begin by conducting a ‘community stakeholder mapping exercise’ of your area. As an initial starting point, consider approaching communications and community development sections as they may already have contact details of local community groups. You can then expand this list if required to include other relevant stakeholders.

Next, contact the relevant groups to establish if they would be willing to help and the level of support they could provide. This may vary from using a local sports hall for a recycling event to organising a direct-mail drop.
Then, develop partnerships with community groups and work together for mutual benefit. For example, is there an opportunity to develop a feature article on a recycling project that both the local authority and community is involved with, or alternatively can you run a joint recycling event to raise awareness?

Developing ongoing relationships is a critical element of working with the community. Keeping community groups involved through regular meetings and briefings ensures ownership of projects. It also provides a mechanism to discuss issues and problems that can then be addressed and resolved.
Tools and Techniques No7: Culturally diverse communities and how to engage

Identify your audience

It is very important to research and understand your local ethnic communities before embarking on a communications program to ensure that the communication methods you use will be effective. Each community will have its own characteristics and the key to success is to define your audiences, investigate their particular barriers to participation and develop specific communications solutions accordingly. Before you embark on any communications, consider the reasons why you want to do this and do some research in order to establish the following:

- Current behaviour – do the residents recycle at all at present? Do not assume that because they are from an ethnic minority that they will not be recycling. This will enable you to establish a baseline from which to work;

- Have they had any experience of recycling previously; if they are immigrants what was their experience of recycling in their home country and how will this affect your communications;

- Barriers to participation/communication;

- Cultural beliefs and references that you will need to take into account; and

- Messaging techniques that may resonate specifically with particular groups.

This will help you to build a picture of your target audience’s understanding, beliefs and current behaviour in order to communicate recycling to them.

If you think that an area with a culturally diverse population is not participating in your recycling services, you may want to investigate this further by using the Low Participation Area guidance - www.wrap.org.uk/lpa. This will assist you in identifying whether you have areas of low performance within your district, and whether these correlate with areas of high ethnicity. You may find it useful to use this tool even if you want to communicate more effectively with your culturally diverse residents for other reasons such as racial equality or social inclusion as it will take you through a step-by-step process to build a profile of your target audience, identify communications barriers and develop a communications plan to overcome these.
Identifying the characteristics of your culturally diverse communities is the first step to take, consider and take action on the following issues:

<table>
<thead>
<tr>
<th>Issues</th>
<th>Actions</th>
</tr>
</thead>
</table>
| Identifying groups | Identify the ethnic make-up of an areas using the following means:  
• Australian Bureau of Statistics Quick Start community profiles  
• Your council may have a team already engaged with culturally diverse groups who will have a lot of information and will be able to help;  
• Previously gathered data in your LG on ethnicity; |
| What information do you have on life stages of culturally diverse residents | Identify the stages of life of your culturally diverse groups, such as:  
• What is the predominant age group;  
• Are they living alone; and  
• Do they have children and are they of school age. |
| What information do you have on lifestyles of culturally diverse residents | Identify the lifestyles of your culturally diverse groups, such as:  
• Do they use your recycling services and what is the participation rate compared to other areas; and  
• What is the turnover of households in their area, is it a stable population or is the turnover of families and individuals at a high level. |
| Are there cultural issues that need to be considered? | Establish any cultural issues that you may need to take into account in your promotions, such as:  
• Limited knowledge of the English language;  
• Not understanding the concept of waste minimisation and recycling;  
• Some groups do not drink alcohol; and  
• Women in some groups will not talk to men they don’t know. |
| What community networks, groups or organisations are active in your area and may be able to help deliver your message? | Identify groups, networks and organisations that are active in your area and how you can make contact; they will be helpful in getting your messages across. These could include:  
• Religious or faith groups;  
• Ethnic groups;  
• Environmental networks;  
• Culturally diverse radio and newspapers;  
• Housing groups;  
• Social groups; and  
• Informal meeting places like shops and cafes. |

Communications methods

As with any communications it is important to tailor your methods to your target audience. Once you have clearly identified your target audience and the messages you want to get across, the next step is to investigate the available media relevant to these groups.

Once you have decided on which activities to use to target your culturally diverse groups, it is essential to plan your communications as it will enable you to effectively structure the delivery of your activities, maximise the use of resources and enable you to confirm a realistic budget and timescales for the project. The two sections below identify issues and activities you should consider when delivering communications to ethnic communities.
Leaflets and Written Material

Many local authorities already provide copies of leaflets translated into languages other than English, nevertheless the case for translation is divided. Translation can be positive as it helps promote inclusion of culturally diverse groups (i.e. all residents are provided with the same information); however, translation may not always be appropriate or necessary. Many authorities say that residents welcome translations as it shows the authority has made an effort but these are used as part of a wider program of engagement and not stand alone. If local authorities are considering translation they should bear in mind the following:

• It can be difficult to determine in which languages leaflets should be made available and thought should be given to how the translation is phrased, as a straight translation from English may not always be suitable. If you plan to translate any written material always make sure you check with your community contacts which languages are most suitable. Once you have translated the text it is recommended that the style of the language is reviewed by a native speaker to ensure it is appropriate to your audience.

• Many people from culturally diverse groups may not read their own languages, meaning a translated leaflet could be as inaccessible as one in English.

• Local authorities should consider the cost of translation against the cost of other approaches and the likely benefits of each. Translation can be costly and for the reasons outlined, translated leaflets may not be the best approach to communicating with residents for whom English is not their first language.

• If people have to ring a helpline in order to request a translated leaflet, they are unlikely to do so as the person answering the call will probably speak to them in English. Local authorities using this method have had a poor response rate.

• A higher pictorial content and use of diagrams should be considered, as this will significantly reduce language barriers. It is important that the images used should be clear and instructive or descriptive to make sure that they illustrate the message. Images which are too stylised may be confusing. Simple leaflets clearly illustrated with images are often most effective.

• Characters should be credible and recognisable in terms of their ethnic and cultural identity, but not stereotypically “ethnic”.

Direct community contact

Sometimes, outreach can be the most effective way to overcome the cultural, language or physical barriers, which prevent individuals and communities from accessing services or information. But it also offers great scope to create credible advocates, increase trust and empathy, demonstrate the organisation’s commitment to the community and target effort with great accuracy. Outlined below are a number of methods for working with local communities.

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Actions</th>
</tr>
</thead>
</table>
| Presentations to groups                    | Give presentations (or get a local leader to do so) on recycling and/or re-use to local community groups. When arranging a meeting, consider whether:
• A translator will be required;
• You will need printed supporting material; and
• It would be helpful to take along examples of containers and recyclable materials                                                                                                                                                                                                                                                                                  |
| Utilising existing environmental networks  | Contact established environmental or sustainability organisations                                                                                                                                                                                                                                                                                                                                                                       |
| Events                                     | Contact local community groups to find out if there are any events happening in your area and make arrangements to attend. As part of your event planning bear in mind:
• Have people manning your stand who speak the appropriate language;
• Asian women are unlikely to interact with men outside their family – therefore a mix of men and women on the stand is vital;
• Ensure staff are dressed appropriately to respect the cultural norms of your target community; and
• If translation is appropriate make sure you have enough translated or pictorial material available.                                                                                                                                                                                                                               |
| Liaison with community and religious groups | Identify relevant local groups in your area and investigate ways they could promote your message to their members, ideas include:
• Putting up posters and distributing leaflets;
• Including recycling messages in group discussions;
• Developing activities for the groups to undertake that involve recycling
• Act as recycling ‘champions’ in their area; and
• Carrying out informal research of awareness and attitudes to recycling amongst their group.                                                                                                                                                                                                                                                                 |
| Using ethnic media                         | Ethnic language media is more appropriate for targeting 1st generation groups and those who may have little or no English language.                                                                                                                                                                                                                                                                                            |
| Door to door canvassing                    | Door-to-door canvassing has proved to be an effective communications mechanism to target culturally diverse residents. In an area with a high ethnic population it is important to bear in mind the impact of cultural issues such as:
• Use a mix of male and female doortoppers as Asian women are unlikely to be drawn into a discussion with an unknown man;
• Seek advice from someone within the community to ensure that you are not overlooking any important cultural issues;
• Recruiting doortoppers with relevant language skills; and
• If it is appropriate, translated or pictorial communications materials should also be produced, these can be left with households to reinforce the message                                                                                                                                                   |
QUICK CASE STUDY: BRISTOL

As part of a targeted campaign to increase participation in recycling by ethnic groups, Bristol City Council used Bristol Muslim Cultural Society to run a ‘Recycling and Islam’ element of the campaign. This focused on mosque visits and sermons and community resources such as the Salaam-Shalom radio station. Multi-lingual communications materials linked recycling messages with Islamic teachings.

Eleven mosque visits took place and over 1,200 contacts were made. Bristol’s Imams were contacted and meetings arranged at which links between the teachings of Islam and responsible environmental behaviour and the Recycle for Bristol campaign were discussed. Following these initial meetings, the Imams delivered a recycling ‘khutba’ or sermon at Friday prayers and the campaign staff distributed the ‘recycling and Islam’ leaflet as people left the mosque. An advert, based on an edited version of the ‘khutba’, ran on Radio Salaam Shalom (a joint Islamic/Jewish radio station run by Bristol Muslim Cultural Society).

CASE STUDY: LONDON BOROUGH OF BEXLEY

Bexley has a population of nearly 3,000 Sikhs, many of whom use the Gurdwara (Sikh temple) to worship. In line with the teachings of the Sikh religion the Gurdwara has a volunteer-run free kitchen open seven days a week. The main kitchen waste consists of milk bottles, food cans, cardboard boxes, glass jars and vegetable peelings, all of which could be recycled but were being disposed of in the general refuse bin instead.

After discussion with the Gurdwara elders, the council was allowed to install bring banks at the kitchen. Prior to this the recycling officer met with the kitchen volunteers to make sure that they were ready for the scheme. Posters and stickers were produced in Punjabi and English and supplemented with pictures so that all of the congregation would be reached by the recycling message. The council has also installed recycling facilities at the nearby Belvedere Community Centre. It is estimated that 80 per cent of the waste produced at this Gurdwara has been diverted from landfill and messages have been linked to make the Sikh community more aware that they can recycle at home, at work and at school, as well as at the Gurdwara.
Tips and techniques No8: Campaign branding and identity

Branding is the way in which organizations distinguish their product or service from others. A brand incorporates a distinctive name, style and design which combined, express the promise to the customer. The message, on the other hand, is the communication of information using words, a call to action and a particular tone of voice. It is important to be clear and single minded about your main message.

Brands are often embodied by a logo (such as the Nike tick or Ferrari horse) but are actually much more than this. A brand projects itself through the whole look, feel and tone of its communications. This is achieved by using particular fonts, a set suite of colours, set layouts (this applies particularly in leaflets) so that everything can instantly be recognised as coming from the same brand. Colour is important as colours and symbols have different connotations for different countries and cultures, for example, white signifies spirituality and purity in western culture and death in Chinese culture. You should check that any colours you use are suitable for your target audiences. You should also check that your branding and designs meet the requirements of the Disability Discrimination Act 1992 which requires that information should be clear, concise and consistent.

The Recycle Right brand

The Waste Authority supports the use of the Recycle Right logo. A style guide has been developed to guide use of the logo including co-branding. The Recycle Right logo and its use in combination with the City of Cockburn is shown here. The Recycle Right logo was used by WALGA in its 2014 “That’s Rubbish” campaign, an example of which is shown below.
Tools and Techniques No9: Developing campaign messages

Your message is the communication of information through the combination of words, imagery and your tone of voice. It is important to be clear and single minded about your main campaign message.

Your messages need to be developed with your aims and objectives in mind – they should be designed specifically to help you achieve them. For example, if you want to launch a new kerbside service for food waste it would not be appropriate to spend a large proportion of budget on advertising promoting your recycling banks. There are times however, when integrated communications will promote different aspects of recycling or waste prevention over the life of a communications strategy and these will have to be carefully planned and scheduled to give each issue space so as to not overwhelm people with too many messages at once. Communications literature which tries to say too much becomes confusing and people will not respond to it as well as a single, clear, simple and focussed call to action.

Finally, your messages should always be tested on your intended target audience. Recycling can be a sensitive issue and it can take a great deal of thought to come up with an effective idea. Messages can sometimes have unexpected effects – both positive and negative. Occasionally the most unlikely and unpromising message can be the one to spark a reaction within people. Different audiences are likely to respond to different messages – the message that motivates a high recycler will leave a non-recycler cold. Always test your messages to make sure they work as you intend them.
Primary and secondary messages

Once your message has been identified, you have to present it in the right way and that partly lies in good design. There are a few key principles that you should follow:

| Headline | In a calendar, leaflet or advertisement the most important element is the headline. The headline is either the heading that goes at the top or if there's no heading, it's the first few words. The headline needs to grab peoples’ attention and tell them what it is about. Keep it simple; do not try to be too clever – a catchy and appropriate strap line is best. A clever concept can go over peoples’ heads – they don't have the time or the inclination to try and work it out. |
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| Hierarchy (secondary messages) | It is very important that you develop a hierarchy so that the most important information or message is at the top and the least important at the bottom. Peoples’ attention span can be short and they will skim the information after the first few sentences unless you can maintain their interest. |
| Make it personal to the reader | The copy of your calendar, advertisement or leaflet needs to be a personal communication to the individual reading it. It should address their specific interests or known concerns and it needs to constantly communicate the benefits of what you are offering. |
| Make it positive | Generally the message you are trying to get across or the service or product you are introducing is a positive thing – otherwise you would not be doing it! Focus on the message. |
| Action | Very simple this one – preferably one sentence only. Your communication must make it clear what action you want people to take. |
| Make information understandable | Make sure information is easy to understand and uses simple and concise language. If you are using facts and figures make sure information is as up to date as possible. Use clear and simple terminology that householders will understand and do not use jargon which may be familiar within your industry but to no one else. |

Messages and addressing barriers to recycling

Research by WRAP into people’s barriers to recycling has shown that people need different messages which relate to their situation and/or specific barriers. In reality people often experience a mix of barriers which means a single ‘silver bullet’ message may not work and you may need overlapping messages covering a range of barriers to be successful. Ensure your headline message addresses the most significant or widespread barrier and any secondary messages address other barriers. The following examples from WALGA’s 2014 “That's Rubbish” campaign illustrate this point.

**“Because my old paint is in tins, I can put them in my recycle bin.”**

That’s Rubbish!

**“I put my recycling in plastic bags, because they can be recycled too.”**

That’s Rubbish!
For more detailed information consult WRAP’s research *Barriers to recycling at home* which provides in-depth information about people’s barriers and looks at the links between social grade, barriers and messaging.

Here are some ideas for main messages and actions to address different motivations to action:

<table>
<thead>
<tr>
<th>Instructions</th>
<th>What, when and how to recycle - details of the service and how to use it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explanations</td>
<td>What is recycling? Why should you do it? What are the benefits to people and the environment?</td>
</tr>
<tr>
<td>Dispel myths</td>
<td>Education about the good &amp; bad things in recycling &amp; waste disposal from simple operational issues to more complex ones eg the relationship between landfill and climate change.</td>
</tr>
<tr>
<td>How it works</td>
<td>What happens to recyclables once collected – where they go and what they are made into.</td>
</tr>
<tr>
<td>Feedback and thanks</td>
<td>Tell people how they are doing and how well they compare to everywhere else. Thank them for their efforts.</td>
</tr>
<tr>
<td>Saving cash</td>
<td>What are the costs and financial benefits of recycling, waste disposal, LATS etc</td>
</tr>
</tbody>
</table>

The use and importance of facts and data in messaging

Facts and data can be useful to help illustrate your points. For example:

**National Recycle Now campaign examples**
- Recycling just one glass jar saves enough energy to power a light bulb in your home for one hour
- Recycle your metal can and it could come back as part of a car, a plane or even another can
- Recycle your newspaper and in seven days it could be another newspaper

**Local authority campaign examples**

**Why am I being asked to separate my food waste?**

Approximately a quarter of the waste in an average household bin is food waste. When it decomposes in a landfill site it produces methane – a greenhouse gas 21 times more potent than carbon dioxide. This waste can now be recycled into a compost which will be used as a soil improver on farms.

Source: Oldham MBC

Data and facts however, must always be used carefully. Using research data that is incorrect, has been misinterpreted, or is not directly relevant to your specific situation or your target audience, leaves you open to criticism, which may undermine your credibility and your entire communications effort.

- Use data (facts and figures or other information) sensibly – express the information in terms people can relate to. No one knows what 10,000 tonnes of waste looks like but they will have an idea of the scale of 250 juggernauts
• Keep it relevant, meaningful and personal (to local people or the local area)

• Keep it simple

• Only use data from reputable and impartial sources which can stand up to scrutiny.

• Always reference data and keep a central file of the information and where it came from in case it is queried

• Check the context of the information you want to use and ideally check it personally with the organisation or person you got it from to ensure you understand the underlying data completely and that it fully meets your specific needs. This is especially true for information that converts waste or recycling data into energy savings or CO₂ emission equivalents

• Be very careful with the way you phrase or express the information as a word out of place can completely change its technical meaning. If in doubt, get it verified

If you are using some key facts in your communications:

• You must base them on robust, authoritative research data which can be substantiated and relied upon (see above)

• The information you use must comply with the Australian Advertising Standards Bureau

• If challenged, you must be able to substantiate any statistics or claim
Tools and Techniques No10: Communications strategy and campaign activities

Your overall approach

Your communications strategy is the overall approach you take with your communication methods and activities (bearing in mind your target audience and general situation) in order to achieve your aims and objectives. This section takes you through the process of developing your strategy and contains a number of tools designed to help you make the right decisions based on your situation and circumstances.

There are two critical stages to communications that aim to change behaviour:

- **Initiation** - the communications need to get people to adopt the new behaviour and start doing it e.g. using a new kerbside collection service. This is a critical stage - their perceived barriers must be recognised and properly addressed for them to change their behaviour and it may take very little (e.g. one missed collection) to discourage them and for them to stop doing it.
- **Persistence** - once people have changed their behaviour, their new habit needs reinforcing with further messages and communications delivered over time to keep them motivated. As above, it is very easy for people to find excuses to give up and on-going communication must address these issues.

Your overall strategy should consider both aspects over a long-term period (i.e. more than one year).

Developing your communications strategy

You should develop your communications strategy using your aims and objectives as a guide together with the information from your background research, your knowledge of your target audiences, your timescale and your likely budget, to decide which mix of communication methods and activities will be the most effective to reach your target audiences and deliver the desired result. In considering your strategy there are three key questions to ask yourself:

- **Do I need to reach everyone across the whole LGA area?**
- **Do I need to target particular audiences or people in particular areas?**
- **What type of information or message do I need to communicate? Is it simple or complicated?**
The key stages in developing a communications strategy are:

1. Decide what you need to communicate:
   • Launch a new service, promote an existing one, recycle plastic bottles etc

2. Decide who you want to communicate with:
   • Everyone in your LGA, specific audiences or a mixture of the two
   • Do you need one campaign for everyone or a number of interlinked campaigns targeting different audiences?

3. Decide on the mix of communication methods to use. Look at the attributes of the different methods and how they can help communicate:
   • Simple messages and/or detailed information to lots of people (broad-brush)
   • Simple messages and/or detailed information to specific audiences (tailored)

4. Review your initial list of communication methods:
   • Will they help you reach your aims and objectives?
   • Are all your target audiences covered?
   • Can they be delivered in the required timescales?
   • Do you have enough budget to pay for them?
   • Do they support each other to increase their overall impact?

Choosing the right communications methods

Your communications strategy will use two main types of communication methods:

• Broad-brush communications aimed at all residents
• Targeted communication aimed at specific audiences

Both types have advantages and disadvantages for communications and often, a combination of methods (known as the communications mix) are used together to form an integrated strategy.
## Communications Advantages Disadvantages

### Broad-brush
- Can target many people with focussed recycling messages
- Good for targeting lots of people at the same time with the same message
- May not address specific barriers in particular areas
- May not address barriers of specific segments of population
- Cannot communicate complex information or multiple messages easily

### Targeted
- Good for targeting specific issues or barriers in particular areas or to target specific audiences
- Messages and methods can be tailored for each area or audience group
- Can target hard to reach or hard to engage groups which can be resistant to broad brush communications and messages
- Not as good for large areas
- Messages generally only work for the group or area they are designed for – limited use elsewhere
- Targeted communications can be more intensive - requiring as much or even more time than broad-brush communications to organise and deliver
- They can require more research to understand the issues/barriers and check the message is likely to work
- Can be more expensive

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You will also need to ensure the methods you use integrate with each other, i.e. your communication methods and activities overlap in a complementary manner to:

- Target all your audiences with appropriate communications messages, using the right communication methods and activities over a period of time
- Provide support for each other - reinforcing each other and increasing their overall impact and that of your communications

Remember your brand and apply it consistently across all your activities. If your billboard advertising looks completely different to the leaflets being delivered to every home, your communications activities will not integrate properly and will not reinforce the message - people may even wonder why there are two campaigns.

All activities fall under one of the main communication methods:

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<td>Fridge calendars</td>
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<td>Information leaflets</td>
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</tr>
</tbody>
</table>
Advertising

Advertisements in printed publications (newspapers and magazines); in the outdoor environment (posters, bus backs, billboards, etc.); or in the broadcast media such as television or radio are best for broad-brush communications, have high impact and can generate significant awareness but are relatively expensive. They can be useful for targeted communications but only if used intelligently (as their accuracy is difficult to control), for example by booking particular advertising spaces in certain areas or in specific publications read by key target audiences. You will need to consider the scheduling of advertisements and consider whether you want a constant drip, or a burst of activity. Outdoor advertising spaces often need to be booked well in advance.

Television

Television advertising is the most expensive of all the communication media and for most local authorities this alone will make its use prohibitive. If that is not enough, broadcasting areas are huge, extending far beyond the boundaries of any single local authority which makes it a highly inefficient activity for any single local authority campaign. LGAs can choose to collaborate and pool their resources to run TV advertising campaigns across whole regions. If you want to target large sections of the population across a large area and can secure the budget and justify the expenditure then this may be a useful medium to explore. Advertising of this sort is, of course, only useful if there is a simple common message to put to people based on reasonably standardized services.

Radio

Local radio advertisements can be a cost-effective way to build strong local awareness of your communications but, as with television, broadcasting areas extend far beyond the boundaries of any single local authority. Check the audience profile of your local radio station to check it matches or is similar to your target audience, and that the station’s broadcast area is a good fit for your campaign or local authority area.

Press advertising

Advertising in local or regional newspapers can be a good and cost-effective communication mechanism. Advertorials are a combination of advert and editorial that you pay for and are useful as part of communications where you want extended editorial to accompany your advertising. Key elements to developing effective press advertisements are clarity, simplicity and focus - keep the message as simple as possible and ensure that the layout of the advertisement is easy for the reader to follow.
**Media partnerships**

Partly advertising and partly PR, media partnerships may be a useful and cost effective way of working with your local media (press and radio) to develop a range of activities to promote the waste message. Media partnerships can enable you to tap into the broadcasters/publishers expertise and resources. They can range from providing sponsorship to in-kind support to provide material, instead of having to buy expensive airtime. However, beware of your partnership actually being another means for the newspaper/radio station to drum up extra advertising revenue. Genuine partnerships will focus on generating useful and meaningful material (on air and in print) designed to communicate the issues to readers/listeners.

**Cinema advertising**

There are two types of cinema adverts: single static slides or TV style advertising 'shorts'. Cinema adverts are a relatively expensive medium (especially for TV style adverts) targeting a relatively small number of people mainly in the younger age range (under 30). Cinemas also tend to draw people in from a very wide area and the numbers from your local authority area could be relatively small. The adverts need to be well-designed and very simple in order to appeal to this audience and on balance probably are not that cost effective.

**Outdoor advertising**

This includes static outdoor posters and mobile advertising on vehicles:

- Posters can be quite effective at getting short, simple messages across to people. They should have a striking design to grab people’s attention. There are various types:

  - Billboards (48 sheets and smaller), bus shelters (adshels) and other types of outdoor poster sites - outdoor advertising (especially billboards) can be expensive. It is important to select sites or areas which stand out from others, have lots of passing traffic (pedestrians/cars) and will be seen by your target audience

  - Signs or large poster sites at drop-off locations are particularly good for giving visitors feedback on recycling performance at that site, thanking them for their support and reminding them what can be recycled there.

  - Public poster sites such as shopping centres, libraries, arts and community centres, health or sports centres - posters in public spaces can be a useful way to advertise your message. Many of these public spaces are owned or provided free by LGAs. Posters for use in council buildings and offices, at events, in schools, in public buildings etc should generally be A3 or A4 size as they are the most versatile although bigger ones can be useful for some locations
Online advertising

The latest advertising medium, these include banner and other animated or ‘flash’ adverts on local community or news sites. Depending on the website they are probably better for targeting younger or more affluent audiences which are more likely to use the internet regularly. Adverts need to be simple, engaging and have an accompanying website (for people to go to via a click-through).

Advertising on LGA infrastructure

LGAs have a range of resources and waste management and recycling infrastructure at their immediate disposal which can be used for communications:

- Site signage at drop-off sites and transfer stations can have instructional, motivational and feedback messages
- Collection containers can have stickers with instructions and collection information
- Recycling can carry instructional messages. Good for areas with low performance
- Directional signage to recycling sites
- Council/contractor collection vehicle livery – trucks and other vehicles can be branded or carry communications posters/messages

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best for targeting lots of people (broad-brush) with a simple message or call to action</td>
<td>Can be relatively expensive</td>
</tr>
<tr>
<td>Can be used in a variety of different ways</td>
<td>Will be seen by lots of people, not just target audience – you pay for that as well</td>
</tr>
<tr>
<td>Some types are good at targeting specific areas e.g. local free newspapers</td>
<td>Difficult to monitor and evaluate the outcome/impact</td>
</tr>
<tr>
<td>Some types are good at targeting specific audience groups</td>
<td>Needs good design and testing of messages to ensure success</td>
</tr>
<tr>
<td></td>
<td>Can’t communicate detailed or complex information</td>
</tr>
</tbody>
</table>
Publicity and Public Relations

Publicity / PR uses the media to help pass messages from an organisation to its various audiences via radio, press, TV and online media. By linking to topics of public interest and news items, PR can help to secure positive media coverage and engage the public. Because PR works through credible third-party outlets (like newspapers) and is subject to scrutiny by them, it offers a credibility that advertising does not have and is therefore a very valuable activity. Whilst advertising is clearly paid for, any item that appears as editorial carries with it the perceived endorsement of the title and editor of the publication – it has been deemed as newsworthy and as such is worth more than an advert. Of course, it can never be guaranteed that a news release will be used; neither can you control how the media may edit your press release, which is why the best campaigns successfully use a combination of PR and other activity such as advertising together. Linking your communications to events such as National Recycling Week will make your stories more attractive to local and regional media looking for a local angle on a national news story. Establishing good relationships with key local journalists is vital – find out their interests, copy deadlines, what they look for in a good photo opportunity, and brief them well.

It is predominantly a broad-brush method although some targeting can be achieved depending on the distribution and coverage of local media outlets. You should have a continual and on-going media relations plan. PR can:

• Provide more in-depth information on communications issues, report on events (e.g. launch etc)

• Launch and promote new services via events, photocalls and press packs

• Report on the success of new services by reporting higher collection tonnages, meeting specific targets etc

• Thank residents for their efforts

• Provide continual feedback e.g. at various milestones such as 1,000th tonne of x material, annual tonnages collected

If planned and executed properly, a PR campaign can help achieve all of this in a very cost effective way.

Local newspapers are useful for reaching local populations with positive stories supporting your campaign. Think visually – newspapers like a good picture (preferably involving local people and/or children).

LGA newspaper/magazines can be useful if you have one and it is distributed to every household. Try to ensure there is a regular recycling/waste feature. It is a useful way of getting more detailed messages across to more interested residents. Check whether there are any costs associated with it.
Online is a new and rapidly growing area of PR and online local community, news and social networking sites can be valuable as part of your overall communications. This medium is only worth investigating if there are sites which focus exclusively on local communities, issues and news.

Communications literature

This includes a wide range of material that provides information about waste and recycling services. Such material includes fridge calendars, leaflets promoting specific services, leaflets promoting how to reduce waste, etc.

If you can do nothing else, you must give all householders a leaflet with information about their collections on an annual basis. Literature can include:

- Pre-rollout leaflets / fliers delivered to all households receiving new services
- Information leaflets (to include instructional and motivational information), delivered to all households receiving new services, ideally at the same time as any new containers
- Fridge calendars (collection information) delivered to all households receiving new services, ideally at the same time as any new containers. Calendars can be tailored to individual rounds and should be delivered on an annual basis
- Branding of new collection bins
- Stories in Local Government newsletters to residents

Tips for PR

- **PR Communications Plan** - Develop a PR plan to tie in with your communications activities and support them by generating media coverage to promote them. Ensure you have a regular program of media releases throughout the year to maintain interest and awareness

- **Appoint a spokesperson** - Every campaign needs a spokesperson, a voice of informed authority that understands the subject, can be quoted in all material and is media friendly. Having one appointed spokesperson lends consistency to press material, and the regular quoting of one individual reinforces the reader’s perception of the spokesperson being an expert in the field. Ideally they should receive some media interview training.

- **Brand ambassadors** – Brand ambassadors are well-known people with high levels of credibility who help to present the waste reduction and recycling message to the community. Because they are well-known, they can help to attract the attention of the media, and the community. The brand ambassador, often a local celebrity, should be used only if they buy-in to your campaign and are able to speak knowledgeably about the subject.
• **Competitions or incentives** via the press or radio, at events, or through schools can be an excellent way of generating awareness and interest in your communications. Make sure that your competition is in keeping with your message and that prizes are appealing (and ideally incorporate recycled materials or promote the conservation of resources). Be aware of the legislation surrounding competition and incentive terms and conditions and liaise with your legal department to ensure you comply.

• As part of your on-going PR program, organise **tours or open days at waste and recycling facilities** so the public can see waste management at first hand. Visits to landfill sites can often leave a lasting impression.

• **Good photography, design and imagery** are vitally important. Good design is essential in all your communications to add clarity to your communications and to make them interesting and engaging.

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good for all types of communications but probably best for broad-brush</td>
<td>Bad publicity can damage your campaign</td>
</tr>
<tr>
<td>Can be very effective in communicating complex information and issues</td>
<td>The media wants ‘news’ – it can be challenging to be constantly thinking of new stories/angles on recycling</td>
</tr>
<tr>
<td>Can communicate your messages in a positive manner</td>
<td>The media can get ‘bored’ of recycling</td>
</tr>
<tr>
<td>Can tailor messages to different types of media (radio, press, TV) and their audiences</td>
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</table>

**Direct face-to-face techniques**

Communicating with people on a one-to-one basis is the most effective way to engage because there is the opportunity for discussion, and for questions to be asked and answered. It can work at both broad-brush and tailored levels.

*Doorknocking/ household visits*

This involves visiting people in their homes to talk about recycling and ways to improve performance (e.g. increase recycling, reduce contamination, start up a worm farm etc). This face-to-face contact with householders is highly effective in increasing participation in source separation and recycling because it helps to overcome the key barrier of lack of knowledge. Essentially it is a conversation with the householder and the subject and content will vary from person to person according to their interests, issues or barriers.
Shopping centre displays

This involves setting up a staffed display at a shopping centre where you have the opportunity to interact with people who are happy to talk with you about waste and recycling. Again it is a conversation with the householder and the subject and content will vary from person to person according to their interests, issues or barriers. It helps to have some props with you – the bins used in your LGA for example, so you can talk about what goes into what bin.

Taking displays to community events and fairs

If you have a display that you use in shopping centres to talk about waste reduction and recycling, the same displays can be set up at a number of other forums where community members are likely to be. Community events such as fairs, school fetes, LGA-run community carnivals and the like provide great opportunities to interact directly with the community to talk about waste. Remember to publicise your events to the intended target audience.

The more engaging your display the better as it will encourage more people to come and talk. In addition to the bins, you could have a worm farm or compost bin on display so people can see how they work. Useful activities include noisy or colourful ones such as a junk funk band (playing recycled instruments) or simple things like face painting that attract children and families. You should ensure your activities complement your display and do not overshadow it.

You could have some practical giveaways for people that reinforce your communications messages. You should aim to give ‘freebies’ away in return for something e.g. a conversation about recycling, completing a survey questionnaire or making a pledge to recycle more. Ensure your giveaways are branded, made from recycled materials (and promote the fact) and are useful so people don’t just throw them away as soon as they get home. Reusable shopping bags are a good example.

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can be highly effective in targeting hard to reach or hard to engage audiences</td>
<td>Time consuming and relatively expensive</td>
</tr>
<tr>
<td>Can deliver complex information</td>
<td>Requires a lot of management but can be outsourced</td>
</tr>
<tr>
<td>Information can be tailored to the needs of individual people and locations</td>
<td>Need to have good people skills – if they don’t your communications won’t be as effective</td>
</tr>
<tr>
<td>People’s issues and barriers can be addressed</td>
<td>Doorknocking is seasonal and weather dependent – people don’t like standing and chatting about recycling when it is cold, dark or wet</td>
</tr>
<tr>
<td>Communications can be planned down to street level</td>
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</table>
Community engagement

This covers a number of techniques to engage local communities over the long-term to improve recycling. It is ideal for tailored communications targeting specific audiences, and is particularly useful to engage people in low performing areas. Activities include:

• Long-term engagement programs with local communities, talking to them, getting to know them and working with them, through local groups and organisations, to address local recycling and other waste related issues; often involves working in partnership on projects that will benefit the community;

• Presentations to key local community groups to help you to get your message across to the wider community

• Local ambassadors and ‘champions’ involve dedicated programs to work with key local people (based in the community) to develop them into ambassadors for your campaign. To be successful you need to have a clear idea about what you want to achieve and what you want your ambassadors to do. Ideally your ambassadors need to be recruited before the campaign, trained and kept informed/ motivated throughout. Having the ability to deliver face-to-face contact with householders can be highly effective in increasing participation in recycling services. This approach can be effective because people tend to have increased ‘trust’ in information when it is received through someone they know. Whilst effective, this technique probably won’t be able to target lots of people through it can generate useful local media coverage. It can also involve a lot of officer time to run and maintain

Schools

Schools should be considered as part of the wider process to engage local communities and develop a widespread waste reduction and recycling culture. The Waste Wise Schools program and Keep Australia Beautiful program offer complementary programs in schools, and you could work with your local schools to encourage them to make contact with both programs.

Schools can become partners with your LGA in battery collection programs, or composting programs to enrich the school gardens. Some LGAs provide used fridges which are collected as part of bulk waste collections – the fridges make excellent worm farms.
<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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</thead>
<tbody>
<tr>
<td>Good for targeting hard to reach or hard to engage audiences</td>
<td>Can be time consuming</td>
</tr>
<tr>
<td>Can deliver complicated information</td>
<td>Long term (‘slow burn’) activity</td>
</tr>
<tr>
<td>Information can be tailored to the needs of individual communities, cultures and locations</td>
<td>Can take time to win trust and for message to spread</td>
</tr>
<tr>
<td>The barriers and issues of individuals as well as the wider community can be addressed</td>
<td></td>
</tr>
<tr>
<td>Very good at addressing low participation issues</td>
<td></td>
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<tr>
<td>Residents may trust the messages from people they know more than from the council</td>
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</tbody>
</table>

**Online**

Online has so far been mainly used as a broad-brush method though some activities (like e-mails) can be targeted. There are likely to be significant developments in the use of this medium. There are already a number of different types of online communication such as websites, blogs and viral e-mail.

Ideas include:

- A campaign website or recycling/waste information pages on your LGA website. This is an absolute essential – you can give all the information you want in as much depth as you feel necessary (e.g. from the basics of collection information to re-use, waste prevention, the recycling journey of materials from your local authority and even the links between waste, recycling and climate change) and have electronic copies of important documents or leaflets for download. Good for targeting audiences that use the internet regularly.

- E-mail and e-newsletters are a useful way of contacting and keeping informed key individuals e.g. stakeholders etc. The public can also sign up to special recycling newsletters via websites. This can be effective but realistically will only be of interest to high recyclers and those people with a special interest in your campaign

- Council office public information screens (such as those available sometimes in public waiting areas) could carry adverts or other material to promote waste reduction and recycling

- Publically accessible computers in public libraries could have a campaign screen saver, a shortcut to the recycling pages on the council website or feature the council website as the internet browser’s homepage
download the free app

Features of the app are:

**which bin** – provides an explanation of what goes in which bin and what happens to the contents of the bin at the recycling facility.

**materials a-z** – a searchable A to Z which provides advice on which bin to put things in for this region, as well as general tips to reuse or recycle many different items.

**hints and tips** – tips on how to reduce packaging, reducing food waste, how to create a worm farm or how to compost and how to use less packaging and reduce junk mail wherever you are.

**find my nearest** – use GPS technology, you can find your nearest battery recycling centre, car part disposal facility, construction and demolition disposal facility, charity shop, hazardous household waste disposal site – anywhere in Perth.

**take part** – click, great ideas on how you can take part in your community, or in nationwide initiatives and how to book a tour of the recycling facility to see what happens to your waste.

**leftover recipes** – using leftovers is one of the best ways to save money and prevent waste. These recipes will help transform your leftovers, wherever you are.

The app is available in both mobile web and native versions.

**mobile web app**

To install the mobile web app on your apple or android smartphone or tablet, go to [recycleright.net.au](http://recycleright.net.au) and add the icon to your homescreen.

To do this on **apple devices** select the **share** icon and then select **Add to Home Screen**.

To do this on **android devices** select the **menu** button and then add the page to your bookmarks. Open your bookmarks using the menu button, and find the new bookmark you’ve just added. Press down and hold on the bookmark until you see an action menu. Select **Add to homescreen**. In Chrome, just tap on the star and follow the prompt.

**native app**

You can also download the native version of the app here for your iPhone, iPad or Android device by scanning the relevant QR code below, or downloading it from the App Store or Google Play market. You can also download a QR code reader if you don’t already have one installed.

Recycle Right app version

Click to download from the App Store

Click to download from Google Play

We’re always looking for ways to improve the Recycle Right app, and you can help by giving us feedback – we value your opinion. Click here to go to the feedback form.
<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can be used to broad-brush or targeted activities</td>
<td>The information is passive i.e. people have to interpret and understand it</td>
</tr>
<tr>
<td>Can be very effective in communicating complex information and issues</td>
<td>People have to find it for themselves</td>
</tr>
<tr>
<td>Can communicate your messages in a positive manner</td>
<td>Poor website design and layout of web pages can be a barrier</td>
</tr>
<tr>
<td>You have complete control over the information</td>
<td>Not everyone has internet access</td>
</tr>
</tbody>
</table>

**Social media**

Social media is the term given to Internet and mobile-based channels and tools that allow users to interact with each other and share opinions, experiences and content. Social media involves the building of communities or networks and encouraging participation and engagement. The most commonly used social media platforms channels are: Twitter, Facebook, Blogs and You Tube.

Social media is a growing communication channel and can be a useful way to engage with your audience but you need to make sure this fits with your wider communications strategy. Be clear about what you want to achieve through your communications, who you want to communicate with and identify what social media channels they use.

Using social media channels requires planning and on-going interaction with audiences which can be time consuming. However, it can be a useful way of getting information out about services quickly and effectively and should be considered as part of your communications mix. Social media channels allow you to engage in two-way dialogue with residents, spread messages and information, improve customer service and build relationships.

For more information about how to utilise social media channels effectively see Tools and Techniques No12

**Internal communications**

Internal communications is used to communicate with LGA employees, elected members and employees of waste and recycling contractors. It helps ensure staff and members understand the waste and recycling services and their benefits. Some key activities for which internal communications is an important component include:

- Briefing or training telephone helpline staff and providing regular briefings and FAQs on services
• Crew & staff training to keep front-line staff engaged and on-message

• Staff newsletters

• Briefing sheets

• Intranet

Asking the public to recycle if the staff does not could be a significant communication problem and your internal communications should be used to encourage use of in-house facilities.

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can be very effective in targeting specific internal audiences with complex information</td>
<td>Can be time-consuming</td>
</tr>
<tr>
<td>Can communicate your messages in a positive manner</td>
<td></td>
</tr>
<tr>
<td>You have complete control over the information</td>
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</tbody>
</table>

Selecting your communications mix

As well as looking at the basic attributes of the different communication methods (see previous pages) it is important to consider the following factors to help you decide which to use:

• The impact, influence and targeting of the technique

• The barriers of your audiences, their messaging preferences and the types of messages you wish to communicate

Impact, influence and targeting

These refer to the following attributes:

• Impact - the degree to which the communication will be noticed by the person receiving it

• Influence - the extent to which the technique will influence the recycling behaviour of the people receiving it

• Targeting - the precision with which the technique can be used to reach a very specific audience or group
These attributes can be applied to different communication methods and activities as shown in the table below. The table also gives an indication of the cost effectiveness of each method as well as assigning a priority level. So, for example, TV advertising is a high impact medium, has a medium ability to influence people, low targeting ability and low cost effectiveness. As a result, it is given a low priority for local authority recycling communications. Note that while ‘high’, ‘medium’ and ‘low’ are used as relative terms, not absolute definitions, they are useful in assessing which method, or combination of methods disciplines, may be most appropriate for your communications.

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Impact</th>
<th>Influence</th>
<th>Targeting</th>
<th>Cost effectiveness</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV Advertising</td>
<td>High</td>
<td>Mid</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Local newspaper advertising</td>
<td>High</td>
<td>Mid</td>
<td>Mid</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Billboard advertising</td>
<td>Mid</td>
<td>Low</td>
<td>Mid</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Radio advertising</td>
<td>Mid</td>
<td>Mid</td>
<td>Mid</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Public Relations (PR) - editorial coverage (e.g. in local newspaper)</td>
<td>High</td>
<td>High</td>
<td>Mid</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Leaflet drops through letterboxes</td>
<td>Mid</td>
<td>Mid</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Doorknocking</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>Shopping centre displays</td>
<td>High</td>
<td>High</td>
<td>Mid</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Displays at community events</td>
<td>High</td>
<td>High</td>
<td>Mid</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Community engagement</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>Schools visits</td>
<td>High</td>
<td>Mid</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Internet – LGA website</td>
<td>High</td>
<td>Mid</td>
<td>Low</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Social Media</td>
<td>Mid</td>
<td>Mid</td>
<td>High</td>
<td>Mid</td>
<td>Low</td>
</tr>
<tr>
<td>Internal communications</td>
<td>Mid</td>
<td>Mid</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Operational signage and vehicle livery</td>
<td>Mid</td>
<td>Mid</td>
<td>High</td>
<td>Medium</td>
<td>High</td>
</tr>
</tbody>
</table>
**Audience planning**

Once you have developed your overall communications strategy you should check that your communication methods cover all your target audiences and approach them in a number of different ways to maximise their overall impact. Use an audience-planning matrix like the one below (you should make your own to suit your situation) to map your communication methods against your target audiences.

<table>
<thead>
<tr>
<th>Communications Method</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All Residents</td>
</tr>
<tr>
<td>Advertising</td>
<td>X</td>
</tr>
<tr>
<td>Posters</td>
<td>X</td>
</tr>
<tr>
<td>PR</td>
<td>X</td>
</tr>
<tr>
<td>LGA magazine</td>
<td>X</td>
</tr>
<tr>
<td>Communication literature</td>
<td>X X X X X X X X</td>
</tr>
<tr>
<td>Information pack</td>
<td>X X X</td>
</tr>
<tr>
<td>Annual calendar and reminder leaflet</td>
<td>X</td>
</tr>
<tr>
<td>Community engagement</td>
<td>X X X X</td>
</tr>
<tr>
<td>Roadshows</td>
<td>X X X</td>
</tr>
<tr>
<td>School visits</td>
<td>X</td>
</tr>
<tr>
<td>Face-to-face techniques</td>
<td>X X</td>
</tr>
<tr>
<td>Online</td>
<td>X X X X X X X X</td>
</tr>
<tr>
<td>Internal communications</td>
<td>X</td>
</tr>
<tr>
<td>Waste minimisation messages</td>
<td>X</td>
</tr>
<tr>
<td>Hard to reach communications</td>
<td>X</td>
</tr>
<tr>
<td>Multi-occupancy campaign</td>
<td>X</td>
</tr>
</tbody>
</table>
Tools and Techniques No11: How communications can support operational activity

There are a number of communication methods and activities which are particularly suitable for providing direct support to operational services in different situations. These methods fall into three types:

- Tailored methods which are specifically useful for particular situations
- Generic communications methods which should be running continuously regardless of other activity and updated or boosted with tailored methods as necessary e.g. when a new service is launched
- Optional communication methods which can help strengthen your communications by reaching more people or increasing its overall impact

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Essential Communication Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintaining an existing service</td>
<td>Information leaflets (to include instructional and motivational information)</td>
</tr>
<tr>
<td></td>
<td>Fridge calendars (collection information)</td>
</tr>
<tr>
<td></td>
<td>Branding of bins</td>
</tr>
<tr>
<td></td>
<td>Branding of collection vehicles</td>
</tr>
<tr>
<td>Introducing a new service</td>
<td>Pre-service leaflet (to introduce the new service)</td>
</tr>
<tr>
<td></td>
<td>Information leaflets (to include instructional and motivational information)</td>
</tr>
<tr>
<td></td>
<td>Fridge calendars (collection information)</td>
</tr>
<tr>
<td></td>
<td>Branding of bins</td>
</tr>
<tr>
<td></td>
<td>Branding of collection vehicles</td>
</tr>
<tr>
<td></td>
<td>Launch event(s)</td>
</tr>
<tr>
<td></td>
<td>Information briefing session for residents</td>
</tr>
<tr>
<td></td>
<td>Website information</td>
</tr>
<tr>
<td>Changing an existing service</td>
<td>Changes to service leaflet/information pack</td>
</tr>
<tr>
<td></td>
<td>Fridge calendars (if relevant)</td>
</tr>
<tr>
<td></td>
<td>Newspaper advertising / advertorial</td>
</tr>
<tr>
<td></td>
<td>Website information</td>
</tr>
<tr>
<td>Reducing contamination</td>
<td>Contamination bin tags</td>
</tr>
<tr>
<td></td>
<td>Contamination letters to householders</td>
</tr>
<tr>
<td></td>
<td>Crew information cards</td>
</tr>
<tr>
<td>Promoting ‘drop off’ sites</td>
<td>Signage at ‘drop off’ sites</td>
</tr>
<tr>
<td></td>
<td>Service information leaflets (combined with kerbside services where possible)</td>
</tr>
<tr>
<td>Generic Areas of Support</td>
<td>Crew &amp; staff training leaflets</td>
</tr>
<tr>
<td></td>
<td>Website</td>
</tr>
<tr>
<td></td>
<td>Media packs</td>
</tr>
<tr>
<td>Optional Extras</td>
<td>Doorknocking for poor performing areas</td>
</tr>
<tr>
<td></td>
<td>External advertising – billboards</td>
</tr>
<tr>
<td></td>
<td>Radio advertising</td>
</tr>
<tr>
<td></td>
<td>Posters</td>
</tr>
<tr>
<td></td>
<td>Information stickers for bins</td>
</tr>
<tr>
<td></td>
<td>Roadshows &amp; giveaways</td>
</tr>
<tr>
<td></td>
<td>Crew information cards</td>
</tr>
<tr>
<td></td>
<td>LGA newsletters</td>
</tr>
</tbody>
</table>
Maintaining an existing service

In the absence of anything ‘new’ to communicate you will need to work harder to make your communications grab people’s attention and maintain existing changed behaviours or building on them by encouraging further changes in behaviour.

If you want to improve your overall performance (from a reasonably good starting level) your research, audience segmentation and messaging will have to be even better to identify key communications/audience issues and opportunities. You will also need to be more imaginative in your communication methods, messages and design in order to capture people’s attention.

<table>
<thead>
<tr>
<th>Communication methods</th>
<th>Examples</th>
</tr>
</thead>
</table>
| PR                    | PR could run a series of mini-campaigns and run ‘good news’ stories about recycling to keep awareness high:  
• Report successes and milestones e.g. 1,000,000th can recycled etc  
• Highlight interesting recycling stories e.g. initiatives by community groups or individuals  
• Focus on stories showing the end result and local benefits of recycling  
• Organise recycling collections by council staff for special causes e.g. clothing and textiles collected for an air ambulance etc |
| Direct techniques     | If you have any areas that perform relatively less well e.g. through lower participation or there are quality or contamination issues with collected recyclables, you should consider specific campaigns for each area using direct communications with households using a combination of contamination stickers, contamination notices and crew information cards. The aim is to make individuals aware that they are participating incorrectly and encourage them to recycle the correct materials. |
| Community engagement  | On-going, permanent relationships should be built with local communities to nurture the development of a recycling culture within local people. |
| Online                | Information on the council website should be updated regularly. Recycling should be featured permanently on the council home page with links to pages containing relevant information e.g. press releases with latest news or information about services. |
| Internal communications| Internal communications with all relevant council staff should continue with a steady stream of news and information. |

Themed communications

Themed communications can be useful if you want to have a number of activity peaks to retain awareness over a long period or you want to promote a particular material. Themes could include:

• Specific materials (e.g. glass, plastic or food waste) which could be targeted in a series of mini-ads throughout the year, coinciding with periods when households may be throwing more of them away e.g. plastic bottles and drinks cans in summer, food cans in the autumn/winter, glass at Christmas etc
• Seasonal communications which could focus on the materials generated at that time of the year e.g. garden waste in summer, DIY waste around Easter, Christmas waste (cards, trees, food and packaging) around Christmas and New Year

• Communications focused on specific audiences and the materials they generate, possibly at particular times of the year e.g. DIY enthusiasts, gardeners, students etc

• Local communications supporting national or regional themed or celebratory days e.g. National Recycling Week, World Environment Day, Composting Awareness Week.

Your communications need to be co-ordinated and planned well in advance to ensure they don’t clash or occur too close together to give yourself enough time to organise everything properly (try to allow a minimum 6 weeks between any activity peaks).

**Introducing a new service**

If you are introducing a new service you have an immediate advantage – a good local news story to tell. You should consider a range of activities including the following:

**Tailored activities**

• Targeted advertising is useful but should be considered an optional activity and used selectively to target as many people as possible. You should consider signage for collection vehicles

• PR is an essential activity and can be used effectively to launch a new service by holding a launch event (or events) to promote it and obtain local media coverage. The local media should be kept informed with positive news stories and information from the very earliest stages and your activity should culminate in your launch event

• Direct communication with householders. You should produce material like a pre-rollout leaflet, an information leaflet (to include instructional and motivational information) and fridge calendars with collection information. All items to be delivered to all households receiving the new service (the leaflet and calendar should be delivered at the same time as any new containers). All new collection bins should be branded

• Community engagement is also valuable with events and other activities designed to promote and explain the new service to local householders
**Generic activities**

- PR is an on-going process and after the launch you should proceed with a series of follow-through PR activities reporting on the success of the new service, thanking residents for their efforts and providing feedback at various milestones e.g. 1,000th tonne of x material, breaking the 40% recycling barrier etc.

- Online activity includes revising the information on your council website.

- Internal communications should consist of updated briefings and training for all relevant front line council staff (collection crews, telephone helpline staff, recycling wardens, canvassers etc) to ensure they know about the new service and can deal with enquiries from househoolders effectively. Your internal communications also needs to target relevant elected members to ensure they understand the new service and can answer questions from householders in affected wards or direct them to the right source of information.

**Optional activities**

- Further supporting advertising could be conducted if necessary to increase the profile of the campaign and its impact.

- Community engagement activities could be extended to provide special support for householders e.g. undertaking home visits to deal with individual issues and queries:
  - For kerbside collections, what can be collected for recycling, what won’t be collected, how to collect and store materials at home, when to put containers out for collection.
  - Where a new recycling site is located, what can be recycled, opening times.

- Explain the benefits of a new service and why it is important:
  - Easier to use, collects more materials, more convenient etc
  - Reduces waste to landfill which in turn reduces cost to council and ratepayers of waste disposal (which is rising)
  - Landfill space might be running out
  - Reduction in landfill site gas emissions that contribute to climate change
  - Your LGA has waste targets that need to be met as per the State Waste Strategy.
You should also consider whether to have special support on hand to undertake home visits to deal with issues and queries e.g. dealing with new policy enforcement issues, people being confused and ‘getting it wrong’ at first.

**Changing an existing service**

If you are changing existing services or collecting a new material using existing containers or adding new containers and materials, you should treat it as if you are launching a new service (see previous section) but substitute the following instead of a new service leaflet and calendar:

• A “changes to service” leaflet/information pack delivered to all affected households

• Revised service calendars delivered to all affected households (if relevant)

• Small changes to existing services may just require revised leaflets, calendars and online information

In addition you must consider the following:

• Your promotional materials should make the changes appear as simple and as easy for people as possible – simplicity and clarity of branding, messaging and leaflet design is essential. Focus on:

  • The changes - clearly and simply tell people what, where, how to recycle
  • Explaining the benefits and why these changes are being introduced
  • Addressing likely concerns
  • Highlighting the benefits
  • Pointing out the consequences of inaction
  • Briefing and training for all relevant front-line council staff (collection crews, telephone helpline staff, recycling wardens, canvassers etc)

**Reducing contamination**

Has your research identified specific low participation issues and are these confined to certain geographical areas or do they extend throughout your local authority? If you have low participation areas (LPAs) you will need to investigate the reasons for low performance thoroughly, address the barriers people have to recycling and develop dedicated communications targeting the people and communities living in those areas.

Depending on your exact situation, you could tackle issues in areas of low participation by using one or more of the following:
Tailored activities

• Reducing incorrect usage by using contamination stickers/notices and crew information cards

Generic activities

• Explaining to people how to use the existing facilities or service by issuing additional information leaflets locally:
  - For kerbside collections, what can be collected for recycling, what won’t be collected, how to collect and store materials at home, when to put containers out for collection etc
  - Where a recycling site is located, what can be recycled, opening hours etc

Optional activities

• Undertaking communications with specific hard to reach groups to make people aware of the service - tell them how to use it and how easy it is to use and why it is important. Your communications must address their perceived barriers

• Engaging local communities, cultural groups or specific areas with targeted communications addressing their barriers and issues:
  - Working with local community leaders and community or cultural groups can be very effective
  - One-to-one engagement through door-to-door canvassing can be very effective in addressing people’s barriers

Promoting ‘drop-off’ sites

If you want to stimulate collections at drop-off or HHW collection sites for materials not collected at kerbside you should consider the following:

Tailored activities

• Improving signage at ‘drop off’ sites

• Organise and promote HHW drop-off days

Generic activities

• Ensuring information about sites on your council website is up to date
Tools and Techniques No12: Communications to improve the quality of comingled collections

Usually there are three main aims for communications to support recycling collection services:

• increasing participation and the quantity of material collected;

• demonstrating service commitment to keep residents well informed; and

• improving the quality of material collected.

Improving quality is an area where operations and communications have a close relationship. Evidence shows that getting both right so that they mutually support and reinforce each other delivers better results. As with any communications, there are a number of key steps to consider when planning activities to address quality issues:

• firstly, understand your current situation:
  • What is the nature of the contamination? - is it material that cannot be recycled or materials that could be recycled but are not accepted by your kerbside service (e.g. non-target plastics);
  • What is the cause of the contamination? - are there any service or communications issues which need to be addressed;

• secondly, make any necessary improvements in service design and provision before embarking on communications activities;

• thirdly, develop and deliver integrated communication activities which address the issues and support the service provided; and

• finally, undertake pre and post monitoring to accurately measure the impact of your activities, and learn lessons for the future.

Reasons for performance issues

A number of reasons have been identified for the presence of non-target materials in comingled collections, including:

• types of materials collected for recycling are limited by the scheme (materials such as glass bottles, tetrapaks and plastic packaging can be recycled by some local authorities but not all, leading to confusion if residents move between local authority areas);

• communications not reaching residents – due to high turnover of population, access issues, delivery issues;
• communications not being understood by residents – due to language or literacy issues and cultural barriers;

• communications do not contain the appropriate information – for example, lack of awareness of assisted collections for elderly people or those with disabilities;

• lack of regular information – evidence shows there is a need to reinforce correct behaviour repeatedly and give feedback on progress;

• poor service provision (missed collections, not returning bins, damage, unhelpful staff etc.) resulting in a lack of commitment by householders to the recycling scheme resulting in disenchantment and less efficient segregation;

• cross-border effects i.e. the influence of a neighbouring authority’s scheme which may encourage residents to put out the wrong materials because their friends, neighbours or relatives are recycling different materials;

• lack of convenient facilities for flats and multi unit dwellings (MUDs); and

• poor understanding amongst collection crews about what the recycling scheme target materials are and why the quality of the materials collected is important.

There are a number of ways of identifying the issues underlying the contamination of the recyclables collected. These include:

• visual monitoring which looks at disposal behaviour. It can tell you what types of contaminants are visible in collection containers, as well as give an indication of the frequency with which contaminating behaviour by households is observed. This can be presented as the proportion (%) of bins containing non-target materials and can tell you how widespread the issue is;

• a waste composition analysis which will provide data on the quantity (tonnage) and type of contamination by non-target materials which can be presented as a percentage of material set out for recycling;

• talking to crews about the problems they encounter on their collection rounds; and

• undertaking quantitative or qualitative research (surveys or focus groups) with local residents into how they use the recycling scheme and whether they experience any problems with it.
Visual monitoring can be carried out at the kerbside and waste analysis at the transfer station or MRF. These methods can also be used pre and post intervention to monitor the impact of any service change or communications campaign. For further information about monitoring and evaluation see: *Improving the Performance of Waste Diversion Schemes: A Good Practice Guide to Monitoring and Evaluation*.

Used together, these techniques can identify problems in terms of the nature of the issue(s) and which collection rounds are most affected.

**Case Study: Kingston Upon Thames**

Prior to the launch of its new collection scheme, the Royal Borough of Kingston upon Thames conducted a trial to test its operation. Set out and non-target material levels were monitored over a six week period and where non-target material or side waste issues were identified, a leaflet was left with the resident explaining the problem. Residents who required additional support were offered home visits by a team of recycling advisors who helped residents by providing advice on contamination, storage, washing, waste minimisation and recycling.

Levels of recorded contamination reduced from 9.8% of residents to 6.8% of residents during the last five weeks of the 12 week trial. The reminder cards were welcomed by residents and new cards were developed to accompany the Borough-wide roll-out including a plastic specific factsheet for residents when it was found that this was the most frequent target material found in containers.

**Methods for improving quality of recyclate**

Once the issues have been identified, there are three main methods of improving the quality of recyclables collected by comingled collections:
It is important to stress that each one is as important as the other and that a weakness in one can undermine the others and the performance of your entire collection scheme. In summary, your scheme must:

• be easy for all residents to access, use and understand;

• be delivered reliably and to a high standard; and

• be communicated to all residents in a clear, straightforward manner.

**Internal communications**

Your collection crews are one of the key instruments for improving the quality of material collected. Any initiatives should involve crew training so that they:

• understand how the MRF works, what it can process and why the quality of material collected at the kerbside is so important;

• can recognise non-target materials in containers and reject contaminated bins at the kerbside;

• understand the importance of householder satisfaction with services;

• are able to engage householders and encourage them to recycle correctly; and

• understand that their work and the reliability/consistency with which it is delivered is important and valued by residents.

Initiatives to train crews to be more pro-active in identifying and addressing contamination issues need to be supported by communications to raise awareness amongst the public regarding reasons for possible rejection as well as telling them the correct way to recycle.

It is also important to have regular communications between the local authority and MRF regarding material quality so that any issues arising can be dealt with as promptly as possible.
Communications with householders

Providing householders with a clear and simple service reminder leaflet at least annually will help them understand how and what to recycle. The range of communication activities which can specifically address contamination issues are outlined in the table below:

<table>
<thead>
<tr>
<th>Communication activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Targeted communications</strong></td>
</tr>
<tr>
<td>• Training crews to understand quality and contamination issues, recognise non-target materials in containers and reject contaminated bins at the kerbside.</td>
</tr>
<tr>
<td>• Training crews how to engage with householders and encourage them to recycle correctly</td>
</tr>
<tr>
<td>• Information cards to remind crews which are target and non-target materials</td>
</tr>
<tr>
<td>• Contamination cards or stickers for crews to put onto contaminated containers highlighting what the problem is and explaining why it has not been collected</td>
</tr>
<tr>
<td>• Contamination notices (to give to residents/post through letterboxes) explaining why their container has not been collected</td>
</tr>
<tr>
<td>• Internal systems to record householders which participate incorrectly; carry out follow-up visits by staff to explain why their container was not emptied and how they can recycle correctly and feed-back information on actions undertaken to crews</td>
</tr>
<tr>
<td>• Internal systems to collate resident feedback and use to inform future communications</td>
</tr>
<tr>
<td>• Door to door canvassing and community engagement with local groups to explain the message and receive feedback and reach hard to engage groups</td>
</tr>
<tr>
<td><strong>General service communications</strong></td>
</tr>
<tr>
<td>• Regular service leaflets (to include information on how and when to use the service and why it is important</td>
</tr>
<tr>
<td>• Service calendars (collection information and dates of changes to the normal service)</td>
</tr>
<tr>
<td>• Branding of collection receptacles to show target materials</td>
</tr>
<tr>
<td>• Vehicle livery showing target materials</td>
</tr>
<tr>
<td>• Training for council telephone call centre staff to ensure advice is accurate</td>
</tr>
<tr>
<td>• Clear, accurate and regularly updated information on council website</td>
</tr>
<tr>
<td>• Regular communications providing on-going, regular feedback to residents about their recycling scheme (how well they are doing, what to collect/not to collect, what happens to materials, why separating the right materials is important etc.).</td>
</tr>
<tr>
<td><strong>Other supporting communication activities</strong></td>
</tr>
<tr>
<td>• Briefing the press on service changes, new initiatives etc., PR and Press packs</td>
</tr>
<tr>
<td>• Posters</td>
</tr>
<tr>
<td>• Exhibitions and roadshows at supermarkets / shopping centres / leisure centres</td>
</tr>
<tr>
<td>• Incentive campaigns for crews – e.g. reward crew areas which show the best improvement (best reductions in contamination/increases in tonnages collected)</td>
</tr>
<tr>
<td>• Council newsletters</td>
</tr>
<tr>
<td><strong>Optional activities</strong></td>
</tr>
<tr>
<td>• External advertising – billboards, adshels, bus, train and tube etc.</td>
</tr>
<tr>
<td>• Internal advertising – bus, tube etc.</td>
</tr>
<tr>
<td>• Radio advertising</td>
</tr>
<tr>
<td>• Social media where appropriate such as Facebook and Twitter</td>
</tr>
</tbody>
</table>

When planning your communication activities, research shows you can start from the presumption that householders want to do the right thing. In the first instance you should work on the basis that incorrect use of the system is probably a matter of misunderstanding about the system or the problems which are caused by putting out the wrong materials. The tone of communications will be important in gaining the co-operation of the householder. It needs to be explanatory rather than accusatory. WRAP’s report on *Barriers to recycling at home* provides advice on the best mix of communications for different audiences.
Additional approaches which may be useful in areas with low participation or high rates of contamination include:

• use of pictures on labels on bins;

• leaflets illustrated with images;

• leaflets primarily in English with key phrases in other languages as an alternative to translation for non English-speaking communities;

• using Community Liaison Officers who understand and empathise with concerns of the particular communities;

• recruiting some of the refuse and recycling crew members from the target communities;

• Forums with managing agents and caretakers for multiple dwellings and home units to discuss issues relating to council services, including the waste and recycling; and

• engaging with local community leaders, networks and organisations offers opportunities for influencing behaviour change. This is generally a long-term approach as it takes time to develop relationships, but it can be very effective.

*I want to know more about Low Participation Areas* – see the specific guide developed by WRAP to help users identify areas of low participation, examine why they experience low participation and to develop effective communication solutions.
Tools and Techniques No13: Communicating for less

There are a number of ways you can save money on your communication activities and maximise the impact of the money that you do spend. Here are some options.

Saving money on design and print costs

There are a number of ways you can make savings on design and print costs.

Design

Like many services, design tends to be charged or estimated on a time basis; if you keep this in mind when you are asking for a quote or providing information for a piece of promotional material, you will save money. For example:

• Make sure you give the designer a clear brief of what needs to be done and put the items you want them to design into context, what it is for the audience and what you are trying to achieve;

• Provide a layout and copy for the promotional item to show what you have in mind; this makes it a lot easier for the designer than having to start from a clean sheet of paper; and

• Provide the designer with design guidelines for your local authority and any material you have previously had designed. This will help give a visual cue to the way you want the finished design to look and save design time.

Also, consider producing similar designs with partner or neighbouring authorities, especially if you have the same collection services or if you are promoting recycling of a single material stream. There are significant savings to be made by using the same designs and buying the print together.

Print

Savings can be made on print in a number of ways:

• If you are printing different but the same size of leaflet at the same time, let the printer have all the press ready artwork at the same time. They will arrange it on the printing plates to minimise the costs; and

• If you can print similar material with a neighbouring or partner Local Government, economies of scale can play a significant part in the final price you each have to pay.
PR vs. Advertising

Positive coverage in the local media can help local campaigns significantly, not only in maximising the campaign reach but also in providing an independent endorsement of the campaign. Local authorities should issue regular media releases on campaign activities to the local media. If possible, officers should meet representatives from the local media to establish a rapport and provide them with up to date information on services and any planned service changes.

Activities to include in your PR plan could include:

- Arrange meetings with local media groups and involve relevant partners and a member of the Council’s PR team
- Develop media packs with the Council’s communications team to inform briefings
- Develop a list of interesting and unusual facts about recycling and use these to make media releases and online material more interesting
- Develop a list of key waste and recycling statistics
- Develop a series of frequently asked questions to address any questions the media have about recycling
- Develop feature articles on recycling (such as the life cycle of a can, what happens to materials after collection, seasonal recycling activities)

Similarly with radio, instead of running radio adverts, you may be able to persuade your local radio station to let you do an interview or a call-in session on recycling instead.

Staff time vs. promotional spend

Try and make the most of the assets you have. If you have communications display materials such as pull-up banners or stands, that would normally only be used occasionally at roadshows, use them for local displays in libraries, leisure centres, etc. You could also accompany these with displays on each of the various materials and what happens to them after collection. A different material can be featured every couple of months. In this way you are getting the maximum value out of your assets.

If you send out an annual calendar showing collection dates for your service for the coming year, it is worthwhile putting a service reminder on the reverse, showing what materials can be accepted in which bins. This provides a useful reminder for residents will help to maintain good levels of participation and reduce contamination and will not add to your printing and distribution costs.
Many LGAs have a magazine or newspaper, which is delivered several times a year to all householders; it is one of the most popular ways for householders to get information about services. Likewise, rates notices that are sent to householders annually provide another means for distributing waste services information – the delivery charge to households is covered through someone else’s budget.

Staffordshire Moorlands DVD

Staffordshire Moorlands District Council produced a promotional DVD to help promote the introduction of its new service. The DVD is now available for download from the council website. A copy was also provided to all Parish Councils and District Councillors prior to the service change. The DVD was used widely in training sessions for all staff including collection operatives, customer services staff and elected members at dedicated training sessions. It was also played on a continuous loop in all Council offices from July to September to enable visitors to watch the DVD whilst waiting to be served. The DVD was also played at all the promotional Roadshows undertaken during July and August.

Lower cost versions

Posters are an excellent method of generating interest and prompting further enquiry. Rather than using outdoor advertising, which can be costly, a low-budget option is to print out A3 and A4 posters to display in areas of high local footfall, such as recreation centres, libraries, local shops and post offices.

If you are thinking of producing a DVD to illustrate an aspect of recycling to your residents, there may be students at a local college or arts course who may be willing to produce this for you as part of their coursework. Again, this will cost less than hiring a media company.

Many people now have smart phones with the ability to access the Internet. According to ‘newmediatrendwatch’ in 2012 there were 19.2 million (30.5% of population) users in the UK. Make sure you put QR codes on all your promotional material; especially posters and advertising so people can easily access your recycling web pages for more information.

Suggest that people program their smart phones to remind them of their collection days for recycling and waste collections. There is no need to develop an expensive application – the technology in most of these phones allows repeating fortnightly events to be set. If possible, provide guidance on your website how to set these reminders.
Integrated campaigns to maximise impact

Ensuring that your communications are integrated increases their cost-effectiveness. At its most basic level, a consistent message has more impact than a disjointed mix of messages. In a busy world, a consistent, clear message has a better chance of cutting through the 'noise' of over five hundred commercial messages, which bombard customers each and every day.

Research suggests that images shared in advertising and direct mail boost both advertising awareness and mail shot responses. So using a consistent brand and message across all of your communications will increase awareness and using a mix of communications methods will increase the reach of your communications.

Using Recycle Right

Using the Recycle Right logo on your communications materials can offer many benefits:

• Consistent message for householders – by using the logo householders will identify your communication as recycling information;

• Save money - no need to pay designers to develop a new campaign. Recycle Right is tried and tested and available to download free of charge;

• Well recognised - Used widely, so will be familiar to householders;
Link to national events

Identify key national dates or events that you can use to base activities around or generate positive local PR, for example the dates national recycling or environmental statistics are released. Key international, national awareness days and events include:

- Compost Awareness Week
- Earth Day
- World Environment Day
- National Recycling Week

National events can be used effectively by local authorities and have a number of benefits:

- All participating local authorities use the same campaign identity and communicate consistent messages;
- The public sees one campaign rather than many separate ones as they move around the region or county to work, shop and travel etc;
- Commitment to meet targets can be stronger, due to peer pressure;
- There will be general public awareness about the national event as a result of national media coverage;
- Any event you organise locally in support is likely to attract more interest from the public; and
- If you organise an event, it may attract the interest of your local media looking for a local angle or story about the national event.
Cost efficiencies from working in partnership

Working in partnership with other organisations – local government or community organisations -- can lead to savings gained through economies of scale and reduced staff time spent on activities for individual partners. For example:

- Staff can be employed specifically for campaign work;
- Campaigns become more integrated for example by including schools and community groups;
- Knowledge, resources, expertise and networking experience can be shared;
- Promotional and PR opportunities are increased;
- Financial economies of scale can be achieved and costs reduced;
- Joint operational contracts can be set up, with better bargaining power; and
- Opportunities can be created to link with regional media, particularly TV and radio.

Website

Your website should be up to date and easy to use, with the minimum number of clicks for people to be able to find out what recycling and waste services they receive, what materials they can recycle and frequently asked questions. Make sure there is easy access from the home page of your council website and keep a track of the usage of each of the pages within your area – this will show you what information people are looking for and you can ensure the information on these pages is presented in the best possible way.

Publicise your website everywhere you can.

Social networking

Consider setting up pages for social media, such as Twitter and Facebook - these are additional channels for communicating your services. Promote your Twitter and Facebook links everywhere, especially your website. Have a look at Tools and Techniques No12 on how to set up and use social media.
Tools and Techniques No14: Maximising Social Media Channels

Social media is the collective term describing a number of different online communication channels. It can be an effective way of engaging with your audience and should be considered as part of your wider communications strategy.

The informality of social media enables information to be communicated in a much more relaxed manner than most other forms of marketing communication. There are a number of ways you can use social media channels based on your experience and knowledge. This can range from basic information on your Council website to more detailed engagement utilising a number of social media channels.

Summary of key social media channels:

<table>
<thead>
<tr>
<th>Social Media Channel</th>
<th>Description</th>
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<tbody>
<tr>
<td>Twitter</td>
<td>Twitter is a free social networking and micro blogging service that allows users to send and read updates (known as Tweets), which are posts of up to 140 characters in length. Twitter can be used to update residents quickly about service updates or as a customer service tool to consult residents about planned service changes, respond to residents’ recycling queries e.g. requests for recycling containers, etc.</td>
</tr>
<tr>
<td>Facebook</td>
<td>Facebook is a free social networking service that allows people to exchange messages and photographs. Facebook offers the option of creating an information page for products and services. Facebook allows users to provide regular updates about what is happening e.g. launching a new service, adding new materials etc. This information can then be shared with other Facebook users. As Facebook is not character-limited in the same way that Twitter is, it is an ideal way to share more detailed information about services and provide regular updates to users. Information will only be shared with users who have clicked that they ‘like’ your page.</td>
</tr>
<tr>
<td>YouTube</td>
<td>YouTube is also free and allows users to share originally created podcasts and video clips. Videos on YouTube can be easily shared through the above channels and embedded into other digital presences, including websites and other social media channels, as well as found via the video results on search engines. YouTube provides local authorities with an opportunity to engage directly with residents through visual ‘how to’ videos and demonstrations about how to participate in waste and recycling services.</td>
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</tbody>
</table>
These are just a selection of the most commonly used social media channels. If you are considering using social media you need to be clear about your objectives and then decide which channel(s) will be help you achieve these to maximise the impact of your communications.

How you use social media channels will depend on your level of experience and understanding along with the resource you can dedicate to this activity. To use Facebook, Twitter and YouTube you will need to set up user accounts. Simply follow the online instructions. Each social media platform provides help and advice pages.

**Important:** When deciding whether to use social media channels Local Government officers need to consider their Council’s social media and digital policies along with any usage and permission requirements. Some authorities may be able to set up individual Twitter and Facebook Pages e.g. for waste and recycling; others will only be able to post information via the Council’s corporate Twitter and Facebook accounts. You need to liaise with the relevant internal contacts to determine your social media options.

**Mindarie Regional Council** has introduced a Rubbish Blog and Rubbish Forum where lots of ideas about recycling and waste minimisation can be raised and shared. Look for the Talking Rubbish Feed (bottom right hand corner of home page).
Interacting with your audiences

Social media is a two-way channel so engaging and responding to your audience is essential. Consider why they want to engage with you and make your content interesting and relevant to your audience.

Some authorities only post messages and information out one-way as they have limited resources and respond infrequently whereas others actively engage, listen and respond with their audiences on a regular basis. If you don’t have time to respond or enter into a dialogue make sure you direct residents to your website or helpline. Think about the messages, themes and topics you want to cover. Understand what will motivate your customer to share. Plan out the content and work out what you will discuss each month, week or even day. Then think about the type of content. Don’t always rely on text. If you’re launching a new service, photograph or film it, talk about what it does and then ask for comment.

Consider the tone of your communications on social media sites: be polite, helpful, understanding and (if appropriate) colloquial without being overly informal. Never be negative, remember that it is a public space and what you post should reflect the positive aspects of your organisation.

You need to be careful about the information you put out through social media channels i.e. when you make a mistake offline, a few will know but when you make a mistake in front of hundreds or thousands of your online audience, most of them will know!

Top five tips when considering content and Social Media

1. Keep it informative and relevant - you want people to share your information.

2. Use social media platforms together to maximize impact e.g. add a video to YouTube about how to use the new recycling, Tweet about the video and signpost people to your website to find out more.

3. Use social media sharing icons on your webpages, emails and where relevant publications – make your information and content sharable.

4. Where possible, associate with other relevant content. Sharing and pointing to excellent content produced by others builds trust among your audience, establishing you as a useful and authentic source.

5. Don’t forget opportunities to amplify this content offline too in other communication activities!
Listening, responding and managing feedback

In order for social media to be effective you need to ensure that you listen, respond and manage feedback effectively and promptly.

Hashtags

A hashtag is a searchable link created by adding a # symbol before a word or expression (ensuring there are no spaces or characters). These can be useful for tracking a dedicated campaign or burst of activity on Twitter. By creating an original hashtag, you may be able to follow how widely discussed your activity is.

Retweets

• A retweet is a re-posting of someone else’s Tweet. Twitter’s retweet feature helps you and others quickly share that Tweet with all of your followers.

• Retweeting is a quick way of sharing content and showing your support for others.

• Sometimes you will see ‘RT’ at the beginning of a Tweet to indicate that they are re-posting someone else’s content. This isn’t an official Twitter command or feature, but signifies that they are quoting another user’s Tweet.

Likes, following and followers!

Encouraging residents to engage with your social media channels is critical. The following summary outlines the way users can interact with the information you provide.
### Facebook

Facebook allows users to like information as well as being able to comment.
- When you click **like** on a Facebook Page, in an advertisement, or on content from Facebook, you are making a connection. You may see updates in your feeds and the feeds from Pages you like. You may also receive messages.
- You can **unlike** a Page on Facebook by simply clicking the unlike link on the page.

Facebook also provides a metrics tool for Pages called ‘insights’ which displays aggregated anonymous insights about people’s activity on your page. This can be useful to determine the total number of likes, reach and even how ‘viral’ your posts have been.

### Twitter

**Following** someone on Twitter means:
- You are subscribing to receive their Tweets.
- Their Tweets will appear in your timeline.
- That user is able to send you direct messages.

**Followers** are users who follow you. If someone follows you:
- They’ll show up in your followers list.
- They’ll see your Tweets in their timeline whenever they log in to Twitter.
- You can send them direct messages.

Although Twitter does not have any detailed analytical tools there are a large number of third party applications that can help you understand more about the potential reach of your posts, how much your content is being shared and by whom.

### YouTube

- **YouTube analytics** is a feature that generates a set of interactive reports.

  Through YouTube Analytics you can monitor the performance of your channel and your videos with up to date metrics. The data is presented in a useful and interactive way.

  The Likes and Dislikes report summarizes how many users liked and disliked your videos, including a per-video view. The report shows the net change of likes and dislikes in your videos, so it adds up the number of likes/dislikes added, minus the number of likes/dislikes removed.

  - The Comments report summarizes how many users are commenting on your video, and it also includes on a per-video view.
  - If resources are limited, consider turning comments off when uploading content.

### More advanced

Once you’ve mastered the basics you can start to think about tools that can help you maximise the impact of social media channels.

**Banners/covers opportunities to make your Page stand out**

You can create a Facebook banner/cover that sits at the top of your Page, right above your Page’s profile picture. Like your profile picture, cover images are public which means anyone visiting your Page will be able to see them. These banners can integrate graphics, photos and calls to action. To find out more go to the help section, managing your page.

This will provide step-by-step instructions on how to customize your Facebook Page. Check Facebook’s guidance on using cover photos, which must not include calls-to-action or web addresses within them.
Using tools to help schedule information across media channels

To make social media management and monitoring easier for users, some helpful applications have been developed to organise multiple platforms and information sharing across selected networks. These tools allow users to schedule, manage and maintain the release of information across several social media channels such as Twitter and Facebook.

The features, layouts and levels of user-friendliness are different for each application, but they all get the job done when it comes to organising and maintaining several social media accounts. These tools can also be useful if you have multiple team members managing your accounts, but note that some operate a monthly charge for accessing 'team' type functionality. Consider how much use you might get out of a paid-for application.

Promote your social media channels

- Social media channels such as Facebook and Twitter can be included on promotional material and in turn should signpost users to the Council’s waste and recycling pages to find out more information.

- Remember to review the layout of web pages to ensure they are also mobile friendly. A growing number of people access social media from smart phones so the information needs to be presented in a clear and easy to read format. Liaise with your IT department about ensuring information is displayed in the relevant formats.

- Ensure frontline staff, crews and call-centre staff are fully briefed about planned social media campaigns so they are aware of the communications methods being used to target audiences.

- Don’t rely on social media channels as the only communications method. They are useful but should be used as part of an integrated communications plan as cross-promoting will increase the opportunities to see your messages and for your users to share them.
Dos and Don’ts of Social Media

There are some dos and don’ts you need to consider when progressing social media channels, for example:

Dos

• Where possible, engage in conversation - Interacting with your audience through social media is a good way to raise awareness of your services. Regularly contributing to social media channels can help build a strong dialogue with target audiences.

• Make sure you use your brand consistently across networks and platforms - Keeping the style and tone of voice consistent will help your audience recognise, identify and engage with your brand.

• Outline content approval process from the offset – establish who needs to be involved in the approval process. What permissions, if any, are needed to update Twitter account /Facebook Page / YouTube channel on a regular basis and individual Tweets / status updates /comments which do not need to be approved.

• Correct errors openly and in a timely manner - always admit errors and openly ‘put them right’. It is advisable to tackle an online crisis as soon as possible to stop it escalating out of control.

• Be respectful - always seek permission when updating information and uploading images and videos featuring colleagues or clients to social media platforms.

Don’ts

• Don’t forget that a social media presence becomes part of a brand legacy. Posts, pictures, images, Tweets, status updates (content in general) can stay online forever. Think about what message to share via social media channels.

• Don’t make an audience feel uncomfortable – its good to be authentic and provide a hint of personality but continuously being grumpy or openly criticising people can put an audience off and deter them from engaging with an individual or organisation.

• Don’t saturate your social media following – Be careful not to post lots of repeat messages in short periods of time. Instead, try experimenting to find out what your following respond most positively to and if this is linked to users being most active at a certain time of day. Then maximise on this opportunity to ensure posts are relevant, interesting and timely.

• Don’t bring a company into disrepute – find out if your organisation has social media guidelines or policies to understand the online boundaries for your organisation.
Tools and Techniques No15: Planning and the benefits of using Gantt charts

Planning your campaign using a Gantt chart will enable you to visualise your whole campaign from start to finish. By planning all your activities and tactics (i.e. the individual tasks required in the development, organisation and delivery of each campaign activity) you will:

• Get a better understanding of the size of your campaign

• Be able to schedule activities so you are not doing too many things at once

• See where the critical deadlines are

• Be able to manage your campaign to achieve (as far as possible) an even workload with activities taking place at regular intervals

• Avoid periods where your message may not be so effective e.g. Door-to-door canvassing over the end of year holiday season

• Be able to develop activities to run alongside and benefit from national waste-oriented events such as National Recycling Week

• Check that what you want to do is actually possible given your resources

• Ensure that individual staff are not overloaded

A Gantt chart is a type of bar chart that can be used to show a project schedule with start and finish dates and key milestones during the project. They have become a common technique for representing the phases, activities and individual tasks of a project, so they can be understood by a wide audience. They can be prepared on a computer using simple programmes like Excel or using dedicated project management software like Microsoft Project. A simple Excel version (see screenshot below) has been developed for you to use for your campaign planning and can be accessed here.
How to plan your campaign using a Gantt chart

• You can either start at the beginning and work forwards or start at the end of your campaign and work backwards. The key is building in the time each activity and tactic takes so you can plan lead times and assess deadlines accurately. Remember that getting sign-offs and approvals can take time and incur delays at critical points. Try and schedule approvals well in advance and produce all artwork for approval at the same time

• For each activity, list all the tactics that need to be carried out in order to plan, prepare and deliver that activity (see the example Gantt chart on pages 179/180), not forgetting your monitoring and evaluation activities. Identify key milestones and deadlines (such as important council committee meetings or launch dates for new services) and build in appropriate lead times to carry out each tactic in time

• Repeat this for every activity so you have a series of mini-plans that build up to give you your overall campaign plan

As you are developing your campaign plan, you should be building your campaign budget (see Tools and Techniques No16):

• What are your key communication campaign targets and deadlines? For example the date you are launching a new service or the next national campaign (such as Compost Awareness Week) with which you want to link

• When do you need to launch? When do you need publicity and information material ready by? How will material be distributed? When do you need to have material ready for your preferred distribution option?

• When do any campaign events take place? What planning is required and by when? Do you need to produce new display panels? Hire a trailer? Secure a location?

• How much time will you need for monitoring and evaluation before, during and after your campaign activities take place?

• Others as required

This process will help you identify:

• Lead times and key deadlines

• Potential clashes between activities
• Your likely resource needs (i.e. staffing) over the course of your campaign:
  
  • Will you have enough people/time to do everything in time? Are you over-committing yourself/your team? Can you physically do everything you want in the timescales? What extra resources might you need and when? Where will they come from?

• Roles and responsibilities for your campaign team, for example, who is responsible for:
  
  • Overall management
  
  • Booking advertising
  
  • Producing campaign materials – writing copy, liaising with designers/printers
  
  • Organising roadshow events
  
  • Coordinating staff and volunteers
  
  • Others as required

• Periods of peak activity when you might be trying to do too much with too little time or just trying to do too much at once:
  
  • Should your activities be spread out more in order give your campaign added impact over time rather than have everything happen at once?
  
  • Whether your activities are hitting any particular target audience/s over too long or too short a period of time:
  
  • Do you need to alter any activities targeting particular audiences?

The following guide might be useful when you are looking at design and print management issues:

*Printing processes explained*
This guide explains the development and print management process that you will go through in commissioning promotional material for waste management services, whether through an outside design agency or through your own internal design team. It will help you plan printing timescales and schedule print deadlines.
Gantt charts are useful campaign management tools during your campaign. They can:

- Help you identify when deadlines or milestones are in danger of being missed and reschedule activities and tactics to get back on track
- Help you to profile your budget i.e. identify what you intend spending when and keep track of what you have spent
- Make it easier to identify the implications if activities are changed or added and to manage any changes
- They can be used to chart and report progress to stakeholders
- They can be used for day-to-day planning by individuals

The length of your plan depends on three factors: your aims and objectives, how far into the future your strategy extends and your budget horizon i.e. how far into the future you can accurately forecast your budget levels and make reasonable planning decisions. Even though budgets are allocated on an annual cycle, it is best to plan on a rolling two-year cycle:

- Some of your service aims and objectives (e.g. reaching statutory targets) can be some years distant and your plan needs to bear these longer term targets in mind
- Communications is a long-term commitment and not something you should periodically turn on and off
- Some activities need to be carried out repeatedly on an annual basis
- Looking across two years you can avoid duplication by planning ahead and scheduling some campaign activities in the next financial year. This also helps with any budgeting issues e.g. delaying an activity until the following financial year or spreading an activity over two financial years

Prepare two versions of your plan:

- A simple one focussing on the main activities, timescales, deliverables and outcomes for senior managers and other key stakeholders
- A much more detailed version which you and your team will use on a day to day basis

An example of a campaign plan plotted on a Gantt chart is shown on the next two pages.
<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
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**Tools and Techniques 15**

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× ‘Hard’ (immovable) deadline
Working with agencies

As part of your campaign you may need to consider contracting out some of the activities to specialist companies, especially if your Local Government Authority does not have the relevant experience or skills in-house. Activities that can be easily contracted out include:

- Design and production of print, a/v or web-based materials
- Campaign management
- Advertising design and production
- App development
- Printing

Whether you contract out or use in-house services depends on the size and complexity of your campaign, the timescale, your own in-house resources and expertise, and the budget available. If you need to use an external agency you should consider the following as choosing the right agency is vital:

- Ask colleagues or neighbouring local authorities if they have worked with or know of an agency that they can personally recommend. Try to identify agencies with a track record of working with local authorities or on recycling, waste or environmental campaigns
- Draw up a shortlist of three to four agencies – any more becomes too time-consuming
- Give a comprehensive brief and include measurable objectives and a budget, ensuring you give them enough time to prepare a proposal. Allow at least two/three weeks for an agency to prepare its proposals
- Meet all the candidate agencies before appointing one. Ask that the team attending the pitch is the team that would be working on your campaign. You should get a feel for personalities, experience and knowledge, and whether you feel you can work closely with the people present
- Ensure a proposal addresses all the objectives you have set
- Ensure the agency has understood your brief and has set goals and targets that you agree with and understand
- Be wary of the ‘big idea’ – unless you are confident it will work. Make sure the agency has done its groundwork first to test its feasibility. Remember – anyone can have a good idea - ensuring it is appropriate, applicable to your situation and that it will actually work are the important factors
For more information on working with agencies and for a template design brief, please refer to the *Design of communications material guidance.*
Tools and Techniques No16: Budgeting and costing campaigns

Budgeting and costing campaigns is relatively straightforward. Justifying the planned expenditure and securing the funding you may want can, however, be more difficult. This section considers both issues.

Budgeting and costing campaigns

1. Firstly, obtain an indicative idea of what size budget is available for the project.

There is no simple formula to determine how much needs to be spent on communications to achieve any given desired result. There are too many variables and too many ways of achieving results for such a formula to exist. A starting point is to consider a budget of $1.00 per household as a rule of thumb, which will give you an approximate target budget to aim at.

2. Work through your campaign plan and decide which communication methods and activities you need in order to achieve your aims and objectives

Ideally you should start planning and budgeting with the aim of developing a campaign you know will achieve its targets. It is more likely however, that you will have a pre-set budget and you need to plan how best to spend it. This may automatically rule out some activities right from the start. You should maximise the impact of your budget by thinking strategically - look at your aims and objectives and think how they can be best achieved within the likely budget available. However, do not let budget restrictions stop you developing a comprehensive communications plan - funding may become available at a later stage and you will already have a robust plan that can make use of it.

3. Once you have your developed your plan you can start costing your activities

List and prioritise your campaign activities into ‘must have’ and ‘nice to have’ activities. Fully cost all your ‘must have’ activities first. Start by obtaining two or three quotes for all the activities you have planned. Shop around if you can to obtain the best prices. But remember, the cheapest may not necessarily be the best:

• Be prepared to look for quality too, especially when you are appointing external agencies or organisations to help you e.g. market research agencies, marketing, advertising, PR or design agencies

• Talk to your colleagues and neighbouring LAs to find out who they have used, how good they were, who they would recommend for a particular task
• An experienced agency may cost a bit more but could save you time and effort in the long run and deliver better results at the end of it.

• Most companies will be happy to provide initial quotes or indicative costs for budget purposes so long as they get the opportunity to quote formally when tenders are issued. When that time comes, remember them.

Finally, don’t forget to include all of the free or low cost activities you may be able to use.

4. Making your campaign and budget fit together

Is the budget figure you have arrived at higher or lower than your target budget? If it is lower and it includes all activities you need to meet your objectives, that is good. Don’t be tempted to add low value activities just to use up the budget. If the figure is higher, firstly check whether everything you have planned is necessary to achieve your objectives. If it is, see what scope there might be for finding some extra budget. Ensure you have all the information you need to make a strong case for the additional budget you believe your campaign needs. If your campaign straddles a financial year, look critically at what activities you can push back or pull forwards. You may have a little flexibility on one side of the budget divide or the other which might help.

When there is an insufficient budget to deliver all your communications program, consider the activities which will deliver the biggest result in terms of waste recycling and focus your money those which will help deliver them. If you have to cut down, you may need to revise your aims and objectives down as well.

A budget that is too small for the ideal program does not necessarily mean that the program can still be implemented but on a smaller scale – it may mean that it cannot be done at all. Similarly, increasing the budget might not lead to the same program but on a larger scale – it might open up entirely new opportunities or techniques. For example:

• A local authority wants to run a series of local community events in a number of venues in different suburbs but it doesn’t have the budget to do all of them. It decides instead to run a small number of events on specific days when large numbers of people from across the area will be in one spot. Community fairs and farmers market days are great examples of events that draw people to a particular area.

• A local authority wants to communicate to its residents and has developed an advertising campaign on buses, billboards, bus shelters and on the local radio station. However, the campaign is not only expensive it also spreads the message to a number of people who are not in the target audience. It decides to do local newspaper advertising and a community engagement program instead.
Finally, be aware of your procurement system and try and keep your procurement process as short and as simple as possible. Some tendering exercises can take longer than the work they are tendering for, adding considerably to timescales.

5. Putting your budget together

You should aim to produce a simple, yet comprehensive campaign budget that provides a full cost breakdown for all activities. It could also show whether activities are being resourced internally or externally. A sample budget is shown on the next page. As well as helping you plan your campaign, the communication campaign activity table allows you to profile your budget month by month.

6. Checking value for money and return on investment

At the end of your campaign, when you are evaluating the results you should check to see whether particular activities provided good value for money and whether they represent a good return on investment. The monitoring and evaluation information will tell you how good or otherwise they were and you should (as far as you can) compare the results with what was spent, for example:

- You ran two roadshow events: one attracted 50 people and another 150. The first event cost $250, the second $2,500. The former event ‘cost’ $5 per person, the second $10 per person. This seems relatively poor value for money (for both of them) but your monitoring and evaluation shows that recycling in the area where the second roadshow was held increased 10 times more than the first roadshow area. This means the return on investment was actually better for the second roadshow.

This type of information can help you report back to funders and key stakeholders, to justify expenditure and make a case for increased funding in the future.
<table>
<thead>
<tr>
<th>Activity</th>
<th>In-house</th>
<th>External</th>
<th>Cost (£)</th>
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<tbody>
<tr>
<td><strong>Research</strong></td>
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<tr>
<td>Desk research</td>
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<tr>
<td>Market research (including procuring an agency)</td>
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<td>●</td>
<td>$6,250</td>
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<tr>
<td>Baseline campaign monitoring eg operational performance, participation and/or contamination monitoring</td>
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<tr>
<td>Procurement procedure (for other external contractors)</td>
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<tr>
<td><strong>Plastic bottle collection campaign</strong></td>
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<tr>
<td>Design and produce ‘teaser’ leaflet</td>
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<td>●</td>
<td>$2,300</td>
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<tr>
<td>Distribute teaser leaflet</td>
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<td>$4,000</td>
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<tr>
<td>Design new calendar and revised recycling scheme information leaflet</td>
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<td>●</td>
<td>$1,000</td>
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<tr>
<td>Obtain all round and collection information for calendars</td>
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<tr>
<td>Print x 58,000</td>
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<td>●</td>
<td>$3,650</td>
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<tr>
<td>Deliver to households</td>
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<td>$5,000</td>
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<tr>
<td><strong>Advertising</strong></td>
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<td>Radio advertising (production and airtime)</td>
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<td>●</td>
<td>$1,500</td>
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<tr>
<td><strong>Roadshows and community events</strong></td>
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<tr>
<td>Identify suitable locations/venues for roadshows and/or events</td>
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<tr>
<td>Book/arrange space and liaise with site owners re event planning</td>
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<td>$500</td>
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<tr>
<td>Prepare promotional materials</td>
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<td>$2,000</td>
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<td>Deliver event/s</td>
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<tr>
<td>Evaluate success of campaign</td>
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<tr>
<td><strong>LPA campaigns</strong></td>
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<tr>
<td>Scope and identify LPAs</td>
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<tr>
<td>Run focus groups to identify key local issues</td>
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<td>●</td>
<td>$2,000</td>
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<tr>
<td>Identify any infrastructure improvement required and secure budget</td>
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<tr>
<td>Prepare community engagement programme</td>
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<tr>
<td>Develop detailed campaign activities with local community input</td>
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<td>$1,000</td>
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<tr>
<td>Run campaign eg door-to-door canvassing</td>
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<td>$8,550</td>
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<tr>
<td>Evaluate success of campaign</td>
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<tr>
<td><strong>Online</strong></td>
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<tr>
<td>Redevelop and launch new LGA recycling web-pages as required</td>
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<td><strong>PR/media relations</strong></td>
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<td>Brief key local news editors/journalists</td>
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<tr>
<td>Organise facility visit for media (follow the recycling trail)</td>
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<td>Scope ideas for media launch</td>
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<td>Draft and issue launch press release</td>
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<td>Ring-round media – secure attendance and coverage of launch</td>
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<td>Hold launch event</td>
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<td>Evaluate success of PR launch</td>
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<td>On-going media relations activity</td>
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<td>Pre campaign consumer survey</td>
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<td>Post campaign consumer survey</td>
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<td>$3,000</td>
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<tr>
<td>Participation monitoring</td>
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<td>$4,550</td>
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<tr>
<td>Evaluation, reporting and review/plan for Year 2</td>
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<td><strong>Contingency</strong></td>
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<td>Contingency budget (6%)</td>
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<td>$52,300</td>
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Tools and Techniques No17: Building a business case

A business case is a communication tool, used to convince a decision-maker to support an initiative. If you cannot demonstrate that the initiative has value for the organisation, you’re unlikely to get the support you want.

Decisions about which projects to undertake are important for all organisations. In LGAs it is usually a competitive process to argue the case for resources, given that there are many competing demands and all expenditure is accountable to the community who pay through their rates.

The business case is often argued in terms of Cost–benefit analysis (see Tools and Techniques No18).

What goes in to a business case

There are four basic steps:

1. Understand the objectives
2. Gather the information
3. Do the analysis
4. Tell the story

Step 1: Understand the objectives

How do decision-makers in your LGA make decisions? What are the priorities? What strategic goals are paramount? How will your project help the LGA to achieve its strategic objectives?

You might need to talk to others in the LGA to flag your idea, and get some initial feedback on how to pitch the idea to demonstrate that your idea will provide value.

A business case captures the reasoning for initiating a project or task. It is often presented in a well-structured written document, but may also sometimes come in the form of a short verbal argument or presentation. The logic of the business case is that, whenever resources such as money or effort are consumed, they should be in support of a specific business need. An example could be that a software upgrade might improve system performance, but the "business case" is that better performance would improve customer satisfaction, require less task processing time, or reduce system maintenance costs. A compelling business case adequately captures both the quantifiable and unquantifiable characteristics of a proposed project. Business case depends on business attitude and business volume.

Business cases can range from comprehensive and highly structured, as required by formal project management methodologies, to informal and brief. Information included in a formal business case could be the background of the project, the expected business benefits, the options considered (with reasons for rejecting or carrying forward each option), the expected costs of the project, a gap analysis and the expected risks. Consideration should also be given to the option of doing nothing including the costs and risks of inactivity. From this information, the justification for the project is derived.

Reference
Step 2: Gather the information

The second stage is about gathering the inputs you need to prepare the business case. This is the data you will use to construct your financial model and justification.

The type of information you need includes:

• Clear statement about the problem you want to address with this proposal;

• Your initial description of your vision and what you’re trying to achieve, and why you think it is important to the organisation (strategic implications);

• Define and quantify the current and future business needs that drive this business case:

• Identification of the risks and unknowns, including the risks of doing nothing;

• Identification of key stakeholders, and all those who are affected in some way by the problem and the actions;

• Qualitative and quantitative data to explain the problem;

• Who you’ve spoken to in preparing the business case;

• Extent to which the program is a “fit” for the LGA, how does it fit with and complement current activities and priorities?

• Resourcing and any other implications of a decision to support.

Step 3: Do the analysis

A typical business case financial model is broken down into a section on assumptions, a section on income (revenue), a section on costs and then a section that calculates the project value in terms of a cost or savings comparison.

Step 4: Tell the story

The final stage of the business case process is to document and present the business case to the appropriate decision maker(s). In LGAs this is usually the CEO who can then advise about how the business case should be presented for formal Council consideration. You may have the opportunity to present in person and answer questions. At the very least, there is likely to be a standard format for presentation of agenda items.
Things to make sure you cover:

• Executive summary

• Opportunity cost: Estimate the cost over a specified period of time, of not proceeding with the initiative

• Proposed solution: What you’re recommending and why; the range of other options considered

• Investment and funding: What’s needed and where it will come from

• Describe project framework and structure

• Risks: Identify any risks associated with the project, and how you plan to manage them

• Financial analysis: See cost-benefit analysis

• Critical success factors

• Key assumptions made

• Resources needed

• Criteria for measuring success: How are you going to know this initiative is working; what will you monitor and measure?

• Conclusion

Further reading about preparing a business case:

Tools and Techniques No18: Undertaking a cost-benefit analysis

A cost-benefit analysis (CBA) is an analytical tool for assessing the pros and cons of supporting a particular initiative.

A formal cost-benefit analysis starts by identifying all of the costs associated with the initiative, primarily financial costs but also non-financial costs such as risks, consequences and implications. The process then looks at all the benefits associated with the initiative including social and environmental benefits. The costs associated with taking action are then considered against the benefits that would be gained from the action.

If the costs and benefits can be quantified, it is possible to produce key financial performance metrics such as return on investment (ROI), net present value (NPV), internal rate of return (IRR) and payback period. In relation to education programs to improve rates of waste reduction and recycling, the cost-benefit analysis is generally an assessment of how the cost of waste education programs rates against the savings that will be achieved if the programs result in reduced costs of handling the waste.

Illegal dumping

The costs of illegal dumping can be quantified and include:

• the costs of staff time to retrieve the waste,

• cost of trucks and other infrastructure

• disposal costs of the material

• special disposal requirements for any hazardous material that has been dumped including asbestos

• and the opportunity cost that comes from staff being diverted from other duties onto dealing with illegal dumping.

Many LGAs pay contractors to collect the waste, and records are kept of the costs incurred to deal with this problem. The financial costs are supplemented by social and environmental costs.

You put forward a proposal for a waste education campaign to reduce the incidence of illegal dumping. This may involve an awareness campaign to highlight the problem associated with illegal dumping, to ask people to get involved in ‘dobbing in’ anyone doing illegal dumping, and may require the production of leaflets, posters, webpage information, setting up a hotline, and neighbourhood information sessions. The costs of the waste education program can be calculated and directly compared to the costs to the LGA of managing the illegal dumping issue.
The argument: If 10% of the cost of dealing with illegal dumping is used to deliver the program, could we expect that the amount of illegal dumping might drop by 10%? If so, it’s a break even situation. But if the 10% investment reduces the amount of illegal dumping by 20%, then there is a net saving of 10% and suddenly the program is not only achieving social and environmental results but is also cutting overall costs for the LGA.

This becomes an argument that elected members can understand and support.

**Reducing contamination in the recycling bin**

Better source separation by householders leads to cleaner waste streams which support increased rates of recycling. This is an objective for all LGAs. The vast majority of material placed in the yellow-top bin is good for recycling, but sometimes non-recyclable material or contaminated material is placed in the bins. When this happens, it can damage the sorting machinery or spoil other materials which could otherwise be recycled.

The rate of bin contamination is monitored by most LGAs. The costs of bin contamination are usually recorded in terms of increased gate fees, reduced rates of diversion, lost income from sale of recyclable materials. All in all, it is a lost opportunity for recovering reusable materials.

You put forward a proposal for a waste education campaign to encourage better source separation by householders. Source separation involves separating waste into common material streams or categories for separate collection. This may be achieved using separate bin services or vergeside collections, or through direct delivery of specific wastes to drop-off facilities. Source separation may be applied to any waste, including municipal solid waste, commercial and industrial waste, and construction and demolition waste. Your proposal includes:

- identification of drop-off facilities for specific types of waste eg HHW, e-waste, reusable clothes and furniture etc
- a promotional program aimed at householders with letterbox drop, fridge calendar, bin tags etc
- ads in the local paper to highlight the issue
- identify and directly liaise with households with high levels of bin contamination

The argument: Look at the current rate of bin contamination. Estimate the costs being incurred as a result of bin contamination. Choose to allocate a percentage of that cost into a waste education program to increase source separation, which will have the effect of reducing contamination, increasing
the rate of recycling and waste diversion. The target is to at least match the cost of the waste education program with the reduced costs incurred from contamination. Track this for an agreed period.

Random audits can help to assess whether source separation is happening effectively or not.

**Reducing waste to landfill**

Many LGAs offer a bulk verge pick-up collection at various times during the year. The costs of the bulk verge collection can be quantified and include:

- the costs of promotion of the collection in each area eg staff time to place signage
- the costs of staff time to collect the waste
- cost of trucks and other infrastructure
- disposal costs of the material, specifically gate fees at landfill
- special handling requirements for different types of waste: green waste, e-waste, scrap metal etc.

You realise that much of the material put out on verges can be recycled or re-used. You also know that any material that gets picked up by the LGA will go straight to landfill which removes forever the opportunity of any of the resources being recovered.

You put forward a proposal for a waste education campaign to highlight and promote the opportunities to recycle common materials and products placed on the verge. This might involve:

- Locating local recycling organisations who are willing to receive clean separated materials
- Increasing the collection of reusable goods by charities ahead of the hard waste collection cycle
• Promoting these details within the community through leaflets, posters, webpage information and signage.

The argument: Look at the total cost of the bulk verge pick-up program for the year. Choose to allocate a percentage of that cost into a waste education program to increase recycling of materials for which there is an alternative, which will have the effect of reducing the amount of material placed on verges which in turn reduces the cost of the bulk waste collection. The target is to at least match the cost of the waste education program with the reduced cost of collection. Track this for an agreed period.

Anticipated benefits from this program are:

• Increasing the convenience of recycling and disposing of bulky waste for householders.

• Reducing the financial and environmental costs associated with the disposal of bulky waste

Further reading about cost-benefit analysis:
http://whatis.techtarget.com/definition/cost-benefit-analysis-CBA