

London Borough of Lambeth
Municipal Waste Management Strategy
2011 – 2031

Annex 5
Waste Prevention and Recycling Communications Plan

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1. Summary

This Communications Plan is one of a suite of documents forming Lambeth's Municipal Waste Management Strategy 2011-2031. This Plan addresses the annual activities for the 'business as usual' waste prevention and recycling services and is designed to improve the effectiveness of Lambeth's communication with residents. It will also allow the service area to budget, plan and focus communications more effectively. A separate communications plan is being developed to cover the short-term implementation of the Strategy's key initiatives.

The development of this Plan will allow the department to co-ordinate promotional activities with service delivery. It will also ensure a focus on activities that have been developed to achieve Lambeth's objectives and provide a sound basis for seeking future funding. Waste management communication work is currently undertaken by HRE Communication Officers working in close partnership with the Waste Development Team, as well as by Recycle Western Riverside.

Actions from this Communications Plan will form part of the Strategy's Action Plan (Annex 2).

2. How we will communicate – our principles

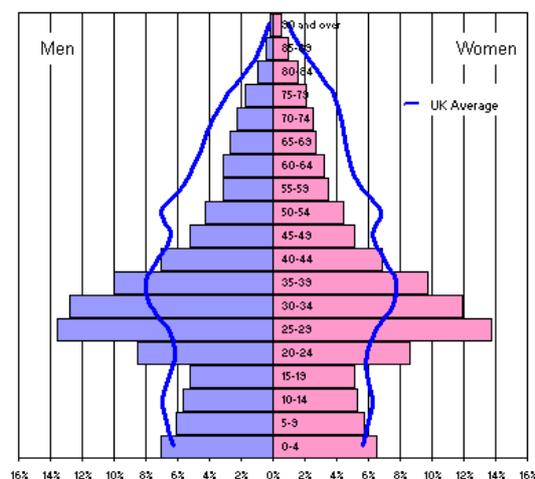
Effective communication is essential to the success of waste prevention and recycling services. All communication activity will be conducted within the remit of the following principles:

1. All communications should be clear, non-technical, open, effective and allow for a two-way dialogue.
2. The tone of all communications should be consistent, honest, positive and accurate.
3. All communications should have built in flexibility, to enable all plans and messages to develop as the Waste Management Strategy evolves.
4. Having a clear and consistent brand identity for all communications, with which people can relate to and which will reinforce our key messages.
5. Using and learning from published best practice material whilst making effective use of national campaign promotional material to support our messages, placing them in a national context.
6. All communications should be delivered on time and to budget.
7. Using environmentally friendly products for the production of all campaign, communication, promotional and publicity materials where practicable and whilst maintaining value for money.
8. All communications should follow a clear management structure and sign off system, which allows for the necessary flexibility and clarity.
9. Being inclusive of all groups including those of a different age, gender, socio-economic, ethnic group etc. and using specific approaches and promotional materials most appropriate to their needs.
10. Key initiatives will be supported with regular publicity to provide continual motivational boosts to encourage residents to continue to participate. The relatively high population churn in Lambeth makes this especially important.
11. Most communications will be targeted because this approach is likely to be more cost effective in driving behavioural change. Broad-brush publicity will be used where resources allow or it can be obtained free or at low cost, or through external funding.
12. Communications will support Principle 1 within the Waste Collection Commitment.
13. To monitor and evaluate communications and adjust where necessary.

3. Lambeth demographics

Waste management services are provided to all residents on a regular basis and so it is vital to understand the make-up of the borough's entire population. Although research shows it is mainly women in a household who take responsibility for sorting out the rubbish, this is by no means universal. Materials need to have broad appeal to both genders, but particularly women, to a wide age range and across numerous different ethnic groups. This is no mean feat, but the more information we have about specific areas, the easier it is to develop targeted marketing that is more likely to capture the attention of residents in small geographical areas.

Lambeth has a population of approximately 273,000¹ living in 131,000 households. The data that follows is from the 2001 census² which will be updated once the results from the 2011 census are released. The population profile below illustrates that, compared to the national average, Lambeth has a much higher proportion of residents in their 20s and 30s – around 45% of the total.



The table below highlights some key population characteristics that may influence communication messages and shows Lambeth's national ranking, with the highest proportion for that indicator ranked as 1.

Characteristic	Percentage	Ranking in England & Wales (out of 376)
Single people (never married)	55.8%	1
Married people	28.3%	375
Households without a car	50.9%	8
One person households	37.9%	11
Married couple households	18%	373
Lone parent households with dependent children	10.2%	8
Born in UK	68.7%	365
Born elsewhere in EU	7.2%	8
Born outside EU	24.1%	14
Unemployed	6.1%	8
Employed	61.7%	203
Travel to work by public transport	58.6%	1
Qualifications at degree level or higher	40.9%	9
Owner-occupiers	37.2%	370
Average household size	-	346

¹ 2007 mid-year estimate (ONS, 2008)

² <http://www.statistics.gov.uk/census2001/profiles/00ay.asp>

Lambeth has the largest Black Caribbean population of any London borough, the third largest Black African population and a large Portuguese community. According to GLA projections from 2005³ the ethnic make-up of Lambeth's population is:

- White 64.8%
- Black African 11.5%
- Black Caribbean 9.8%
- Black Other 4.7%
- Indian 1.6%
- Chinese 1.1%
- Pakistani 0.9%
- Bangladeshi 0.9%
- Other Asian 1.8%
- Other 2.7%.

21% of residents speak a foreign language at home and it is estimated that 132 different languages are spoken in the borough. The most common after English are Portuguese and Yoruba. Annual population churn is 20-30%.

The waste development team is now moving more towards a ward-based workplan and the aim is to develop motivational publicity tailored to the predominant demographics of each ward. Ward-based census data is available via the Lambeth website⁴ and the Council has ward-based MOSAIC data available which is also being utilised.

For more information on Lambeth please refer to the Baseline Report (Annex 1 to the Strategy).

4. Stakeholders

Waste and recycling services are provided to all Lambeth residents. In order to successfully target specific groups it is important that we segment residents.

This can be achieved based on the following factors:

- Age
- Type of accommodation
- Ethnicity
- Gender
- Language
- Level of interest/participation in recycling and waste prevention
- Whether they are covered by estate or kerbside collection rounds.

In addition to residents, it is also important to consider and identify our wider stakeholders to ensure that communication and joint working opportunities are maximised. These can be categorised as internal and external stakeholders.

Internal

- Senior management
- Lambeth Service Centre managers and staff
- Streetcare and Waste Management staff
- Veolia
- Press Office/Communications staff
- Sustainability Team

³ www.lambethpct.nhs.uk/documents/283.ppt

⁴ <http://www.lambeth.gov.uk/Services/CouncilDemocracy/StatisticsCensusInformation/AreaProfiles.htm>

External

- Residents (as above)
- Councillors
- Children and young people
- Community and residents' groups
- Housing managers and staff, landlords and managing agents
- Lambeth Youth Council
- Community Green Champions
- Local media
- Other local authorities.

5. Aims and objectives

Aims

- To effectively promote waste prevention and recycling to Lambeth residents, motivating and enthusing residents to take responsibility for managing their waste in a more sustainable way
- To contribute towards meeting Lambeth's targets for reducing waste and increasing the sustainability of waste collection operations.

Objectives

- To increase participation on low-rise recycling rounds to at least 80% by 2014
- To produce and update each year, an annual calendar and action plan for implementation, starting with the year 2011/12 in line with the corporate communication prioritisation method
- To develop targeted communication campaigns to inform and motivate stakeholders
- To develop our understanding of key stakeholders, partners, audiences and the best methods of how to engage them
- To communicate effectively with the diverse communities of Lambeth through targeted communications
- Explore external and internal joint working opportunities. For example, internally with the LSC and externally with community groups
- Link with national and regional campaigns where appropriate.

6. Methods of communication

There are many possible methods of communication. The lists below cover the options that Lambeth will consider using. In order to gain the maximum benefit from communications, the most effective methods for each specific campaign will be selected, according to which offer the best value, taking into account the target audience, budget, message and desired outcome. Each campaign will aim to use as many different methods as possible depending on the resources available.

Internal (aimed at staff and councillors)

- Intranet
- Enews
- Enews+
- Team brief
- Teamtalk
- Members' briefings
- Regular LSC updates, briefings, FAQs and training programmes

- Training programmes & information for Veolia staff, particularly collection operatives
- Sharepoint
- Customer centres
- Committee papers and reports
- Environmental Champions Sharepoint, events and meetings
- Noticeboards
- Reception areas.

External

- Lambeth Life
- Lambeth's website
- Waste blog
- Other electronic media, e.g. texts, emails, YouTube videos
- Local media, including press and radio
- Letter and leaflet drops
- Ward Newsletters (*up your street*)
- Lambeth Living newsletters
- Other estate-based newsletters
- Roadshows
- Doorstepping
- Community events
- Presentations and attendance at meetings
- Residents' associations
- Vehicles – Agripa panels
- Permanent or temporary displays, e.g. in public buildings
- J C Decaux boards
- Bus shelter advertising
- Advertising on London buses
- Advertising on Lambeth's bus fleet and other vehicles
- Branding/messages on waste containers including printing/stamping, vinyls, hangers and contamination tags
- Signage at Local Recycling Points
- Paid-for advertising in newspapers and magazines
- Community Green Champions
- Community groups (relationship building and via their news channels)
- Other community-based advocates
- Project Dirt and other website forums
- Email distribution lists
- Public noticeboards
- Council Tax mailing
- Guide to Council Services
- Visits to the Smugglers Way MRF
- Posters in public buildings
- Focus groups
- School visits.

Choice of method will be based on a number of factors: type of message, target audience, impact and effectiveness and value for money.

Our choices will be informed by the 'media matrix' a new document which outlines the cost, cost benefit and penetration level of potential communications methods.

Planned Media

In order to make the most of media opportunities, these will where possible, be identified and planned for in advance as part of the annual action plan.

Opportunities may include:

- National and local campaigns, for example Recycle Week, Love Food Hate Waste, Starve Your Bin
- New legislation e.g. Waste Electrical and Electronic Equipment (WEEE) Directive, Batteries Directive.

Increased utilisation of media releases, photo opportunities, the website and marketing campaigns will help increase the profile of the our services and the team.

7. Recycle Western Riverside

Recycle Western Riverside (RWR) is a key partner for the delivery of waste prevention and recycling messages in Lambeth. RWR was launched in 2002 by Lambeth's Waste Disposal Authority, Western Riverside Waste Authority (WRWA) and was entirely funded by WRWAs contractor, Cory Environmental. The original campaign ran for five years at a cost of £4m, funded through landfill tax credits. The original objectives were:

1. To promote a new, harmonised approach to recycling across Western Riverside.
2. To help the boroughs meet statutory recycling targets and increase the waste being diverted from landfill.
3. To promote the purchase of recycled content products and investment in new recycling processes.
4. To raise the profile of Recycle Western Riverside and disseminate key results.

A huge range of campaigns and initiatives were run during the first five years including the introduction of the standardised orange sack recycling service across all four boroughs; the award-winning '*Just when will you start recycling?*' campaign and numerous research projects.

RWR II ran for 3 years from 1st August 2007 with, in the final year (2009/10), WRWA (via the Levy on constituent boroughs) budgeting to provide £270,000 and Cory contributing a further £105,000.

RWR III commenced on 1st April 2010 and will run for a further three years until 31st March 2013, with Cory having agreed to continue to support the campaign with three annual contributions of £75,000. WRWA budgeted £263,000 of expenditure for 2010/11 (£110,000 of which is for additional projects).

The RWR campaigns now effectively run alongside Lambeth's own work meaning two large-scale communication campaigns are operating within the borough. Lambeth will continue to engage proactively with the RWR team and to plan carefully so that duplication is avoided and maximum value is extracted. The RWR work programmes are divided into core projects run annually by WasteWatch, and additional work programmes, each of which is usually tendered. Both programmes are summarised below (the core programme for RWR III and the additional works programme for 2010/11 only).

Table 1 – RWR III Core Annual Programme

PROJECT	DESCRIPTION	COST PER ANNUM
Love Food Hate Waste Campaign	An annual communications campaign to help residents stop producing food waste. The campaign will focus on outreach work with practical demonstrations at summer fairs, fetes and exhibitions at supermarkets	£45,000 (WRAP has agreed to add an additional £20,000 in 2010/11).
Schools Programme	The continuation of the schools recycling programme that has been running for eight years. The programme will be	£130,000

PROJECT	DESCRIPTION	COST PER ANNUM
	adapted to incorporate the Recycler Robot and will also place priority on signing up schools that have not previously been involved in the campaign	
Doorstepping Campaign	Each constituent council will decide the theme for its own individual campaign. 10,000 households per borough	£40,000
Website maintenance/enhancements	On-going maintenance and enhancements to the RWR website	£10,000
No Junk Mail Stickers	The production of 25,000 'no junk mail' stickers per year	£3,000
Total		£228,000

Table 2 – RWR Additional Works Programme for 2010/11

PROJECT	DESCRIPTION	ESTIMATED COST
Estates Communication Project	Continue with the work carried out in 2009/10. The aim of this project will be to help reduce contamination and increase recycling participation on estates (Mar)	£20,000
Waste Prevention, Reuse and Recycling messages	This project will be to promote: <ul style="list-style-type: none"> • A Christmas waste prevention & recycling campaign (Dec) • The Western Riverside Reuse initiative (Mar) • The capability of the new MRF to deal with rigid plastic packaging (Feb/Mar) 	£60,000
Education Room Design	Design of education material for the new education room located in the new Material Recycling Facility (Aug/Sep)	£30,000
Total		£110,000

8. Key messages

In order that stakeholders understand and are engaged in our services, we must provide clear, concise and easy to understand messages to increase awareness of new and existing services, maintain and grow participation and to promote behaviour change in low or non-participation groups.

Key messaging can be broken down into the following areas:

Service information

- What can be reused, recycled and composted
- How to use the services; collection days and contact information
- Disposal sites including Lambeth's Reuse and Recycling Centre
- What cannot be recycled and contamination issues
- An event and outreach timetable to be published on the website and direct communications with the relevant groups
- Recycling is easy in Lambeth; reduce and recycle more of your rubbish
- Providing feedback on the successes and achievements of residents and the council
- Service changes and updates
- Information on waste prevention
- Information on recycling schemes in the borough run by Lambeth and other organisations.

Importance and relevance

- Reducing waste as key to behavioural change and the long-term environmental benefits
- Information on the environmental and financial benefits of their participation
- Raise awareness of and encouraging participation in local and national initiatives.

9. Branding

The current branding for promoting recycling services was developed in 2006 and is based on a cartoon style with the slogan 'Easy'. It was designed to appeal to 'hard to reach' elements of Lambeth's community.

Making a decision on how to refresh Lambeth's branding forms one of the actions under this Communications Plan and options are currently under discussion. One possibility is to switch to a flexible branding based on Recycle Now's forthcoming Social Proof approach. This will utilise photos of Lambeth residents and business people carrying out waste-related activities with simple, positive messages. Other elements of Recycle Now branding will be used where appropriate for specific campaigns.

Communications must follow standard council guidelines for accessibility. Language should be in plain English, easy to read, with positive messages and maximise the use of illustrations.

All publicity materials will contain the 'Recycle for Lambeth' slogan incorporating the Recycle Now swoosh and in accordance with Recycle Now brand guidelines.

10. Consultation with residents

In 2009 a Waste Strategy survey was distributed to residents and community groups to gain feedback on existing services and on potential new initiatives. In addition, residents were also asked about their preferred methods of communication for waste-related materials. The top five preferences expressed are shown in Table 3 and these methods will be prioritised when communicating with residents.

Table 3 – resident's preferred communication methods for waste-related information

Preferred communication methods for waste and recycling (Top 5)	%
Leaflets & letters through the door	65.5
Lambeth Life	58.8
Information & articles in local press	43.3
Posters, e.g. at bus stops	42.9
Lambeth website	37.8

11. Actions and activities

In order to achieve our aims and objectives, the following actions will be undertaken.

To effectively promote waste prevention and recycling to Lambeth residents, motivating and enthusing residents to take responsibility for managing their waste in a more sustainable way

- Use a combination of communication methods to promote the waste hierarchy
- Encourage participation by increasing awareness of current schemes and promoting new schemes

- Communicate the importance of participation and its relevance to the local area through high profile campaigns, events and activities
- Forward planning using the annual action plan and media matrix to target communications to the appropriate audiences, receive value for money and maximise impact.

To contribute towards meeting Lambeth's targets for reducing waste and increasing the sustainability of waste collection operations

- Raise participation in new and existing schemes by focussing communications on low or non-participating residents rather than 'preaching to the converted'
- Use the 'event evaluation form' as communications in assessing the events that have maximum benefit in promoting behaviour change and engaging residents
- Promote recycling schemes and reuse opportunities, such as those provided at Lambeth Reuse and Recycling Centre and Zero Waste Brixton
- Promote new material streams that are accepted for recycling from kerbside and estate properties
- Promote waste prevention, joint working with local and national campaigns, and maximise press and PR opportunities to raise awareness and aid a decrease in residual waste levels.

To increase participation on low-rise recycling rounds to at least 80% by 2014

- Increase availability of information on our recycling and reuse services by strengthening communications with internal stakeholders including operational staff and the LSC, and improving use of internal communication channels, for example Sharepoint
- Encourage participation in low-performing areas by monitoring round collection data on a monthly basis to target communications and activities on the lowest performing rounds
- Developing communications opportunities by using the team's outreach activities and taking advantage of joint working opportunities such as Freshview, to promote the service internally and externally
- Identifying materials that are not being captured by looking at waste compositional analysis data and doing focussed communications on these as appropriate.

Agree and maintain an annual calendar and action plan

- Prevent the current reactive and ad hoc approach to attendance requests and event planning by coordinating communications with the service plan and corporate priorities
- Create an events calendar to maximise community opportunities and maintain a regular presence all year round with target audiences from a wide range of social and ethnic backgrounds
- Identify gaps in the year where greater community interaction and engagement with specific target audiences can take place
- Develop a detailed campaign schedule to support the annual calendar and action plan.

Develop targeted communication campaigns to inform and motivate stakeholders

- Maximise the effectiveness of campaigns by targeting communications to specific audiences through use of monitoring, participation and performance data to identify key target groups
- Tailor messages to target groups
- Consider equalities and diversity issues in devising campaigns, for example English as second language, cultural issues affecting attitudes to recycling and disabilities
- Target charities and non-domestic waste producers to ensure that they are aware of their entitlement to free recycling collections
- Increase recycling and waste reduction messages to local businesses.

Develop our understanding of key stakeholders, partners, audiences and the best methods of how to engage them

- Develop a deeper understanding of the demographics, experiences, knowledge and expectations of our residents in relation to our services
- Gather further information from residents, such as the data provided by the Future of Waste questionnaire, to build our knowledge of what residents want and their preferred communication methods. Monitor and evaluate services and communications campaigns using methods such as feedback and evaluation forms, questionnaires, focus groups and new media tools such as online polls
- Make more effective use of internal channels to reach internal stakeholders, gain feedback and identify joint working possibilities
- Explore online and social media channels as means of creating two-way information sharing, discussion forums and possible e-based user focus groups
- Undertake a Situational Analysis and a Communications Analysis
- Develop a crisis PR plan.

Communicate effectively with the diverse communities of Lambeth through targeted communication

- Engage faith groups, community leaders and residents from wider backgrounds that we have previously had little or no contact with in order to create effective and consistent communications and ensure they have access to our services
- Develop a deeper understanding of the demographics, experiences, knowledge and expectations of our residents in relation to our services by undertaking a stakeholder analysis
- Use data from the Census, MOSAIC, A Classification of Residential Neighbourhoods (ACORN) and Council Tax bands to identify 'hard to engage' groups and low or no-participation sections of the community, in order to tailor communication messages
- Use ward-level census and MOSAIC data to develop targeted communications to support the new ward-based campaigning approach
- Identify opportunities for partnership work with community groups and promoting interaction with the service, for example work placements
- Carry out best practice research on successful communications campaigns and using WRAP guidance on communication with 'hard to engage' and BAME groups
- Refresh the branding used in recycling-related communications.

Explore external and internal joint working opportunities

- Undertake a 'community stakeholder mapping exercise' of Lambeth and contact relevant groups to establish joint working opportunities
- Identify cross-cutting communication campaigns departmentally and corporately in order to work jointly to maximise scope and reach of recycling and waste minimisation messages
- Build relationships with community groups and external organisations in order to pool resources, strengthen messages and create wider engagement with our service
- Identify appropriate stakeholders and local groups, for example Remade in Brixton, to engage in partnership work on key projects such as Zero Waste Brixton.

Link with national and regional campaigns where appropriate

- Continue to develop promotion of and joint working with regional and national campaigns to provide beneficial and effective communications platforms relevant to Lambeth residents
- Maximise on regular events and high-profile campaigns, such as Recycle Week, Compost Week and Love Food Hate Waste by showing support, running activities and promoting awareness of them to residents
- Where appropriate, include the national Recycle Now iconography on our branding for recognition value and increased awareness.

12. Funding

From April 2011 Lambeth will have a communications budget of £20,000 per annum for promoting business as usual waste prevention and recycling services. Whilst WRAP recommends a budget of £1 per household for the promotion of ongoing services⁵, in the current financial climate this level of funding is unlikely to be available.

Officers will continue to seek opportunities for external funding to enhance the internal budget.

13. Monitoring and evaluation

The communications plan should achieve the following:

- Improve the process of communication with residents and stakeholders
- Improve the effectiveness of communication with residents and stakeholders
- Increase participation in recycling schemes
- Help reduce contamination in high-incidence areas
- Improve attendance and involvement in campaigns and events
- Establish an annual events calendar
- Improve communications with 'hard to engage' groups.

In order to ascertain the effectiveness of our communications we can use the following measurement methods:

Reach: The number of people in the target audience who are exposed to the campaign's messages.

Penetration: The percentage of the target audience that is reached by the campaign's messages.

Frequency: The number of times the average person in the target audience will be exposed to the campaign.

Awareness: Increases in awareness of the campaign and its messages.

Response: The number of people who respond directly to the campaign, e.g. by calling the LSC.

These methods can be broken down further into the following:

- Participation rates
- Set out rates
- Press coverage
- Consumer research
- Website hits
- Calls received
- Uptake of offers (e.g. sales of compost bins)
- Leaflets distributed
- Roadshows/events attended
- Households doorstepped
- Competition entries
- Opportunities to See (OTS)
- Advertising Value Equivalents.

Data will be collected on each of the activities outlined in the annual action plan throughout 2011/12. By the end of 2011/12 we will be in the position to critically evaluate all of the activities and adjust the plan where necessary to increase effectiveness for 2012/13.

⁵ WRAP (2009) Improving recycling through effective communications. Banbury, WRAP