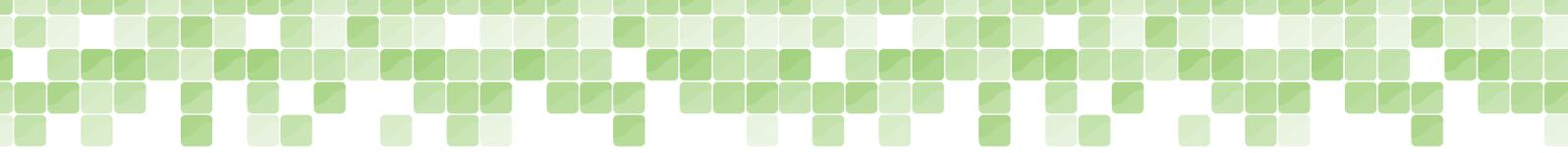


Devon Authorities' Waste Communications Strategy



Draft for consultation May 2012

Don't let Devon go to waste



1. Introduction

The local authorities of Devon have a long history of working together successfully on recycling and waste issues. In 1992 the 11 local authorities across the county formed a strong alliance named 'Devon Authorities Recycling Partnership' which aims to provide a coherent and consistent approach to waste management activity.

The Communications Strategy is one of a group of documents forming Devon's updated Waste Management Strategy 2012-35. This document outlines the communications activities for the waste prevention, recycling and treatment services in the county and is designed to improve the effectiveness of communication. It will also allow activity to be budgeted, planned and focused more effectively. In addition it sets out a comprehensive plan that will ensure a coordinated approach and consistency of message.

The Partnership funds and supports countywide initiatives which aim to reduce, reuse, recycle and compost waste in Devon.

The initiatives include:

- Devon Community Recycling Network
- Devon Community Composting Network
- Real Nappy Campaign
- Furniture Reuse payments
- Devon Authorities Website
- Exhibitions at the Devon County Show
- Waste Education
- 'Don't let Devon go to waste' campaign

The Don't let Devon go to waste' campaign was launched ten years ago in 2002 and has included high profile advertising and PR activity aimed at changing entrenched attitudes and behaviour towards waste and recycling.

The campaign has been hugely successful and has directly contributed to Devon achieving a 55% recycling rate by 2011/12, which has significantly reduced the amount of waste going to landfill. This recycling rate far exceeded the target set for the county of 46%.

Since the inaugural Devon Authorities' Communications Strategy for Waste was launched in 2008, many changes have taken place.

Firstly, Devon has taken ambitious steps in its approach to waste management. Targets set by government and / or the Devon Authorities have been achieved and exceeded. Growth has stabilised at 0% and two Energy from Waste plants are due to be operational by 2014/15.

In addition, Devon was named the top recycling county in the country, with the recycling rate rising from 32.71% in 2004/5 to 54.8% in 2010/11.

There are no longer fixed recycling targets, however there are a number of other challenges. Firstly, there is likely to be more pressure to further reduce the amount of biodegradable waste landfilled to zero in the future. With this in mind, a waste reduction target is being set at 490kg/person by 2017 (from 502kg/person in 2010/11).

In addition, the Partnership has set itself the target of increasing the amount of recycling to 65% by 2025/26.

Attitude change to waste and what happens to it has been a long process in the UK and is still ongoing. However, people are better informed about the implications of burying waste and it is increasingly seen as a resource – both of material and of energy supply.

This combined communications strategy will underpin and support the overarching Waste for Devon strategy, ensuring effective communication remains key.

2. Situation Analysis

There are a number of aims set to minimise waste in the County:

1. To promote sustainable waste management issues to the public of Devon
2. To contribute towards the Devon Municipal Waste Management Strategy's targets for reducing waste growth and increasing re-use, recycling and composting of waste and sustainable residual waste treatment.

3. To contribute to achieving EU and Government targets and policies

Overall there is a shift in focus away from simply recycling waste, but emphasising the idea of preventing waste in the first place.

There are many strengths that have been built up throughout the life of the campaign, including:

- A high awareness of campaign / increased awareness of environmental factors;
- High Brand Equity resulting in a strong sense of support and willingness to take action;
- Excellent track record of meeting and exceeding external targets;
- A reputation for effective stakeholder engagement and clear communications;
- Two Energy from Waste plants to be launched shortly;
- Good waste infrastructure throughout the county.

However, there are also a number of specific challenges, including:

- A risk that people could begin to become disengaged with the campaign and / or waste management, due to consumer lifestyle pressure, negative recycling myths, and reduced by in from partners;
- Waste seems to be linked to economic prosperity – it's possible an economic upturn could mean that municipal waste increases;
- Managing negativity due to recycling services not meeting more sophisticated demands;
- Local authorities are facing increased intense scrutiny and there is a keen focus on delivery and value for money. It is therefore vital operations are transparent.
- As more authorities take steps to deal with their residual waste, waste infrastructure developments are more common, leading to a greater awareness and often associated opposition, even to existing facilities
- Lack of clear national strategy for any particular form of waste treatment for residual waste has potential

for political ramifications, particularly at local level and the pre-election period.

- Differing collection regimes, system changes and the potential for confusion over recyclates; the more complex the system the longer it takes for public adoption.
- Issues with other authorities or contemporary news items that are perceived to be relevant to Devon, eg limited markets for recyclates leading to stockpiling in some areas of the country could affect county recycling
- Securing resources for medium/long term communications investment

It's crucial that the waste communications for Devon are not tackled in isolation – regional, national and international activity must also be taken into consideration for work to be effective.

It must also be remembered that the Partnership is formed from a number of different authorities and working together is vital to ensuring a coordinated and consistent approach. Internal communications is therefore essential – as can be seen from previous communications activity, staff become ambassadors for brand.

This communications strategy informs best practice and creates a framework for a strong communications culture by:

- setting out clear objectives and key messages;
- defining the audiences and stakeholders;
- defining the means and channels of communication;
- creating consistency in communications activity over a timeframe;
- setting out communication activity priorities;
- identifying risks with mitigating actions;
- setting out measures for evaluation, analysis and amendment of activity.



3. Objectives

Using clear and accessible means of communication and plain English at all times to:

1. Maintain the high profile and reinforce the importance of waste prevention and reduction, providing communications through multiple channels and for many audience groups, by;
 - a. increasing participation in household recycling collections
 - b. reducing contamination by enabling greater awareness of services, dispelling myths and reducing confusion.
 - c. increasing awareness of and participation at Recycling Centres and bring banks increase awareness and participation in community re-use and recycling and waste reduction initiatives;
 - d. contributing towards waste reduction through effective, timely and accurate communications in order to inform and motivate stakeholders.
2. Maintain strong dynamic relations with key influencers, politicians and the media;
3. Maintain the recognised and respected image identifying the Authorities' waste management initiatives;
4. Achieve economies of scale and value for money through a partnership approach, linking with National and Regional campaigns where appropriate;
5. Monitor and evaluate the effectiveness of communication activity and respond to stakeholder feedback;
6. Improve internal and cross sector communications to ensure the delivery of consistent messages.
7. Be transparent, clear and concise in all communications, demonstrating accountability at all times.

4. Strategy

The communications strategy demonstrates how activity will be managed, both internally and externally. It sets a target audience for each activity and outlines appropriate channels and timings.

The main aim is to ensure proactive communication and transparency through a mix of appropriate channels.

This will be achieved by:

- Engaging with all stakeholders on a regular basis through a wide variety of existing communication channels - for example, social media, newsletters, events.
- Utilising stakeholders' own communication channels for incremental spread of messages
- Increasing engagement with the media, building and creating media opportunities, regular reporting on progress, briefing journalists in order to gain media support and buy in.
- Two-way communication – ensuring that all communication allows for two-way communication to encourage ownership, increase credibility and convey accountability.
- Briefings to ensure political stakeholders are kept informed including Members of Parliament, Councillors and Officers are kept informed of progress, challenges and opportunities.

Main audience groups have recently been identified in the Waste Performance in Devon Study. The next task is to define communications activities, outline appropriate key messages and set activities within a timeframe.

Audience and communications channels

The main audience groups can be segmented as follows:

External Business related

- Businesses throughout Devon, Plymouth and Torbay.
- Business Associations, eg Chambers of Commerce, Federation of Small Business, DEBI, Devon and Cornwall Business Council, EEF.
- Business parks and business clusters
- Employer groups

Community

- Communities
- General public
- Parish and town councils and councillors
- Community projects
- Community websites
- Community interest / social enterprises
- Third sector
- School children
- Teachers
- Parents
- Governors

Partner Organisations

- District and Unitary councils
- Senior officers
- Community Council for Devon and Somerset
- Councillors
- Government bodies (WRAP, DEFRA, Environment Agency)
- Private sector

Influencers

- MPs, Ministers
- Local Enterprise Partnership, Heart of the South West
- Local and regional media
- Employer networks and trade associations - eg Plymouth Chamber, FSB, etc
- Devon Youth Parliament
- Diversity / equality reference groups
- Health authorities
- Other government agencies / public sector

Internal

- Elected Members of each authority
- Staff of each local authority
- Senior management
- Waste Management staff
- Customer Services / call centre staff / reception

Communications should embrace the following key messages:

- Preventing and reducing waste is key
- Recycling is easy to do / recycle all that you can
- There are huge environmental and financial benefits

For communication to be effective, we must provide clear, concise and easy to understand messages to stakeholders. The above key messages should be conveyed by communicating the information below:

Service information

- How to use the household collection services; collection calendars and contact information
- Opening times of recycling centres
- Nearest recycling facilities
- What can be re-used, recycled, composted
- What cannot be recycled and contamination issues

- Information on waste prevention - how to reduce / minimise waste
- Further sources of information
- Costs
- End use / lifecycle of materials
- Providing feedback on the success and achievements - performance feedback
- Service changes and updates
- sponsorship
- supermarket linked campaign
- utilising existing channels of communication – e.g. local authority newsletters
- website

Internal

- committee reports
- established cross authority and sector group meetings
- internal newsletters
- intranet
- leaflets and posters in reception areas / libraries
- member briefings / bulletins
- payslip editorial inserts
- project Team meetings
- staff meetings

Factual information

- Long-term environmental benefits, helping to combat climate change
- Saving of natural resources
- Reduced pollution
- Financial benefits
- Saving of energy

Channels

The main channels of communication will include:

External

- advertising – online, radio, TV and print, as appropriate
- door-stepping
- helpline
- letter/leaflet drop
- media – press, TV and radio
- meetings
- MP briefings / receptions
- newsletters
- newspaper and magazine advertorials in county publications
- open days at waste facilities
- outdoor advertising
- presentations / briefing events / consultation
- school activities
- social media

5. Evaluation

Measuring the success and progress of communications and marketing activity is an important function that allows for changes in both strategic and tactical direction, safeguards efficient use of financial and other resources, and provides information to inform future campaigns. It is, however, not a finite science, as many other factors will and do affect communications 'success'.

Web traffic, media coverage, qualitative and quantitative feedback, board / forum feedback, newsletter evaluation, call / email statistics and social media analysis will all need to be undertaken regularly to understand what activities are working, what key messages are being successfully conveyed and what amendments are required.

Evaluation techniques include:

- Web analysis: monitoring traffic to site including
 - unique visitors
 - page impressions

- site referrals – from other sites
- downloads / uploads
- Twitter followers / twitter analysis
- Facebook fans / statistics
- Social media ranking
- Recording and analysis of enquiries, noting type, source and motivator / origin
- Event attendance
- Media enquiries
- Online media search
- Requests for information, publications, speakers or comment
- Feedback / word of mouth
- Qualitative and quantitative research (including feedback from SWCP and partner organisations)
- Equivalent Value Advertising
- Newsletter tracking information.

6. Conclusion

The Devon Waste Partnership has been highly successful to date in changing behaviour and increasing recycling rates throughout the county. It is a best practice model, with an outstanding record of achievement. In order for this to continue and for the audience to remain engaged, it is vital that communications focus on providing accurate information.

In addition, social media must be embraced for the Partnership to increase and maintain their influence. Thorough engagement with stakeholders is therefore a fundamental part of the success, ensuring that communications is a two way process. Effective public relations will underpin the Partnership's activity, enabling genuine support and increasing political backing. In conclusion, by adopting a proactive and dynamic approach to communications, the Partnership can continue to have a high profile, ultimately helping to achieve reduced waste and improve recycling throughout the county.

Appendix A – media list

Weeklies

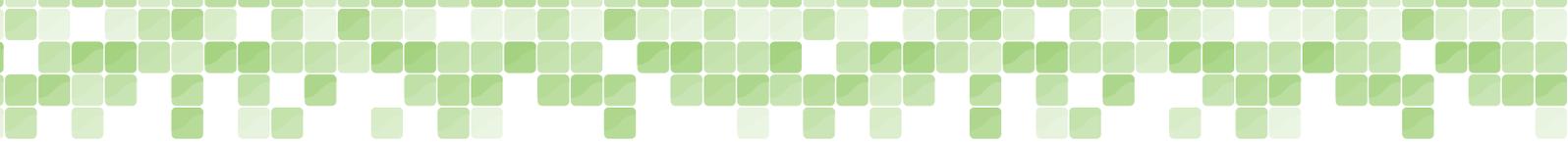
Cornish & Devon Post
 Crediton Country Courier
 Dartmouth Chronicle
 Dawlish Gazette
 Exeter Times
 Exmouth Herald & Journal
 Express and Echo
 Herald Express
 Ivybridge & South Brent Gazette
 Kingsbridge & Salcombe Gazette
 Mid Devon Advertiser
 Mid Devon Gazette
 Mid Devon Star
 Midweek Herald
 North Devon Gazette & Advertiser
 North Devon Journal
 Okehampton Times
 Pulmans Weekly News
 Sidmouth Herald
 South Devon & Plymouth Times
 Sunday Independent
 Tavistock Times & Gazette
 Teignmouth News
 Teignmouth Post and Dawlish Post
 View from Honiton, Colyton, Seaton and Axminster

Dailies

Western Morning News
 The Herald
 Western Daily Press

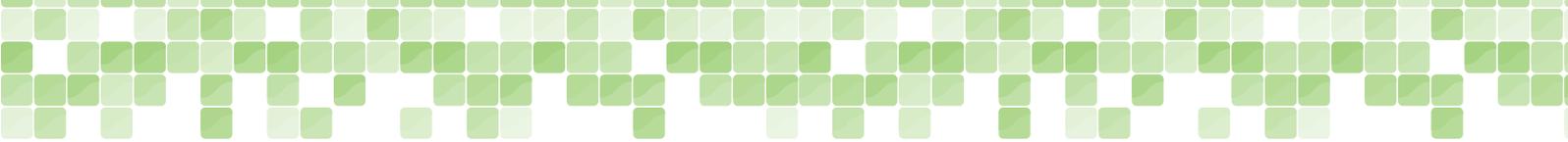
Broadcast

BBC Television Spotlight
 BBC Television London
 ITV1 Westcountry
 Heart FM
 Radio Plymouth
 Radio Devon
 Palm FM
 Plymouth Sound
 Pirate FM
 South Hams Radio



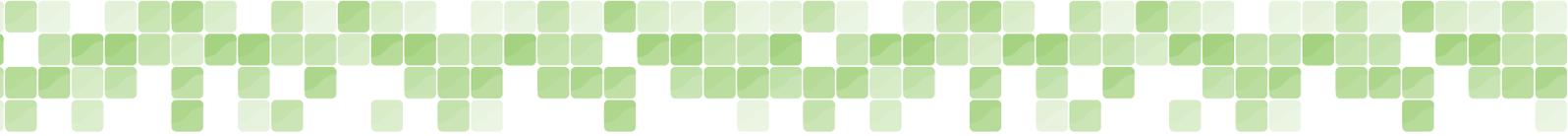
Devon Authorities Waste Communications Strategy Action Plan

Action		
Objective 1		
Waste Reduction	Target Audience	Plan 11/12
Food Waste	Busy Families & Unconstrained Couples	Love Food Hate Waste (Devon)
		Love Food Hate Waste Seasonal campaigns Hate Waste activities
		Compost Awareness Week PR
		Launch LFHW animated films and advertise virally
Garden Waste	Devon population	Compost Awareness Week PR
Packaging	Devon population	Easter Eggs PR
Real Nappies	Expectant mums/ Parents/Grandparents	Real Nappy Week
		Review data on environmental benefits
Generic Waste Reduction advice	Devon population	Develop and implement Junk Mail campaign
		Include waste reduction tips on service guides, recycledevon.org and LA own sites
		Purchase and publicise online version of the "Your Money" book
Re-use	Devon population waste collection comms.	Add local Furniture Reuse Group info. to bulky
WEEE	Devon population campaign	Develop and implement WEEE awareness
Public Relations via Press/Social Networking sites	Devon population	
Objective 2		
DLDTW image	Target Audience	Plan 11/12
Consistent and regular use of brand by partners on all comms inc. signs and livery	Internal stakeholders	Review use
		Expand guidance to include digital communication methods
Promote use of brand to external organisations	External stakeholders	Research suitable companies/organisations that may adopt the brand
		Develop and produce a recycledevon.logo
Standardise Service Guide information	Internal stakeholders where ever possible	Tourism - Dovetail with Devon Brand where ever possible



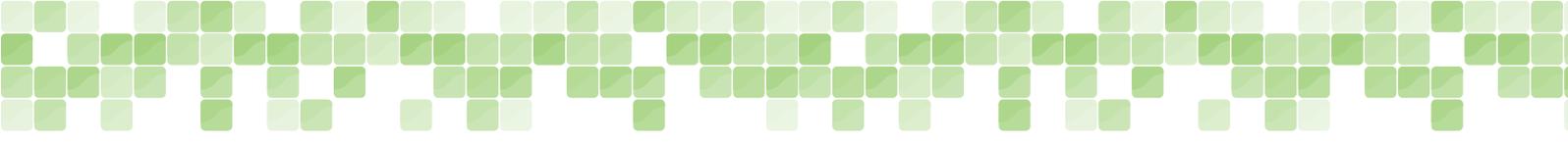
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Plan 12/13	12/13 Timing
Love Food Hate Waste (Devon) Paul Da-Costa-Greaves Cooking demos	Summer 2012
Seasonal campaigns promoting Love Food	Mar, Jun, Sept, Dec 2012
Compost Awareness Week (food aspect) PR	May 2012
Promote LFHW animated films virally	Ongoing
Compost Awareness Week (Garden waste) PR	May 2012
Easter Eggs PR	Mar/Apr 2012
Real Nappy Week (marketing and activities)	May-2012
Junk Mail campaign (inc. town centre promo)	Jun to Sep 2012
Produce WEEE film and publicise	Ongoing
Plan 12/13	12/13 Timing
Review use	Ongoing
Research suitable companies/organisations that may adopt the brand	Ongoing
Tourism - Dovetail with Devon Brand	Ongoing



Devon Authorities Waste Communications Strategy Action Plan

Objective 3		
Develop understanding	Target Audience	Plan 11/12
Share info on Recycledevon – participation, Focus Groups, Market research, doorstepping, analysis	Internal stakeholders	Make Recycledevon.org share facility live
Identify correct communications	Hard to reach groups campaign	Develop and implement 18 to 24 yr old and implement
Objective 4		
Communications	Target Audience	Plan 11/12
Agree and review timed, targeted and relevant plan(s)	All stakeholders	Produce and circulate DLDGTW year plan
		Review Strategy action plan
		Prepare joint comms, plans
Promote waste reduction, reuse and recycling via all Public Relation opportunities	Devon population	Promote local activities and piggyback on national publicity weeks via PR (incl. digital) opportunities
Objective 5		
Increase participation	Target Audience	Plan 11/12
More information	Devon population	Finalize service guide template and upload to recycledevon.org
		Enlist student support and produce Study of Waste Performance
		Produce and publicise Recycling Trail Videos for glass, metals, paper and textiles
		Launch DLDGTW Wikipedia page
		Publicise Recycling Trail video for plastics
		Produce and publicise video on waste sent to landfill
		Launch new website, facebook page and Youtube page
		Develop and implement the 18 to 24 yr old increase participation campaign
Contamination Awareness (wheeled bins for Recycling and Composting)	Population of app. LA's	
Informed crews & R/C centre staff	Internal stakeholders	



Completed ■

Plan 12/13	12/13 Timing
Increase material concepts for 18 to 24 yr old campaign	Oct 2012
Plan 12/13	12/13 Timing
Produce and circulate DLDGTW year plan	Jan 2013
Review Strategy action plan	Dec 2012
Prepare joint comms, plans	Jan 2013
Prepare PR plan and implement	Jan 2013
Plan 12/13	12/13 Timing
Review	Oct-2012
Implement Study of Waste Performance recommendations	Ongoing
Produce and publicise Recycling Trail video for cardboard	tbc
Review/update DLDGTW Wikipedia page	Apr 2012
Produce and publicise video for IVC	tbc
Increase joint Social Networking opportunities	Ongoing
Activate Twitter	Apr 2012
Increase material concepts for 18 to 24 yr old campaign and implement	Oct 2012
Share clinical waste information	Ongoing
Customer Care Training	Ongoing
Develop and implement online Thank You Awards initiative	Nov 2012



Devon Authorities Waste Communications Strategy Action Plan

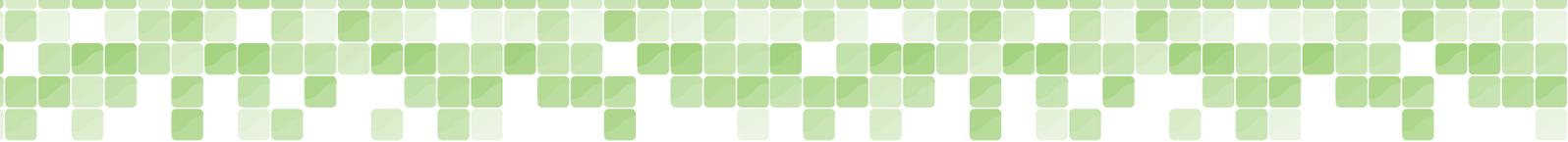
Increase participation	Target Audience	Plan 11/12
Hold open days	Devon population	
Objective 6 Recycling Centres and banks	Target Audience	Plan 11/12
Improve HWRC customer care	Devon population customer care training	Review HWRC operatives have had
Listen and respond to customer feedback -	Devon population	
● Provide mixed plastics recycling		Promote when established (DCC)
● Batteries recycling		Promote when established
● Vegetable oil recycling		Promote when established
Objective 7 Community initiatives	Target Audience	Plan 11/12
		Review
		Review
		Review
		Review
		Ensure two way comms on Junk Mail
Objective 8 Internal comms	Target Audience	Plan 11/12
		www.recycledevon.org website to be kept up to date
		Make use of internal newsletters and DLDGTW electronic newsletter
		Report to DAWRRC regularly
		Own websites to be kept up to date
Objective 9 Media relations	Target Audience	Plan 11/12
		Press offices to maintain good relationship with local media



Completed

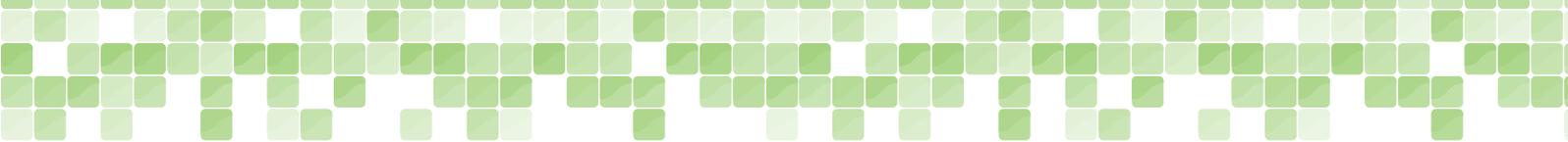


Plan 12/13	12/13 Timing
Share best practise	Ongoing
Plan 12/13	12/13 Timing
Review HWRC operatives have had customer care training	Dec 2012
Promote when established	tbc
Promote when established	tbc
Promote when established	tbc
Produce and publicise video for HWRC	tbc
Plan 12/13	12/13 Timing
EU Community Engagement Project	Commence project Jun 2012
Virtual Community App	Commence project Jun 2012
Forge better links with existing Community	Ongoing
Networks such as DCRN, DCCN and ReFurnish Devo	
Assist with publicity of annual conference	Oct 2012
Ensure two way comms on Junk Mail	Ongoing
Plan 12/13	12/13 Timing
www.recycledevon.org website to be kept up to date	Ongoing
Make use of internal newsletters and DLDGTW electronic newsletter	Ongoing
Report to DAWRRRC regularly	February each year
Own websites to be kept up to date	Ongoing
Plan 12/13	12/13 Timing
Investigate feature opportunities such as Inside Out re Carbon Footprint/Costs	Ongoing



Devon Authorities Waste Communications Strategy Action Plan

Media relations	Target Audience	Plan 11/12
		Check list of media contacts is up to date
		Coordinated approach to challenge national press articles
		Media briefing for major campaigns
		All to check websites (and links) (recycledevon.org and own) are accurate and up to date
Objective 10 Diversity	Target Audience	Plan 11/12
	Diverse communities of Devon	Improve recycledevon.org to ensure that it is in line with devon.gov.uk
Objective 11 Partnerships	Target Audience	Plan 11/12
Share resources	All stakeholders	Use of Marketing Services contract
		Procurement of merchandise
		Waste education staff sharing
		Waste educators contract
		Website
		Social Networking sites
		Helpline
		County Show
		Review and improve generic display material
		Exhibition trailer/vans
Objective 12 National campaign links	Target Audience	Plan 11/12
	Devon population	Recycle Now – Recycle week
Objective 13 Monitor/Evaluation and feedback	Target Audience	Plan 11/12
Research	All stakeholders	On-Street Market Research and Online Research
Research	All stakeholders	Focus Group 18 to 24 yr old concepts
Evaluation	All stakeholders	Recycledevon.org Google Analytics



Completed ■

Plan 12/13	12/13 Timing
Review	Dec 2012
Coordinated approach to challenge national press articles	As and when required
Media briefing for major campaigns	As and when required
All to check websites (and links) (recycledevon.org and own) are accurate and up to date	Ongoing
Plan 12/13	12/13 Timing
Improve recycledevon.org to ensure that it is accessible to all	Dec 2012
Include sub-titles on all existing/future TV ads/films	Dec 2012
Plan 12/13	12/13 Timing
Use of Marketing Services contract	Ongoing
Procurement of merchandise	Ongoing
Waste education staff sharing	Ongoing
Waste educators contract	Ongoing
Website	Ongoing
Social Networking sites	Ongoing
Helpline	Ongoing
County Show	Ongoing
Review and improve generic display material	May 2012
Exhibition trailer/vans	Ongoing
Plan 12/13	12/13 Timing
Utilise and adopt where appropriate national recylenow/ LFHW initiatives throughout the year	Ongoing
Plan 12/13	12/13 Timing
Online Research	Ongoing
Recycledevon.org Google Analytics	Ongoing

