

2<sup>nd</sup> Draft



Creating markets for recycled resources

rotate

Recycling Advisory Service

# ROTATE – Communications Plan

## A report to Oxford City Council

**Written by:**

**Stefan Wilczak, Get it Sorted Limited on behalf of ROTATE**

**The Waste & Resources Action Programme**

The Old Academy, 21 Horse Fair, Banbury, Oxon OX16 0AH

Tel: 01295 819900 Fax: 01295 819911 [www.wrap.org.uk](http://www.wrap.org.uk)

WRAP Business Helpline: Freephone: 0808 100 2040

**Date: July 2006**

# Contents

1. Background	3
1.1 General	3
1.2 Services	3
1.3 Waste Data	4
1.4 Funding and Support to date	5
1.5 Promotion to date	5
1.6 Research	5
1.7 Availability of Advertising Media	7
1.8 Availability of Distribution Mechanisms	7
2. Situational Analysis	7
3. Communication Aims and Objectives	9
4. Strategic Approach	9
5. Branding and Campaign Values	9
6. Target Audience	10
7. Communications Mix	10
7.1 Communication Information	11
7.2 Physical Evidence – Appearance	11
7.3 Place – How the Message Will be Communicated	11
7.4 Promotion – Advertising	11
7.5 People	12
7.6 PR	12
7.7 Evaluation & Monitoring	12
8. Campaign Elements	13
8.1 Helpline	13
8.2 Website	13
8.3 Waste Staff and Crew Training	14
8.4 Operational Issues	15
8.5 Branding and Design	15
8.6 New Improved Service Introductory Leaflet	16
8.7 Garden Waste Instruction Leaflet	17
8.8 Calendar for Recycling and Alternate Weekly Collection	17
8.9 Introductory Leaflet for Alternate Weekly Collection	18
8.10 PR	18
8.11 Roadshows	19
8.12 Exhibitions/Displays	19
8.13 Posters	20
8.14 New Year Campaign – Opportunities for Recycling	20
8.15 Garden Waste Campaign	21
8.16 Council Magazine ‘Your Oxford’ and Community Publications	22
8.17 Council Staff Newsletter ‘Accents’	22
8.18 Promotions to Staff and Members	23
8.19 Community Recycling Groups	24
8.20 Household Waste Recycling Centre and Recycling Site Promotion	24
8.21 Information Pack for New Residents	25
8.22 Schools and Community Group Education	25

# 1. Background

## 1.1 General

Oxford City Council covers an area of 17.6 square miles and has a population of approximately 145,000 living in 54,000 households. The City is predominantly urban and comprises 6 areas (Central & South West, Cowley, East, North, North East & South East) and 6 parishes.

Approximately 20% of the households are flats or houses in multiple occupation. There is a student population of approximately 33,000 and a growing number of hard to reach groups, including ethnic minority groups, particularly Eastern Europeans.

The Council has a good working relationship with the County Council and surrounding districts. A Joint Waste Strategy is currently being developed and should be finalised in late summer 2006. There are a number of working groups which share information on both operational and communication issues. Joint promotional work is undertaken, co-ordinated either by the County Council or lately, by the Oxford Waste Partnership (OWP), which is a partnership of all the Oxfordshire local authorities.

## 1.2 Services

Oxford City Council (OCC) is responsible for waste collection, Oxfordshire County Council is responsible for refuse disposal.

Current waste and recycling collection services are as follows:

- A weekly collection for residual waste. Householders are required to provide their own containers (mainly sacks)
- Weekly kerbside recycling collection of glass, food/drink cans and Newspapers/magazines
- Weekly kerbside collection of textiles using sacks
- Flats and houses in multiple occupation (HMOs) are provided with weekly collections for recycling and residual waste. These collections vary according to the property type and space available. Flats with 10 residents or less are issued with individual green boxes which are collected weekly. Larger blocks of flats and HMOs are issued with communal wheeled bins for the collection of single materials e.g. mixed glass, newspapers/magazines, food and drink cans
- Garden Waste Pilot - fortnightly collection of cardboard and garden waste was launched in March 2005 in parts of Oxford servicing approximately 13,000 properties
- 21 'bring sites' across the City. Most of these accept glass, newspapers/magazines, food/drinks cans and textiles; some also collect plastic bottles
- 1 Household Waste Recycling Centre at Redbridge, which is run by the County Council, collects a wide range of recyclables and residual waste
- The Council also provides bulky waste & white good collections on request
- Communal collections for University Halls of Residence
- Limited collections of recyclables including mixed glass, paper, tin/cans and cardboard from commercial premises

Operating the following collection rounds:

- Six domestic refuse rounds using RCVs
- 5 green kerbside recycling box rounds – 4 side lift and 1 'walk on' kerbside sort
- 1 garden waste round – RVC
- 2 flat/HMO rounds - Top Loaders
- 1 container round – RCV
- 1 bulky round – RCV and flat bed vehicle
- 1 Community Recycling Centre Round – Hiab Vehicle

## 2<sup>nd</sup> Draft

Recycling and waste collections are made on the same day, residual waste is landfilled and garden waste is composted in windrows.

Oxfordshire County Council have a contract with Straights to supply home composting bins. Home composting is jointly promoted and bins are sold at subsidised prices.

In an effort to increase the amount of waste recycled the council is proposing to introduce the following waste collection services:

- Expansion of the garden waste reusable bag scheme to remaining households with gardens (approx 30,000 additional households). To be introduced in September 2006

### **Introduction of alternate weekly collections in November, to be phased in over six months, which will include:**

- Fortnightly collection of residual waste using wheeled bins.
- Fortnightly collection of mixed glass and PAMS using 55 litre green boxes.
- Fortnightly collection of textiles via red plastic sacks
- Fortnightly collection of plastics, envelopes, tins/cans, low quality paper, kitchen cardboard, and cardboard (additional materials also being considered) using 55 litre blue boxes.

Flat and HMO collections will change accordingly and will be targeted after the above schemes are introduced.

## 1.3 Waste Data

During 2005/06 Oxford CC collected 46,347 tonnes of household refuse of which 8,970.02 tonnes were recycled or composted (19.35%, 1822 tonnes compost 7147.82 tonnes recycled). The recycling and recovery rate has increased gradually with the introduction of new schemes from a recycling rate of 14.81 in 2004/05.

The recycling and recovery target for 2005/06 was 18% with a performance target of 19%.

Although there is no statutory or performance target OCC are hoping to achieve a recycling and recovery rate of 25% in 2006/07. The stretch target for all Oxfordshire Councils for the PSA is 33% and this has been achieved (subject to audit).

All residual waste is landfilled and there are considerable pressures and challenges in meeting LATS targets.

Best Value Performance Indicators (BVPI) for 2005/06 are as follows:

<b>BVPI</b>	<b>Activity</b>	<b>Result</b>
BVPI 82a	Waste recycled	15.42%
BVPI 82b	Waste composted	3.93%
BVPI 82d	Waste landfilled	80.65%
BVPI 84	Arisings per Head of Population	325.55 kg.
BVPI 86	Cost of waste collection per household	£52.98
BVPI 91	Access to recycling services	100%

## 2<sup>nd</sup> Draft

### 1.4 Funding and Support to date

WRAP ROTATE support is being provided to:

- Develop this communications plan for the introduction of new services
- Give guidance on the successful introduction of alternate week collections of dry recyclables, garden waste and residual waste, highlighting key policies that the authority should consider adopting, taking into account proposed service provision and characteristics of the City

A partnership bid with the Oxfordshire authorities and an individual application for intensive funding has been made to the WRAP Behavioural Change Local Fund to assist with the promotion of recycling. If Oxford CC are successful in securing funding, ROTATE will review the development of this communications plan to ensure the new funding elements are integrated effectively.

At this time this communications plan is based on OCC's own budget of £80,000 for 2006/07.

### 1.5 Promotion to date

Two leaflets have been distributed this year:

- Proposed Recycling Changes for Oxford which included a 'tear off' response card to feedback comments
- Promotional leaflet to support the green box leaflet

These were delivered using a local distribution company. Some problems were experienced with householders not receiving the information. As a result, the Council is considering other means to deliver new information relating to the services.

Six events were held early in the year to promote the proposed new services and as part of a public consultation process. Locations included shopping centres, local supermarkets and drop in centres. The Council would like to develop a similar schedule to support the launch of the new services.

In addition to the promotion of recycling, the Council promotes a series of waste minimisation projects including home composting, junk mail and real nappies through the Oxford Waste Partnership. The Oxford Waste Partnership are currently running roadshows throughout the County in conjunction with the district councils to highlight the problems of waste management (particularly waste disposal) and to engage the public in the possible solutions.

### 1.6 Research

The Council has conducted the following research to date:

#### General Satisfaction Survey 2003/04

This survey is now approximately three years old and it is likely, that if it were repeated, the results would differ significantly. It shows a fair level of satisfaction in the recycling services over most parts of the city other than East and Central South West where there is significant room for improvement.

#### Consultation and communication activities with residents 5th Jan to 17th March 2006

A series of communications and events were conducted to gather residents' views on the proposed new services, which included: Local Committee and Resident association meetings, articles in 'Your Oxford', On-line survey and roadshow events. The five most frequent responses to the proposal were:

## 2<sup>nd</sup> Draft

1. Concern over the collection frequency, including smells over two weeks and reduction in the level of service
2. Concern over the introduction of wheeled containers especially where householders do not have sufficient space for a bin and the effect it will have on the street scene
3. Support for the scheme and recognised it as a positive way forward to improving refuse and recycling in the city
4. General support for recycling
5. Concerns over the size of the bin – both too large and too small for their needs

### Report on Focus Group Meeting 14th July 2004

Focus Groups were run to obtain detailed information about residents' views on the green box kerbside collection service. The outcomes relevant to promotions were as follows:

Focus Group Recommendations:

- More publicity about the scheme
- Simplify instructions
- Outreach to schools, local groups, residents associations, supermarkets and retail centres
- Involving local councillors
- Local media
- Constant reminders
- Target non-recycler areas
- Expand to recycle plastics and cardboard.

Conclusions:

The insight into residents' views on the green box scheme has highlighted the need to provide simple and clear information to residents about the scheme

Recommendations arising from Focus Group Meetings:

- Publicity campaign across Oxford City to inform residents how to obtain a green box and what they can put in it
- Target areas identified as having low participation with leaflet drops emphasising the importance of recycling and giving details of how residents can participate
- Outreach to residents panels and associations, schools and community action groups

### Participation Survey April 2005

Participation Study representing 25% of householders on the green box scheme was carried out in April 2005, the summary of results is as follows:

Summary:

- Sample size 10,242 households
- Participation over 4 weeks was 52.54%
- Set out rates fall as low as 22% and but generally range from 25% to 30%
- Only 8.3 % of households put their box out every week

### Door knocking Programme December 2004

2150 households were door knocked to promote the existing services and establish any service issues. 889 householders were canvassed and there were no issues raised which were of particular relevance to communication – most problems were service issues.

### 1.7 Availability of Advertising Media

External advertising opportunities include:

- Adshels
- Billboards
- Local newspapers include: the Oxford Mail and Oxford Times.
- Bus advertising – extensive bus services in the city
- Local Radio includes: FOX FM and Radio Oxfordshire
- Council magazine 'Your Oxford'

There are also a variety of small community advertising opportunities which should be investigated i.e. libraries, sports centres, theatre programmes, area/community/parish magazines and notice boards, etc.

Internal advertising in Oxford City Council:

- Notice boards
- Staff newsletter Accents

### 1.8 Availability of Distribution Mechanisms

Available distribution mechanisms to householders are:

- Royal Mail, Walksort and Door to Door deliveries
- Door to door leaflet delivery by contractors
- Delivery by collection crews for additional pay

## 2. Situational Analysis

The Key issues facing OCC over the next 12 months are the introduction of the new waste collection and recycling services:

- Fortnightly collection of residual waste using wheeled bins
- Fortnightly collection of glass and PAMS using 55 litre green boxes
- Fortnightly collection of textiles via red plastic sacks
- Fortnightly collection of plastics, envelopes, cans, low quality paper, kitchen cardboard and cardboard using 55 litre blue boxes
- Expansion of the garden waste reusable bag scheme to remaining households with gardens

**The focus of this communications plan is to successfully introduce these new services.**

Based on the recent consultation, householders are in favour of both recycling and the proposed new services, although there are some concerns which should be addressed, if possible, through the introductory promotions. Based on the results from the focus groups, there should be more promotion in a simple format and there should also be constant reminders of the services. Both consultations also reveal a good level of interest in environmental improvement and willingness to participate in recycling and waste reduction schemes. This interest should be maximised further with positive messages and information.

The participation study conducted in April 2004 shows quite a low participation rate (52.54%). The changes to the services will in themselves raise awareness significantly and encourage people to take part and recycle more.

## 2<sup>nd</sup> Draft

Communications should initially be city wide to ensure all households receive a communication, thereafter they should target low performing areas. Participation and set out rates should be monitored once the new services have been introduced and have settled down (approximately 3-4 months) so that low performing areas can be identified.

In order to improve the recycling rate using promotion as the key mechanism Oxford City Council should consider the following:

- Increasing participation in the kerbside recycling scheme, particularly in low performing areas – this will increase the tonnage collected for recycling
- Increase participation in the garden waste recycling scheme, particularly in low performing areas - this will increase the tonnage collected for composting
- Promoting the household waste recycling centre and recycling bring banks; in particular the recycling facilities - this will increase the tonnage collected for recycling
- Reducing the amount of residual waste by promoting waste reduction – this will reduce the amount of residual waste collected and increase the recycling rate
- Getting people into the habit of recycling and setting out their green and blue boxes regularly – this will increase the awareness of recycling and bring it into the main stream of peoples daily activity and so increase the tonnage of recyclables collected

The household waste recycling centre and bring sites have not been heavily promoted and bearing in mind these sites provides a service where the public have direct, and in some cases, regular contact this should be addressed emphasizing the recycling facilities on offer.

To make sure that people moving into the city know what waste and recycling services are provided a new residents pack should be developed. This would inform householders of the services and how to get waste bins, recycling boxes and garden waste bags if the previous residents have not left them. A 15% shift of households each year could mean a significant loss of recyclers and newcomers must be recruited. Information on new householders should be obtained and contact will be made with the colleges so that promotion can be targeted at the transient student population.

From research conducted by WRAP there is no compelling argument to translate information leaflets and website information into other languages (*Source: Engaging Black and Minority Ethnic Communities in Recycling Activity WRAP 2005*). To encourage participation information leaflets should be designed so that they provide instructions in both a written and a visual way, and conform with the Council's established policies in this respect. OCC should establish whether there are any particular areas of the city where specific promotions might be needed and develop a plan to address this issue as an additional element to this plan.

There are a number of opportunities for advertising externally in the City but research conducted in other areas of the UK indicates that the most effective way of communicating with Oxford householders is by direct mail – either through leaflets or the Council. Some limited advertising should be considered to raise awareness of the new services should funding allow.

Lorry livery should be revised on the waste collection fleet and on the vehicles servicing the bring sites. These vehicles are on the road constantly throughout the City and provide a good opportunity to raise the profile of recycling and waste reduction. Once applied the advertising is free and would have a better impact than bus advertising as the vehicles access all parts of the city.

Householders email addresses should be gathered with their consent through the website so that promotional and update emails can be sent to them easily. This should be done on the council website, through an invitation in all promotional material and at roadshows.

Waste minimisation promotion and education should be maintained both through the joint countywide initiatives and through promotions using unmanned displays and exhibitions in public areas.



## 2<sup>nd</sup> Draft

The campaign should be reviewed towards the end of 2006/07 and further promotion developed for low performing areas. Where there is consistently low participation a doorstepping project should be considered for 2007.

# 3. Communication Aims and Objectives

The key objectives for the communications are to:

- Inform all householders within the City of the new garden waste, recycling and alternate weekly collection services
- Achieve an average participation rate of 75% in the new recycling services by July 2007
- Achieve a 45% recognition of the Recycle for Oxfordshire branding by July 2007
- Achieve Oxford CC recycling and recovery targets of 22% for 2006/07 (this target reflects the fact that the scheme is being introduced part way through the year)

# 4. Strategic Approach

In order to achieve these objectives the campaign will adopt the following strategic approach:

- Deliver targeted information within Oxford to encourage householders to take action to recycle by using the new services
- Develop and maintain recognition of the Oxford waste campaign branding
- Target householders and community groups
- Enhance ongoing relationships with media groups, community groups and businesses
- Include monitoring and evaluation mechanisms within all campaigns to help measure their effectiveness
- Conduct regular monitoring of participation and adjust campaign delivery as a result

This will enable the campaign to increase awareness, encourage householders to take action and use the new services to recycle more and reduce the amount of waste they produce.

# 5. Branding and Campaign Values

Oxford CC will continue to use the 'Recycle for Oxford' branding which uses the Recycle Now guidelines and iconography and will include the "There's no time to waste" strapline. Oxford CC branding is fully integrated with the national campaign which promotes key recycling messages via national TV and press advertising; by integrating this into local communications it will aid recall amongst local residents.

The tone of the campaigns will:

- Focus on service provided by Oxford CC
- Include positive messages and not be blaming or negative
- Be consistent with regard to the look and feel of all communications
- Make it easy for people to take action

Design guidelines will be developed to ensure a consistent look and prevent misuse of the branding.

**The branding will be used on all communication material, press and advertising**

# 6. Target Audience

In order to maximise awareness and participation in waste reduction the campaign communications will be targeted. The target groups will be as follows:

### Householders:

The female head of household has been shown to be the key influencer/decider for waste management within households (National Campaign research).

### Oxford CC Employees

- Oxford CC employees – especially waste management and frontline staff and crews
- Elected members
- Area Committees

### Community Action Groups

- The Community Action Groups (CAGs) who work within the city will be engaged and fully briefed and supported to help promote the new services and waste reduction generally
- Local Neighbourhood Action Teams (NEATs)

### Community Groups:

- Women's Institutes
- Scouts and Guides
- Rotary Club
- Parish and Church groups
- Schools
- Tenants Associations

Care will be taken not to expend excessive resources in this area. Unless there is a mass audience a lot of effort can lead to only a marginal increase in participation.

# 7. Communications Mix

The council will focus on the promotion of the new: garden waste, recycling, alternate weekly collection (AWC) services and waste reduction initiatives. The key focus for this campaign will be to:

- Maximise awareness of alternate weekly collections (AWC), recycling services, garden waste collections and waste reduction opportunities
- Encourage householders to take action by using the services the council provides
- Ensure householders understand the importance and benefits of recycling and reducing waste
- Ensure employees and elected members of Oxford Council understand the benefits of recycling and waste reduction and are aware of the services the Council provides
- Coordinate all activities with national and countywide waste reduction events

## 2<sup>nd</sup> Draft

### 7.1 Communication Information

Information will be communicated using the following products:

- Information leaflets to promote the new services will be produced to stand out from normal direct mail and will be designed to create a dynamic high impact campaign. Printing will be on paper with a minimum 50% recycled content which will be noted on each leaflet. Each creative will have a unique reference number so that it can be clearly identified
- Displays for circulation around the city and for use at roadshows
- Posters for circulation in community areas
- Newsletters, briefing sheets and emails for staff, elected members and householders on the email database
- Oxford CC website
- Telephone helpline
- Council newspaper 'Your Oxford'
- Press Releases
- Promotional giveaways for roadshows

### 7.2 Physical Evidence - Appearance

- All promotional material will be clearly branded 'Recycle for Oxford', use the national Recycle Now branding and iconography and include the "There's no time to waste" strapline.
- All promotional material will include the Oxford CC website, the Oxford CC helpline number and the Oxford CC logo
- Lorry livery updated and including national iconography
- Rebranding of recycling bring sites

### 7.3 Place – How the Message Will be Communicated

Information will be distributed through:

- Direct mail delivered to households
- Roadshows in town centres and major supermarkets
- Council newspaper delivered to all householders
- Displays at sports centres, council offices, Libraries, etc
- Posters in community areas and council offices
- Oxford Council website
- Email newsletters
- Meetings with Oxford Council DSO staff
- Meetings and briefings of Oxford Council elected members

### 7.4 Promotion - Advertising

*Advertising to householders*

- Lorry livery will be revised to promote the council waste recycling services
- Council magazine 'Your Oxford'
- Emails

*Internal advertising to Staff*

- Staff newsletters Accents and emails
- Member briefing sheets
- Displays and leaflets

## 2<sup>nd</sup> Draft

Due to the high cost of paid for external advertising it will not be used initially. The use of the following media will be considered as the campaign progresses and if additional funding is made available:

- Newspaper advertising
- Billboard advertising
- Local radio

### 7.5 People

There are over 1200 staff employed by Oxford CC and they will all be brought 'on side' by making sure they all know how and why we should recycle and how the new services will be delivered. Ill informed employees can create a lot of misinformation in the community.

All staff involved with the service will receive additional information and training on the waste reduction services. Those included will be:

- Recycling crews
- Refuse crews
- Waste office staff and supervisors
- Helpline and staff

### 7.6 PR

Good PR is an effective way of getting free advertising. An article in a local newspaper has several times the value of a paid advertisement. Radio interviews can get the message across much better than any radio advertising.

Public relations are a very important aspect of this campaign and will lead to a well informed network of organisations helping to spread the message. This will be achieved by:

- Maximising coverage in external newsletters and other associated publications
- Developing information packs for Community Action Groups and Local Neighbourhood Action Teams
- Holding press briefings and information events with the aim of building relationships with local media groups
- Preparation and distribution of regular press releases, articles and features relating to all campaigns
- Supporting national events
- Identify interesting facts and statistics to support press releases

### 7.7 Evaluation & Monitoring

The WRAP monitoring and Evaluation Toolkit will be used as a reference to conduct monitoring of the campaign. Each individual initiative will have its own monitoring & evaluation mechanisms to measure its success but in general:

- Set out rates will be measured across the City and repeated as required in sample areas following promotional events
- Recycling tonnages will be monitored continuously – if possible by round
- Participation studies will be conducted every six months in appropriate target areas
- Reviews of the marketing activity schedule (See Appendix 1) will be conducted as required to assess whether actions and targets are being achieved. If actions fail to be achieved they will be modified
- Budget reviews will be conducted on a monthly basis to monitor campaign spending
- The number of calls to the helpline and website hits will be recorded in order to monitor the responses to communications and advertisements
- The opportunities to see and hear generated through advertising will be recorded to assess the effectiveness of advertising media
- The advertising value equivalents for newspaper/magazine coverage will be calculated

# 8. Campaign Elements

## 8.1 Helpline

A helpline with a number separate from the City Council will be set up to take all calls relating to waste. The number will be widely publicised and included on all promotional material.

A training programme will be developed and implemented to ensure all helpline staff are fully briefed on the council's waste and recycling services, especially the introduction of AWC.

Mystery shoppers will be engaged to make enquiries to the helpline on a monthly basis and establish whether their request and queries have been answered/met satisfactorily.

### Aim:

- To provide callers with accurate, up to date and timely information to queries regarding OCC waste services the in particular AWC

### Objectives:

- To ensure all calls are answered promptly and queries dealt with effectively
- To ensure operational issues are acted upon in a timely manner i.e. missed collections are resolved within 24 hours and replacement or additional recycling boxes, bins or bags are delivered within 7 days

### Tactics:

- Ensure that all helpline staff are kept fully informed of all waste services and issues
- Staff have a key information sheet which is updated as required
- Provide training on operational and communications issues where necessary
- Provide training on customer service where necessary
- Ensure the helpline number is on all promotional material
- Feedback to customer contact staff on performance and roll-out of services
- Waste staff to hold regular meetings with helpline supervisor
- All promotional material to be referenced so that it can be easily identified by helpline staff
- Copy of all promotional material to staff
- Engage mystery shoppers to establish effectiveness of helpline

### Evaluation & Monitoring:

- Number of calls received and logged, categorised by type of enquiry, i.e. request for additional container, etc. All direct mail material will be given a reference and helpline staff should record references of enquiries generated by direct mail.
- Reports from mystery shoppers

## 8.2 Website

The Oxford CC website recycling pages will be revised as required (new services introduction, AWC and garden waste) to maintain the high standard achieved so far to provide extensive and well structured information on recycling, waste collection and waste minimisation services. The memorable URL [www.oxford.gov.uk/recycling](http://www.oxford.gov.uk/recycling) will be used prominently on all promotional material.

Householders will be encouraged to sign up for email updates to recycling services by registering their email addresses. They will be included on the staff and member email updates.

## 2<sup>nd</sup> Draft

### Aims:

- To raise awareness of the range of recycling services provided by the Council and changes as they are introduced
- To provide up to date waste recycling and reduction information to householders on the Oxford CC website
- Provide updates to recycling services and encouragement to householders to recycle through targeted emails

### Objectives:

- To provide website information on waste and recycling services and increase hit rate to waste pages by 50% by July 2007
- To harvest at least 2000 householders email addresses in 2006/07

### Tactics:

- Revise waste pages as required in time for the introduction of new services
- Ensure the website address is included on all promotional material
- Develop mechanism to capture householders email addresses
- Email recycling updates to householders
- Revise collection day database as services are introduced

### Evaluation & Monitoring

- Track hits and website usage on the Recycling web pages
- Number of email addresses registered
- Number of emails sent out

## 8.3 Waste Staff and Crew Training

The people providing the services are key to ensuring that householders start and continue to recycle. If the services are not provided effectively or are erratic, householders will become discouraged and stop. Elected members and all council staff will be fully aware of the changes and will be fully briefed prior to any introduction of new services.

Particular emphasis will be placed on training crews and waste staff – who will be fully briefed about the purpose of their job and the benefits to the community and environment. Crews will be asked and trained to deal with peoples' straightforward requests.

### Aims:

- To ensure all operational staff can inform the public of opportunities for recycling and waste reduction
- To ensure all council staff and members are aware of the waste and recycling services
- To include staff training as part of Oxford CC staff and member inductions

### Objectives:

- Carry out training of at least 95% of Oxford CC operational staff by end of October 2006
- Ensure all Oxford CC staff are aware of the new services by mid August 2006
- Ensure all elected members are fully briefed of all service changes by mid August 2006

### Tactics:

- Develop training course information and PowerPoint presentations for member and crew briefings
- Arrange convenient dates with crews and book venue
- Arrange convenient dates with members and arrange venue
- Develop briefing information for all Oxford CC staff
- Develop updates and retrain as required

### Monitoring:

- Number of staff and members trained/briefed by the end of October 2006
- Number of events organised

### 8.4 Operational Issues

Lorry livery on the refuse and recycling collection fleet will be reviewed to promote recycling and garden waste collections. These vehicles are on the road regularly throughout the city and provide a good opportunity to raise the profile of recycling and waste reduction.

Householders' requests for recycling boxes or bins will be dealt with promptly and the crews will be able to provide some of this information if asked. Replacement boxes, bins and bags will be delivered within 7 days following a request to crews, the helpline or to supervisors.

Vehicles will carry a small stock of relevant promotional information.

#### Aims:

- Develop and apply lorry livery to promote recycling services consistent with promotional material
- Provide service information on refuse and recycling vehicles
- Ensure all operational requests are dealt with in a timely manner

#### Objectives:

- To aid recall and create a link between the promotional material and services by developing and applying promotional lorry livery by October 2006
- Allow crews to provide information directly to householders by holding a stock of leaflets on vehicles as they become available
- Deliver replacement recycling boxes and bins within seven days

#### Tactics:

- Develop and apply lorry livery
- Provide information leaflets for crews
- Review delivery mechanisms for the delivery of replacement boxes, bins and bags

#### Monitoring:

- Livery applied
- Leaflets available to crews
- Calculate opportunities to see for lorry livery

### 8.5 Branding and Design

Oxford CC will continue to use the Recycle for Oxford branding which uses the Recycle Now guidelines and iconography and include the "There's no time to waste" strapline. Oxford CC branding is fully integrated with the national campaign which promotes key recycling messages via national TV and press advertising; by integrating this into local communications it will aid recall amongst local residents.

Design guidelines will be developed for 'Recycle for Oxford' to ensure a consistent look and prevent misuse of the branding.

The design agency appointed to develop the promotional material will be fully briefed and supplied with brand guidelines for 'Recycle for Oxford'.

A plan for the production of promotional material will also be agreed with the design agency to ensure delivery of promotional material is as required by the schedule.

A sample survey will be undertaken to establish the recognition of the campaign material and branding in February and July 2007

## 2<sup>nd</sup> Draft

### Aims:

- To ensure all promotional material has the same look and feel to aid recall and recognition amongst householders
- That all promotional material is produced in time for the scheduled events

### Objectives:

- Ensure all promotional material is produced using the 'Recycle for Oxford' design guidelines and that Recycle Now iconography and "There's no time to waste" strapline is used throughout all promotional material and giveaways
- That all promotional material and designs are available when required for distribution

### Tactics:

- Prepare a plan with the appointed design agency, agreeing issues relating to: production of copy, design approvals, printing, etc.
- Develop design guidelines
- Liaise with other interested bodies over branding and design of leaflets
- Provide the appointed design agency with 'Recycle for Oxford' guidelines
- Develop copy for leaflets and calendar dates as agreed with the design agency
- All designs to have a unique reference number

### Monitoring:

- Promotional material on brand
- Promotional material produced on time

## 8.6 New Improved Service Introductory Leaflet

Introductory leaflets will be developed to inform householders of all the new services to be introduced, including: garden waste collection, kerbside recycling and AWC. These will be delivered to all households (using Royal Mail 'Walksort' or some other means) to ensure that every household receives a communication. Delivery will be organised for Mid August 2006.

### Aim:

- To inform householders of the forthcoming changes to their waste and recycling services

### Objectives:

- Inform all householders of the forthcoming changes to their waste and recycling services by the end of August 2007

### Tactics:

- Establish property database for mailout
- Appoint and organise mailout company
- Design and print 65,000 A5 4 page introduction leaflets and deliver to all households Spare leaflets for staff, crews and roadshows
- Internal promotion by email, Accents and notice boards
- Issue press release
- Send email to householders on email database

### Monitoring:

- Number of leaflets distributed
- Number of queries received



## 2<sup>nd</sup> Draft

### 8.7 Garden Waste Instruction Leaflet

Introductory leaflets for the garden waste service will be developed to inform householders of the scheme and what they can put out for collection. They will be delivered in September 2006 with the garden waste bags to areas currently not on the garden waste pilot scheme.

These leaflets will contain contact information and how householders can obtain additional bags.

#### Aim:

- To inform householders of the introduction of garden waste collection to their area and to encourage them to take part

#### Objectives:

- Inform all householders, not on the pilot scheme, of the new garden waste service and which materials can be collected for composting

#### Tactics:

- Design and print 40,000 A5 4 page introduction leaflets and deliver to households not on the pilot project whilst distributing bags
- Internal promotion by email, and notice boards
- Issue press release
- Send email to householders on email database

#### Monitoring:

- Number of leaflets distributed
- Number of queries and requests received for additional bags
- Tonnage of garden waste collected
- Set out and participation

### 8.8 Calendar for Recycling and Alternate Weekly Collection

Calendars will be produced to inform householders when their fortnightly residual waste and recycling collections will take place and what materials should be placed in which container.

Collection calendars will be delivered with the garden waste bags in September, to properties currently not receiving a garden waste services and to the pilot garden waste collection areas, using collection crews, when their current calendars run out in October. As AWC is introduced they will get another copy of the calendar whilst the boxes and bins are being delivered – this will reinforce the collection dates and materials collected.

Two sets will be printed. These may be identical or will focus on garden waste collections for the first delivery and then AWC for the second delivery. Dates will remain the same.

In addition, all households on the pilot garden waste scheme will have calendars delivered to them by collection crews. Their current calendars run out in October 2007.

#### Aim:

- To inform householders of their day and date of collection for all recycling schemes

#### Objective:

- To inform all householders of their day and date of collection for all recycling schemes prior to commencement

#### Tactics:

- Establish collection rounds and dates

## 2<sup>nd</sup> Draft

- Design and print 2 sets of 60,000 calendars (allowing for spares) A5 2 page on card and deliver to households with garden waste bag and again with residual waste bins and recycling boxes
- Deliver calendars to households on the garden waste pilot scheme in September

### Monitoring:

- Number of leaflets distributed
- Number of queries and requests received
- Tonnages collected

## 8.9 Introductory Leaflet for Alternate Weekly Collection

An introductory/instructional leaflet will be developed to introduce the new AWC services and encourage householders to make use of the recycling services to reduce the amount of residual waste they need to put out.

These will be delivered to each household in phases commencing November 2006 with bins, boxes and calendars as the AWC scheme is rolled out.

### Aim:

- To inform householders of the introduction of AWC and to encourage them to use the recycling services more

### Objectives:

- Inform all householders in the city of the new AWC service

### Tactics:

- Design and print 60,000 A5 4 page introduction leaflets and deliver to all households with the delivery of boxes, bins and collection calendars
- Internal promotion by email, and notice boards
- Issue press release
- Send email to householders on email database

### Monitoring:

- Number of leaflets distributed
- Number of queries and requests received
- Tonnages collected
- Set out and participation

## 8.10 PR

A plan will be developed to target local newspapers and radio. Press packs will be produced and include interesting facts and figures about waste and recycling. Media groups will be asked to help with the introduction of the new AWC and garden waste collection schemes. Feature articles will be developed to make sure the information going out is accurate and positive.

### Aim:

- To maintain a high profile PR campaign to keep all media groups informed of recycling & waste minimisation initiatives and progress

### Objective:

- To maximise press and radio coverage through targeted messages and press releases

### Tactics:

- Develop PR Strategy
- Develop press packs for press briefings
- Involve press in the introduction of all new services

## 2<sup>nd</sup> Draft

- Develop good relations with media including newspapers and radio
- Issue press releases before each element of the campaign
- Develop feature articles for introduction of new services, waste reduction and recycling which will also be used for 'Your Oxford'

### Monitoring:

- Log radio interviews
- Measure the Advertising Value Equivalents – refer to WRAP Monitoring & Evaluation Toolkit
- Press cutting service – if available

## 8.11 Roadshows

Roadshows will be run in busy areas as the garden waste and AWC schemes are introduced. Two shows will be run in September 2006 to introduce garden waste collections and one in each of the six areas as AWC is being introduced from November 2006 onwards.

This will give the opportunity for direct contact with householders to explain and get feedback on the waste and recycling service and give the opportunity to promote waste reduction such as junk mail, home composting and real nappies.

There may be an opportunity to use same exhibition trailer currently being used by the Oxford Waste Partnership (OWP) for these events. Giveaways can also be provided, which include: reusable shopping bags, recycling newsletter NADA, leaflets for stopping Junk Mail, information on reusable nappies and home composter promotions.

### Aims:

- To introduce garden waste collection and AWC throughout the city by direct contact with the public
- To provide an opportunity for the public to discuss waste and recycling with council staff

### Objective:

- Run a total of 8 roadshows whilst new schemes are being introduced

### Tactics:

- Negotiate space at supermarkets and town centre sites
- Book exhibition trailer for the 8 events
- Order 5000 reusable bags, recycled pencils and balloons as giveaways
- Develop event and staffing rota
- Brief staff regarding discovering householders issues and concerns
- Issue press release and information to community groups in advance

### Monitoring:

- Roadshows completed
- Amount of material distributed (leaflets and bags)
- Requests noted and action taken
- Topics and concerns raised by the public

## 8.12 Exhibitions/Displays

Exhibitions/displays in community locations will be developed to promote the new services and waste minimisation. A rota will be developed to enable the displays to be moved weekly from one location to another ahead of and after the introduction of the new services. A leaflet stand will be purchased to accompany the display. Leaflets for all the council's waste services and waste minimisation opportunities will be made available.

## 2<sup>nd</sup> Draft

### Aims:

- To raise awareness and inform communities of the council's recycling service, the introduction of AWC and to encourage them to use the recycling services
- Make householders aware of waste minimisation opportunities

### Objective:

- Take travelling displays to 20 community locations by July 2006

### Tactics:

- Design and produce displays
- Develop a list of locations for displays
- Develop a timetable for location of display – expected to be one week at each location
- Purchase leaflet stand to follow displays
- Make arrangements to relocate display
- Source waste minimisation leaflets from OWP

### Monitoring:

- Number of locations visited
- Number of leaflets distributed
- Requests resulting from exhibitions and displays

## 8.13 Posters

Posters will be designed and printed for distribution to community locations and council buildings. These will be themed to tie in with the introduction of new services.

### Aim:

- To raise awareness and inform communities of the council's recycling service, the introduction of AWC and to encourage them to use the recycling services

### Objective:

- Develop and distribute posters to community locations and parish councils as scheduled

### Tactics:

- Design and produce posters – 6 designs to support introduction of services and waste reduction initiatives
- Develop a list locations for distribution of posters
- Make arrangements to deliver posters at appropriate times

### Monitoring:

- Number of posters printed
- Number of locations posters displayed
- Requests resulting from poster campaign

## 8.14 New Year Campaign – Opportunities for Recycling

This campaign will target all householders in the city and encourage them to make a new year's resolution to recycle as much as possible in 2007. The campaign will promote the council's recycling services and will tie in with the national campaign's Christmas and New Year TV advertising.

### Aim:

- To raise awareness of OCC recycling services and give feedback to householders during New Year

### Objectives:

- To increase participation in recycling and waste reduction activity through enhanced promotion
- To increase the average kerbside set out rates across the city by 5% by the end of March 2007

## 2<sup>nd</sup> Draft

- To achieve recognition of Oxford Council waste recycling and waste reduction promotions by 5% by the end of March 2007

### Tactics:

- Establish recognition of waste promotions branding using door to door surveys in sample areas in October 2006
- Design and print 60,000 A5 4page innovative and eye-catching recycling service and feedback leaflets. To include details of Christmas tree and Christmas card recycling linking with national campaign and Woodland Trust. Deliver using Royal Mail 'door to door' service
- Within the leaflet promote collection of email addresses from householders for promotion and feedback emails from OCC
- Internal promotion by email, and notice boards
- Issue press release
- Send email to householders on email database

### Monitoring:

- Tonnage of recyclables collected
- Conduct set out rate in selected areas
- Number of queries and requests received for boxes, bins and bags
- Recognition of promotional material by door to door survey – baseline established in October 2006 survey

## 8.15 Garden Waste Campaign

This campaign will target householders in the city who receive the garden waste collection. The campaign will promote the council's garden waste service in March 2007. Leaflets will be delivered to households by collection crews or supervised agency staff.

### Aim:

- To raise awareness of OCC garden waste recycling services and give feedback to householders

### Objectives:

- To increase participation in the garden waste service through enhanced promotion
- To increase the average kerbside set out rates across the city by 5% by the end of March 2007
- To achieve improved recognition of OCC waste recycling and waste reduction promotions by 5% by the end of March 2007

### Tactics:

- Establish recognition of waste promotions branding using door to door surveys in sample areas in October 2006 (as 8.14)
- Design and print 50,000 A5 4page innovative and eye-catching garden waste service and feedback leaflets. Deliver to households receiving the service
- Within the leaflet promote collection of email addresses for promotion and feedback emails from OCC
- Internal promotion by email, and notice boards
- Issue press release
- Send email to householders on email database

### Monitoring:

- Tonnage of garden waste collected
- Conduct set out rate in selected areas
- Number of queries and requests received for bags
- Recognition of promotional material by door to door survey – baseline established in October 2006 survey

### 8.16 Council Magazine 'Your Oxford' and Community Publications

The Council magazine 'Your Oxford' is delivered to all households in September, December, March and June and is an effective way of getting information regarding council services across to residents. Space will be secured in the September 2006 edition to remind householders of the garden waste and AWC services being introduced and will reinforce the leaflet which will be delivered in August 2006 to all households. December edition will cover AWC introduction and Christmas waste; space in the March edition will be secured for promotion of the garden waste collection scheme and home composting.

The opportunity of adding an additional four pages to the June 2007 magazine will be investigated to run an extensive feature on waste recycling and reduction giving people the opportunity to buy a compost bin, stop junk mail and be informed of the benefits of real nappies. November 2006 and 2007 editions will be used to promote smart shopping and Christmas waste initiatives.

Oxford CC also produce a 'City Council Tenants Magazine' and can secure space in publications which target University students. Both of which provide ideal opportunities to raise the profile of the new services and encourage participation.

#### Aim:

- To raise awareness of Oxford CC waste reduction and recycling services and give feedback to householders

#### Objective:

- Increase participation in recycling and waste reduction schemes

#### Tactics:

- Negotiate space in every edition of 'Your Oxford'
- Negotiate space in tenants magazines and community publications
- Ensure articles are clearly branded
- Timing to coordinate with introduction of waste reduction events
- September 2006 article on new services to be introduced
- April 2007 Alternate Weekly Collections
- June 2007 waste minimisation additional pages secured
- September 2007 to promote kitchen waste recycling
- November 2006 and 2007 to promote smart shopping and Christmas waste initiatives

#### Monitoring:

- Space secured in 'Your Oxford'
- Space secured in Tenant's magazines and community publications
- Circulation and readership

### 8.17 Council Staff Newsletter 'Accents'

There are over 1200 staff and 48 elected members working for Oxford CC. They should be all brought 'on side' by making sure they all know how and why we should recycle using all the available channels including the staff newsletter 'Accents'.

'Accents' is published monthly; articles will be developed in conjunction with the publication team.

#### Aim:

- To raise awareness of Oxford CC waste reduction and recycling services amongst staff and members using the staff newsletter 'Accents'. In particular the AWC and garden waste services being introduced in September and November 2006.

## 2<sup>nd</sup> Draft

### Objective:

- To develop articles for 'Accents' newsletters regarding new services and waste reduction prior to each main event in the promotions calendar

### Tactics:

- Prepare articles for Accents newsletter ahead of publication
- Encourage staff to act a champions
- Encourage staff to discuss waste services with friends in the city

### Monitoring:

- Number newsletters distributed which contain waste articles
- Circulation

## 8.18 Promotions to Staff and Members

There are over 1200 staff and 48 elected members working for Oxford CC. They should be all brought 'on side' by making sure they all know how and why we should recycle using all the available channels.

This will be achieved by developing on brand HTML emails (which will also be sent out to the householder email database) and by putting up posters (from 8.13) on staff notice boards.

### Aim:

- To raise awareness of Oxford CC waste reduction and recycling services amongst staff and members. In particular the AWC and garden waste services being introduced in September and November 2006.

### Objective:

- To develop email newsletters prior to each main event in the promotions calendar
- Distribute posters to all internal notice boards

### Tactics:

- Investigate use of HTML emails and design them to match promotional material to make them distinctive and recognisable
- Design and content of emails should be developed so they can be used externally to householder email database
- Internal promotion by email to all staff, team briefings and print for notice boards
- Coordinated with the issue of press releases
- Encourage staff to act a champions
- Encourage staff to pass emails on to friends in the city
- Encourage members to email HTML newsletters to associates and community groups in their wards and parishes
- Email newsletters to householder database
- Put up posters on staff notice boards

### Monitoring:

- Number of email newsletters developed
- Posters put up
- External emails sent
- Responses and actions carried out, such as: complaints, requests for containers, etc.

### 8.19 Community Recycling Groups

Oxford CC benefit from a number of community recycling groups including:

- Community Action Groups (or 'CAGS') - local volunteers who carry out a range of events to reduce, reuse and recycle rubbish locally. 'CAG Oxfordshire' is a network of 12 local CAGS supported by Oxford City Council, the other districts and the County Council
- Local Neighbourhood Environmental Action Teams (NEAT Schemes) who work together to keep their areas clean and tidy

The Community Action Groups and Local Neighbourhood Environmental Action Teams who work within the city will be engaged and fully briefed and supported to help promote the new services and waste reduction generally.

#### Aim:

- Engage with Community Action Groups and Local Neighbourhood Environmental Action Teams to further promote the new services and waste reduction

#### Objective:

- Engage positively with CAGs and NEATs by the end of August 2006

#### Tactics:

- Contact CAGs and NEATs and arrange briefing sessions
- Gather advice from both groups and develop programme of events
- Provide promotional resources as appropriate

#### Monitoring:

- Number of events organised by CAGs and NEATs
- Enquiries and requests resulting from community work

### 8.20 Household Waste Recycling Centre and Recycling Site Promotion

The County Council run Household Waste Recycling Centre at Redbridge and the Oxford CC recycling bring sites will be promoted. On-brand signage will be developed and applied at the bring recycling sites. Promotions will be developed to encourage people to use the sites especially to recycle materials not collected on the kerbside schemes. Leaflets will be developed and distributed with the community exhibitions/displays being run to promote waste reduction services.

#### Aim:

- To raise awareness of the Household Waste Recycling Centre and recycling bring sites

#### Objective:

- To increase awareness of the HWRC and recycling bring sites for the disposal of surplus recyclables

#### Tactics:

- Design and print 5,000 leaflets promoting the Household Waste Recycling Centre and recycling bring sites.
- Leaflets will be distributed with the community exhibitions/displays being run to promote waste reduction and the new services

#### Monitoring:

- Tonnage of recyclables and waste collected before and after campaign
- Number of queries and requests for information



## 2<sup>nd</sup> Draft

### 8.21 Information Pack for New Residents

A 15% shift of households each year could mean a significant loss of recyclers and newcomers must be recruited. To ensure that people moving into the city know what waste and recycling services are provided and a new resident's pack should be developed. This will inform householders of the services and how to get recycling boxes, bins or bags if the previous residents have not left them.

A process will be developed with the council tax section to establish householders moving in to the city. A similar arrangement will be made with the colleges so that promotion can be targeted at the student population.

#### Aim:

- To ensure that new residents to the city are aware of the Council's waste reduction and recycling services

#### Objectives:

- Maintain and prevent a decline in participation

#### Tactics:

- Develop new residents pack based on available information
- Establish links with council tax section and Oxford colleges to establish addresses for mail out of new residents packs
- Internal promotion by Email and notice boards

#### Monitoring:

- Number of new residents packs sent out
- Requests received as a result of new residents packs

### 8.22 Schools and Community Group Education

Presentations on waste reduction and the Council's recycling services will be offered to schools and community groups to promote waste reduction generally and the introduction of the new services.

The County Council organises a 'Wild Waste Show' to travel around the Districts during the summer. This would provide an ideal opportunity to provide some information on the proposed new services to children who could pass it on to parents. Oxfordshire County Council will be approached to coordinate schools visits with service launches.

#### Aim:

- To raise awareness of waste reduction and the council's new waste services

#### Objective:

- Give 20 presentations each year to community groups and schools
- Coordinate Wild West Show with service launches

#### Tactics:

- Develop timetable for presentations by informing schools and community groups of the availability of talks
- Develop presentation based on new service and waste reduction opportunities
- Internal promotion by Email and notice boards
- Liaise with County Council to coordinate Wild West Show with service launches
- Provide County Council with service information for Wild West Show

#### Monitoring:

- Number of presentations given
- Wild West Show – number of visits