

# COMMUNICATIONS AND COMMUNITY ENGAGEMENT PLAN

HOUSEHOLD WASTE COLLECTION STRATEGY (2010-14)  
(IMPLEMENTATION PLAN)

<b>Project Name:</b>	Waste and street cleansing
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## Document Control

### Revision History

Version	Revision Date	Status	Author(s)	Summary of Changes
0.1	17/03/2011	Draft	Timothy McMahon	First draft of individual sections of the communications plan produced
0.2	08/04/2011	Draft	David Pietropaoli	First draft of the communications plan (as a unified document) produced with substantial amendments on the previous draft. Document circulated to Ella, Martin and Bryan for comments
0.3	11/03/2011	Draft	Martin Gavin	Comments and track changes provided
0.4	11/03/2011	Draft	Ella Clark	Comments and track changes provided
0.5	15/03/2011	Draft	David Pietropaoli	Second draft of the communications plan produced and circulated to the communications working group First draft of the schedule of activities circulated to communications working group
0.6	20/03/2011	Draft	David Pietropaoli	Inserted changes to the following sections: <ul style="list-style-type: none"><li>- 4.2: inclusion of tonnage objectives</li><li>- 5.3.2.2: changes to last bullet point</li><li>- 5.7: inclusion of vehicle livery in teaser campaign</li><li>- 6: inclusion of additional monitoring and evaluation activities</li></ul>
0.7	20/05/2011	Final	David Pietropaoli	Inserted changes to the following sections: <ul style="list-style-type: none"><li>- Add section 4.8</li><li>- Embedded schedule of activities</li></ul>

## Adoption

Name	Job Title	Project Role	Date
Chris Whyte	Head of Environmental Management	Communications working group representative	19/04/2011
Ella Clarke	Local Communications project Manager (WRAP)	Communications working group representative	19/04/2011
Martin Gavin	Senior Communications Officer	Communications working group representative	19/04/2011
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Mark O'Brien	Team Leader (StreetCare)	Communications working group representative	19/04/2011
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## Endorsement

Name	Job Title	Project Role	Date
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Cathy Tyson	Assistant Director of Policy	Project board member	03/05/2011
Chris Whyte	Head of Environmental Management	Project board member	03/05/2011
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Keith Balmer	Head of StreetCare	Project board member	03/05/2011
Bharat Jashaparar	Assistant Director – Strategic Finance	Project board member	03/05/2011

# 1 Executive Summary

The council adopted a new household waste collection strategy in December 2010.

The communications plan presented in this document implements policy 6 of the household waste collection strategy (2010-14).

## **Policy six (Communications)**

*“Communications plans will be developed annually. The first plan will be completed by May 2011 to support the improvements to the waste collection service, along with the waste reduction and reuse initiatives.*

*Communications plans will also include a plan for community engagement and events to ensure that residents not only have information about the services available to them, but can also influence the type of initiatives that the council will deliver in the future”*

The communications plan is produced to support the introduction of the new waste collection service in Brent, therefore it:

- contributes to deliver the vision, objectives and targets of the strategy
- implements key aspects of the following specific policy areas:
  - Street level properties: Policy 2 (supporting policies 1-8) and actions 9-10
  - Blocks of flats: Policy 3 and action 11

The communications plan is supported by a detailed schedule of activities (copy embedded in the appendix) and will consist of the following three phases:

- teaser campaign (July 2011 – September 2011)
- main communications campaign – phase 1 (September 2011 – June 2012)
- main communications campaign – phase 2 (June 2012 – onwards)

The overall aim of the communications plan is to ensure that all Brent residents are:

- aware of the change in the waste collection service
- enabled to use the new service in a confident and effective manner
- clear about why the new waste collection service has been introduced.

The aim is supported by the following objectives:

- To deliver information about the service change to all Brent residents as part of a teaser campaign which will run between July and September 2011
- To deliver a programme of communications activities that reach all Brent residents during the main phase of the communications campaign between September 2011 and June 2012
- To carry out a statistically representative survey of Brent residents in May 2012 to:

- understand their response to the communications message delivered during the main phase of the campaign
- aid in the selection of communications activities for future communications campaigns
- use the results of the survey to develop the second targeted phase of the communications plan
- To monitor household behaviour and record operational information (eg tonnage diverted, participation rate, contamination rate, capture rate, missed collections, complaints) when the new waste collection service is introduced to:
  - ensure that the communications effort has contributed to the successful implementation of the new waste collection service
  - to monitor progress against the household waste collection strategy targets for waste diversion
  - to identify low participating areas in the borough which will receive targeted communications as part of the second phase of the main communications campaign
- To achieve the following service-related objectives:
  - Street level properties
    - Dry recycling
      - To aim to divert in excess of 22,000 tonnes by the first full year of implementation of the service rising to 29,000 tonnes by 2014/15
      - To reach an overall participation rate of 80% by the first full year of implementation of the new service rising to 90% by 2014/15
    - Organics
      - To aim to divert in excess of 12,500 tonnes by the first full year of implementation of the service rising to 17,000 tonnes by 2014/15
      - To reach an overall participation rate of 80% by the first full year of implementation of the new service rising to 87% by 2014/15
  - Blocks of flats
    - Dry recycling
      - To aim to divert 2,200 tonnes by the first full year of expansion of the service rising to 4,950 tonne by 2014/15
      - To aim to achieve a yield of 1.63 kg/hh/yr by the first full year of implementation rising to 3.67 kg/hh/yr by 2014/15



- Organics
  - To aim to divert in excess of 50 tonnes by the first full year of implementation of the service rising to 100 tonnes by 2014/15
  - To reach an overall capture rate of 10% by the first full year of implementation of the new service rising to 20% by 2014/15

## 2 Brent in context

The London borough of Brent (Brent) is situated in north-west London, covering an area of approximately 43 km<sup>2</sup>, and is divided into 21 wards, as shown in figure one. The current population is approximately 290,500 living in approximately 110,000 properties.



Figure one: wards in Brent

The Audit Commission identifies Brent as an outer London borough that faces inner London issues.

## 2.1 Demographics

### 2.1.1 Diversity

Brent has the largest proportion of ethnic minorities in London:

- 71 per cent of the population is from an ethnic group other than white British
- 54.7 per cent of the population is from black and minority ethnic groups (BME), this is double the outer London average
- the largest minority group is Indian (18 per cent), followed by Black Caribbean (ten per cent) and Black African (nine per cent)
- 48 per cent of residents were born outside of the UK
- 34 per cent of local residents say that English is not their main language
- 130 different languages are spoken in Brent schools with Gujarati, Hindi, Punjabi, Somali and Urdu being the most widely spoken.

### 2.1.2 Deprivation

Many residents in Brent still experience high levels of deprivation. Brent is ranked 53rd out of 354<sup>1</sup> boroughs in the Index of Multiple Deprivation (IMD)<sup>2</sup> 2007, which represents a drop of 28 places since 2004. This moves Brent from being within the 25 per cent most deprived local authorities in the country to be within the 15 per cent most deprived. Changes in Brent's deprivation level can be seen across the area, where the majority of neighbourhoods have become more deprived. In particular:

- only two of Brent's 21 wards have become less deprived compared with their deprivation levels in IMD 2004 (Harlesden and Queens Park)
- deprivation levels in the south of the borough have worsened
- new pockets of deprivation have also appeared in the north of the borough in historically affluent areas.

### 2.1.3 Density and household size

Brent is one of the most densely populated outer London boroughs with an average density of 61 people per hectare (pph), with the highest densities in the south east of the borough.

Brent has one of the largest average household size in the country and overcrowding is a problem. According to the 2001 census Brent has 2.62 persons per household. This is the third highest in England and Wales.

### 2.1.4 Household tenure and housing type

Table one compares the results of the 2008/09 Place Survey with the results of the 2001 Census and shows that household tenure in Brent remained consistent.

	2008/09 Place Survey (%)	2001 Census (%)
<b>Owned outright</b>	25	23
<b>Buying on mortgage</b>	31	31
<b>Rent from council</b>	9	11
<b>Rent from housing association/ trust</b>	12	13
<b>Rent from private landlord</b>	20	18

Table one: Housing tenure

1 1 = Most Deprived, 354 = Least Deprived.

2 The Department for Communities and Local Government (CLG) publishes the Index of Multiple Deprivation. The Index of Multiple Deprivation (IMD 2007) is made up of the following domains: Income, Employment, Health Deprivation and Disability, Education, Skills and Training, Barriers to Housing and Services, Crime, Living Environment.

### **2.1.5 Population change and migration**

Brent is affected by high levels of population change and migration and this is particularly relevant in the south-east of the borough.

Residents who have not lived in the borough for a long period of time may feel less attached to the local area and are also likely to be less aware of the services they are entitled to receive.

### **2.1.6 Income and unemployment**

Brent has the 4th lowest average income levels in London (only Barking & Dagenham, Newham, and Hackney have lower levels than Brent). There is a £17,000 difference in mean annual income between the wealthiest and least well-off wards within Brent (Queen's Park and Stonebridge respectively).

Brent has high rates of unemployment compared to Great Britain and London averages. One in four residents is long-term unemployed.

### 3 Household waste collection strategy (2010 – 14)

The council adopted a new household waste collection strategy in December 2010<sup>3</sup>.

Figure two provides a graphic representation of the structure of the strategy and shows how the eight policy areas and associated actions are linked to the overarching vision, objectives and targets.

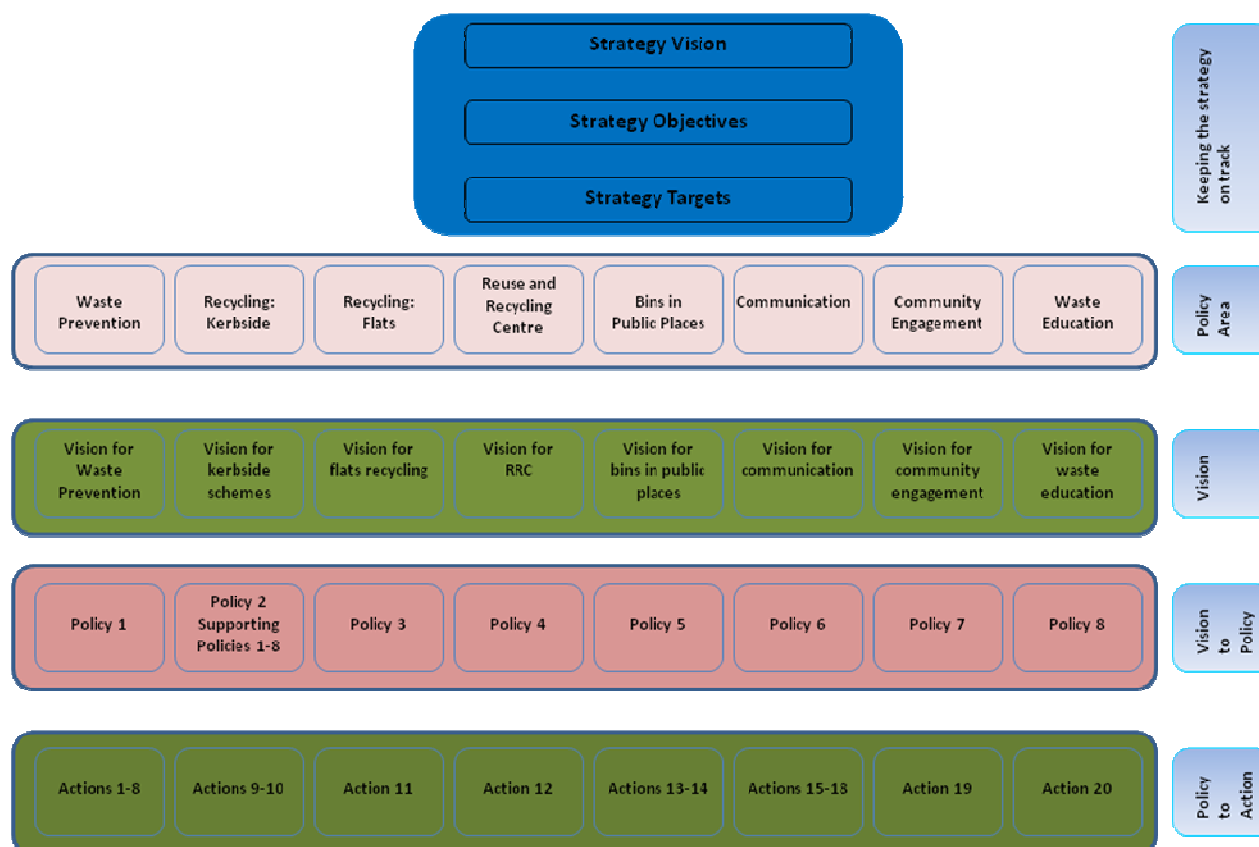


Figure two: Structure of the household waste collection strategy

#### 3.1 Strategy vision

Waste is no longer a drag on the economy and the environment, but it is treated as a resource and the damaging impacts of waste management on climate change are minimised.

Sustainable waste management is a shared responsibility in Brent:

<sup>3</sup> <http://www.brent.gov.uk/stratp.nsf/Pages/LBB-152>

- Residents understand that responsible waste management is a key part of wider actions to keep within environmental limits:
  - they reduce their own waste, purchase products and services that generate less waste
  - they recognise the value of products that can be repaired or reused
  - they increase the amount of waste that can be separated for recycling and composting as much as possible
- The council works effectively with communities and local partners to manage household waste more sustainably and prioritises actions higher up the waste hierarchy as is reasonably achievable:
  - opportunities and information for residents about waste reduction and reuse are widely available
  - recycling and composting services are successful and widely used; participation by residents and capture of materials maximised
- WLWA works in partnership with the waste collection authorities to plan and invest in new collection and reprocessing facilities to implement the vision of sending zero waste to landfill. In addition waste management in West London plays an effective role in a sustainable long term energy policy.

## 3.2 Strategy objectives

- Encourage greater consideration by residents and communities of waste as a resource through emphasis on reduction, reuse, recycling and composting
- Stimulate investment on reduction and reuse initiatives and take maximum advantage of the economic opportunities that such initiatives could represent for Brent residents
- Stimulate investment in recycling and composting collection schemes to deliver better coordinated services on the ground, improve the environmental performance of waste management operations and achieve high recycling and composting targets
- Target action on materials with greatest scope for improving environmental and economic outcomes
- Achieve efficiency savings and deliver value for money services
- To increase the engagement with residents and partners by communicating and supporting the needed behavioural change
- Work with the waste and recycling collection contractor to secure markets for the materials collected for recycling and composting
- Work with WLWA to secure investment in the infrastructure needed to divert waste from landfill.

## 3.3 Strategy targets

- Household waste reduction - There will be no overall increase in total household waste generated in Brent between 2009/10 and 2014/15 despite increases in overall household numbers.

- Household waste reuse, recycling and composting target – Reuse, recycle and compost 40 per cent of household waste by 2011/12, rising to 50 per cent by 2014/15 and aspiring to 60 per cent by 2019/20.
- Diversion from landfill – to work with the West London Waste Authority and the constituent waste collection authorities to procure additional treatment facilities to deal with the residual waste which is not collected for recycling and composting and aim to divert 60 per cent of household waste generated by Brent residents from landfill by 2014/15
- Efficiency savings target – to achieve annual efficiency savings of at least £500,000 in waste management operations by the first full year of operation of the new waste collection service.
- Residents' satisfaction with residual waste and recycling collection services – retain the high level of satisfaction achieved in the 2009 Brent Customer Satisfaction Survey.

### 3.4 Implementing the household waste collection strategy (communications)

The communications plan presented in this document implements policy 6 of the household waste collection strategy (2010-14).

#### **Policy six (Communications)**

*"Communications plans will be developed annually. The first plan will be completed by May 2011 to support the improvements to the waste collection service, along with the waste reduction and reuse initiatives.*

*Communications plans will also include a plan for community engagement to ensure that residents not only have information about the services available to them, but can also influence the type of initiatives that the council will deliver in the future"*

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  - Blocks of flats: Policy 3 and action 11

#### **3.4.1 Policy two (Recycling – street level properties)**

*"The council is committed to ensuring that residents continue to be provided with a weekly collection service with different types of waste collected on different frequencies.*

*The council will introduce a new and improved waste collection service for all street level properties which will increase the range of materials accepted for recycling, improve diversion of materials away from landfill and maximise the value of resources.*

*The introduction of the new service will be supported by comprehensive communications, so that residents understand what materials can be recycled and composted, where they can be recycled and what happens to the materials once they are collected.*

- *Kerbside Dry Recycling Scheme*
- *The 44l green box will be replaced with a new 240l wheeled bin and additional materials will be collected for recycling. The new recycling scheme will be fully co-mingled and the bin will be collected on alternate weeks with the residual waste bin. The following materials will be collected for recycling:*
  - *paper, metal tins and cans, glass bottles and jars, plastic bottles, aluminium foil and aerosols*
  - *mixed plastic containers, cardboard and food and beverage cartons will be added to the recycling scheme*
  - *textiles, shoes, household and car batteries and engine oil will also be collected. Residents will present these materials next to the recycling bin and contained in clear plastic bags.*
- *Kerbside Organic Recycling Scheme*
- *All residents in street level properties will now be able to separate organic materials for composting. The improved scheme that the council will introduce will be as follows:*
  - *residents already using the 240l green wheeled bin will continue to use the service to separate food and garden waste. Cardboard will no longer be collected as part of the new service, instead it will be included in the new kerbside dry co-mingled collection. The bins will be collected on a weekly basis*
  - *all other street level properties will be provided with a new 23l kerbside container to separate food waste which will be collected weekly. Residents will also receive a new 5l kitchen caddy for internal storage of food waste*
  - *the current on request biodegradable sack scheme for garden waste will be retained.*
- *Kerbside Residual Waste Scheme*
- *Residents will continue to use the existing 240l grey wheeled bin to contain residual waste that cannot be recycled or composted. The council's improvements to the recycling and composting schemes will result in an overall reduction in waste arisings. As the materials collected in the new kerbside dry and organic recycling schemes make up the majority of waste, the residual waste bin will be collected fortnightly".*

Figure three provides a graphic comparison between the current system and the new system.



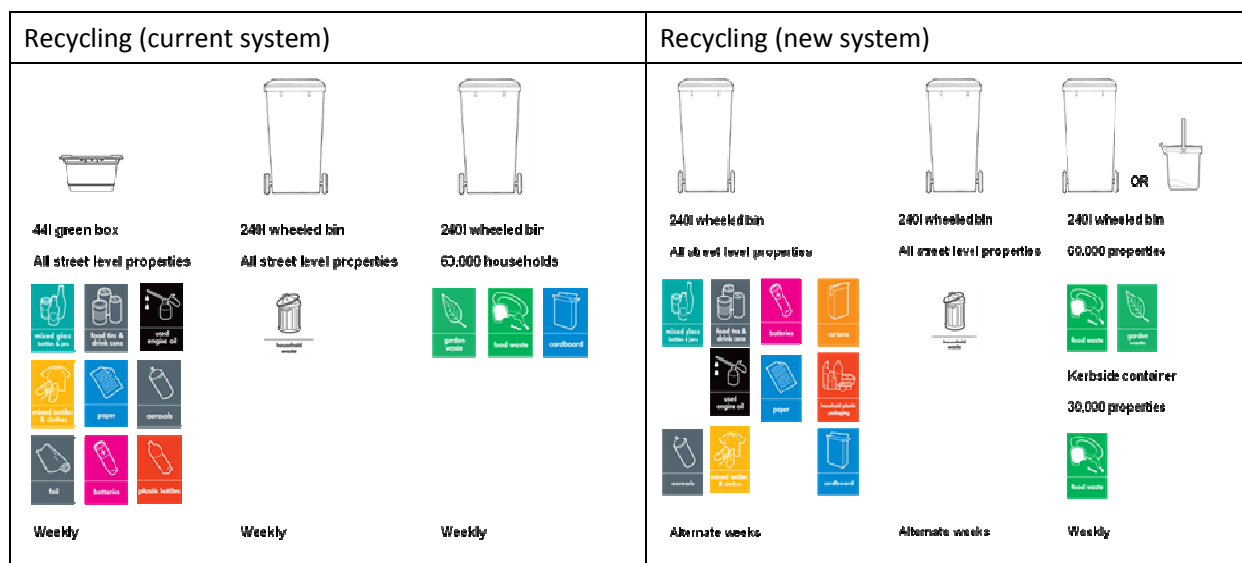


Figure three: Street level properties (comparing the current with the new recycling system)

Eight supporting policies contribute to deliver policy two. Table two shows which supporting policies are included in the communications plan.

No	Supporting policy	Relevant for the communications plan
1	No side waste and closed lid for residual waste	Y
2	Compulsory recycling	Y
3	Assisted collection	Y
4	Assessing the needs of difficult to serve housing types	N
5	Household size	N
6	Contamination	Y
7	Enforcement	Y
8	Rewarding residents for recycling	N

Table two: Supporting policies 1-8 and their relevance for the communications plan

### 3.4.2 Policy three (Recycling – flats)

*“Brent Council, working with residents, voluntary organisations, housing associations, managing agents and the waste and recycling collection contractor will introduce a new and more convenient recycling service for residents living in blocks of flats. The current separated bring scheme will be replaced with a fully co-mingled (mixed) scheme to encourage residents to recycle more materials more often. The new*

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scheme will be easier, more convenient and less time consuming for residents, as they will only need to use one bin which will accept all materials for recycling.

The following materials will be collected for recycling:

- paper, glass bottles and jars, metal tins and cans, plastic bottles, aluminium foil and aerosols
- additional materials will be added to the recycling scheme such as beverage and food cartons and mixed plastics containers.

In addition, suitable blocks of flats will receive a new communal food waste collection service.

The introduction of the new service will be supported by comprehensive communications, so that residents understand what materials can be recycled and composted, where they can be recycled and what happens to the materials once they are collected”.

Figure four provides a graphic comparison between the current system and the new system.




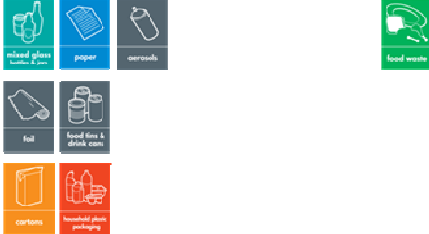
Recycling (current system)	Recycling (new system)
 <p><b>Bring scheme – weekly separated</b>  <b>Half of the purpose built blocks of flats (14,000 hh)</b></p> 	 <p><b>Bring scheme – weekly co-mingled</b>  <b>All blocks of flats (26,000 hh)</b></p> <p><b>Communal food waste collection</b>  <b>Suitable blocks of flats</b></p> 

Figure four: Blocks of flats (comparing the current with the new recycling system)

## 4 The new communications and community engagement plan

The communications and community engagement plan is supported by a detailed schedule of activities (copy embedded in the appendix).

The communications and community engagement plan will consist of the following three phases:

- teaser campaign (July 2011 – September 2011)
- main communications campaign - phase 1 (September 2011 – June 2012)
- main communications campaign - phase 2 (June 2012 – onwards)

### 4.1 Aim

Ensure that all Brent residents are:

- aware of the change in the waste collection service
- enabled to use the new service in a confident and effective manner
- clear about why the new waste collection service has been introduced.

### 4.2 Objectives

This section outlines the overall objectives of the communications and community engagement plan. Detailed objectives for each of the communications activities selected to deliver the plan are provided in section 6.

- To deliver information about the service change to all Brent residents as part of a teaser campaign which will run between July and September 2011
- To deliver a programme of communications activities that reach all Brent residents during the main phase of the communications campaign between September 2011 and June 2012
- To carry out a statistically representative survey of Brent residents in May 2012 to:
  - understand their response to the communications message delivered during the main phase of the campaign
  - aid in the selection of communications activities for future communications campaigns
  - use the results of the survey to develop the second targeted phase of the communications plan
- To monitor household behaviour and record operational information (eg tonnage diverted, participation rate, contamination rate, capture rate, missed collections, complaints) when the new waste collection service is introduced to:

- ensure that the communications effort has contributed to the successful implementation of the new waste collection service
- to monitor progress against the household waste collection strategy targets for waste diversion
- to identify low participating areas in the borough which will receive targeted communications as part of the second phase of the main communications campaign
- To achieve the following service-related objectives:
  - Reuse recycling and composting target
    - To aim to increase the current reuse, recycling and composting rate from 34% in 2010/11 to 40% in 2011/12 rising to 50% by 2014/15
  - Street level properties
    - Dry recycling
      - To aim to divert in excess of 22,000 tonnes by the first full year of implementation of the service rising to 29,000 tonnes by 2014/15
      - To reach an overall participation rate of 80% by the first full year of implementation of the new service rising to 90% by 2014/15
    - Organics
      - To aim to divert in excess of 12,500 tonnes by the first full year of implementation of the service rising to 17,000 tonnes by 2014/15
      - To reach an overall participation rate of 80% by the first full year of implementation of the new service rising to 87% by 2014/15
  - Blocks of flats
    - Dry recycling
      - To aim to divert 2,200 tonnes by the first full year of expansion of the service rising to 4,950 tonne by 2014/15
      - To aim to achieve a yield of 1.63 kg/hh/yr by the first full year of implementation rising to 3.67 kg/hh/yr by 2014/15
    - Organics
      - To aim to divert in excess of 50 tonnes by the first full year of implementation of the service rising to 100 tonnes by 2014/15

- To reach an overall capture rate of 10% by the first full year of implementation of the new service rising to 20% by 2014/15

### 4.3 Audience

The following main groups have been identified:

- householders (the main focus of the communications plan)
  - residents living in street level properties
  - residents living in blocks of flats
- internal groups
  - Brent staff
  - Contact centre
  - elected members
  - waste collection contractor
- external groups
  - residents associations
  - community groups
  - local media
  - West London Waste Authority and constituent waste collection authorities
  - housing associations

### 4.4 Design and branding

Brent will use the roll out of the new waste collection service as an opportunity to refresh the existing waste communications design and branding.

The current brand will be updated and consistency will be improved to strengthen local brand recognition.

Brent will continue to incorporate elements of the national Recycle Now campaign (including iconography, material stream icons and colours) into the localised brand and will maintain the use of the 'recycle for Brent' identity.

The new campaign will aim to raise the profile of recycling and provide messages which enable and encourage residents to use the new waste collection service.

The branding concept and design is developed separately from this document.

### 4.5 Campaign tone and messages

The tone of communications will:

- include positive messages

- not be blaming or negative
- be consistent with regard to look and feel (regardless of where residents live)
- provide motivational messages, making it easy for residents to take action and recycle
- provide clear and simple instructional information, making it easy for residents to use the new waste collection service.

The messages which will support the various communications activities will be developed within the timeframe specified in the schedule of activities.

## 4.6 Overall strategic approach

The change in service will affect all residents living in all types of housing across the borough. However, the changes are not uniform, as detailed in sections 3.4.1 and 3.4.2. Therefore, whilst the overall branding and messaging will be the same, communications will need to reflect the need to deliver slightly different sub-messages and instructions.

The campaign will adopt the following overall strategic approach:

- use a mix of both broad brush and targeted communications channels to help raise awareness of the new service and provide specific information about the impact this has on residents
- raise awareness of the new waste collection service to include benefits of recycling, facts to demystify the recycling process and evidence that recycling can make a difference
- deliver consistent communications to support the ongoing promotion of recycling and embed long term behavioural change amongst residents

## 4.7 Campaign phases

### 4.7.1 Teaser campaign

A teaser campaign will be delivered for a limited period of time leading up to the introduction of the new waste collection service. The teaser campaign will use the new branding and messaging and work in parallel with the existing communications campaign. Awareness and interest will need to be maintained in a way that does not put the current service in jeopardy or leave residents anticipating the change for too long.

It will be important that both the teaser campaign and the existing campaign are kept separate, to ensure that residents:

- continue to use the existing service until this is discontinued
- are clear that a new and improved waste collection service is about to be introduced
- experience the change without confusion.

The main aims of the teaser campaign will be to:

- raise awareness and invoke a feeling of interest in what is to come

- raise residents' motivation to use the new service.

This phase of the campaign will target all residents in Brent and mainly provide motivational messages.

#### **4.7.2 Main communications campaign (phase one)**

The first phase of the communications campaign will commence as soon as the distribution of new waste containers starts.

The council will deliver instructional information to all households across the borough to encourage residents to take part in their new waste collection service and to enable them to effectively pre-sort and divert materials from landfill.

Residents will need to receive clear instructions about:

- what are the key changes
- how to use the new containers
- what materials will be collected for each specific service (e.g. residual, organics, dry recycling)
- when waste containers will be collected
- the operational procedures that the council will implement (e.g. contamination, missed collections, side waste, enforcement activities)
- why the council is introducing the new waste collection service.

Motivational messages will also be embedded in this phase of the campaign to ensure residents are enthused about the service and divert materials away from landfill.

#### **4.7.3 Main communications campaign (phase two)**

Monitoring of the individual campaign activities will be carried out throughout phase one of the communications campaign. This will also be supported by a residents' survey in May 2012 to assess the impact that various communications activities had on residents' behaviour.

Monitoring of the operational aspects of the new waste collection service will also be carried out so as to identify low participating areas<sup>4</sup>.

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<sup>4</sup> The term LPA is applied to geographic areas where there is a concentration of households, which, for whatever reason, participate less in the recycling service provided than households in other areas of the same authority. Low participation can cover a number of specific issues:

- Low levels of participation in recycling services overall resulting in low tonnages collected
- Low levels of participation in terms of the range of materials collected resulting in low tonnages captured for some materials

Incorrect participation resulting in the wrong materials being presented and poor quality of recyclate collected which can lead to rejection of entire loads if contamination levels are high

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The results will be used to develop the next phase of the communications campaign which will target specific areas of the borough with follow up communications to overcome residents' barriers to participation.

Details of this phase of the plan are not included in this document. This will be the focus of the next communications and community engagement plan which will be developed in summer 2012.

## 4.8 Communications methods

Table three shows the communications methods that will be used as part of the communications plan and at what stage of the plan.

Communications method	Teaser	Phase one	Phase two
Local advertising	Y	Y	Y
PR	Y	Y	Y
Direct Marketing	Y	Y	Y
Door to door	Y	N	Y
Community engagement	Y	Y	Y
E-communications	Y	Y	Y
Internal Communication	Y	Y	Y
Vehicle livery	N	Y	Y

Table three: communications methods assessment



## 5 Campaign activities

Campaign activities selected to deliver the communications plan are described below.

### 5.1 Local advertising

Advertising will be used throughout the duration of the communications campaign to provide instructional and motivational information.

The following forms of advertising will be pursued:

- Brent Magazine<sup>5</sup>: The magazine reaches all residents in Brent and will be the main form of advertising throughout the campaign duration. The magazine will be used for a variety of messages. The distribution method will be through the door.
- Local press: Advertorials/advert space in the local press will be used at the start of the teaser campaign and during the main communications campaign.
- Community e-newsletters: there are a variety of residents' groups in Brent who regularly issue newsletters. The council will build a database of the groups and circulate information about the waste collection service for inclusion in their newsletters. This communications method will be used throughout the communications campaign. The distribution method will be electronic.
- 80 JC Decaux boards: This method will be used during the teaser campaign to create a sense of expectation about the new service and during the initial stages of the main communications campaign.
- Neighbourhood working team: the team issues bulletins to every ward in Brent. The bulletins are distributed using an external organisation reaching every household in Brent. There are two issues of the bulletin per year for every ward in Brent. This method of communications will be used throughout the communications campaign. The distribution method will be through the door.
- Council Tax booklet and council tax bills: this method of communications will be considered during the main phase of the communications campaign

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<sup>5</sup> A survey carried out in 2009 concluded that nearly 60 per cent of Brent residents use the magazine as the main source to find out information about council's services and activity

### **5.1.1 Objectives**

- Use the selected means of local advertising to reach all Brent residents within the timeframe specified in the schedule of activities to ensure that residents engage with the new waste collection service, with low levels of contamination and high levels of capture rate and participation rate
- Evaluate the success of this method of communications as part of the residents' survey to establish its effectiveness in relation to households' behaviour and waste diversion

### **5.1.2 Tactics**

#### **5.1.2.1 Teaser campaign**

- Produce two issues of the Green Pages in the Brent Magazine
- Purchase one advertorial in the local papers
- Develop a pack for community groups and residents' newsletters
- Include an article about the new waste collection service and/or place advertising in neighbourhood bulletins
- Produce one advert for 80 JC Decaux board

#### **5.1.2.2 Main campaign (phase one)**

- Produce monthly adverts in the Brent Magazine
- Produce quarterly issues of the Green Pages in the Brent Magazine
- Purchase two advertorials in the local papers
- Develop quarterly packs for community groups and residents' newsletters
- Include an article about the new waste collection service in the neighbourhood working group bulletins in one of the two annual issues
- Produce two JC Decaux boards in September and December

### **5.1.3 Monitoring mechanisms**

- Log the number of adverts placed in the local media
- Record the number of enquiries received by the council, linked to specific bursts of advertising and the specific form of local advertising
- Distribution and readership figures.

## **5.2 Public Relations**

The communications team at Brent has a well developed and ongoing relationship with the local media and will be responsible for PR throughout the campaign.

### **5.2.1 Objectives**

- To develop and deliver a high profile PR campaign to keep all local media informed and supportive about the new service by producing media packs within the timeframe specified in the agreed schedule of activities
- To maximise press coverage, press releases and media opportunities throughout the campaign period to ensure residents are clear about the new waste collection service
- Evaluate the success of this method of communications as part of the residents' survey to establish its effectiveness in relation to households' behaviour and waste diversion.

### **5.2.2 Tactics**

- Identify the relevant spokespeople within the council to support the campaign and ensure they are properly briefed and willing to co-operate with interviews and media opportunities
- Develop a media pack to be distributed to the local press at the start of the teaser campaign
- Develop a media pack to be distributed to the local press at the start of the main communications campaign and at regular interval afterwards

### **5.2.3 Monitoring mechanisms**

- Log coverage and broadcast footage

## **5.3 Direct Marketing**

Direct marketing methods will be used throughout the campaign duration. Information provided will need to be clear and concise, whilst at the same time explaining:

- what containers residents will need to use
- when containers will be collected
- what materials will be collected for diversion from landfill
- operational aspects about the service (e.g. side waste, contamination, enforcement)
- why the council is changing the service.

### **5.3.1 Objectives**

- Use the selected means of direct marketing to reach all Brent residents within the timeframe specified in the schedule of activities to ensure that residents engage with the new waste collection service, with low levels of contamination and high levels of capture rate and participation rate
- Evaluate the success of this method of communications as part of the residents' survey to establish its effectiveness in relation to households' behaviour and waste diversion.

## 5.3.2 Tactics

### 5.3.2.1 Teaser campaign

- Produce 120,000 leaflets to be distributed to all residents in Brent (both street level properties and blocks of flats)
- Use spare leaflets to support community engagement events and to locate them at various council premises.

### 5.3.2.2 Main campaign (phase one)

- Street level properties
  - Produce 120,000 service leaflets (8 page A5) to be distributed to all residents together with the new waste containers. The supplier of bins will be responsible for distributing leaflets
  - Produce 120,000 collection calendars (2 page A5) to be distributed to all residents together with the new waste containers. The supplier of bins will be responsible for distributing leaflets
  - Produce 10,000 contact cards for collection crews
  - Produce 80,000 contamination tags for collection crews
  - Produce 80,000 no side waste tags for collection crews
  - Additional copies of the service leaflets will be produced to deliver to new residents moving into the borough as part of a welcome pack provided by estate/letting agents (to include both street level properties and blocks of flats)
- Blocks of flats
  - Produce 35,000 service leaflets (4 page A5). An external company may be appointed to carry out distribution. However distribution methods will also consist of direct delivery by council staff, housing department, private managing agents and the council's waste services contractor
  - Produce 26,000 reusable bags. An external company may be appointed to carry out distribution. However distribution methods will also consist of direct delivery by council staff, housing department, private managing agents and the council's waste services contractor
  - Produce 10,000 labels for recycling bins. StreetCare officers will be responsible for relabeling recycling bins
  - Produce 3,000 posters to be located in communal locations

## 5.3.3 Monitoring mechanisms

- Number of leaflets, cards and tags distributed
- Number of reusable bags distributed
- Number of recycling bins relabelled and posters located at communal locations within the agreed timeframe
- Number of enquiries received as a result of specific direct marketing activities.

## **5.4 Door to door**

Door to door canvassing will be used during the teaser campaign to support the introduction of the new waste collection service.

The Council will work closely with the contractor to identify areas in the borough where low participation and high contamination rates in the current scheme are an issue. An external company will be appointed to carry out selective door to door canvassing to ensure residents living in these areas understand the changes in their waste collection service and use the new arrangements effectively.

### **5.4.1 Objectives**

- Ensure that residents living in low participating areas are reached by the team of canvassers within the timeframe specified in the schedule of activities and aim to reach a contact rate of at least 30%

### **5.4.2 Tactics**

- Appoint an external company to carry out selective door to door canvassing
- Train canvassers and ensure all supporting materials is readily available
- Carry out data inputting to record residents spoken to, information provided and ensure residents feedback is analysed

### **5.4.3 Monitoring mechanisms**

- Contact rate
- Number of leaflets distributed
- Residents feedback

## **5.5 Community engagement**

One of the benefits of working with voluntary and community groups is the potential for building long term collaborative working relationships between residents and the council.

The council will aim to engage with relevant community groups with an interest in waste management and environmental issues, to obtain 'buy-in' and understanding of the new waste collection service.

Community engagement activities will be carried out throughout the campaign duration.

### 5.5.1 Objectives

- Develop and maintain a database of community groups in Brent with an interest in environmental issues by July 2011 to ensure relevant community groups can be targeted throughout the campaign duration
- Identify dates of planned local community events by July 2011 and work with the organisers to ensure the inclusion of waste and recycling topics
- Attend relevant community groups meetings, events and festivals throughout the campaign duration to ensure engage with the new service, with low levels of contamination, high levels of participation and capture rates
- Evaluate the success of this method of communications as part of the residents' survey to establish its effectiveness in relation to households' behaviour and waste diversion.

### 5.5.2 Tactics

- Produce static small scale displays to be used at events and meetings
- Attend relevant events and meetings throughout the campaign duration and publicise attendance on the waste pages of the website

### 5.5.3 Monitoring mechanisms

- Monitor the number of community groups involved in the communications campaign
- Number of events attended
- Record people contacts made

## 5.6 E-communications

The waste and recycling pages of the Brent website provide an excellent opportunity to raise awareness and information about the new waste collection service. It will be important to ensure that:

- the waste pages of the website provide all the necessary information to residents
- the website address is included on all communication material
- the main home page of the website is used throughout the teaser campaign and the initial stages of the main communications campaign to visually promote the new waste collection service and link directly to the waste pages for more information
- local community groups/organisations websites are able to link to the waste pages to maximise the number of people using the website for more information.

In addition Brent has a social marketing strategy, which includes the use of Facebook and Twitter. Corporately the council issues updates to Facebook and Twitter but also uploads appropriate visual footage onto YouTube to document landmark events. Social media will be used to engage with residents, ensuring that this campaign fits into the wider social marketing strategy.

Finally the council maintains a database of residents who wish to receive e-mail updates about council's activities. This method of communications will be used at regular intervals throughout the campaign duration.

### **5.6.1 Objectives**

- Use the selected means of online communications within the timeframe specified in the schedule of activities to ensure that residents engage with the new service, with low levels of contamination and high levels of participation and capture rates
- Evaluate the success of this method of communications as part of the residents' survey to establish its effectiveness in relation to households' behaviour and waste diversion.

### **5.6.2 Tactics**

#### **5.6.2.1 Teaser campaign**

- Create a dedicated teaser campaign webpage in the waste section of the council's website
- Issue statements about the teaser campaign in Facebook and twitter
- Develop a video and upload on Youtube
- Develop and circulate e-mail to residents during the teaser campaign

#### **5.6.2.2 Main communications campaign (phase one)**

- Redevelop the waste section of the website
- Issue statements at the intervals agreed in the schedule of activities in Facebook and twitter
- Develop a video and upload on Youtube
- Develop and circulate e-mails to residents during the campaign duration and at the intervals agreed in the schedule of activities

### **5.6.3 Monitoring mechanisms**

- Monitor traffic to the waste and recycling web pages using statistics package
- Monitor the number of email addresses registered to receive e-mail updates
- Monitor the number of people that sign up to "follow" Brent via social media.

## **5.7 Internal communications**

Approximately 40 per cent of staff working for the council live in Brent therefore internal communications can get the message across to a significant proportion of the borough's population.

### **5.7.1 Objectives**

- Use the selected means of internal communications within the timeframe specified in the schedule of activities to ensure that residents, who also work for the council, engage with the new service, with low levels of contamination and high levels of participation and capture rates
- Evaluate the success of this method of communications as part of the residents' survey to establish its effectiveness in relation to households' behaviour and waste diversion.

### **5.7.2 Tactics**

- Develop articles for the Intranet at the intervals agreed in the schedule of activities and explore opportunities to have banners included in the homepage
- Develop articles for Insight at the intervals agreed within the schedule of activities
- Develop articles for the managers briefings at the intervals agreed within the schedule of activities
- Develop and circulate briefings for all elected members at the intervals agreed within the schedule of activities
- Produce and circulate FAQ documents for the contact centre and updates at the intervals agreed within the schedule of activities, attend team meetings as required
- Organise and deliver training for collection crews

### **5.7.3 Monitoring mechanisms**

- Number of articles published
- Number of briefing sessions provided
- Number of training sessions provided

## **5.8 Vehicle livery**

The new waste fleet will have new livery installed. The vehicles will provide an excellent opportunity to provide key messages during the main campaign.

In addition the existing vehicle fleet would be rebranded during the teaser campaign.

### **5.8.1 Objectives**

- Rebrand the existing vehicle fleet during the teaser campaign to raise residents' awareness about the new waste collection service
- Install new vehicle livery on waste fleet within the timeframe specified in the schedule of activities to ensure that residents engage with the new waste collection service, with low levels of contamination and high levels of participation and capture rates
- Evaluate the success of this method of communications as part of the residents' survey to establish its effectiveness in relation to households' behaviour and waste diversion.



### **5.8.2 Tactics**

- Design and produce new vehicle livery

### **5.8.3 Monitoring mechanisms**

- Vehicle livery installed

## 6 Monitoring and evaluation

The WRAP Monitoring and Evaluation Toolkit<sup>6</sup> will be used as a reference document to conduct relevant monitoring of the campaign. Each campaign activity will have its own individual monitoring and evaluation mechanisms to establish its success.

A general approach to monitoring and evaluation will be:

- record tonnage data by collection round (if possible for each of the collection services) or fill levels of bins in blocks of flats as part of ad hoc exercises
- conduct ad hoc participation monitoring to measure the involvement of local residents and establish high and low participating areas
- measure capture rates of materials collected via the kerbside and flats recycling scheme as part of the two-year waste composition analysis carried out by the West London Waste Authority, enabling the Council to target specific materials in future phase of the campaign
- monitor the contamination rate of the recycling collected, if possible by round/area
- evaluate the success of the communications effort as part of the residents' survey (May 2012) to establish its effectiveness in relation to households' behaviour and waste diversion
- conduct monthly reviews of the campaign activity schedule and campaign budget.

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<sup>6</sup> [http://www.wrap.org.uk/local\\_authorities/research\\_guidance/monitoring\\_and\\_evaluation\\_guidance/index.html](http://www.wrap.org.uk/local_authorities/research_guidance/monitoring_and_evaluation_guidance/index.html)

