

Waste Transformation Project Communications Strategy and Timetable

Background

Wiltshire Council has carried out a consultation with residents about introducing a new waste and recycling collection service. Currently there are different systems and arrangements in operation in different parts of the county. Bringing five councils into one has presented an opportunity to introduce a single, first class service to everyone in Wiltshire, no matter where they live.

During June, July and August phase 1 of the communications plan was delivered

Communication activities for phase 1 Consultation:

Proposal Leaflet

30,000 proposal leaflets giving Wiltshire residents the opportunity to have their say on the proposal, were produced and distributed through:

- The council's 31 libraries
- Roadshows in – Salisbury, Trowbridge, Devizes, Chippenham, Wilton Carnival and the Wiltshire Show
- All 18 Wiltshire area boards
- 4 Main hub receptions
- Posted on request via CCU and Waste department
- PDF download available on Wiltshire Council website
- 4 waste depots
- Hills recycling centres/recycling vehicles
- Made available through Parish councils and Town Council offices
- Carried on refuse vehicles
- Handed out at 7 supermarkets across the county (targeted areas)
- 23 Leisure facilities and City Hall
- Citizen advice bureaus
- Housing associations

Websites

The waste and recycling proposal was promoted through the council's website including information on the proposal itself, the aims of the proposal, diary dates for roadshows and area boards and FAQ's and an online electronic version of the proposal. There was also a link to the pages from the Recycle for Wiltshire website, and parish and town councils were invited to include a link from their websites.

Posters

An A4 poster was produced and distributed to:

- The council's 31 libraries
- 4 Main hub receptions
- 4 waste depots
- 23 Leisure facilities and City Hall
- Made available through Parish councils and Town Council offices

Publications

The waste and recycling proposal was promoted through:

- The councils Your Wiltshire magazine in the June and September issues (delivered to every household in Wiltshire)
- September edition of the councils Housing Matters newsletter
- June, July, August editions of the councils Parish Newsletter
- June to August weekly staff bulletin Electric Wire
- June to August council's Elected Wire
- ¼ page adverts in June in the Wiltshire Times, Gazette & Herald, Salisbury Journal and Blackmore Vale magazine
- Waste and recycling staff briefing notes
- Peoples Voice and Citizens Panel surveys undertaken

Face to face

The waste and recycling proposal was promoted through various face to face events, where waste staff met and talked to the public about the proposal this was done through:

- Roadshows in – Salisbury, Trowbridge, Devizes, Chippenham
- Wilton Carnival and the Wiltshire Show
- Supermarket visits in – Amesbury, Bradford on Avon, Marlborough, Salisbury, Tidworth, Warminster and Wootton Bassett
- Area board meetings (all 18 attended by senior Waste Officers, included presentation and Q&A's)

Displays

A series of visual display panels were produced 4 sets were used as static displays in Trowbridge, Salisbury, Devizes and Chippenham libraries, while another set was used as a mobile source to take to area boards.

Media

Press briefings were held and various press releases issued throughout the consultation period.

The consultation period ended on 20 August and if the findings support the proposal and it is formally accepted and approved by Cabinet, it is anticipated that the roll out of the new arrangements to all Wiltshire residents will be during October 2011. The new arrangements will be:

- A kerbside collection of plastic bottles and cardboard every two weeks
- A kerbside black box collection for glass, paper, cans, foil and textiles every two weeks
- A non-chargeable optional kerbside collection of garden waste every two weeks
- A collection of left-over waste every two weeks

This represents a significant culture change for residents across the county, therefore it is important that a comprehensive awareness and education programme is put in place to introduce the new system and support residents in using it to best effect.

The communications plan has been drafted by the communications and consultation Work Stream of the Waste Harmonisation Project Team both of whom will continue to work jointly throughout the project to achieve the best possible campaign and communication outcomes for the benefit of the council and the public. We also intend to work closely with WRAP (Waste and Resources Action Programme), The Wiltshire Wildlife Trust and Hills Waste in defining, planning and implementing the strategy.

The strategy has been put together using national guidance on communications tools and timings and indicative costs from WRAP and taking account of best practice from local councils successful in achieving high recycling rates.

The roll out programme is a complex one and will affect every household in Wiltshire. It is likely to be the largest service change the council is ever likely to roll out. Waste and recycling issues figure prominently on the national media agenda, and the government will report on the outcome of a national waste review next Spring. It is therefore crucial that all aspects of this plan are flexible and can evolve and respond to any shifting requirements.

New target audiences may become apparent, new communication channels may become available, and opportunities to take various messages into the public arena may present themselves. Negative publicity must be dealt with quickly and effectively. It will also need to react to any risks identified as part of the ongoing programme and respond in ways that mitigate these. The plan is therefore subject to review and addition at any stage.

The communication will operate on various levels:

Strategic – the council's 'big picture' approach to waste collection and recycling and how it fits with other council priorities linked with carbon emissions, customer access, value for money and service transformation planning.

Operational – to promote the single, first class service being proposed throughout the county and the basic detail as it affects residents.

Educational – to pinpoint geographic areas or target groups of people who currently don't recycle or achieve low levels of recycling

Area-specific operational – to promote information coming out of the implementation timetable directly to households affected. This will include details of rounds and collection dates.

It will be crucial to engage with everyone who is affected by the new arrangements. This communications strategy aims to achieve this through an effective communications plan agreed, supported and actioned by the project group and colleagues from the wider waste service.

The strategy will clarify who will be affected by the project; identify the best and most appropriate channels of communication for the target audience, who is responsible for each aspect of communication, and set out a timetable of communication actions to be delivered by the project. The communication timetable will be reviewed and updated by the lead officer in discussion with the appropriate project team officers.

Aims and objectives

- To promote key project information in a timely manner, ensuring this is tailored to its audiences using the appropriate communication channels
- To ensure all project communications verbal, written and electronic are consistent with the corporate communication protocols, branding and guidelines
- To work with stakeholders to ensure clear and positive messages.

Specifically,

Phase 2 –

- Inform residents of the result of the consultation, what happens next and when
- Explain further the rationale for the decision

Phase 3 -

- Emphasise why we need to improve recycling habits and how the new service will achieve these aims
- Profile the benefits of recycling and the various opportunities to recycle in Wiltshire through a sustained education and awareness campaign

Phase 4 -

- Inform residents how and when the new system will be introduced and how they can contribute to the success of the service

- Provide comprehensive range of documentation and practical advice channels during launch period and beyond

Target Audiences:

1. All households in Wiltshire
2. Certain target groups where improved recycling performance is required
3. Certain stakeholder groups e.g. parish councils, schools
4. Staff and councillors

Waste collection and recycling communications plan

Phase 1 – Consultation on waste collection and recycling proposal – June – August **(completed)**

Key message: To invite all stakeholders to make comment on the waste and recycling proposal

Communication Channel	Target Audience	When	How
Waste collection and recycling Proposal leaflets	1,3,4	June 2010	<p>30,000 proposal leaflets giving Wiltshire residents the opportunity to have their say on the proposal, were produced and distributed through:</p> <ul style="list-style-type: none"> • The council's 31 libraries • Road shows in – Salisbury, Trowbridge, Devizes, Chippenham, Wilton Carnival and the Wiltshire Show • All 18 Wiltshire area boards • 4 Main hub receptions • Posted on request via CCU and Waste department • PDF download available on Wiltshire Council website • 4 waste depots • Hills recycling centre's/recycling vehicles • Made available through Parish councils and Town Council offices • Carried on refuse vehicles • Handed out at 7 supermarkets across the county (targeted areas) • 23 Leisure facilities and City Hall • Citizen advice bureaus • Housing associations
Peoples Voice/citizens panel	1	June – July 2010	Consult on the proposal through the councils People's voice survey and citizens panel.

Press release	1	June 2010 Regular throughout consultation period	Brief media and issue press release, introducing the Waste collection and recycling proposal and consultation
Wiltshire Council Website	1,2,3,4	June 2010 – August 2010	The waste and recycling proposal promoted through the council's website including information on the proposal itself, the aims of the proposal, diary dates for road shows and area boards and FAQ's and an online electronic version of the proposal.
Recycle for Wiltshire website	1,2,3,4	June 2010 – August 2010	A link to the Wiltshire Council waste and recycling proposal pages from the Recycle for Wiltshire website.
Poster Campaign	1,3,4	June 2010 – August 2010	To promote consultation and proposal distributed to: <ul style="list-style-type: none"> • The council's 31 libraries • 4 Main hub receptions • 4 waste depots • 23 Leisure facilities and City Hall • Made available through Parish councils and Town Council offices • County Hall notice boards
Display boards	1,2,3,4	June – August 2010	A series of visual display panels 4 sets for use as static displays in Trowbridge, Salisbury, Devizes and Chippenham libraries, while another set to be used as a mobile source to take to area board meetings.
Advertising	1	June 2010	Advert to promote the proposal and consultation. Placed in: Wiltshire Times Gazette & Herald Salisbury Journal Blackmore Vale magazine

Your Wiltshire Magazine	1,2,3,4	June 2010	Double page spread introducing proposal and promoting road shows.
Road shows	1,,2,3	June 2010 – July 2010	Road shows in Trowbridge, Devizes, Chippenham and Salisbury town centre's, using trailer and Waste services staff to talk to resident about the proposal and hand out have your say proposal leaflet. Held on Market days where applicable. Also to attend Wilton carnival and the Wiltshire show.
Parish Newsletter	2,4	June, July, August 2010	The waste and recycling proposal and consultation promoted through the council's monthly Parish Newsletter, to encourage parishes to engage with the consultation, by making their parishes aware of the consultation, they were sent posters for display, proposal leaflets on request and asked to promote through links from their websites.
Telephone	1	June 2010 ongoing	Update CCU to ensure they are on message with the proposal etc.
Electric Wire	4	June – August 2010	Promote proposal to staff (as residents) through weekly staff electronic bulletin.
Elected Wire	4	June – August 2010	Promote proposal to councilors and keep them informed through weekly councilor's electronic bulletin.
Waste staff briefings	4	June – August 2010	Keep waste staff up to date with the consultation and proposal, through F2F meeting and briefing notes.
Supermarket visits	1,2	August 2010	Hand out proposal leaflet at supermarkets in areas where response so far has been low to encourage residents to have their say. Supermarkets visited: Amesbury, Bradford on Avon, Marlborough, Salisbury, Tidworth, Warminster and Wootton Bassett
Village walk round	2	August 2010	Hand out proposal leaflet through walk round in targeted areas of Tisbury and Mere
Customer Care	1,2,3,4	August 2010	Recorded message put on council phone line, informing residents of the consultation.
Staff f2f	4	August 2010	Waste officers to take the opportunity of DNP staff F2F sessions being held in Chippenham and Salisbury.

Waste collection and recycling communications plan

Phase 2 - Communicating the outcome of consultation – October, November, and December 2010

Key messages:

- Inform all stakeholders of consultation outcome and cabinet decision on the final waste and recycling harmonisation model
- Inform all stakeholders of the next steps towards harmonisation of the service

Communication Channel	Target Audience	When	How	Lead Officer
Your Wiltshire Magazine	1	November 2010 editions	Double page spread to include: update, next steps, reinforcement of key messages, reaction to early findings, thanks to all taking part Outcome of Cabinet meeting, highlights of new service	JG/VW Lucy to provide xmas collection details
Pre-cabinet briefing	1	End October 2010	Brief media on consultation results	CJ
Post cabinet Press releases	1	Starting October 2010 and then regularly throughout 2 nd phase.	Brief media and issue press release, updating on outcome of public survey, reactions etc	CJ
Wiltshire Council Website	1,2,3,4	October , prior to any other communication releases and ongoing	Update waste proposal web pages, post October cabinet to reflect outcomes of the consultation stage, and what happens next.	JG/VW
Recycle for Wiltshire website	1,2,3,4	Beginning Sept, prior to any other communication releases and ongoing	Update link to Wiltshire Council website.	VW
Parish Council ring round	3,4	October 2010 – post cabinet	Waste officer to telephone the Parish Clerks in their area to discuss outcome of consultation and see if they are happy to publish the result on their	LS/LM/NS/LS JG has provided contact lists split into areas.

			websites and in their newsletter, and also display a poster	
Parish Newsletter	2,4	November – December 2010	Update on waste proposal, to reflect outcomes of the consultation stage and what happens next.	JG
Elected Wire	4	October – ongoing as required	Update on waste proposal, to reflect outcomes of the consultation stage and what happens next.	JG
Telephone	1	October ongoing	Update CCU to ensure they are on message with the outcomes etc.	CJ
Senior Waste Officer update	4	October 2010	F2F Update to Senior waste officers at Urchfont away day.	TC/ML
Waste Staff Briefing note/F2F	4	October ongoing	Produce briefing note for waste staff, followed up by face to face meeting, to discuss outcomes and get feedback on how 1 st phase went in each area, and what happens next.	JG/VW/ML
Housing Matters Magazine	1 (specifically housing tenants)	Winter 2010 issue	To reach Wiltshire Council housing tenants- use page to promote proposal and FAQ's.	JG/VW
Area Board update	1,2,3,4	October 2010	Agenda update on waste proposal, to reflect outcomes of the consultation stage and what happens next	CJ
Poster campaign	1,2,3,4	October 2010	Publicise outcome of consultation and what happens next. Distribute through: <ul style="list-style-type: none"> • The council's 31 libraries • 4 Main hub receptions • 4 waste depots • 23 Leisure facilities and City Hall • Make available through Parish councils and Town Council offices • County Hall notice boards • Citizen advice bureaus • Housing associations 	CJ/JG/LS

			<ul style="list-style-type: none"> Local community centre's 	
Electric Wire	3,4	October and ongoing	Update on waste proposal, to reflect outcomes of the consultation stage, and what happens next.	JG/VW
Hill site Tour – Press only	3	Early November 2010	Take press on Hills site tour to get them on board and encourage positive press coverage.	VW to liaise with Monique at Hills.
Housing Associations	2	November 2010	F2f meetings with housing associations to update on waste proposal, to reflect outcomes of the consultation stage, and what happens next.	LS

Waste collection and recycling communications plan

Phase 3 - Education and awareness raising – targeted to geographic areas and/or specific groups currently showing poor recycling performance – and campaign to alert people new service is coming – January 2011 – TBC

Key messages:

To educate and raise awareness among all stakeholders regarding –

Awareness:

- waste minimisation
- why we are changing the service
- how we are changing the service
- what happens to waste materials
- climate change, carbon footprint

Education

- the recycling process (plastic bottles)
- change to service (AWC)
- how and what to recycle
- buying habits
- composting

Communication Channel	Target Audience	When	How	Lead Officer
Your Wiltshire magazine	1,2,3,4	Every issue through phase 3 from January 2011	Promote new service and educate and raise awareness about recycling.	
Housing Matters	1 (specifically housing tenants)	2011 Spring and Summer issues	Promote new service and educate and raise awareness about recycling	
Housing Association magazines	1 (specifically housing tenants)	Appropriate issues from Winter 2010	Promote new service and educate and raise awareness about recycling	
Wiltshire Council Website	1,2,3,4	Ongoing	Promote new service and educate and raise awareness about recycling link to recycle for wiltshire.	
Recycle for wiltshire website	1,2,3,4	Ongoing	Link to Wiltshire Council website	
Parish Newsletter	2,4	Ongoing monthly	Promote new service and educate and raise awareness about recycling, link to handy recycling fact sheet on council website.	
Elected Wire	4	Ongoing as required	Regular project updates as required.	
Electric Wire	3,4	Weekly	Promote new service and give weekly recycling tips.	
Waste Staff Briefing note/F2F	3	ongoing	Produce briefing note for waste staff, followed up by face to face meetings, to discuss and get feedback on project progression.	
Events/road shows	1,2,3,4	From January 2011	Hold a road show in each of the 18 area board towns and attend other relevant county events to promote new service and encourage and educate on recycling.	
Educational leaflets:- <ul style="list-style-type: none"> • Black box recycling • What happens to your waste • Why do we 	1,2,3,4	January 2011	Produce a suite of 4 generic recycling leaflets to be used as an educational recycling tool at events, and distributed through:- <ul style="list-style-type: none"> • The council's 31 libraries • 4 Main hub receptions • 4 waste depots • 23 Leisure facilities and City Hall 	

<ul style="list-style-type: none"> need to recycle Plastic recycling 			<ul style="list-style-type: none"> Make available through Parish councils and Town Council offices County Hall notice boards Citizen advice bureaus Housing associations Local community centers 	
Promotional giveaways <ul style="list-style-type: none"> recycling bags pencils 	1,2	January 2011	To promote recycling at events and road shows.	
Web based you tube videos	1,2,3,4	TBC within phase 3	To educate on recycling and how new service will work. (see example on http://www.recycleforwiltshire.com/videos.html) This will help reduce telephone enquires and if visual enough will help people whose first language is not English.	
Area board update	1,2,3,4	TBC within phase 3	Update on introduction of new service, and promote recycling.	
Hills site tours	1,2,3,4	TBC within phase 3	Promote and educate recycling – possible competition to win a tour through Your Wiltshire magazine.	
Community talks	1,2,3	TBC within phase 3	(resident associations, housing associations, private landlords association, rotary groups, scout/brownies etc, allotment associations, town and parish councils, area boards, WI groups etc)	VW to collate data
School visits	1,2	TBC within phase 3	Recycling education	
Door stepping	1,2	TBC within phase 3	Targeted Face to face doorstep interviews, to gather and provide information on recycling, persuade people to participate	
Refuse vehicles	1	December 2010	Promote recycling on refuse vehicles, to educate. (Agrippa panels)	Group to discuss timing.

Phase 4- Implementation – Date TBC

Key messages:

To inform all stakeholders of the roll out of the new service, and to advise them of how the new policies and practices will affect them.

Communication Channel	Target Audience	When	How	Lead Officer
Your Wiltshire magazine	1,2,3,4	Every issue through phase 4	Promote and introduce implementation of new service, policies, practices and effects.	
Housing Matters	1 (specifically housing tenants)	Every issue through phase 4	Promote and introduce implementation of new service, policies, practices and effects.	
Housing Association magazines	1 (specifically housing tenants)	Every issue through phase 4	Promote and introduce implementation of new service, policies, practices and effects.	
Website (update to include service awareness information including links to recycle for wiltshire site)	1,2,3,4	From start of implementation	Promote and introduce implementation of new service, policies, practices and effects. Promote recycling.	
Parish newsletter	2,4	Ongoing monthly	Keep informed of implementation schedule of new service, policies, practices and effects. Promote recycling.	
Elected Wire	4	Ongoing as required	Keep informed of implementation schedule of new service, policies, practices and effects.	
Electric Wire	3,4	Weekly through phase 4	Promote and introduce implementation of new service, policies, practices and effects. Promote recycling.	
Waste & recycling	3	Ongoing through	Keep informed of implementation schedule of new	

staff briefing note and f2f sessions		phase 4	service, policies, practices and effects.	
Resident's information packs x 4 versions to include: <ul style="list-style-type: none"> • Change in service leaflet 6 fold DL • DL pre-paid card for garden waste applications • Fridge magnets • Bin stickers 	1	TBC	Distribute to every household in county, to ensure key information regarding implementation and new service is communicated. Distribution method TBC	
Collection calendars 8 fold DL x 10 versions	1	2 weeks before start of new schedule. TBC	Deliver by post information to every household of their new collection schedules.	
Radio campaigns Spire and Heart fm	1,2,3,4	2 weeks before start of new schedule. TBC	Radio campaign to remind and inform residents of new service implementation to include recycling messages.	
Housing association magazines	1,2,3,4	Every issue through phase 4	Promote and introduce implementation of new service, policies, practices and effects.	
Area board updates	1,2,3,4	Month leading up to implementation	To remind and inform of new service implementation to include recycling messages.	

