

Public Sector Waste Minimisation Campaign Ymgyrch Lleihau Gwastraff y Sector Cyhoeddus

Towards Zero Waste Tuag at Ddyfodol Diwastraff



Communications and awareness raising toolkit

Waste minimisation and recycling schemes do not deliver increased recycling nor do they reduce waste. *People* recycle and *people* reduce waste by changing their behaviour. The key to success of any scheme is to provide *people* with easy to understand communications explaining and encouraging correct use every time.

This toolkit aims to give you practical advice on how to implement a successful communications and awareness raising programme to ensure it is well received, used and above all successful!

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1. Essential communication scheme ingredients

A recycling scheme:



A *successful* recycling scheme:



To be successful, waste prevention schemes must have **three** essential ingredients:

1. Support from the Top - enacted through organisational policy and workplace procedures;
2. The means for people to act
e.g. easy to use waste prevention/recycling facilities, harder to use waste facilities etc;
and
3. Communications; to tell people what to do and why.

All three are equally important and must be given equal consideration in the development of any successful scheme. Communications however, is often overlooked or given a low priority, which is a false economy and may even undermine your scheme.

EVERYONE that interacts with your organisation, staff, students, visitors etc need to:

- be aware of the scheme in order to act, otherwise you could be wasting your investment as well as undermining the hard work and morale of those that have developed it;
- know what to do – it sounds simple but a major barrier to participation is people simply not understanding what to do. Another major barrier is people using the scheme incorrectly because they don't understand it properly;
- know why they should do it – many people need compelling reasons to behave differently; and
- understand what is expected of them - that it is “ok” to recycle or print double sided and that it is an accepted and expected part of the organisation's culture.

There are a number of benefits to good communications:

1. ensure a good return on investment through high waste minimisation, diversion and reduced disposal costs;
2. over the long-term, good communications will develop a positive resource efficiency culture in the workplace which can increase morale and staff retention – “this is a good place to work and I feel good working here”; and
3. Good internal and external PR – visitors will notice good environmental messaging and staff will be proud to point it out.

Overall strategy (mixing the ingredients together)

1. Firstly, the scheme needs senior management support and leadership together with sufficient resources (people and money) to make it happen.
2. Secondly, you need to be clear what you are doing and why. You should develop a long-term strategy/development programme with clear targets that focus on the big/easy wins first.
3. Thirdly, it can't be a stand-alone or one-off communication activity because it will wither rapidly. Successful schemes are integrated into everyday workplace procedures & practices and incorporated into staff training programmes, Health and Safety, Environment Management Systems (EMS) or quality management systems like ISO14001 which embed them into the very fabric of the way the organisation operates.
4. Finally, people are an important element of the success equation. Make sure you:
 - a. have sufficient resource (people) to ensure successful implementation and long term management;
 - b. communicate extensively over the entire lifetime of the scheme (not just at the start); and
 - c. get buy-in and support from key people in every workplace – 'Eco Champions' who take on responsibility for 'policing' the scheme and supporting the people they work with to engage with the scheme aims properly.

Summary box 1- communication scheme strategy for success

Generally people:	<ul style="list-style-type: none"> • Are a bit lazy • Get into routine habits and patterns • Don't like change
To change their behaviour:	<ul style="list-style-type: none"> • Give them the means and motivation to do the new behaviour • Raise their awareness and explain why it's important • Give them lots of SIMPLE information on what to do
Solution:	<ul style="list-style-type: none"> • Introduce waste minimisation, recycling, through sustainable procurement systems and waste management procedures • Communications and training
To facilitate new behaviour patterns:	<ul style="list-style-type: none"> • Make waste minimisation the easier/default behaviour option • Make other options (ie throwing stuff in the bin) difficult or (preferably) harder than the default option
Solution:	<ul style="list-style-type: none"> • Changes to organisation waste/recycling systems, procedures or policies and organisation facilities/layout to make the preferred option as convenient and visible as possible.

2. Planning for success

You should always have a plan with clear targets linked to systems to monitor and evaluate progress and success. Your scheme needs targets e.g. for the amount of resources saved and waste eliminated or the amounts of material recycled and waste diverted from landfill. These should clearly relate to financial performance e.g. amount of money saved.

Your communications campaign should also have clear targets that link to your overall scheme targets – after all, your communications are supporting your resource efficiency scheme.

You should have:

- an **aim** – a general statement of purpose or intent, e.g. to run a communications campaign to eliminate waste – this may be linked to your environmental management strategy and
- an **objective** (or more than one) – a clear statement of what you plan to achieve eg increase recycling to 40%, reduce waste by 25% or reduce waste disposal costs by £xx.

Your objective(s) must be SMART (Specific, Measurable, Achievable, Realistic, Time-bound) and cover the inputs, outcomes and impacts of your communications.

When planning your scheme you must always include at least one impact objective as this is the only way you can measure the result of your activity i.e. the level of behaviour change.

Inputs	Outcomes	Impacts
<p>Input Objectives</p> <ul style="list-style-type: none"> • This means an activity carried out that helps to deliver a measurable outcome. • It is easy to measure. • It measures your effort (but not your achievement). 	<p>Outcome Objectives</p> <ul style="list-style-type: none"> • These relate to changes that happen as a result of your efforts. • It is a step on the way to achieving an impact. 	<p>Impact Objectives</p> <ul style="list-style-type: none"> • These are the ultimate result of your activities. • For example, the change in behaviour of employees results in more people participating and as a result, increased waste elimination. • At least one objective should relate to an impact.
<p>Example: Recycling stickers put on all recycling containers</p> <p>Introduce re-usable cups for water machine</p> <p>Achieve SPAF level 3</p>	<p>Example: 80% of employees aware of the recycling scheme</p>	<p>Example: 60% of employees participating correctly in the scheme</p> <p>Increase tonnages of recyclate collected by 100 tonnes per year</p> <p>Reduce waste by 25%</p>

Summary box 2 – planning your scheme around aims and objectives

3. Getting the message across

3.1. Who do I need to talk to?

Every public sector organisation is different with many different roles within each organisation. Your communication campaign needs to target different groups of people and their different roles in different ways.

Summary box 3 – who do I need to talk to?

Target audience	Communications
Staff, students, visitors in offices, classrooms, wards, labs, stores, canteens workshops etc	Need clear communications on what to recycle and where, or how to print double sided, or how to procure an item sustainably. Communications needs to be regularly delivered and reinforced over a long period of time.
Senior management	Like staff, students, visitors, management need clear communications – they need to set an example. They also need feedback on progress and success of scheme in line with objectives to ensure their on-going support.
Office and facility managers	Need clear communications – they too need to set an example. They also need further information to inform and motivate, to encourage engagement and ‘buy in’ to the scheme in the places they manage as well as take responsibility for and manage/ police the systems themselves and the staff responsible for them.
Catering and canteen staff	Need clear communications. They also need further information to take responsibility for and manage/police the systems in their workplaces in line with the objectives and aims of the scheme campaign.
Maintenance and cleaning staff	These people are most likely to be the ones responsible for emptying containers etc. They are very important and need full training and communications to secure and maintain their full support so they take responsibility for and manage/police the systems in their workplaces correctly according to organisation policy and procedure..

3.1. Engaging Senior Management

It is essential to address senior management. Indeed, without their involvement, it may be difficult to deliver waste minimisation/reduction communications which achieve their objectives.

Involving senior management can develop a platform for leadership by making waste prevention a priority, inspiring others, encouraging action and driving required changes.

All senior management groups you identify must be kept informed of what you are doing or planning to do. You need to engage them and they must be enthused about your communications plans. If they buy into your campaign they may be more willing and effective in helping you communicate your message or in delivering associated activities and services. You also need to enable them to work with you by making sure they have the right information at the right time in order to use it effectively and that this information is clear and easy to use in the context of their job and daily work.

The following will go some way to ensuring support from various members of the senior management team. Make sure that information:

- is kept short simple and clear – avoiding jargon
- is focussed on necessity – demonstrate that doing nothing is NOT a ‘no cost’ option
- demonstrates the financial case for your campaign/initiative
- demonstrates the case for your campaign/initiative in the context of the organisations objectives, political pressures, environmental pressures and so on
- provides regular feedback on progress in particular positive feedback and outcomes

Getting senior management support and involvement is a challenging thing and should not be expected to happen overnight. People need to be engaged one at a time in the early stages and keeping them involved will be challenging especially if there are conflicting priorities.

Things you can do help the process are:

- Identify a senior level champion, someone who has a genuine interest in waste prevention or climate change and environmental issues generally
- Identify who is ultimately responsible for waste issues within your organisation and get them involved and on board
- Identify if waste reduction is a priority for your organisation and if not why, this will help establish the sorts of barriers you may come up against
- Is your Chief Executive interested in the environmental performance of the organisation? What are his/her priorities?

The four main steps you need to take when trying to engage senior management are as follows:

1. Define your project/campaign clearly
 - What are you doing?
2. Develop a business case for waste reduction
 - How much waste is created by the organisation
 - What is the cost of managing and disposal of this waste
 - What opportunities are there to reduce waste
 - What opportunities are there to save money by reducing waste
3. Sell waste reduction to senior management
 - Compile the information into a formal document
 - Ensure that the document is relevant to your organisations goals and priorities and/or Environmental Policy
 - Arrange to deliver a formal presentation or a formal discussion with individuals
 - Seek feedback
4. Engage senior management
 - Call for senior management champions (if there aren't any already)
 - Form a senior management working group involving representatives from various departments
 - Establish senior management commitment
 - Establish performance targets
 - Communicate this throughout the organisation and update regular

3.3. What do I say and how do I say it?

Campaign branding

It is recommended you adopt a campaign logo and iconography for any resource efficiency campaign identity and branding that can be used across your organisation at all sites. A good example to such a logo is shown below.



Consistency of messaging and imagery is important as it increases recognition, familiarity and recall – which makes it easier for people to recognise and act on what the campaign says to them.

Waste Awareness Wales (WAW) has a wide range of resources available for organisations to use to support their recycling communications. Primarily designed for the public, they can be adapted or used as the inspiration for campaign material. Material is available for download from its website: <http://partners.wasteawarenesswales.org.uk/index.html>. Permission would need to be sought from WAW when changing material.

3.4. Campaign messages

There are two main types of messages:

- Motivational messages – general messages that raise awareness of the campaign, encourage people to get involved and explain why it is important
- Point of Action messages – specifically telling people what to do in particular places or situations eg bin stickers telling you what materials to put in which bin

Some key messaging includes:

- It's easy to do
- It's good for the environment
- It feels good to do
- It's cost effective

3.5. How do I get the message across?

There are a wide range of communication activities that you can use to deliver your campaign messages. You should ensure that:

- you carry out as many different activities as possible – people may miss a single noticeboard poster or not read a particular email. The chances of a message getting through to a person increase the more times you expose them to it.
- your messages are delivered over a period of time – throughout the life of a project in fact – this will remind people and reinforce their new behaviours.

Campaigns should focus on the 'big-wins' or most visible actions first in order to establish their credibility and get some good results early on. Where possible, people should be used in campaign materials, preferably people that work at your organisation or those that have direct

links with supporting the campaign – maybe your chief executive, or a green champion. These people will be recognised, increasing engagement of others.

The following is a list (not exhaustive) of activities that you can use or adapt for use. Every organisation is different and if you have other means of internal communications, you should look at how to utilise them to get the most out of your campaign.

Activity	Use	Benefits
Internal (staff and student) newsletter	Have a regular column or page on recycling and resource efficiency initiatives in EVERY issue.	Read by most people. Useful for motivation and 'How-to' messages. Provide feedback on progress and success of scheme againsts aims and objectives. Can be used to address issues as time goes on.
Intranet	Have a dedicated page on your intranet covering recycling and resource efficiency issues. This should be regularly updated.	Provide detailed information and explanations (how and why) as well as FAQs, company policy and other actions etc. Links to external sites with further information. Available to all people with computer access.
Emails/email alerts	Especially useful for important announcements (eg launch of scheme) or a regular update (if no newsletter). Needs to be short and sharp with links to intranet page (if you have one).	Reaches most people (with a computer) Shouldn't be overused though. Good to use to address issues as time goes on.
Posters	Good for public or communal areas eg noticeboards, corridors, rest areas, staff kitchens, canteens, near printer/photocopier stations or recycling points etc Basically anywhere that will be noticed. Can be general (motivational) or specific eg "Recycle this here", 'think before you print'. Posters can be especially effective if they are directed to engage new people into the scheme.	Will be seen by lots of people. Have a wide range of uses. Can be changed regularly. Can be tailored to support campaigns targeting specific materials or issues. Can be tailored for specific locations.
Noticeboards	Useful for putting posters and other information which people look at on a regular basis.	Will be seen by most people.
Container stickers (for recycling bins)	VERY IMPORTANT – you must have clear information on bins telling people what to put in them. This is a clear 'Point of Action' message and must be highly visible and unambiguous.	Will help ensure the right material goes in the right container. If highly visible, they will reinforce other messages and aims of the overall campaign.
Training, workshops & seminars	Should be used to deliver clear messages explaining the reasons for resource efficiency in the workplace as well as how to do it.	Good for developing a resource efficiency culture amongst staff over the longer term.

Activity	Use	Benefits
	Especially valuable if specific waste management procedures are in place for particular waste streams e.g. workshops or maintenance areas	Training can deliver clear messages and allow people to ask questions.
Induction programmes for new people using the site	Should be used to deliver clear messages explaining the reasons for resource efficiency, recycling and waste minimisation activities in the workplace as well as how to do it. Especially valuable if specific waste management procedures for particular waste streams e.g. workshops or maintenance areas are in place	Good for educating new staff, students, cleaners etc right from the beginning and for developing a resource efficiency culture over the longer term. Induction training can deliver clear messages and allow people to ask questions.
Environmental Champions (for more information see Local delivery)	A network of Champions can be set up in every workplace (office, canteen, building etc) to encourage their colleagues to use the scheme properly. They can also 'police' (in a positive manner) their scheme, identify issues and provide feedback to campaign managers as well as giving feedback to staff. Champions can be a source of local expertise – someone to ask questions - and can deliver training	Champions can be an enthusiastic ambassador for your scheme engaging with their colleagues on a daily basis, identifying issues, providing feedback (to managers and colleagues), answering basic questions, delivering training, running local campaigns, putting up posters etc. They are an excellent way of encouraging behaviour change throughout organisations and build the new culture.
Screensavers	screensavers with motivational messages could be produced and set as default on communal computers.	A way of reinforcing the campaign message without them leaving the desk!
Calendar	Workplace calendars could be produced with recycling and other resource efficiency messages	Engages staff with the messages, especially if employees are used in the pictures.
displays in communal areas (foyers, canteens, etc)	Displays of varying sizes depending on space and budget can be mounted in places that lots of people frequent. They can communicate key messages; explain how schemes work and the benefits.	Effective for raising awareness and communicating a wide range of information. Good for short periods eg launches etc. Need to be careful they are not 'in the way'.
Workplace layout	Changes to workplace layouts can send out powerful messages by themselves and can radically change employee behaviour. For example, removing deskside bins and providing centralised and convenient recycling/waste disposal points can be very effective, as well as introducing printing tariffs and central procurement.	Making recycling as easy as or easier than throwing things in the bin is vital as it will encourage and reinforce new behaviours. New systems need careful monitoring to ensure people adopt and stick to the new habits.

4. Planning your campaign

Your communications should take a measured and structured approach, which delivers messages to people in your organisation in a variety of ways over a long period of time – the lifetime of the scheme. Do not attempt to do it all in one hit, think “job done” and then do nothing for six months. New habits and behaviours need reinforcing on a regular basis to embed them, so plan for regular messaging over time that:

- raises awareness at the start;
- introduces new behaviours;
- reinforces new behaviours as time goes on; and
- introduces new ones or reminds people about existing ones (feedback is important to identify any issues for this latter point).

Communications should be intense to begin with, then reduce to background activity providing a drip-feed of information and training inter-dispersed with short intense campaigns which could be scheduled to coincide with wider initiatives, for example:

- Recycle Week – 21 – 27 June 2010 <http://www.recyclenowpartners.org.uk/>
- World Environment Day – 5 June 2010 <http://www.unep.org/wed/2009/english/>
- Green Britain Day – July (TBC)
<http://www.teamgreenbritain.org/?gclid=CNTMnJLHyZ8CFY1n4wodQimfzg>

Make sure you prepare an activity plan so you know:

- what is happening when;
- there is a mix of activities happening at regular intervals; and
- staff (campaign staff and Champions) aren't overloaded as they will probably have day jobs to do as well.

An example ideal campaign plan is included at the end of this document.

Feedback

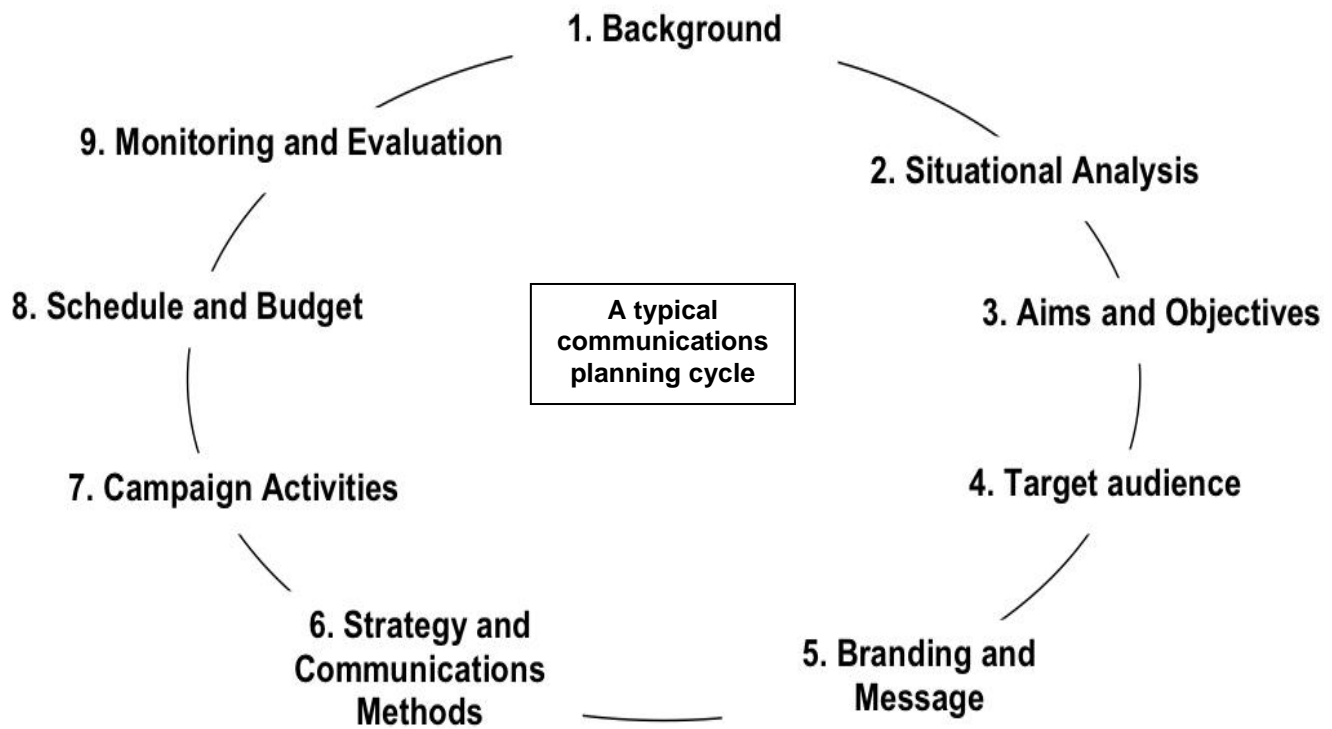
Telling people how well they are doing – is a vital ingredient in long term campaigns. People want to know how well they are doing and about the results of their efforts. Make sure your communications provide regular feedback on how well they are doing and thank them for their hard work.

4.1. Bringing it all together

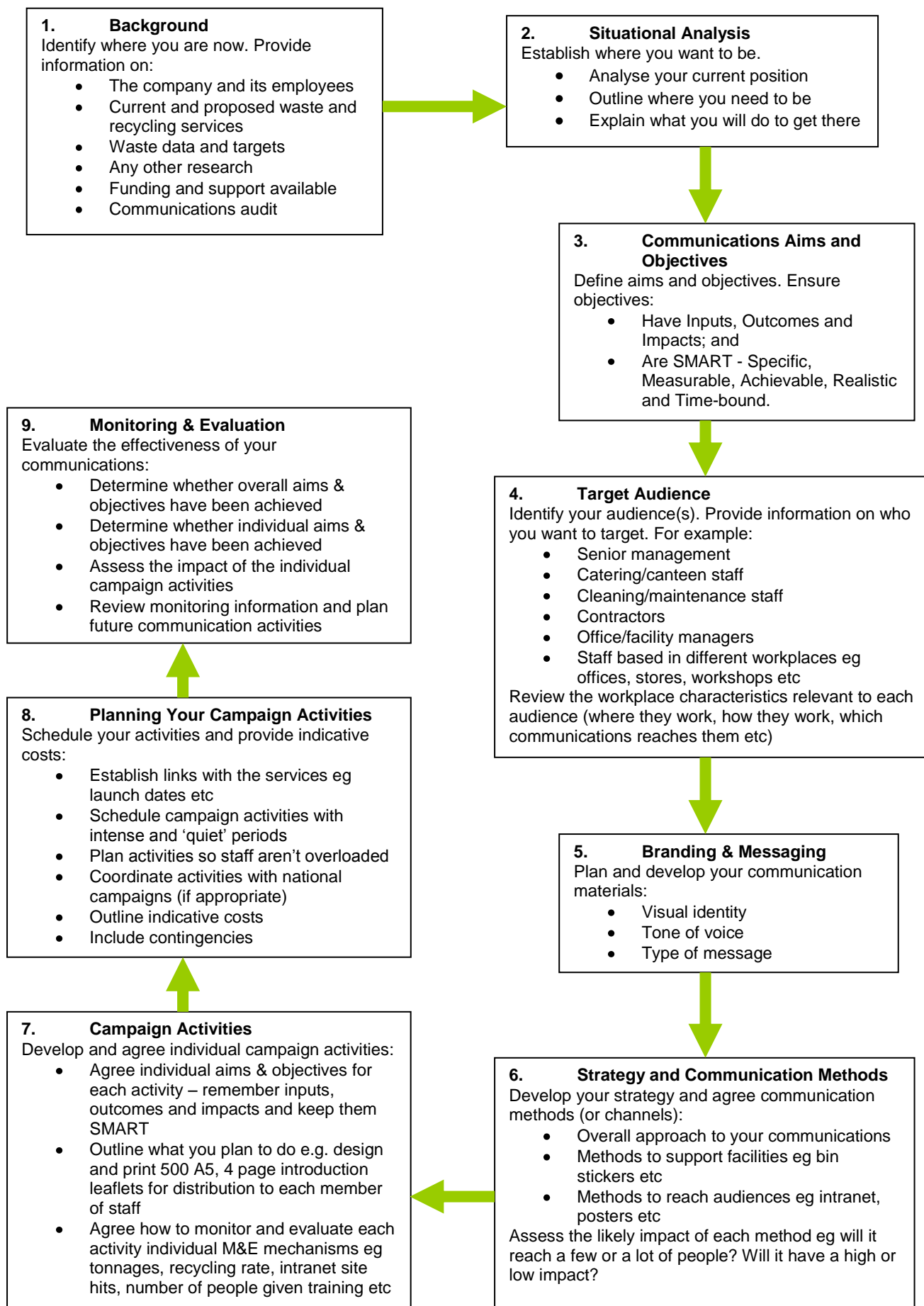
When you have considered everything, you need to produce a communications plan so other people (eg senior managers) can see what will be happening, agree for it go-ahead and make appropriate resources available. If you are asking for budget then a clear and comprehensive plan is the surest way of justifying the expenditure. Your plan should be carefully structured so it clearly sets out what you want to do, how you want to do it, when your campaign will take place and how you will monitor and evaluate so you know (and can prove) it has succeeded.

The diagrams on the following pages outline the structure and suggested content for a communications plan. Use these to develop your plan.

Diagrammatic overview of a typical communications plan:



The next diagram goes through each stage in more detail explaining the sorts of information you need to provide. Use it to develop the detailed content for your communications plan.



Employee Recycling Awareness Campaign - example campaign plan

Campaign Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16
Planning																
Prepare Plan																
Senior management agree plan																
Detailed planning phase																
Direct Employee Comms																
Staff magazine (each issue TBC)																
Campaign e-bulletin (monthly e-mail)																
Develop new Intranet content																
Update intranet content (monthly)																
Environmental Champions																
Recruit Env't Champions																
First Meeting																
Monthly update meetings (every 4-6 weeks)																
Typical campaign plan - 1																
Detailed research & planning																
Produce materials																
Brief Champions																
Issue materials to Champions																
Launch campaign (via e-bulletin & intranet)																
Champions email colleagues																
Champions local activity																
Monitor progress																
Assess results/lessons																
Typical campaign plan - 2																
Detailed research & planning																
Produce materials																
Brief Champions																
Issue materials to Champions																
Launch campaign (via e-bulletin & intranet)																
Champions email colleagues																
Champions local activity																
Monitor progress																
Assess results/lessons																
Typical campaign plan - 3																
Detailed research & planning																
Produce materials																
Brief Champions																
Issue materials to Champions																
Launch campaign (via e-bulletin & intranet)																
Champions email colleagues																
Champions local activity																
Monitor progress																
Assess results/lessons																
Monitoring and Evaluation																
Staff survey - pre campaign																
Staff survey - post campaign																
Establish baseline resource consumption																
Monitor resource use																
Integrate results into campaign feedback to staff																
Year 1 Campaign Evaluation and Reporting																

5. Local Delivery

Environmental Champions

The aim of Champions is to deliver your campaign messages 'locally' and encourage their colleagues to adopt and stick to the new behaviours. Environmental or Eco Champions can be a highly effective means of embedding recycling behaviour and culture within organisations. Their effectiveness relies on two powerful communication techniques:

- **leading by example** – Champions can set an example for colleagues, show them what to do and encourage them to join in; and
- **word of mouth** – lots of information gets exchanged and passed around simply by people talking to each other. Having someone 'locally' (in their workspace) who understands the scheme, how it works and the benefits and can chat to people in the kitchen, at the water cooler or the printer station can be highly effective.

The Champions can also use a range of methods for delivering ongoing engagement activities with colleagues, for example:

- lunch-time seminars/training;
- guest speakers;
- running displays in the canteen, hallways or entrances;
- putting up posters; and
- sending round email updates on achievements etc.

The activities of Champions need to be phased to enable incremental change over time as people need time to assimilate new actions and change their behaviour. Trying to get people to do too much all at once can be a barrier. The Environmental Champions also have 'day-jobs' to perform so activities need careful scheduling so they do not become overloaded.

Recruiting Champions

There are no set criteria for becoming a 'Champion', however there are several characteristics of an effective Environmental Champion. These include:

- enthusiasm for the role and a willingness to learn;
- communication skills to organise resources, meetings and training;
- the ability to motivate colleagues, overcome barriers, resolve problems, and continue with progress; and
- the ability to communicate with colleagues and provide feedback.

As a final point - Environmental Champions must be prepared to lead by example.

Recruiting could be carried out formally or informally via a variety of means, for example:

- Letter/e-mail to senior managers asking for recommendations for staff who would then be approached individually;
- notice/appeal in staff magazine for volunteers;
- 'advert' on the intranet;
- via regular staff briefings/updates;
- 'advert' issued to all locations and displayed on noticeboards etc; or
- a combination of these routes.

This could form the launch of your campaign and raise staff awareness of the overall programme that is about to happen. Depending on resources, the launch could be more high profile with

staff roadshows, workshops and presentations to really set the scheme and the Environmental Champions going.

Getting them started

Once recruited, there should be an initial meeting of the entire group with the aims of:

- meeting the central team, getting them to know the rest of the Champions and where they are based – informal ‘buddy’ systems could be set up between nearby locations to swap ideas and give each other support;
- briefing the Champions on their role, tell them about the overall programme and forthcoming campaign activities. Their feedback should be obtained about their expectations and levels of commitment;
- having a brainstorm to get their ideas on issues, solutions, initiatives and activities – good ideas should be encouraged and incorporated into the programme;
- giving them a set of personal development and campaign activities to deliver.

Keeping them going

The Champions will need an on-going programme of activity to keep them motivated and involved and for them to have activities with which to engage their colleagues. The programme could involve the following:

- formal training – lunchtime seminars, information packs, online resources etc;
- regular briefings, interviews and meetings with interest groups/specialists (e.g. local recycling organisations);
- regular meetings on a 4-6 week basis - the meetings provide a forum for structured discussion of locally relevant information for practical and behaviour-based change, achievements, progress towards meeting EMS targets etc;
- personal visits to directly observe established initiatives;
- a series of mini-campaigns throughout the year; and
- a programme to regularly change workplace posters and other publicity material.

Feedback

The Champions will need regular feedback about achievements and progress on individual campaign activities and overall environmental targets. This can be achieved by:

- reporting back through the Environmental Champions regular team meetings;
- regular emails reporting on progress etc or a dedicated Environmental Champions newsletter (electronic);
- a dedicated Champions page on the intranet; and
- awards (annual or more frequently) for outstanding progress, effective ideas or initiatives. Some organisations run incentive schemes or competitions for their Champions with rewards for those who have completed the most actions or achieved the best results.

Additional Useful Resources

The Environment Council – Designing engagement for the waste sector

http://www.the-environment-council.org.uk/index.php?option=com_docman&task=cat_view&gid=78&Itemid=64

WRAP – Methods of Stakeholder Engagement

http://www.wrap.org.uk/downloads/3c_Methods_of_stakeholder_engagement.cb2ed83f.6874.pdf