

Greater Manchester Waste & Recycling Committee

Date: 12th July 2018

Subject: Waste and Resources Communications and Behavioural Change Action Plan
progress update

Report of: Michelle Whitfield, Head of Communications and Behavioural Change, GMCA
Waste and Resources Team

PURPOSE OF REPORT

To update members on the Recycle for Greater Manchester Communications & Behavioural Change delivery plan and the Resource Greater Manchester Partnership.

RECOMMENDATIONS:

1. That the committee notes the progress against the plan; and
2. Appoints a representative from the Committee to attend the Resource Greater Manchester Board.

CONTACT OFFICERS: Michelle Whitfield
michelle.whitfield@greetermanchester-ca.gov.uk

Comments and/or recommendation from the relevant Overview & Scrutiny Committee

Risk Management – see paragraph 8.1

Legal Considerations – n/a

Financial Consequences – Revenue – see paragraph 6.1

Financial Consequences – n/a

BACKGROUND PAPERS:

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

TRACKING/PROCESS	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution (paragraph 14.2)	No
EXEMPTION FROM CALL IN	
Are there any aspects in this report which means it should be considered to be exempt from call in by GMCA Overview and Scrutiny Pool on the grounds of urgency?	N/A

1. INTRODUCTION

- 1.1 Since 2009 the communications and behavioural change team have been delivering a mix of consumer facing campaigns aimed at changing the behaviour of residents living across Greater Manchester to recycle more, recycle the right materials and reduce and reuse waste. In April 2017 the team began work on delivering a new five year communications and behavioural change strategy. The first 6 to 9 months of this strategy focussed on researching and evaluating previous campaigns, surveying schools, colleges and universities regarding our education centres and evaluating our website and social media channels.
- 1.2 Resource Greater Manchester was established in 2016 as a jointly funded partnership between Greater Manchester Waste Disposal Authority (GMWDA) and Waste and Resources Action Programme (WRAP) to maximise resources for the benefit of Greater Manchester. The partnership will provide a strategic programme of work to help GMCA achieve its ambitions towards 'zero waste' by achieving improvements and greater efficiencies in recycling, reuse and waste prevention.
- 1.3 The new approach to communications and behavioural change also includes using market segmentation which is a process of dividing residents into sub-groups based on common characteristics, behaviours and attitudes related to recycling. By better understanding our residents, we can tailor our communications according to their needs by tailoring content and using a range of different types of media. More detail is provided in the action plan.

2. COMMUNICATIONS & BEHAVIOURAL CHANGE DELIVERY PLAN

- 2.1 The delivery plan is structured into 3 areas; campaigns, content and education. All areas link together to form overarching campaigns. The full action plan is set out at Appendix A and the following sections provide an overview of progress in these areas.

2.2 Campaigns

- 2.2.1 A key element of the plan is to deliver focused campaigns in partnership with the constituent districts in specific locations across Greater Manchester. Delivery of campaigns is now about to commence across the districts as set out in the plan. To date, one campaign has been implemented to specifically look at increasing capture of food waste from high rise properties across Salford. The project focussed on utilisation of all best practise gathered to date along with trialling our messaging suitable for the target segments based on the Greater Manchester segmentation data. Phase 1 introduced food waste recycling to approximately 1,000 properties in the Salford Quays area. The flats were privately rented and mainly occupied by young professionals. Lockable 240 litre food waste bins were installed, letters, leaflets, food waste caddies and compostable liners were delivered to introduce the service. The

bins were monitored over 6 collections and the crews reported little or no contamination.

2.2.2 Phase 2 involved introducing food waste bins to properties managed by City West Housing Trust. This project was more challenging due to inherent contamination and fly tipping issues. City West also have a sterile policy which means that the team were not able to put up information posters within the communal areas or leave the kitchen caddies outside the front doors of each property. In order to deliver the caddies and liners, the team door knocked each property, where residents were not home, a letter was provided with details of how to collect caddies from a nearby garden centre or gateway centre. The collection crew monitored the fill rate and contamination level of the food waste bins over a 6 week period. Community engagement was difficult at the City West flats, there was no on site caretaker to provide advice to residents and no tenant/ community groups already established. City West were also unable to update their website to provide information to the residents. A list of lessons learnt and recommendations will be taken forward and used to develop future food waste campaigns. A full case study of each phase is available on request.

2.2.3 The recommendations that have been developed from this campaign are:

- 2.2.3.1 The current recycling facilities and bin stores should be assessed prior to campaign commencement. Where there is evidence of fly tipping and contamination, introducing further recycling bins or changing the service is not recommended until improvements in recycling levels are evident. Damaged bins, poor access and fly tipping promotes further problems and discourages resident engagement in recycling.
- 2.2.3.2 The Housing Association or Landlord must commit to providing information to its residents to support the campaign and to sustain the correct recycling behaviour. City West Housing Association for example have no information on their website about recycling and this is often the main source of information for many tenants. This was discussed with City West but to date they have not updated their website with recycling information.
- 2.2.3.3 A full audit should be carried out at each block of flats prior to commencement. This should include review of relevant policies such as whether collection contracts are outsourced and sterile policies which mean posters and caddies cannot be left in communal areas. The campaign should then be tailored to each block of flats, a 'one size fits all' approach to engaging residents in flats is not recommended.

2.2.3.4 Implementing robust monitoring and evaluation techniques is also recommended. The Salford Council bin collection crew were responsible for recording fill levels and contamination, however often the data was not complete and on occasion the bins had been emptied by a private contractor before the Salford Council bin crew attended.

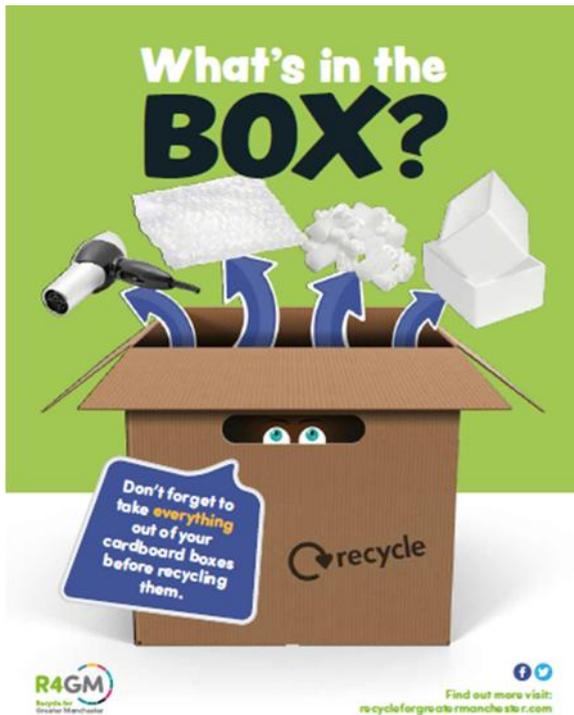
2.2.3.5 Using segmentation profiles enabled communications to be targeted to specific segments that are more likely to reside in flats. Tailoring the content and also the type of media used means that the communications are more likely to be seen, used and acted upon.

2.3 Following analysis of contamination data held by Viridor and GMCA, behaviour change campaigns focussing on paper and card contamination are being delivered to all households in Manchester City, Salford City and Bolton. Each campaign will run for 12 months. In addition to a leaflet and bin sticker, each campaign will be supported by a PR campaign including newspaper advertising, regular press releases, a dedicated community website page, social media content, outdoor advertising, community engagement, school visits, learning lunches held at council offices and local businesses and finally e-learning training will be rolled out to collection crews, call centre staff, council officers and housing associations.

2.5 A contamination campaign focussed on the mixed recycling bin will be rolled out to all households in Tameside and Oldham over a 12 months period. Messaging will be focussed on acceptance of plastic bottles and will address confusion over pots, tubs and trays and why we do not collect these materials currently for recycling. In addition a series of targeted campaigns will also be developed and delivered later this year based on the segmentation results to allow us to test and learn from these approaches.

2.6 **Content**

2.6.1 A MEN and Newsquest advertising package is being delivered over a 15 month period, this includes monthly newspaper adverts in district local newspapers and the MEN which are linked to a high presence of digital adverts along with content for our own internal and external channels and toolkits for districts. The latest theme is about paper and cardboard contamination, asking residents to empty cardboard boxes before recycling them. A high proportion of contamination found in the paper and card bins is polystyrene, bubble wrap, old electrical appliances etc.



MEN/Newsquest advert June to July in the following local papers:

- Bury Times
- Radcliffe Times
- Prestwich & Whitefield Guide
- Bolton News
- Oldham Times
- MEN
- Rochdale Observer
- Heywood Advertiser
- Middleton Guardian
- Manchester Weekly News
- Tameside
- Stockport
- Trafford
- South Manchester
- Manchester Metro

2.6.2 Significant updates have been made to the Recycle for Greater Manchester (R4GM) website including a postcode locator to allow residents to find their nearest Household waste recycling centre (local tip). Community pages are being developed for each district to support the campaigns activity. The content will continue to be updated in line with key messages and developments in the procurement of the contract.

2.6.3 The R4GM bin App is also being redeveloped and will be widely advertised and promoted across Greater Manchester over the next year now that all 9 districts are represented. This enables residents to find out their waste collection dates and details by entering their post code.

2.7 Education

2.7.1 The team includes 2 education officers that conduct site visits and education workshops to support schools at 2 education centres as well as through outreach programmes. A review of the displays at Longley Lane and Bolton Visitors Centres is taking place and these will be updated in line with our new Recycle for Greater Manchester branding. The GMCA ICT department have also visited the sites to update and offer continuous support of the interactive games and IT on site

2.7.2 The education team also work with districts to support contamination reduction measures through educating collection crews on what materials are acceptable for recycling. An E-learning training package is being developed that will be rolled out initially to the bin crews. The short bespoke training module will be tailored to each district and will test the knowledge of the bin crew to check they are confident on identifying key contaminants in the recycling bins. The training package will be adapted for officers within each district, community groups, housing associations etc.

3. RESOURCE GREATER MANCHESTER PARTNERSHIP

3.1 A number of projects have been delivered through our partnership with Wrap. This has focused on 3 key areas:

3.2. Segmentation

Marketing segmentation is used widely across the marketing industry. Following research, Wrap have provided segmentation profiles of Greater Manchester residents to enable us to tailor our communications. The profiles focus on resident's behaviours and characteristics towards recycling and provides insight into how each group prefer to receive information, where they are likely to shop, which newspapers they read etc. The profiles are being used in day to day communications and will continue to be embedded into future campaigns.

3.3 Road map to 60%

The road map is being developed from data analysis of current waste and recycling performance data that should allow decision makers to understand the impact of different waste and recycling collection scenarios on the household waste recycling rate for Greater Manchester. The study will review the upper limits of performance against a set of agreed high performance scenarios, when the impacts would occur and the associated costs, in order to help plan measures that could improve performance in the region. Data has been provided by each of the 9 districts as well as the GMCA, analysed by Wrap and the final report will be presented to the September 2018 meeting of the Committee.

3.4 Tracker

The tracker is a customer survey carried out annually by Wrap to gather data on resident's current attitudes, knowledge and behaviour in relation to recycling. 2017 was the first year that Greater Manchester has had a statistically representative sample. The results of the tracker are detailed in the action plan (appendix 1) and includes data on contamination, missed capture and confidence and certainty of action. The results of the 2018 tracker will be presented to the September meeting of the Waste Committee.

3.5 Board meeting

3.5.1 The Resource Greater Manchester partnership hold regular board meetings to review progress and agree projects. The following members currently sit on the board:

-) David Taylor Director of Contract Services, Waste & Resources Team
-) Mark Atherton, Assistant Director, Environment
-) Claire Shrewsbury, Head of Government and Communities, Wrap
-) Debbie Slater, Recycling & Collections Advisor, Wrap
-) Michelle Whitfield, Head of Communications, Waste & Resources Team
-) Daniela Dixon, Bolton Council
-) Mark Glynn, Stockport Council

3.5.2 Two nominations are sought from the Waste Committee to attend the Resource Greater Manchester partnership board. Member engagement is essential for setting the strategic direction for communications and behavioural change.

4. ERASMUS PLUS

4.1 The Authority has partnered with Manchester Metropolitan University (MMU) on a successful bid for a European funded project. The 36 month project which started in September 2017, finishes on 31st August 2020. The project looks to share best practise across a number of European education partners and show case the work of R4GM. Representatives from Higher Education in the cities of Bucharest, Tallinn, Hamburg and Zagreb are sharing information outlining the current waste management practises in their respective city and the challenges. Discussions have taken place around the drivers for education and engagement, the main objective is to develop innovative waste education initiatives that can be delivered across the 5 European cities to improve knowledge and awareness and to meet EU recycling targets. A questionnaire has been developed to gather baseline data on how recycling and waste information is disseminated in each city and the level of waste education in schools and universities.

4.2 The R4GM education team will aim to learn from waste education practices in the partner European cities particularly Hamburg which has a recycling rate of 56%. The project outputs will include a number of educational resources that will be utilized by the team in delivery programmes in schools and universities.

5. CHARITY FREE TIP PERMIT

5.1 As part of The Controlled Waste (England and Wales) Regulations 2012, local authorities are required to offer free waste disposal for household waste from charity shops. Generally these are items which have been donated to charity shops but are unsellable. To qualify for the scheme the items disposed of should be from domestic

household sources only. The GMCA offers free waste disposal to any authorised charity shop will allows them to dispose of their waste free of charge at any weighbridge sites using the free tip permit scheme. Due to rising costs and abuse of the scheme, a review took place which showed that in 2014/15, charities disposed 1,856 tonnes of waste resulting in £526,601 in disposal costs to Greater Manchester Authorities. In 2016/17 this amount has increased to over 2,498 tonnes and cost the local authorities over £875,672 in disposal charges.

- 5.2 The GMCA are working with the local authorities to implement a new online system which will reduce the associated administration costs and also allow for tighter controls. Charities will apply via the R4GM website, to qualify for the free tip permit, they must supply their charity number, vehicle details, waste carriers licence details and a description of the waste to be tipped. Charities will be encouraged to segregate waste for recycling. A number of checks will be put in place before the permit is issued. One free tip will be allowed per month, the charity must display a permit in their vehicle. The online system is being developed and will be completed by August/September 2018.

6. BUDGET

- 6.1 The budget breakdown for delivering the Recycle for Greater Manchester Communications for 2018/19 is detailed below.

Budget allocation	Budget £ 2018/19	April to June 2018 £
Salaries	460,000	95,725
Advertising	150,000	29,990
Campaigns	150,000	1,360
Digital	25,000	749
Support	100,000	14,238
Community sector support	20,000	-
Education	52,945	608
General expenses	24,055	890
Total	982,000	143,560

- 6.2 The spend to date figures for the period April to June 2018 show underspend in a number of areas eg campaigns, digital etc. This reflects the fact that the campaign work has not yet commenced and the revenue spend is not evenly distributed throughout the year. Further updates will be included in future committee reports.

7. MONITORING AND EVALUATION

- 7.1 A progress dashboard will be produced for all 5 blanket campaigns that are being delivered in Manchester, Bolton, Salford, Tameside and Oldham. The dashboards will include the following measures:

) Numbers of loads of recycling rejected due to contamination

-) Number of community events, learning lunches, school visits delivered.
-) Number of e-learning training sessions delivered
-) Impressions/opportunity to see on social media and outdoor advertising
-) Visits to the Recycle for Greater Manchester website community pages.
-) Press coverage
-) Focus groups will also be used to gather qualitative data.

7.2 These performance indicators will be used to report to future Waste Management Committee meetings on the performance of campaigns and delivery of the plan.

8. RISK MANAGEMENT

8.1 Successful and effective delivery of the communications and behavioural change plan will result in increased capture of recyclable materials and assist in driving down contamination. Contamination and access to recycle markets remains a critical risk in 2018/19 given the tightening of the export market for paper and card and the additional processing costs associated with removing contamination.



Communications and Behavioural Change Consumer facing Delivery Strategy

January 2018 to March 2019

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Background

Since 2009 the communications and behavioural change team have been delivering a mix of consumer facing campaigns aimed at changing the behaviour of residents living across Greater Manchester to recycle more, recycle right and reduce and reuse waste.

In April 2017 a new Greater Manchester Waste Disposal Authority (GMWDA) team structure began work on delivering a new five year communications and behavioural change strategy.

The first six to nine months of this strategy focused on researching campaigns, education and content on what has worked in the past, what best practise tells us, linking into the new WRAP tracker and segmentation research and establishing and developing our new public facing brand for Recycle for Greater Manchester (R4GM). The details below summarise the high level outputs of the research findings from the WRAP tracker and segmentation and also summarises our high level monitoring and delivery principles.

Consumer Insights from the WRAP tracker

Evidence from the WRAP tracker focussing on the Greater Manchester results sets the scene for our key issues and barriers.

Materials Capture

-) There is potential to increase capture – 53% of households in Greater Manchester are not recycling all the items they can in their area. Key materials missed are; foil, 34% of households; aerosols, 21% of households; plastic cleaning bottles, 17% of households and plastic detergent bottles, 14% of households.
-) Recyclable items from across the rooms in a house are still not being fully captured. The bedroom and bathroom are key areas with 22% of personal care bottles such as shampoo not being recycled.
-) There is potential to increase food waste capture. 55% of food waste service users say they sometimes throw food in the general waste, 1 in 5 throw away tea, coffee, egg shells, and unopened food past its best. Of those receiving a food waste service 26% don't use it.
-) Barriers include the perception that recycling food waste is messy / smelly, too busy, don't produce enough, hygiene and not wanting the caddy in their kitchen.

Materials Contamination

-) Contamination remains an issue and consumers are still confused about what can and can't be recycled through local services.
-) Only 12% of the Greater Manchester population did not contaminate at all, in their mixed recycling bin.

-) Key items are plastic tubs (42%), plastic pots (39%), clear trays (31%), plastic wrapping (31%), plastic bags and wrapping (29%).
-) A number of serious contaminants are also an issue including dirty pizza boxes (33%), drinking glasses (24%), pots pans and cutlery (16%).
-) 65% of residents are sure that we collect pots and tubs for recycling.
-) 57% of residents regularly or from time to time look at on pack recycling labels (OPRL) for advice. There is clearly a mis-match here as our recent market sounding is clear that there is no sustainable market for pots, tubs and trays however the OPRL guidance now states that pots tubs and trays are widely recycled across the UK. It may take some time for these on pack changes to change however one we need to address through our communications. In addition future OPRL changes are due in the next few years which are likely to be more in our favour of being more localised.
-) 33% say there is not enough space in the general waste bin, 30% don't know but put it in hoping it will be recycled. 25% say it all gets sorted anyway and 22% say it doesn't matter as it all gets put in the same truck anyway.

Consumer Insights from the WRAP segmentation

The segmentation results allow us to create and deliver effective, tailored and targeted consumer campaigns and content to drive increases in recycling and reduce contamination.

The Segmentation is based on attitudes, values and beliefs and allows us to tailor our messages and points of contact with these messages to increase our impact and efficiency of delivery.

A summary of the specific Greater Manchester segments can be found in the table below.

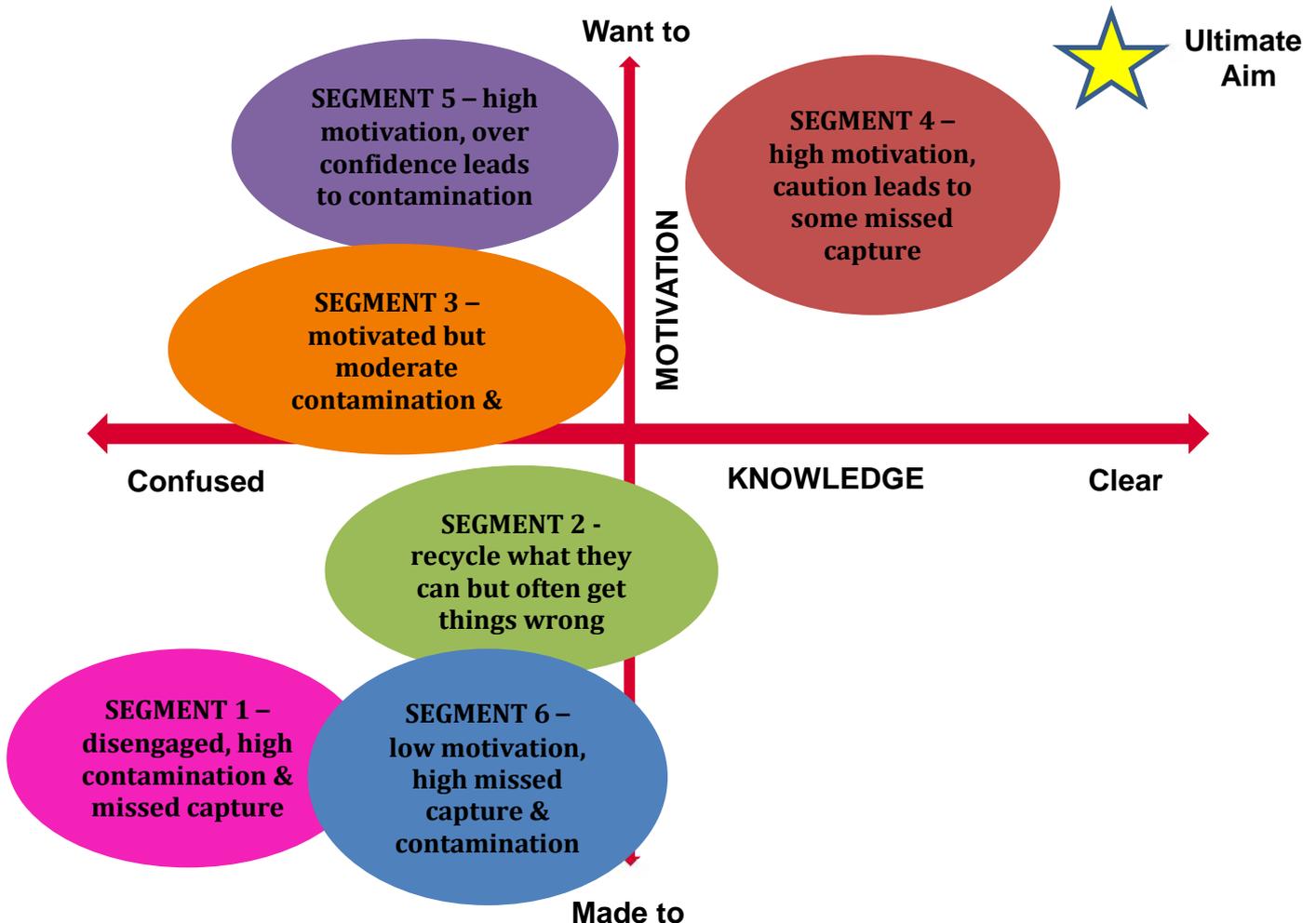
	1	2	3	4	5	6
Segments	16%	14%	21%	15%	16%	17%
	What's In It For Me?	Nice & Neighbourly	Conscientious Community	Rule-Abiders	Global Ideals	Indifferent
Summary	Outgoing	Practical	Balance	Careful	Confident	Followers
	Cynical	Local	Integrity	Measured	Idealistic	Conventional
	Consumerist	Conventional	Reflective	Respectful	Principled	Conformists
	Fatalistic	Unfussy	Responsible	Small horizons	Responsible	Detached
Food	●○○○○○	●●●○○○	●●●●○○	●●●●●○	●●●●●●	●●○○○○

Capture	●●○○○○	●●●○○○	●●●●○○	●●●●●○	●●●●●●	●○○○○○
Contamination	●○○○○○	●●●●●○	●●●●○○	●●●●●●	●●●○○○	●●○○○○

This shows that segments 4 and 5 have the highest capture rates for both food and dry recycling whereas segments 1 and 6 have the lowest capture and the highest levels of contamination. Segments with the most room for improvement are 2 and 3. Motivations and barriers to recycle are different among each segment, with even the most highly motivated segments facing some knowledge barriers as can be seen from the diagram below.

Key headlines from Greater Manchester's recycling segmentation profile are:

-) Segment 3 are the largest in Greater Manchester
-) Segments 3 and 5 are keen to recycle 'difficult' items
-) Segments 3, 4 and 5 want to learn about food waste
-) Segments 3, 4 and 5 want to learn more about how recyclable items are turned into something new
-) Segment 1 are the least motivated to recycle, have the lowest capture rate and the worst contamination
-) Non-council sources are the only way to reach Segment 1
-) Local councils' websites are the most popular source of information
-) Leaflets issued by local councils, used by a third of people across Greater Manchester
-) Segments 2 and 4, are the segments least likely to search out information about recycling
-) Commuter newspapers more popular in Manchester
-) Manchester Evening News is read by 1 in 4 people in Greater Manchester
-) The Metro is read by 1 in 4 people in Greater Manchester
-) Aldi, Asda and Morrison's are the most popular supermarkets in Greater Manchester



This shows a need to tailor interventions to the audience. For those segments that are highly motivated, the task is to build knowledge to activate their desire to recycle, whereas for those segments with low motivation and knowledge, effective interventions must both drive a desire to act and also make it easy to do so.

Where do we want to be?

The Problem

Across Greater Manchester we are recycling 44% of all household waste however our target is 60% driven by the most recent waste composition analysis indicating that over 70% of all waste streams are recyclable. In addition our overall contamination from our mixed recycling is around 18 – 20% and our aim is 5%.

The Goal

The overarching goal will be to change behaviours to encourage **‘more people to recycle the right things, in the right containers, all of the time’**.

Our behavioural goals are as follows:



This goal will assist in delivering our [Communications and Behavioural Change Strategy Aims](#) as well as our [Waste Management Strategy \(2012\)](#) targets

-) 50% household recycling by 2020 and 60% household recycling by 2025;
-) Reduce household residual waste to 400kg per household per year.

Monitoring

We will monitor our activities to change our resident's behaviour through use of the annual WRAP tracker and the Greater Manchester bespoke statistics.

We will monitor a change in three metrics:

-) To increase the percentage of effective recyclers

-) To decrease the percentage of householders for whom confusion is a barrier to recycling
-) To decrease the percentage of householders for whom lack of motivation is a barrier to recycling

How we plan to get there

Strategic Principles	Our Approach
1). Focus on the materials that provide the biggest gains in terms of increased capture, increased tonnage and value	<ul style="list-style-type: none">) Activities will focus on increasing capture of food and items highlighted in the tracker results, along with increasing the quality of our recycling) Focus on single minded issue/theme/message focus
2). Focus on the audiences and the places where they live, with the potential to do more	<ul style="list-style-type: none">) Utilising the segmentation model we will focus on priority audiences in specific locations) Continue to engage ‘young people’ (7- 21 years) investing in the next generation of recyclers
3). Achieve cut through and impact with increased use of digital channels	<ul style="list-style-type: none">) Focus our direct consumer activities through digital and social channels
4). Amplify impact by working with partners at key touch-points and moments of change	<ul style="list-style-type: none">) Build on our Greater Manchester partnerships with both our districts and WRAP to extend the reach and impact of our work
5). Provide flexible tools and resources for partners to adapt to local needs within a defined framework	<ul style="list-style-type: none">) Produce clear guidance for the use of Recycle for Greater Manchester assets and brand by partners) Raise awareness, increase understanding and use of the partnership materials/tools available

Delivery Principles

If you want to encourage a behaviour, make it Easy, Attractive, Social and Timely (EAST). This is a simple four step principle for applying behavioural insights. The methodology was created by the Behavioural Insights Team's (jointly owned by the UK Government) and wider academic literature.

EAST is a simple, memorable framework to think about effective behavioural approaches, the table below shows how EAST has been used to help define and present some of our interventions.

	What we want to do	Suggested intervention
E -Make it easy	<ul style="list-style-type: none">) Harness power of defaults so we go with the flow) Reduce the hassle factor) Simplify messages - break down complex goals into easy steps 	<ul style="list-style-type: none">) Recycling bins are the default not the residual bin) Inspire people with easy solutions e.g. hints and tips) Simple, Right Stuff Right Bin messages
A -Make it attractive	<ul style="list-style-type: none">) Attract attention – images, colour and personalisation to increase impact and make it easy to see what this means “for me” 	<ul style="list-style-type: none">) Strong consistent Recycle for Greater Manchester brand) Targeted communications that speak to specific segments) Good to know messages
S - Make it social	<ul style="list-style-type: none">) Show that most people perform the behaviour) Use the power of networks to enable collective action and encourage behaviours to spread peer to peer) Encourage people to make a commitment to others 	<ul style="list-style-type: none">) Recycling is now a social norm) Peer to Peer communications) Tap into networks /communities of interest specific to the segments
T -Make it timely	<ul style="list-style-type: none">) Prompt people when they are most receptive) Consider immediate costs and benefits rather than long term) Help people plan their response to events to overcome barriers 	<ul style="list-style-type: none">) Home movers and improvers) Post purchase behaviour) Home DIY, moving house etc. provide recycling information

Key Messages

Our key messages will focus around the themes within our strategy; reducing contamination (mixed recycling and paper and card) and increasing capture of food waste along with items identified within the tracker results. A broad outline of key messages are highlighted in the below table, however, each key message will be tailored for its purpose and the appropriate segment.

Key Messages	
Reducing Contamination - Mixed	<ul style="list-style-type: none">) No general waste) Your pots, tubs and trays are wanted in your general waste bin to make electricity) Put your recycling in clean and loose – not in bags) If in doubt leave it out) No electrical items) If in doubt leave it out) Right Stuff Right Bin
Reducing Contamination – Paper and card	<ul style="list-style-type: none">) Clean paper and cardboard only) Empty boxes/packaging) No plastic bags/plastic packaging, pots, tubs or trays) No packaging/polystyrene) No nappies) No blister packs
Increasing Capture - Food	<ul style="list-style-type: none">) All food cooked or raw – not just traditionally home composted items) Convenient as collected every week (subject to district collections)) Free liners provided / or where to get them from (district specific)) Closed loop recycling, peat free compost) Save space in general waste bin, collected more frequently) Easy to use a kitchen caddy) Everyone is doing it – find out how you can do it
Increasing Capture - Other	<ul style="list-style-type: none">) Every item counts) Save space in general waste bin) Don't forget the bedroom and bathroom items

	<ul style="list-style-type: none">) Recycle 'one' more item) Everyone is doing it – find out how you can do it
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Delivery Approach

Our overall delivery approach is based on a number of key factors which form the foundation of ensuring sustained and progressive behavioural change:

1. Our longer term five year strategy allows for a holistic approach to our behaviour change interventions. In essence this means that our delivery model will touch individuals a number of times over a sustained period of time, to disseminate key messages, develop calls to action and instil a behaviour into habit.
2. Our campaign delivery approach is based on researched and successful best practice within similar delivery models.
3. Our campaign area selection is based on most up to date data analysis to ensure that we are placing our resources in the locations where we can achieve the highest impact. In addition we have made location selections based on the segmentation model allowing us to bespoke our messages and maximise our reach.
4. Our consumer facing above the line advertising and digital delivery model has been formulated from both the tracker and segmentation data and model, allowing us to target the behaviours that will have the most impact supporting our strategy.
5. Our education delivery package is formulated from a thorough research project that looked at the full mix of stakeholders and activities, reviewed feedback, identified gaps in the Greater Manchester environmental education delivery and our opportunities that linked with our strategy objectives.

Budget

Income 17/19	
	(£)
VLGM Core Model 17/19	398,188
GMWDA R4GM Funds 17/19	854,594
GMWDA staff Allocation 17/19	103,138
Consultancy 17/19	6,162
Community Sector 17/19	40,000
Supplies and Services 17/19	57,024
transport 17/19	1,048
RGM partnership	150,000
R4GM 16/17 Carry forward	110,500
Total	1,720,654

Allocation 17/19	
	(£)
Salaries	790,000
Advertising	300,000
Campaigns (inc. elements of RGM)	320,000
Digital	50,000
Support	50,000
Education	140,000
Revive	30,000
Community Sector Support	40,000
Total	1,720,000

Delivery Action Plan Jan 2018 – end March 2019

	Summarised Activity	Outputs/KPI	Timescale	Budget	
1. Behaviour Change Campaigns					
	Blanket - Reducing Contamination in the mixed recycling - 2 district pre-selected from research and data analysis which has proven higher levels of contamination. Target all households in Oldham and Tameside (based on current data which will be reviewed prior to start)	Reduction in MRF reject rate Improvement in code of practise sampling Reduction in rejected loads	Jan 18 – Mar 19	£110,000	Includes; Direct mail of householder leaflet, crew and call centre comms, bin stickers and application, community events. Campaign will be supported by out of home advertising, digital and education crew training package
	Targeted - Reducing Contamination in the mixed recycling – max 10 targeted collection rounds based segmentation results.	Reduction in MRF reject rate Improvement in code of practise sampling Reduction in rejected loads Reduction in rejected bins at kerbside (if WCA monitor)	Jan 18 – Mar 19	£40,000	Based on best practise similar to the award winning Right Stuff Right Bin Campaign

	Targeted - Reducing Contamination in the paper and card – max 10 targeted collection rounds based on segmentation results.				
	Blanket - Reducing Contamination in the paper and card stream. Target all households in Bolton (not flats or communal collections). (please note – as of April 2018, paper and card campaign also being delivered in Manchester and Salford subject to agreement from district)	Reduction in rejected loads	Jan 18 – Mar 19	£55,000	Includes; Direct mail of householder leaflet, crew and call centre comms, bin stickers and application, community events. Campaign will be supported by out of home advertising, digital and education crew training package
	Targeted - Increasing food waste capture - max 12 targeted behaviour change campaigns based on segmentation results.	Increase in Avg KG per household	Spring / Summer 2018	£48,000	To be developed once blanket campaigns are underway.
	Targeted - Increasing food waste capture flats, trial with Salford Council	Increase in Avg KG per household	Oct 2017 -March 2018	£10,000	Note campaign to be delivered ahead of live delivery action plan from Jan 18, however budget allocation is taken from 17/19 period.
	Targeted - Waste Prevention community events such as; community jumble sales with 'Jumble Trail', electrical repair workshops and love your clothes workshops. Event	Number of events held, total footfall, digital metrics linking to impressions and	Jan 18 – Mar 2019	£50,000	LFHW promotion during Bolton food & drink festival in Aug 2018. Will identify other sponsorship opportunities in other districts.

	locations based on segmentation results.	engagement such as website visitors.			
			TOTAL allocated	£313,000	
2. Content					
	<p>In home printed key message placement in GM publications:</p> <ul style="list-style-type: none">) MEN (Thurs/Sat)) Rochdale Observer (Sat)) Heywood Advertiser) Middleton Guardian) The Manchester Weekly News <ul style="list-style-type: none"> o Salford edition o Tameside edition o Stockport edition o Trafford edition o South Manchester edition) Bolton News) Bury times) Whitefield and Prestwich Guide) Bolton Post) Oldham Times 	<p>Circulation/Readership</p> <p>Via Tracker metrics:</p> <ul style="list-style-type: none">) Seen) Read) Kept) Acted 	Jan 18 – Mar 19	£109,000	

	Digital Key messages across MEN and Newsquest platforms covering the areas above.	Digital metrics linking to impressions and engagement such as website visitors.			
	Out of home printed key messages; Quarterly themes. Targeted routes linked to segmentation - Bus rears and bus sides; 2 x 2 week duration for both rears and sides, based on a 'lightweight' campaign	Opportunities to see: Via Tracker metrics: <ul style="list-style-type: none"> • Seen • Read • Acted Website visitors	Jan 18 – Mar 19	£55,000	
	Out of home printed key messages; Quarterly themes. Targeted routes linked to segmentation - Metrolink - platform posters; ; 2 x 2 week duration	Opportunities to see: Via Tracker metrics: <ul style="list-style-type: none"> • Seen • Read • Acted Website visitors		£16,000	
	Digital advertising. Retargeting users, across a full range of digital platforms.	Engagement Impressions Click through rate	Jan 18 – Mar 19	£30,000	On hold until R4GM website development is complete with new community pages.
	Council Information Sources; call centres, website and collection calendars signposting Recycle for Greater Manchester	Website visitors	Jan 18 – Mar 19	nil	Will link to blanket and targeted campaigns

	Charity / SME websites signposting Recycle for Greater Manchester	Website visitors	Jan 18 – Mar 19	nil	Will link to blanket and targeting campaigns.
	Community Radio News Stories, Interviews, topic of the week.	Opportunities to hear Website visitors	Jan 18 – Mar 19	nil	
	Targeted advertising linked to campaign areas such as bespoke printed publications, outdoor advertising (bus stops, billboards, tram stops).	Opportunities to see: Via Tracker metrics: • Seen • Read • Acted Website visitors	Jan 18 – Mar 19	£90,000	
	Multi-Purpose Compost rebrand and relaunch	Number of outlets Sales Website visitors	Jan 19 – Mar 19	£30,000	This has been put back until the new contractor is in place, (April 2019), then will be reviewed. Revive compost will continue to be promoted in 2018/19
	Digital platform subscriptions, upkeep and monitoring,		Jan18 – Mar 19	£24,000	
	Media monitoring licence Media monitoring system (paid for in Feb 17 until Feb 19)		Jan18 – Mar 19	£16,000	

	Photography and graphics		Jan18 – Mar 19	£20,000	CGI graphics have been created in line with Wrap guidance.
	Public Relations support		Jan18 – Mar 19	£20,000	
	Generic publications print, information leaflets, giveaways, information stand materials such as banners		Jan18 – Mar 19	£20,000	
		(includes; advertising, digital, support and revive)	TOTAL allocated	£430,000	
3. Education					
	Continuation of site visit tours and activities at two education centres (Longley Lane and Hurstwood Court). To include formal education sector, professional and community groups and members of the public through open days.	4 full day sessions per week (assuming 2 EO's)	Jan 2018 – Mar 2019	£2,000	For Education consumables / replacement PPE, SENSEAR serving
	Refresh onsite activities including site tour and session contents to bring in		Sep 2017	nil	

	line with strategy key messages and facility changes				
	Recruit a temporary session worker for two days site visit delivery for Longley Lane education centre to allow education team to focus on development of new service	2 full days delivery per week plus half day admin/delivery	March 2018 to March 2019	£20,000	Recruited and in post, April 2018,
	Recruit a permanent part time education administration staff to ensure education officers are free for service development and delivery.		July 18 - end Mar 2019	£20,000	Note salaried up to end March 2019 – for this delivery period In post from April 2018.
	Develop and procure consumer facing resources and displays at Bolton and Longley Lane education centres. to bring in line with strategy key messages and facility changes Includes wall displays, films, ICT (used as part of visit) and “take home” resources.		Sep 2017 - Apr 2018	£40,000	ICT meeting held on site to help develop IT resources and interactive games. Review of displays has taken place, new displays will be designed in the new R4GM brand.
	Develop and Procure E Learning online training module for WCA for staff including call centre staff, crews, recycling officers, third sector partners.		Sep 2017 – June 2018	£25,000	Content has been developed. The first module will be for the bin crew and call centre staff.
	Promotion and marketing of the E learning module		June 2018 – end Mar 2019	£3,000	

	Develop, promote and deliver community outreach activity programme		Delivery by Nov 2018	£10,000	
	Develop and procure new Education service activities: <ul style="list-style-type: none">) Activity plus resources to deliver in school as a follow up to a site visit aiming to extend the learning to wider school audiences.) Redevelop site visit afternoon session format for some primary school year groups Market and Promote new follow up and afternoon session activities.		Delivery Sept 2018	£6,000	
	Develop site visits to Solar Park for selected interest groups.		Mar 2018 - Feb 2019	£2,000	
	Develop / procure Landlord training programme (both Student and Housing association)		Oct 2018 – Feb 2019	£2,000	
	Annual running and resources for the centres such as PPE, stationary and deep cleaning		Jan18 – Mar 19	£10,000	
			TOTAL allocated	£140,000	

