



Environment and Community Panel
Wednesday, 23rd March, 2016 at 6.00 pm
**in the Research Room, Town Hall, Saturday Market
Place**

**Reports marked to follow on the Agenda and/or Supplementary
Documents**

8. **Waste and Recycling Update** (Pages 2 - 37)

To receive a presentation from the Marketing and Development Manager.

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Borough Council of
**King's Lynn &
West Norfolk**



**Commercial Services
Waste & Recycling Department**

**Marketing Communications Plan
2016-2018**

1. Background Information

1.1 UK Picture

- 1.1.1 In 2000, the UK used 570 million tonnes of materials (biomass, metals and minerals, but excluding fossil fuels) in economic activity, with around 40 per cent ending up as waste; fewer than 50 million tonnes came from recovery and recycling activities.
- 1.1.2 The amount of imported materials was also more than double the amount being recycled. The waste and recycling industry generated sales revenue of more than £6.5 billion from collection, treatment, disposal, recycling and wholesale of recovered materials, and it employed around 75,000 people.
- 1.1.3 The UK is becoming more efficient at using resources. Although the economy had expanded by 20%, and the population had increased by 6%, by 2010 the UK was using fewer resources, at 540 million tonnes, with around 30% ending up as waste.
- 1.1.4 The amount of material recycled had more than doubled to around 115 million tonnes, and was similar to the amount of materials imported. Sales turnover in the waste and recycling sector had nearly tripled, to over £19 billion, and the industry employed around 130,000 people.
- 1.1.5 The UK recycling rate of waste from households reached 44.9% in 2014 - rising from 44.1% in 2013, and 40.4% in 2010. Household waste comprised just 14% of waste generated in the UK (26.5 million tonnes), with construction generating 50%, commercial & industrial 24% and 'other' 12%.

1.2 Demographics

- 1.2.1 Communications and marketing is based on the principle of providing targeted information to particular groups or stakeholders. This means that it is important to identify the characteristics of the target groups in order to then identify the kinds of messages that will have greatest impact, and the best method of delivering those messages. This segmentation of the stakeholder groups also helps to identify the key service users and non-users, and that in turn makes it easier and more efficient to communicate with them.
- 1.2.2 One of the most useful gauges of assessing stakeholder target groups is through demographic profiling – studying the age, gender, and population size of households. Given that the Waste & Recycling service is used by most of the Borough's population, it seems likely that family households will generate more waste than single person households, and that identifying the differences will give a clearer picture of geographical areas where more waste is likely to be produced. By then looking at the actual waste collection rounds, it is then possible to have a relatively rudimentary system of identifying key areas of success and failure in recycling rates.
- 1.2.3 The population of the Borough is 147,900, making it the 128th largest English district in terms of population, though it is the 12th largest district in terms of geographical size (552 sq mi -1,429 km²), indicating that there is a significant population sparsity factor.
- 1.2.4 Defining age is a major segmentation process, largely because (in general) different age groups can be reached using different communication channels.

The age profile of the Borough can be compared to that of the County of Norfolk and to the East of England to give a fuller picture.

| | King's Lynn and West Norfolk | | Norfolk | | East of England | |
|---------------------|------------------------------|-------|------------|-------|-----------------|-------|
| | number | % | number | % | number | % |
| All usual residents | 147,451 | 100.0 | 857,888.00 | 100.0 | 5,846,965.00 | 100.0 |
| Age 0 to 4 | 7,970 | 5.4 | 46,531 | 5.4 | 361,269.00 | 6.2 |
| Age 5 to 7 | 4,372 | 3.0 | 25,317 | 3.0 | 201,093.00 | 3.4 |
| Age 8 to 9 | 2,889 | 2.0 | 16,340 | 1.9 | 127,419 | 2.2 |
| Age 10 to 14 | 7,888 | 5.3 | 46,376 | 5.4 | 345,453 | 5.9 |
| Age 15 | 1,693 | 1.1 | 10,421 | 1.2 | 73,398 | 1.3 |
| Age 16 to 17 | 3,523 | 2.4 | 20,122 | 2.3 | 148,076 | 2.5 |
| Age 18 to 19 | 2,981 | 2.0 | 20,071 | 2.3 | 137,223 | 2.3 |
| Age 20 to 24 | 8,069 | 5.5 | 51,984 | 6.1 | 352,974 | 6.0 |
| Age 25 to 29 | 8,285 | 5.6 | 49,508 | 5.8 | 362,643 | 6.2 |
| Age 30 to 44 | 25,570 | 17.3 | 154,289 | 18.0 | 1,183,973 | 20.2 |
| Age 45 to 59 | 29,117 | 19.7 | 168,410 | 19.6 | 1,156,696 | 19.8 |
| Age 60 to 64 | 11,253 | 7.6 | 63,288 | 7.4 | 372,566 | 6.4 |
| Age 65 to 74 | 17,793 | 12.1 | 96,126 | 11.2 | 531,393 | 9.1 |
| Age 75 to 84 | 11,584 | 7.9 | 63,291 | 7.4 | 350,137 | 6.0 |
| Age 85 to 89 | 3,016 | 2.0 | 17,068 | 2.0 | 93,653 | 1.6 |
| Age 90 and over | 1,448 | 1.0 | 8,746 | 1.0 | 48,999 | 0.8 |
| Residents aged 65+ | 8,460 | 23.0 | 185,231 | 21.6 | 1,024,182 | 17.5 |
| Mean Age | | 43.5 | | 42.7 | | 40.2 |

1.2.5 Gender is also a key factor in segmenting groups and stakeholders in the Borough, where 72,053 (49%) residents were male and 75,398 (51%) were female.

1.2.6 A further useful indicator is marital status, as this then gives a better idea of the type and number of households and householders.

| | King's Lynn & West Norfolk | | Norfolk | | East | |
|--|----------------------------|-------|---------|-------|-----------|-------|
| | Number | % | Number | % | Number | % |
| All usual residents aged 16+ | 122,639 | 100.0 | 712,903 | 100.0 | 4,738,333 | 100.0 |
| Single (never married or never registered a same-sex civil partnership) | 32,618 | 26.6 | 210,067 | 29.5 | 1,475,171 | 31.1 |
| Married | 64,863 | 52.9 | 356,297 | 50.0 | 2,363,201 | 49.9 |
| In a registered same-sex civil partnership | 232 | 0.2 | 1,600 | 0.2 | 8,696 | 0.2 |
| Separated (but still legally married or still legally in a same-sex civil partnership) | 2,756 | 2.2 | 16,511 | 2.3 | 120,118 | 2.5 |
| Divorced or formerly in a same-sex civil partnership which is now legally | 12,013 | 9.8 | 71,974 | 10.1 | 437,738 | 9.2 |

| | | | | | | |
|--|--------|-----|--------|-----|---------|-----|
| dissolved | | | | | | |
| Widowed or surviving partner from a same-sex civil partnership | 10,157 | 8.3 | 56,454 | 7.9 | 333.409 | 7.0 |

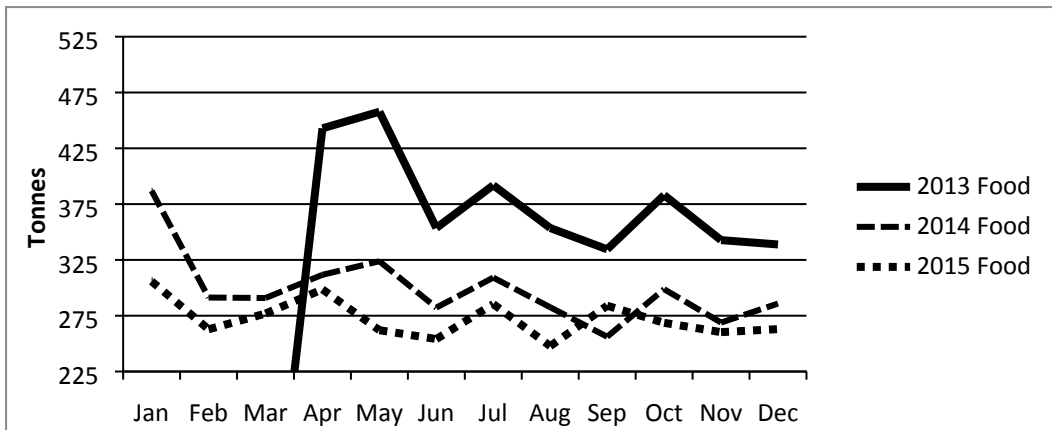
- 1.2.7 From this basic information it is easy to see that the Borough's population is older than that of Norfolk and East of England (65+), and that equally, the number of school-age children is fewer.
- 1.2.8 However, to get a better idea of households it is possible to drill down further using the Office of National Statistics 2011 census figures. This gives us a far better understanding of the make-up and number of families, which in turn should help to calculate the number of bins or the projected amount of waste.

| King's Lynn and West Norfolk Non-Metropolitan District | |
|--|-------|
| All Households | 62977 |
| One Person Household; Total | 17116 |
| One Person Household; Aged 65 and Over | 9059 |
| One Person Household; Other | 8057 |
| One Family Only; Total | 41940 |
| One Family Only; All Aged 65 and Over | 8187 |
| One Family Only; Married Couple; Total | 22170 |
| One Family Only; Married Couple; No Children | 10051 |
| One Family Only; Married Couple; One Dependent Child | 3401 |
| One Family Only; Married Couple; Two or More Dependent Children | 5224 |
| One Family Only; Married Couple; All Children Non-Dependent | 3494 |
| One Family Only; Same-Sex Civil Partnership Couple; Total | 65 |
| One Family Only; Same-Sex Civil Partnership Couple; No Children | 50 |
| One Family Only; Same-Sex Civil Partnership Couple; One Dependent Child | 6 |
| One Family Only; Same-Sex Civil Partnership Couple; Two or More Dependent Children | 4 |
| One Family Only; Same-Sex Civil Partnership Couple; All Children Non-Dependent | 5 |
| One Family Only; Cohabiting Couple; Total | 6656 |
| One Family Only; Cohabiting Couple; No Children | 3397 |
| One Family Only; Cohabiting Couple; One Dependent Child | 1365 |
| One Family Only; Cohabiting Couple; Two or More Dependent Children | 1530 |
| One Family Only; Cohabiting Couple; All Children Non-Dependent | 364 |
| One Family Only; Lone Parent; Total | 4862 |
| One Family Only; Lone Parent; One Dependent Child | 1584 |
| One Family Only; Lone Parent; Two or More Dependent Children | 1503 |
| One Family Only; Lone Parent; All Children Non-Dependent | 1775 |
| Other Household Types; Total | 3921 |
| Other Household Types; With One Dependent Child | 731 |
| Other Household Types; With Two or More Dependent Children | 628 |
| Other Household Types; All Full-Time Students | 10 |
| Other Household Types; All Aged 65 and Over | 325 |
| Other Household Types; Other | 2227 |

- 1.2.9 Demographic information is vital in not just promoting the service, but also in assessing the needs of customers, and in estimating the number and type of waste collection vessels needed.

1.3 Current Services & Targets

- 1.3.1 Since April 2013, the Borough Council of King's Lynn and West Norfolk has had a contract with Kier for the collection of domestic and trade waste. The Council has a Waste and Recycling management team in place to police the contract, and to provide complementary customer services that are outside the contract, such as the provision of bins.
- 1.3.2 The contract with Kier includes several key performance aims and targets Including:
- The total of missed bins
 - Missed black bins, missed recycling bins, missed food bins, missed garden bins, missed trade bins, missed assisted bins, and missed clinical collections
 - Residents' complaints and compliments
 - Completed bin deliveries (in five working days - number and %; and in ten working days - number and %)
 - Crew inspections completed
 - Bulky requests completed (in five working days - number and %; and in ten working days - number and %)
 - Waste tonnages – Landfill - excluding trade waste on T1 & T2
 - Waste tonnages – Landfill - trade waste from T1 & T2
 - Waste tonnages – Landfill – Bulky waste
- 1.3.3 Recycled materials are collected in lorries which are then weighed at the Hardwick Depot before being taken for processing at:
- Greenworld (for garden waste collected domestically using the Brown Bin)
 - Biogen at Bedford (Food waste turned into compost, collected domestically from caddies)
 - Costessey Materials Recycling Facility (MRF) – recyclable waste in the green bin.
- 1.3.4 In October 2014 the recycling service green bin waste was extended to include glass and some new plastics – these are sorted at the MRF.
- 1.3.5 Not all waste is recycled through kerbside collections. Some glass is still recycled through public or parish recycling banks. Textiles are also recycled through banks currently operated by the Salvation Army and which enable the Borough Council to claim credits for reduction in landfill.
- 1.3.6 Food recycling is relatively new to UK customers, and the Borough Council took the view in 2013 that it should be rolled out to all Council Tax payers where practicable. The service has a weekly collection (black, green and brown bin recycling have an alternate weekly collection).
- 1.3.7 Despite a national campaign, food waste collection rates in the Borough have fallen since the introduction of the service in April 2013, as shown in the chart below (n.b. the 2013 figures only run from the inception of the service in April, through to December).

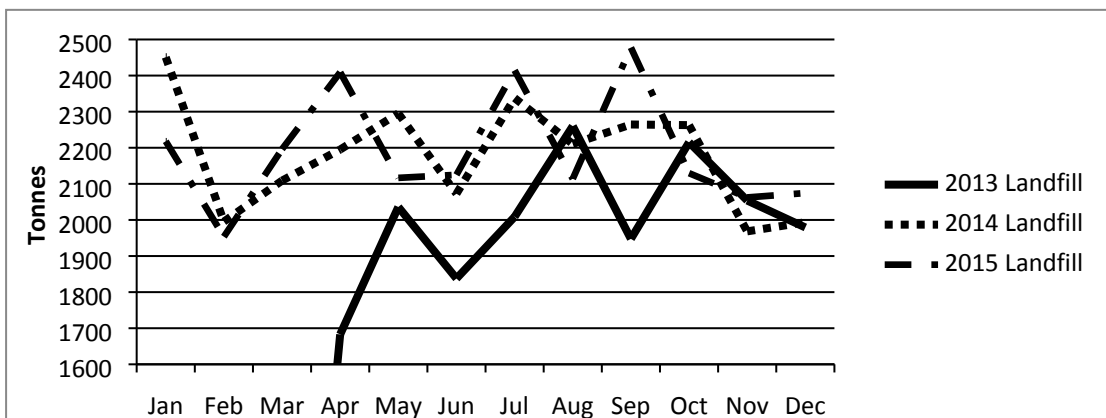


Overall, food recycling has fallen since the service was introduced. It is possible that this could be because people became aware of the volume of food waste and started to reduce the amount they bought and wasted, or because they chose to compost the waste instead, so it may not be bad news at all, as long as the food wasn't being put into the black bin (landfill) waste instead.

1.3.8 Food waste is just one part of domestic recycling, and it is worthwhile considering the targets for household waste recycling. The EU Waste Framework Directive states that the United Kingdom must recycle at least 50% of its household waste by 2020. England achieved a recycling rate of 45% from July-Sept 2014, with an annual rate of 43.9%, and has improved its recycling rate threefold since 2000. However, in recent years, the rate of increase has started to slow and Defra statistics show that the rate of increase in the last year is insufficient to meet the 50% EU target by 2020.

Furthermore, the EU has amended the target to 70% of all local waste by 2030 – though this does include trade waste as well as domestic waste.

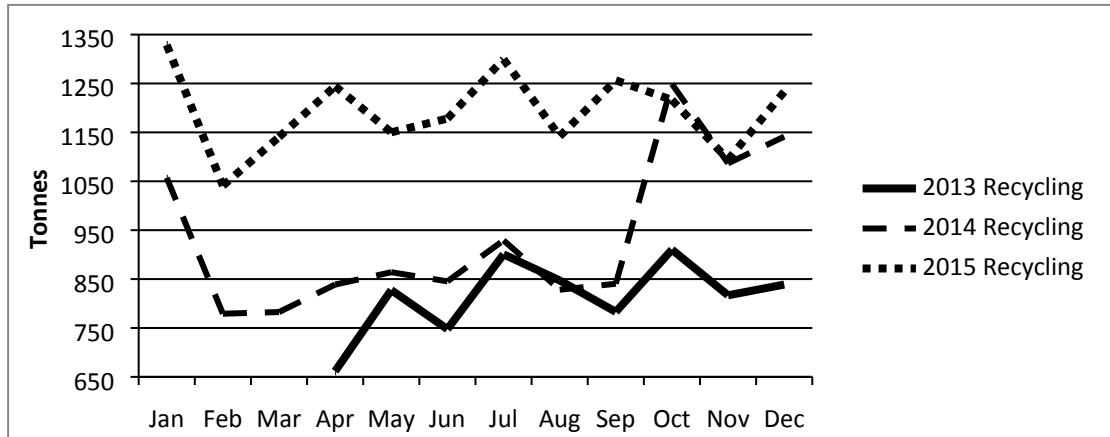
1.3.9 The aim of the targets is to reduce dependency on landfill sites. It is clear that reduction in landfill waste is essential if the Borough Council is to meet its targets. It is worthwhile looking at the Borough Council's performance over the last 2 years (since Kier took over the service). Once again, in order to make a clear comparison just the figures for April to December are shown in the chart below.



1.3.10 The chart shows that there were peaks and troughs in 2013, and a gradual plateau in 2014, leading to a significant fall in October, when the 'Recycling

Revolution' meant that more glass and plastic could be added to recycled waste.

1.3.11 Recycled waste collection makes a major contribution to reducing landfill waste. The chart below sets out the recycled waste tonnages in April – December 2013 and 2014.

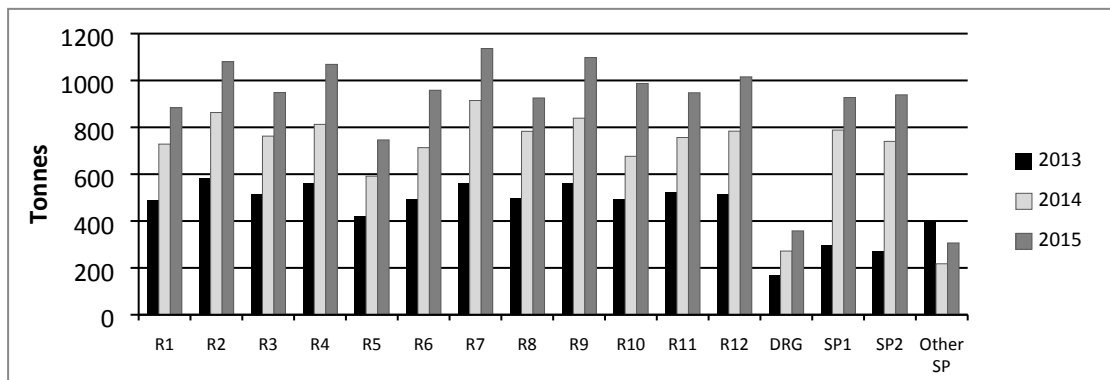


1.3.12 The chart shows that the Recycling Revolution created a significant spike, before falling back again at the end of 2014. The spike is more evident in the recycled waste chart, most likely because of the new collection of glass bottles and jars that may have previously gone to bottle banks.

1.3.13 Overall the trend of recycling is encouraging, given that much of the service has been introduced in tandem with a move to outsource collection.

1.3.14 The trend analysis clearly shows that landfill waste collection is rising, that recycling is increasing, and that food waste has fallen, albeit at a relatively slow rate. The fall in landfill waste in October is mirrored in the rise in recycling (the values in the chart are all minuses until they exceed 0), indicating that the publicity around the Recycling Revolution worked, and that more people did more recycling and put less into their landfill waste bin.

1.3.15 In addition to looking at the overall tonnages, it is possible to look at the collections by rounds. This is particularly useful to see if there are any significant geographical discrepancies, and which may align with the Acorn typologies.



1.3.16 A quick analysis shows that the recycling volume has increased in all rounds from 2013 to 2015 apart from Other SP. The big question for a

communications plan is whether there are significant material differences between the rounds to justify targeted promotional activity.

Third Party Collections

- 1.3.17 Third party collectors accrue recycling credits for their own organisations, though the tonnages are included in the district's overall recycling rate, which is currently 41.92%. This is still well below the EC's 50% target, but is only slightly below the UK average of 44.5%, and shows the impact that third party collections have on the rate.
- 1.3.18 Third party collectors include collecting textiles and shoes, which are not collected as part of the Council's kerbside service, and amount to 200 tonnes of waste. When added to paper and card (1712 tonnes) and glass (120 tonnes), the total is a very significant 2067 tonnes.

Waste Data Flow

- 1.3.19 The Borough's 41.92% figure is based on the WasteDataFlow analysis, which is a UK wide system managed by Defra in collaboration with Devolved Administration partners, and that is used to record the collection, treatment, and disposal of local authority waste. It shows that BCKL&WN is about 1 percentage point behind the UK figure of 43.9%.
- 1.3.20 The original aim of WasteDataFlow was to gradually replace the various and often repetitive waste questionnaires which were issued to local authorities by government, departments, agencies, institutions and organisations, with one essential data set. Today WasteDataFlow serves as the data collection system for the current Defra Municipal Waste Management Survey in England and similar surveys in Wales, Northern Ireland and Scotland.

| Local Authority collected waste 2013-2014 | | | |
|---|--|---|---|
| Authority | % of household waste sent for reuse, recycling or composting | Collected household waste per person (kg) | Residual waste per household (kg/hhold) |
| Borough Council of Kings Lynn and West Norfolk | 44% | 362 | 424 |
| Broadland District Council | 44% | 372 | 467 |
| Norfolk County Council | 43% | 438 | 534 |
| North Norfolk District Council | 40% | 403 | 463 |
| Breckland Council | 36% | 374 | 540 |
| Norwich City Council | 35% | 324 | 440 |
| Great Yarmouth Borough Council | 26% | 355 | 549 |

- 1.3.21 Key points from the analysis appear to be:
- Recycling rates fell 2013-2014 until the Recycling Revolution promotion in October 2014
 - More waste is being produced overall
 - Food waste recycling has fallen less sharply than the overall figure and appears to have plateaued
 - The food waste service appears to be underachieving in terms of the resources put into homes by the Borough Council

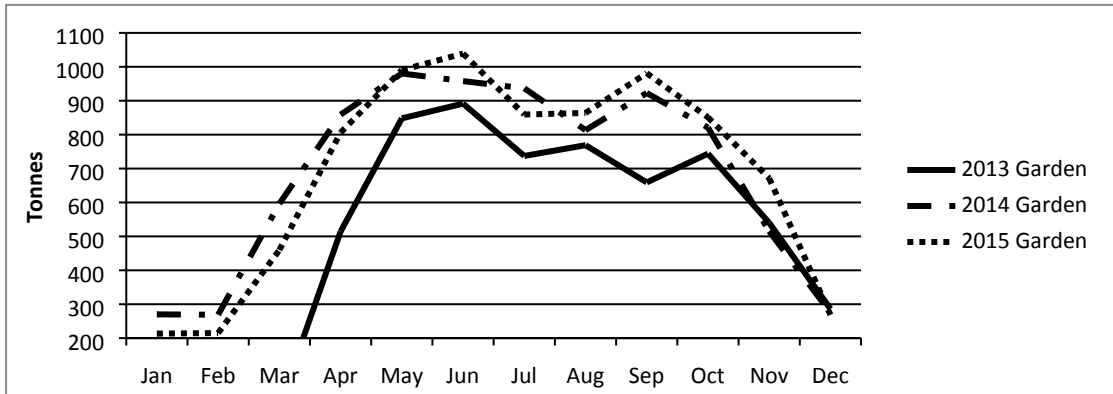
- Customer behaviour change has been relatively small
- Landfill tonnages at the end of December 2014 were virtually the same as those at the end of 2013 – before the additional recycling options had been put in place
- Third party collectors, over which the Council has little control, have a significant impact on the overall recycling rate
- WasteDataFlow is Defra’s standard measurement of recycling rates for local authorities. The Council’s recycling rate is just below the national average and below the EC’s 50% target for 2020.

Trade Waste

- 1.3.22 Trade Waste forms a large part of the opportunity to raise recycling volumes, but it is not included in the payments to Councils for recycling credits. The European Commission’s 2050 target of 70% of waste being taken out of landfill includes trade waste, so it is an area that needs some further consideration, especially if the Council is expecting to be the monitoring agent.
- 1.3.23 The current situation is that Council is in competition with private commercial collection services, so any scope to encourage recycling is limited, and ensuring the service is viable is paramount. It must also be recognised that increased marketing by private sector collectors could reduce the Council’s client base and reduce incomes.
- 1.3.24 Income from trade waste is a potential area for growth but is fraught with other issues too, such as remaining within the agreed bandings with Kier. If trade waste were to be collected by the Council it would be significantly easier to monitor the volume of waste and recycling, but must be weighed against incurring additional disposal costs.
- 1.3.25 It should be noted that an initial pilot mail out to 800+ hospitality businesses in June 2015 led to the generation of some new contracts and additional income for the Council. A targeted and controlled campaign could provide additional business without incurring additional disposal costs, though raising expectations of an increased service could have staff and other resource implications.
- 1.3.26 The hospitality sector is also well placed to develop a new awareness on food waste. The Sustainable Restaurants Association gives practical advice to restaurants and cafes on portion size and storage, and other ways to reduce food waste, potentially saving businesses up to £10,000 a year, so there is also a bottom-line reason for businesses to consider waste. Encouraging hospitality businesses to join the SRA could help their viability and recycling rates.
- 1.3.27 The Council could change its communications role in trade waste to that of being a partnership organiser with private sector organisations, with the aim of improving the recycling of trade waste through a mix of raised awareness, behaviour change, and legal compliance.

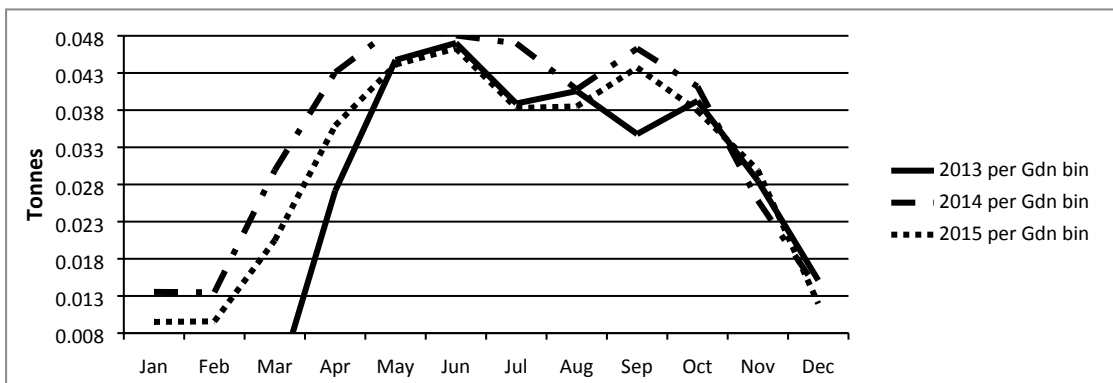
Garden waste

- 1.3.28 The Council operates a paid-for brown bin collection service for garden waste. Until relatively recently the service was over-subscribed, but the recent contractual change has meant that the waiting list is no longer necessary.



1.3.29 The service costs £42 annually (from 1 April 2015) and generates over 8,000 tonnes of recyclable waste, all of which goes off to be recycled into garden compost which is then sold.

1.3.30 The overall number of brown bins has steadily increased from 18,954 in 2013, to 19,935 in 2014 and 22,441 in 2015. Increasing the number of brown bins has not necessarily increased the collection of waste. It is worth looking at the average collection per bin to compare the three years.



1.3.31 It is also possible to compost at home, and Norfolk County Council works in partnership with Straight PLC to offer home composting facilities – just over 100 were bought in the Borough last year. It is interesting to note that some authorities combine the garden waste and food waste collections.

Situational Analysis

1.4 The current position

1.4.1 In fifteen years or so, average recycling rates in the UK have risen from 10-15% to 40-50%. The public, especially in King's Lynn, are well informed about waste disposal following the incinerator issue, and there is significant cynicism about alternative proposals. However, one truism remains – landfill is no longer a viable or affordable option.

1.4.2 In addition, the residents of the Borough have indicated that incineration is not an acceptable option. This undercurrent could be used to engender further support for recycling, thereby obviating the need for large-scale incineration plants.

- 1.4.3 National and international recycling targets are proving challenging for the Council. A 50% recycling rate by 2020, followed by a 70% rate by 2030 is not the full story. The EU is pursuing its 'Circular Economy Package' that requires member states to recycle 70% of municipal waste and 80% of packaging waste by 2030. A zero-waste-to-landfill policy for plastics, paper, metals, glass and bio-waste will also be enforced in 2025, so that no more than 25% of waste generated is landfilled.
- 1.4.4 In addition, specific recycling targets will gradually increase between 2020 and 2030 to reach 60% for plastics, 80% for wood, 90% of ferrous metal, aluminium and glass by the end of 2030; and 90% paper by 2025. These are challenging targets, and require major changes in customer behaviour patterns.
- 1.4.5 A further problem is the contamination of recycled waste. The way this is measured militates against BCKL&WN, and affects recycling credits and rates accordingly. However, there can be little argument that overall, the public does not recycle in the way that the authorities would like them to.
- 1.4.6 This may be because people have become complacent about waste removal services, and assume they have a right to have their rubbish removed, forgetting that they have a responsibility to ensure that as much as possible is sent to recycling or composted at home where appropriate.
- 1.4.7 Although education and engagement are the most preferred and efficient way of encouraging recycling among some more environmentally-aware user groups, a similar approach among other groups has little or no impact. A balanced approach mixing a range of engagement methods could be the way forward. This would have to accept that offering carrots to all, won't necessarily work.
- 1.4.8 Clearly, neither approach is sustainable without ongoing engagement. For many people, recycling and food planning has failed to be ingrained into their daily lives and habits.
- 1.4.9 The truth is, we all still buy and waste too much food, and we forget what we could and should recycle. It's also easier to undertake one simple and thoughtless action and put waste into the black bin, rather than to take five or six activities (planning, saving, sorting, washing, carefully placing loosely in the recycle bin, and decanting food waste from small to large caddies).
- 1.4.10 Kerbside waste and recycling removal is exceptional in that it is the tangible service that many people cite as being all they get for their Council Tax. This means that it is perceived as a service that is 'owed' to residents as part of the simplistic deal with Councils – 'I pay my Council Tax, you take away my waste'. In short, it has become a resident's 'right' and a Council duty, rather than a common societal responsibility.
- 1.4.11 For many Councils, the rationale for improving recycling has been purely to meet their legal and financial obligations. Recycling has become part of the business of the Council rather than part of its philosophy and values as a public service organisation.
- 1.4.12 Behavioural change is therefore going to be a significant challenge, although attitudes are perhaps less entrenched than they were previously. Councils and the Council-taxpayer need to refocus on what, when, and how they should recycle, but need also to take on board why they should also reduce and reuse.

- 1.4.13 As a society we have relied increasingly on being consumers, with the main indicators of our wealth being a predisposition towards items that are disposable. The latest clothing label, gadget, or food are all mercilessly ditched – even when they are still usable, wearable, or eatable. This trend may have slowed down a little during the recession, but it is likely to boom again as the economy improves. Economically this is good, as it fuels demand and production, and consequently, businesses and jobs. Environmentally, it is more troublesome because it will inevitably lead to increased waste.
- 1.4.14 This, then, could be the optimum time for changing behaviour patterns - before a wealthier economy emerges, and before waste levels start to rise correspondingly. A key message could be that it is fine and acceptable to be a consumer as long as people are responsible in seeking out ways to reduce, reuse, and recycle. Most importantly, the message needs to go out that it is trendy and absolutely normal to reuse, reduce, and recycle, and that it is no longer acceptable for Council Tax payers to have to foot the bill.

1.5 Funding

- 1.5.1 Funding for recycling and waste services comes from a range of different sources, including the County Council (through recycling credits that reduce the cost of landfill waste), Council Tax payers, income from the Brown Bin garden waste service (currently £42 per year), and businesses.
- 1.5.2 Recycling credits are not necessarily paid for all recycled waste. The materials that can be collected include:
- Glass
 - Cans and tins
 - Textiles and shoes
 - Paper and cardboard
 - Garden waste
 - Plastic bottles
- 1.5.3 Recycling credits will not be paid for waste from commercial sources such as cafés, clubs, shops other businesses.
- 1.5.4 Credits will not be paid for items that are collected for resale such as:
- Second-hand books
 - Clothing
 - Returnable bottles
- However, charity shops that collect items for resale may be able to claim credits for unsold items which are sent for recycling. All materials must go on to be recycled to a recycling merchant registered with Norfolk County Council.
- 1.5.5 Charities and other voluntary organisations collecting recyclable materials themselves from households need to register for an exemption with the Environment Agency as a Professional Collector and Dealer.
- 1.5.6 Schemes may not be accepted if it conflicts with another registered recycling scheme or a district council recycling programme.
- 1.5.7 All recycling schemes are the responsibility of the person co-ordinating them.
- 1.5.8 Norfolk County Council currently pays recycling credits worth £52.06 for each tonne of household rubbish that is collected and recycled.
- 1.5.9 The Borough Council of King's Lynn & West Norfolk currently contracts the collection of waste to Kier. The waste is initially weighed at the Hamlin Road

depot (into food and compostable waste and general recycling waste) before the general recycling waste is taken directly to the MRF facility at Costessey. The compostable garden waste is sent to Greenworld to become garden and agricultural compost, and the food waste is sent to Biogen in Bedford, where it is also turned into horticultural compost.

- 1.5.10 Trade waste also generates income for the Council, but the marketplace for trade waste collectors is far bigger, with many operating in direct competition with the Council. The lack of any financial incentive to pick up recyclable business waste means that a great deal of it goes directly into landfill. Clearly, this has an impact on the volume of landfill waste, but without commitment from HM Government to pay recycling credits for the recycling of business waste, it is difficult to see how the Council could viably reduce or police it.
- 1.5.11 The Council's Financial Plan 2014 – 2018 has set out how it sees the service costs and income developing over the next three years.

| | 2015/2016 Revised £ | 2016/2017 Estimate £ | 2017/2018 Projection £ | 2018/2019 Projection £ | 2019/ 2020 Projection £ |
|----------------------------|------------------------|-------------------------|---------------------------|---------------------------|----------------------------|
| Employees | 204,880 | 225,610 | 231,270 | 237,100 | 243,110 |
| Premises | 113,200 | 115,260 | 115,680 | 116,240 | 116,840 |
| Transport | 11,950 | 14,840 | 14,760 | 15,080 | 15,220 |
| Supplies & Services | 132,500 | 116,100 | 112,210 | 112,210 | 112,210 |
| Agency & Benefit Payments | 4,299,080 | 4,348,390 | 4,333,250 | 4,324,520 | 4,323,030 |
| ICT Support Costs | 14,890 | 21,340 | 21,780 | 21,560 | 21,720 |
| Financing Costs | 212,960 | 218,910 | 211,310 | 206,680 | 201,160 |
| Total Expenditure | 4,989,460 | 5,060,450 | 5,040,260 | 5,033,390 | 5,033,290 |
| Grants & Contributions | -1,588,360 | -1,616,530 | -1,616,530 | -1,616,530 | -1,616,530 |
| Customer & Client Receipts | -1,730,260 | -1,616,580 | -1,741,860 | -1,777,780 | -1,814,480 |
| Total Income | -3,318,620 | -3,233,110 | -3,358,390 | -3,394,310 | -3,431,010 |
| Direct Service Cost | 1,670,840 | 1,827,340 | 1,681,870 | 1,639,080 | 1,602,280 |
| Depreciation | 163,270 | 163,270 | 163,270 | 163,270 | 163,270 |
| Inter Service Recharges | -40,330 | -40,800 | -40,790 | -40,780 | -40,760 |
| Total Service Cost | 1,793,780 | 1,949,810 | 1,804,350 | 1,761,570 | 1,724,790 |

1.6 Where we need to go

- 1.6.1 The strategic framework for any future development or management of needs to be couched within the targets set by the EC and Defra, of 50% of household waste recycled by 2020, and 70% by 2030.
- 1.6.2 The current recycling rate of about 41.92% clearly falls short of the target, so the initial EC and Defra targets must be ones that the Council should aspire to and exceed. However, it should be noted that the EC may downgrade the 2030 target in the light of representations from some member states. The November 2015 UN Convention on climate change threw up some new challenges, so some fresh thinking will be needed.
- 1.6.3 The Council's own Local Public Service Agreement has set targets of 45% of waste being recycled by 2015, and 50% by 2020. These are challenging targets for which there needs to be an equally clear strategic direction for service delivery that either:

- (i) decreases the overall levels of non-recyclable waste whilst maintaining the current levels of recycling - thereby increasing the percentage of recycled waste, or,
- (ii) improves the overall recycling rate.

1.6.4 The key principles of reduce, re-use, and recycle do not apply to both these options. Option (i) does encourage all three of the key principles in that it encompasses all three, albeit that the levels of re-use and recycling need not necessarily grow. Option (ii) does not include reducing and re-using. The perfect solution should therefore be a key principle of decreasing the overall levels of non-recyclable waste whilst increasing the levels of re-using and recycling recyclable waste.

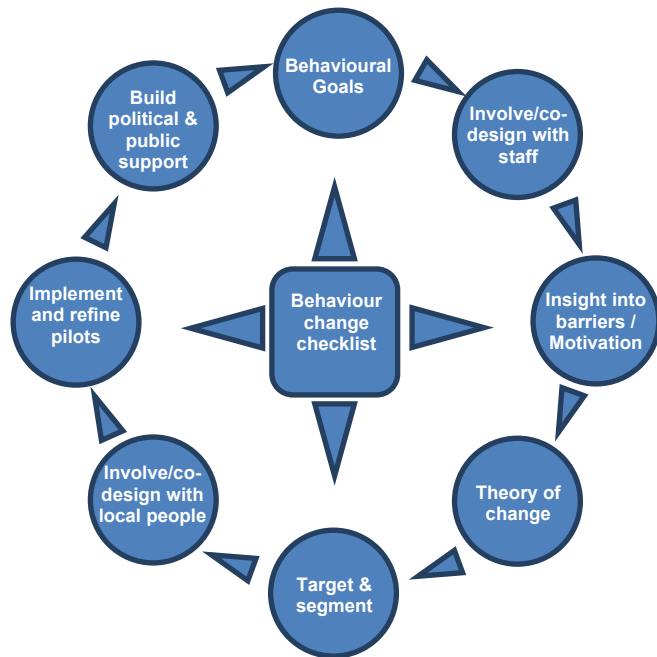
1.6.5 This leads to the simple question - why is this so difficult? Despite media stories about environmental issues, there has consistently been an alternative stream that is critical of scientific claims of climate change. This has confused the public into thinking that either the politicians have all the answers, or that there is no need for either action or answers because there isn't a problem. Unfortunately, waste disposal has found itself bound up in the political debate about environmental impact, when there is a clear and urgent problem with landfill (and its reputation of being a bad neighbour), being an expensive and unviable long-term solution. Local authorities had no option but to pick up responsibility for the problem, and in doing so have effectively absolved council taxpayers from any personal responsibility.

1.6.6 The difficulty is therefore twofold: (i) shifting the customer mindset to take greater personal responsibility, and (ii) changing the service management mindset to divest themselves of full responsibility. It is a significant cultural change that will be non-traditional for both customer and service provider, but is one that must happen if the targets are to be met and sustained. In short, the Council, Kier and the public need to work together with a set of common goals. For that to happen, everybody in the Borough needs some ownership and buy-in, and a belief in the imperative to reduce, reuse and recycle because it is both economically and environmentally critical to the future wealth, health and wellbeing of the Borough.

1.7 How we will get there

1.7.1 The Council's marketing and promotion of the waste and recycling service will need to change from being waste instructors, to being more explanatory, inclusive, and engaging: ground-level up instead of top-level down. This approach will need champions at a community level that can provide credibility and traction for recycling activity, and unambiguous political leadership from elected representatives at all levels.

1.7.2 None of this is new. Norfolk Climate Change Partnership produced a scoping report in 2009 setting out the need for behaviour change in order to improve public engagement. The report indicated that recycling was the key activity that people saw as their contribution to ameliorating climate change, but also advocated the use of the London model for guiding the process of behaviour change in Norfolk. The process is undoubtedly a possible way forward and will be a useful guide, although some of its more theoretical aspects are less important than being proactive and implementing new opportunities for



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engagement and change.

1.7.3 The need to identify what our customers think of our service will be a key piece of information, and the recently completed customer service questionnaire will be a good starting point for analysing perceptions of the overall quality of the service. Norfolk County Council also ran a questionnaire in early 2015, but many of its respondents seemed to be drawn from County and District Council employees, most of who were (presumably) already acquainted with the service so the value of the information is limited. Information from the Borough Council of King's Lynn & West Norfolk survey will hopefully come from service customers, albeit those who are online.

1.7.4 Online or even telephone surveys still do not engage those without appropriate technology or skills. There will still be a significant need to work with hard-to-reach parts of the Borough's residents to ensure that the engagement process is indeed community driven.

1.7.5 Norfolk County Council intends to run its own promotions for reducing waste and waste awareness. This includes:

- Love Food Hate Waste (LFHW) promotions;
- A Food Waste Volunteers Scheme – developing food waste ambassadors to deliver the LFHW message to the local community;
- Training Food Waste Champions to deliver the LFHW message in their workplaces;
- Working with the third sector on the delivery of an online Norfolk Reuse Network;
- Reviewing 'Reuse Shops' at Household Waste Recycling Centres (HWRC) to increase sales and income;
- Trial of a sale of refurbished WEEE items (probably at Thetford);
- Promoting awareness of HWRCs;
- Monitor and target low-achieving HWRCs;
- Waste reduction awareness campaigns;

- Annual Household Hazardous Waste amnesties at HWRCs;
 - Manage the 'Recycle for Norfolk' website on behalf of Norfolk Waste Partnership;
 - Communication of hours of opening and charges at HWRCs;
 - Investigate the potential for recycling additional items of waste (e.g. mattresses) at HWRCs;
 - Community Composting promotion supported by the Master Composter volunteers;
 - Project based promotions, such as Textile recycling;
 - Develop a network of Community Action Groups and monitor them using the Impact Model Tool, building on the Oxfordshire model.
- 1.7.6 To effect behaviour change is going to be challenging if the need to work in partnership is not acknowledged. There is little point in duplicating community engagement that will only confuse those being engaged. The need for an overarching strategy is obvious, but sadly it appears unlikely. In that respect, a local plan would appear to be the only option, albeit bearing in mind the aims and activities of other partners.
- 1.7.7 In March 2015 the Borough Council of King's Lynn & West Norfolk successfully applied for funding from the DCLG Recycling Reward Scheme. The aim of the scheme is to encourage authorities to reward their residents for doing the right thing and reducing and recycling their waste. The scheme's outputs will be:
- 500 recycling champions / advocates
 - 20,000 residents engaged
 - 3,500 people completing a recycling behaviour change programme
 - An uplift in recycling of 1000t pa, a reduction in landfill of 1000t pa, and an increase in quality (decrease in contamination of 250t pa)
- 1.7.8 The Recycling Reward Scheme will be run through an externally contracted specialist engagement and behavioural change organisation (Local Green Points) supported by some officer contribution from the Borough Council. Given the potential for change that the project offers, it is difficult to assess the type and volume of PR and marketing that will be needed from the Borough Council. Moreover, the project gives an opportunity to plug into the additional resources offered through the activities of the proposed LFHW champions planned by Norfolk County Council.
- 1.7.9 The Recycling Reward Scheme is a two-year programme. The project plan is based on the successful and sustainable generation of behavioural change through a reward structure of time credits and other incentives. Clearly, the bulk of the Borough Council's PR and marketing will be based on supporting the community activity throughout the project. It is less clear what the Council's role will be in 2017/18, and it may be that there needs to be some fluidity in targets and activity.
- 1.7.10 In late 2014 WRAP published a report on recycling behaviours, which was an update on their previous 2008 report. The 2014 report (Barriers to recycling: A review of evidence since 2008) set out a number of ways that recycling services had changed in the six years 2008-2014, and also considered a number of ways that the barriers to recycling had shifted.

- 1.7.11 The WRAP report suggested that the single customer situational category should be split into two:
- (i) Infrastructure (property types), and
 - (ii) Systems - the characteristics of the collection schemes.
- 1.7.12 The split is to accommodate the distinct differences in property types, particularly the move into private sector rental accommodation that means there are approximately a quarter of the UK population in rented accommodation. This increases the rate of transience as tenants move around on one-year (or less) contracts, finding different standards, ways and means of recycling in different areas. Moreover, private landlords generally exert varying levels of control over recycling facilities, so some flats especially large blocks) have communal bins (where it is virtually impossible to control contamination of recyclable waste) or bagged waste collections.
- 1.7.13 It also recognises the development of new services such as a district-wide food recycling service and enhanced recycling of materials such as those in the Recycling Revolution of October 2014.
- 1.7.14 WRAP advocates that it is no longer sufficient to issue messages about recycling, but that customers should be encouraged to
- (i) recycle the right things, and
 - (ii) recycle all that is possible locally.
- This means that effective recycling is now the aim.
- 1.7.15 Achieving an enhanced recycling service also means accepting that a consistent service is key, in order to develop a rhythm of collections, in which customers have faith, and which is dependable. The rhythm of the collection has proved to be crucial in developing customer trust and customer habits, so that recycling becomes the norm, though the complexity of recyclable materials is a significant deterrent.
- 1.7.16 A further complication is the diverse nature of collection services across the UK. Some authorities have kerbside sorting of recyclable waste and others have a single joint collection receptacle with waste sorted at transit stations and an MRF facility.
- 1.7.17 In essence, the WRAP report advocates the use of refined segmentation to provide much more personalised messages to distinct user groups using the full 48 characteristics outlined in the Acorn typologies. However, it also says that this could just as easily be achieved by drilling down into Output Areas (OA's) or Super Output Areas, and using existing 2011 census data and any other data that has been updated since 2011. Much of this information is freely available on the ONS website, and a lot has already been mapped and included in local authority development plans.

2 Aims and Objectives

Having considered the background information, it is now appropriate to set the aims of the plan.

2.1 Aims

- (i) To promote to the residents of King's Lynn and West Norfolk Council ways of reducing, reusing and recycling household landfill waste to incrementally meet and exceed targets set by HM Government

(currently 50% by 2020 and 70% by 2030) by attaining a level of 45% in 2015/2016, 47.5% in 2016/2017, 50% in 2017/2018, 50%+ in 2018/2019 and 2019/2020;

- (ii) To engage residents in a targeted way that engenders behaviour change to increase recycling and reduces contamination rates;
- (iii) To work with a range of partner organisations in pursuit of sustainable recycling targets through community participation.

2.2 Objectives

2.2.1 In order to meet the aims of the plan it is necessary to draft some objectives. These will each have a plan to indicate how they will be met.

- (i) To support and underpin the implementation of the Recycling Reward Scheme, and to help reach its targets of 500 recycling champions / advocates, 20,000 residents engaged, 3,500 people completing a recycling behaviour change programme, an uplift in recycling of 1000t pa, a reduction in landfill of 1000t pa, and an increase in quality (decrease in contamination of 250t pa)
- (ii) To produce approximately 1700 annual calendars for bagged waste & recycling householders, and distribute through Kier and by post by mid-March 2016, and to help Kier produce and distribute annual collection calendars for all customers with bins
- (iii) To proactively use Twitter to raise the profile of the waste and recycling service, and to inform the public of any service changes or amendments
- (iv) To undertake an annual online customer survey each spring in order to assess levels of service satisfaction and public attitudes to recycling and waste management
- (v) To work with BCKL&WN IT department to populate the web content for the Council's new website, including sourcing new images and video
- (vi) To improve levels of trade waste by setting up a pilot food waste reduction programme scheme with a local restaurant, and working with the Sustainable Restaurant Association
- (vii) To set up and run activities to chime with national and international recycling and waste reduction campaigns and events
- (viii) To work with the Norfolk Waste Partnership to use its website and branding to provide a cohesive county-wide image in order to effect behaviour change and consumer buy-in
- (ix) To increase the recycling rate in the Borough to greater than 50% by 2020
- (x) To use ONS and other statistics to build segmented customer profiles and to facilitate targeted messages and campaigns.

3 Target Audiences

3.1 Whilst the target audience should obviously be the residents and businesses of King's Lynn and West Norfolk, the reality is that generating behaviour change presents a number of different challenges. Moreover, some residents

- are already doing as much as they can to recycle, so telling that group that they need to change their behaviour may have the opposite effect.
- 3.2 Most of the Waste Management Department's marketing is going to be aimed at householder stakeholder groups, though some will inevitably be sent out to external groups or organisations.
 - 3.3 Demographically, the Borough's population tends to be slightly older than average, and has fewer children. Finding and using distribution channels is likely to mean accepting that some new approaches may need to be taken in order to meet the customers in a place where they feel comfortable and receptive. This could mean having a presence in supermarkets, community cafes, or schools.
 - 3.4 Internal stakeholders include staff, senior officers, elected members, and other council staff, such as NNDR (for Trade Waste information) and Environmental Health (for hospitality businesses). These will be identified in the plans.
 - 3.5 External groups - such as MPs and MEPs, the media, community groups, other local authorities, and the contractors for the Recycling Reward Scheme, Local Green Points. Again, these will be identified in the plans, as will specific subgroups and locations – community groups, religious and cultural groups, Neighbourhood Watch, parish councils, Religious and cultural groups, Women's Institute, youth groups, student groups, environmental or conservation groups, elderly support groups, community waste and recycling groups, tenants association, caretakers, landlords, housing associations, police community support officers, neighbourhood wardens libraries, local amenities, leisure centres, community centres, schools, clubs and pubs.
 - 3.6 Low participation areas are a particular challenge. WRAP has produced a booklet outlining ways of getting to hard-to-reach groups of people. Some of these techniques will be included in the implementation of the activity plans.

4. Lifestyle characteristics

- 4.1 It is possible to segment the target audiences using the information already available, such as demography, earnings etc. However, this is often too restrictive and does not give an accurate measurement of potential outcomes. Wrap has produced a table of psychographic lifestyle characteristics for waste and recycling competence levels:

Recycling Competence Levels

| Recycling rate | Recycling competence levels | Description | WRAP committed recycler status | % of population | |
|----------------|------------------------------|--|--------------------------------|-----------------|----|
| 0% | 1. Recycling unaware | Just not on their radar, no idea about it at all | Non recycler | } | 6% |
| 0% | 2. Aware but inactive | Know about it but have not seriously contemplated doing it | Non recycler 3 | | |

| | | | | | |
|---------------|--|--|---------------------------------------|---|-----|
| Sporadic | 3. Contemplated but not engaged | May have dabbled, possibly elsewhere, may do occasionally, drifted back | Recycler but not 'committed' | } | 23% |
| A little | 4. Unreliable | Recycle but sometimes forget, or miss out, recycle opportunistically not regularly | Recycler but probably not 'committed' | } | 41% |
| A fair amount | 5. Trying their best | Usually take part, recycle 'staple' items but confused about other items | Committed recycler | | |
| A lot | 6. Broadly competent | Reliable and regular but may still miss out some materials or collections | Super-committed recycler | } | 30% |
| 100% | 7. 'The Complete Recycler' | Recycle all available items of all recyclable materials all of the time | Super-committed recycler | | |

- 4.2 The 30% figure of super committed recyclers table should act as a warning not to raise expectations too high and gives a realistic base on which to gauge projected outcomes. It also serves to identify which of the groups should be targeted to gain the maximum benefit.
- 4.3 The table shows that it is likely that a small amount of information dissemination would be sufficient to engage group 5, and a more concerted effort could engage group 4 and switch them to being a Committed Recycler. This would add significantly to a greater level of consistency in recycling.
- 4.4 The real value of this segmentation is seen when the competence levels are crossed with the ACORN classifications to give a new range of characteristics that make targeting much easier:

| Recycling Competence Level (1 to 7) | Description | Profile – tend towards having one or more of the characteristics below |
|-------------------------------------|---|--|
| 1. Recycling unaware | Just not on their radar, no idea about it at all ACORN categories: 2, 4 Age: 18-24 Property: Flats, terrace, maisonette | Lifecycle: Young single, no kids yet; single parent |
| 2. Aware but inactive | Know about it but have not seriously contemplated doing it ACORN categories: 2, 4 Age: 18-34 Property: Flats, terrace, maisonette | Lifecycle: Young single, no kids yet; single parent |
| 3. Contemplated but not engaged | May have dabbled, possibly elsewhere, may do occasionally, drifted back ACORN categories: 2, 4, 5 | Lifecycle: Solitary retiree, single parent |

| | | |
|----------------------------|---|--|
| | Age: 18-34 Property: Terrace, bungalow | |
| 4. Unreliable | Recycle but sometimes forget, or miss out, recycle opportunistically not regularly ACORN categories: 3, 5 Age: 35-54 Property: Bungalow, terrace, semi-detached | Lifecycle: Solitary retiree, solitary adult worker |
| 5. Trying their best | Usually take part, recycle 'staple' items but confused about other items ACORN categories: 3, 5, 2 Age: 35-54 Property: Semi-detached, bungalow | Lifecycle: Full nest couple with kids, solitary retiree |
| 6. Broadly competent | Reliable and regular but may still miss out some materials or collections ACORN categories: 1, 2 Age: 55 and above Property: Detached, semi-detached | Lifecycle: Empty nest, couple with no kids |
| 7. 'The Complete Recycler' | Recycle all available items of all recyclable materials all of the time ACORN categories: 1 Age: 55-64 Property: Detached | Lifecycle: Empty nest, children living elsewhere |

- 4.5 It follows that, generally speaking, targeting competence groups 4 and 5 will mean considering ways of promoting recycling to ACORN categories 3, 5 and 2 i.e. people aged 35-54 living in bungalows, terraced houses and semi-detached properties, who are solitary retirees, solitary adult workers, and full-nest couples with children.
- 4.6 However, the 2014 WRAP report has suggested that segmentation must take place at a lower level in order to get to seldom-heard groups. This would entail using the Output Area, Super Output Area, and Medium Output Area demographic statistics to identify key target areas. Using this approach would enable the identification of low-recycling demographic groups, their location, and targeted campaigns to increase recycling rates, and generate a recycling rhythm.
- 4.7 WRAP has suggested that this method would also facilitate the targeting of households where familial recycling responsibilities tend to be split between the female demographic (who generally focus on what goes into the recycling bin), and males (who usually empty the bins and put them out for recycling). Clearly, recycling messages aimed specifically at women in this childless demographic should increase overall recycling. Unfortunately, research by IPPR has shown that whereas in households with children 80% of women do more housework than men, in the childless households the demarcation lines are more fluid, and a new equality is slowly evolving.
- 4.8 In some households therefore, recycling responsibilities tend to be less regimented. Nevertheless, across most demographic groups household research still shows that women do most of the cooking and cleaning, and are therefore most likely to have initial responsibility for what (if anything) goes into the recycling.

- 4.9 This generalisation fails badly where there are single parent families where the main concerns are running the household and managing on a strict budget. Recycling for them is a long way down their list of important daily activities, and they are one of the groups that M.E.L research has shown to be 'seldom heard'. They are also least likely to be engaged by doorstep or postal marketing campaigns. Identifying where there are large numbers of the seldom-heard groups, and engaging with them to increase recycling, would have a much greater impact than engaging with people who are already recycling and just need some affirmation.
- 4.10 WRAP have also focused on the need to go beyond the 'please recycle' message, to 'please recycle the right things', in an effort to reduce contamination rates at the MRF. High contamination rates have a direct financial impact on the Council, and messages about virtuous recycling need to be targeted at different segments in different ways. The whole issue will become increasingly complicated by government imposition of charges on supermarket carriers, and that there are going to be much-heralded plans by some of the major supermarkets to make carriers biodegradable. This may also present significant difficulties in targeting messages to counteract what could be a major PR push by the supermarkets.
- 4.11 Using lifestyle segmentation is clearly more accurate and preferable to a more basic breakdown of demography, but for waste and recycling services there is no standard set of lifestyle segments. The ACORN and WRAP characteristics offer some lifestyle segments, but there is little hard and fast empirical data outlining consumer behaviour to any given group, leaving supposition and guesswork to figure out which groups are linked to which set of recycling and waste disposal habits and actions. This shouldn't negate the use of lifestyle segmentation, but it does mean it needs to be put into context alongside traditional demographic and socio-demographic segments.
- 4.12 Unfortunately, Acorn's generalisations may not be borne out in the town of King's Lynn, where the assumption is made that low income groups are likely to be the worst recyclers. King's Lynn has a significant number of commuters to London, who may equally have little contact with their local community and its recycling. Equally, there are many small businesses whose owners and operators work long hours, and may not be recycling at home or in their businesses.
- 4.13 Looking at the empirical evidence of recycling volumes from the individual rounds may be a better clue to who is not, recycling. Unfortunately, this too is a blunt instrument given the size of the rounds. Further anecdotal evidence from the crews about volumes of recycling and food waste collections may have greater validity, but is subjective. Doorstep research in those areas to discover the barriers to recycling could provide a more useful and valuable answer. This could lead to the development of a bespoke district-wide sub-segmentation using Acorn as an underpinning system. Targeting these segments would then become significantly more efficient and effective.

5. Branding and Message

5.1 Visual identity

5.1.1 The problem facing the Borough Council is that it has a choice of several available identities it wishes to use, and different rationales for using each of them:

- The Borough Council has its own clear corporate brand,
- The Norfolk Waste Partnership, Kier, the Recycling Reward Scheme partners, WRAP, and possibly other key stakeholders, including Norfolk County Council also have their own branding,
- BCKL&WN is currently building a new corporate website that is likely to have a new corporate look. It seems likely that future promotional activity will be integrally linked to the Borough Council's corporate site,
- The Borough Council is one of the members of the Norfolk Waste Partnership - an organisation that has driven the Recycling Revolution website. Its artwork has appeared on Kier's waste vehicle fleet and other public billboard sites.
- This will be further complicated by the Norfolk Waste Partnership's use of WRAP imagery for some of its campaigns.

5.1.4 There is also an issue over the key message. Levels of recycling have increased significantly over the last ten years. Conversely, the quality of recycling has dropped as the range of recyclable materials has widened, and customers have not changed their old habits, such as putting recyclable waste into supermarket bags or pedal/swing bin liners, and then into the bin.

5.1.5 Moreover, buying habits need to change so that less waste is produced per se. WRAP has a significant part of its website dedicated to food waste, but less information dedicated to reducing consumption of paper or textiles, though it has now produced a Sustainable Clothing Action Plan.

5.1.6 There are also constraints on some recyclable items such as textiles, shoes, WEEE items, paint, metals and chemicals, that are not currently handled by the MRF facility, and not part of doorstep collection services. It may be that there is an extended role for the private sector to play in recycling these items, and any branding may need to be extended to these companies, or their branding accommodated in ours.

5.2 Tone of Voice

5.2.1 There is a tendency in promoting waste management services to customers, to fall between the two stools of gentle encouragement and stern enforcement. The language used in traditional waste promotion is usually in the third person and sometimes fails to provide reasons for action. As a consequence, the onus for recycling is seen as residing with the Council, not with the individual. For example: 'Bins should be placed at the edge of your property after 7.00pm and before 7.00am'. The clear implication is that punitive enforcement action will be taken otherwise. This can be reworded to say 'Please make sure you put your bin out between 7:00 pm and 7:00 am. This will help to prevent your bin being a nuisance for neighbours using pushchairs and disabled people trying to use the footpath.' Giving a clear and

valid reason for taking initial action will also encourage people to take follow-up actions - in this case, taking in their bin after it is emptied to stop it being a nuisance.

- 5.2.2 This switch from writing in the third person to being more directly targeted to the customer will not be easy. It means thinking through not just what needs to be relayed to the customer, but why it is being put to them. Above all, it needs to spell out their responsibilities as citizens and the results of their action or inaction. It will appear long-winded, and will take more time and resources to put in place, but it is an essential component of the customer behavioural changes that need to take place to increase and improve recycling.
- 5.2.3 The telephone and service culture too will benefit from a similar change. If the options and possible outcomes of a customer's action or inaction are put to them, they should be left in no doubt that they are responsible for their own behaviour and the consequences thereof. However, this responsibility must be spelled out to them so they can make a clear and informed choice. In short, we need to move from trying to avoid blame for problems and issues, to identifying responsibility for the problem and instituting actions and advice to address the issue.

6. Communication Plans

6.1 Overall approach

- 6.1.1 The objectives set out in paragraph 2.2.1 will form the basis of future activity, and it makes sense to have a standard format in order to facilitate the easy and flexible identification of actions and resources, and also to facilitate monitoring and evaluation.
- 6.1.2 Each plan (set out in appendices (i) to (xi)) will therefore include
- Target audiences;
 - Distribution methods;
 - Individual aims & objectives;
 - Communication tactics;
 - Campaign Activity plan;
 - Indicative costs;
 - Monitoring and Evaluation
 - Projected targets and outcomes
 - Overall aims and objectives achieved
 - Individual aims and objectives achieved
 - Impact of campaign activities
 - Future activities
- 6.1.3 It is assumed that the activity plans will be reviewed on an ongoing basis, and that the full plan will be reviewed at least annually.

7. Conclusions

- 7.1 The Borough's waste and recycling service is of a very high quality and has successfully driven up levels of recycling over the last 10 years. New EU and UK Government recycling targets are providing considerable challenges for local authorities and their contracted waste collection services. Customer

behaviour is not keeping up with the new targets, and high levels of contamination in recyclable waste are reducing recycling credits to local authorities. Consumer behaviour needs to change to meet the new EU and UK Government targets;

- 7.2 The Recycling Revolution website and increase in recyclable waste collection launched in October 2014 caused a significant rise in levels of recycling, but recycling levels in general have plateaued and are now falling. Food waste collection is an important component of the recycling offer, and food waste collection levels have been falling. This could be because people no longer wish to use the service, or because the media pressure to reduce the volume of food bought, and better food planning, is reducing waste. In addition, people may be increasingly aware of the opportunities for home composting, reducing food and paper, cardboard, and garden waste.
- 7.3 The Borough Council works in several partnerships to deliver its service. A new partner will be delivering the Recycling Reward Scheme, as well as traditional partners like Norfolk County Council and Kier. Each partnership offers a range of opportunities to engage with customers in a different way.
- 7.4 In addition, WRAP and EDF provide a range of useful resources and national events that provide a useful and tangible focus for local activities linked to recycling. WRAP has identified quarterly platforms it will be pursuing:
- Plastics – Autumn 2015
 - Paper and card – Winter 2015
 - Metal and glass – Spring 2016
 - Food – Summer 2016
- 7.5 Other events (National Compost Week, Waste Week, Recycling Week etc.), give the chance to link local activity into international schemes, though these links are seldom used.
- 7.6 Recycling is economically viable for local authorities because it is funded by the Government through recycling credits. If the recyclable waste is contaminated with non-recyclable waste, the reduced credits paid to Norfolk County Council, is recouped from the District Council's responsible. It is therefore financially incumbent on the Borough Council to change customer behaviour to reduce contaminated recyclable waste, as well as growing the overall volume of recycled waste. Unfortunately, if the Council's promotion leads to a growth in food, newspaper and cardboard waste to composting, a reduction in food buying, and other waste reduction, it is likely that the tonnage volume of recycling will fall leading to a reduction in recycling credits. Nevertheless, the environmental cost of not growing the Borough's recycled waste is a price that the Council and its residents have made clear they do not wish to pay.
- 7.7 Moving waste from the black bin to the green bin or food waste caddy, is not only environmentally desirable, but given the financial constraints on councils, also has a positive budget impact.

Objective 1: Recycling Reward Scheme

| | 2016 | | | | 2017 | | | | 2018 |
|-----------------------|------|--|----|----|------|----|----|----|------|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | | Local Green Points will consult on proposed project methodology during the initial project development phase | | | | | | | |
| Distribution methods | | | | | | | | | |
| Communication tactics | | | | | | | | | |
| Target Audiences | | | | | | | | | |
| Indicative costs | | | | | | | | | |
| Projected outcomes | | | | | | | | | |
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | | | | | | |
| Future activities | | | | | | | | | |

Objective 2: Collection Calendars

| | 2016 | | | | 2017 | | | | 2018 |
|------------------------------|---|--|--|-------------------------------------|--|--|----|----|--|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | Liaise with Kier for 2015/16 Calendars Prepare & print blank 2015/16 bagged waste calendars Ensure Kier Calendars printed | | Liaise with Kier to re-jig Brown Bin calendar s for additional distribution. | Liaise with Keir for Xmas calendars | Liaise with Kier for 2015/16 Calendars Prepare & print blank 2016/2017 bagged waste calendars | Print bagged waste calendars Ensure Kier Calendars printed | | | Liaise with Kier for 2015/16 Calendars Prepare & print blank 2017/2018 bagged waste calendars |
| Distribution methods | | Liaise with Kier to ensure distribution of Calendars Post out bagged waste calendars Ensure amended calendars are on website | | Kier to distribute | | Liaise with Kier to ensure distribution of Calendars Post out bagged waste calendars Ensure amended calendars are on website | | | Liaise with Kier to ensure distribution of Calendars Post out bagged waste calendars Ensure amended calendars are on website |
| Communication tactics | | Media release and Tweets | | | | Media release and Tweets | | | Media release and Tweets |
| Target audiences | | | | | | | | | |
| Indicative costs | | | | | | | | | |
| Projected outcomes | | Every House to receive a calendar of collections | | | | Every House to receive a calendar of collections | | | Every House to receive a calendar of collections |
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | | | | | | |
| Future activities | | Print bagged waste calendars Ensure Kier Calendars printed | | | | Print bagged waste calendars Ensure Kier Calendars printed | | | |

Objective 3: Proactive Use of Twitter

| | 2016 | | | | 2017 | | | | 2018 |
|-----------------------|---|--|--|---|-------------------------------------|--|--|---|--|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | Easter Releases RRS Event(s) WRAP metal & glass campaign platform | EDF Waste Week May Bank Hols Nat. Compost Week RRS Event(s) | Recycle Week RRS Event(s) Aug Bank Hol | The European Week for Waste Reduction Christmas & New Year Release RRS Event(s) | Easter Releases RRS Event(s) | EDF Waste Week May Bank Hols Nat. Compost Week | Recycle Week RRS Event(s) Aug Bank Hol | The European Week for Waste Reduction Christmas & New Year Release RRS Event(s) | EDF Waste Week May Bank Hols Nat. Compost Week RRS Event(s) |
| Distribution methods | witter, media releases | | | | | | | | |
| Communication tactics | Use twitter & competitions to generate interest in events and activities | | | | | | | | |
| Target audiences | Twitter users and followers | | | | | | | | |
| Indicative costs | | | | | | | | | |
| Projected outcomes | At least 5 tweets per event Every event covered by twitter and media release | | | | | | | | |
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | | | | | | |
| Future activities | | | | | | | | | |

Objective 4: Annual Customer Survey

| | 2016 | | | | 2017 | | | | 2018 |
|------------------------------|---|--|--|---|---|--|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | | Prepare survey format and questions | Make survey live | Collate & Interpret results | | Prepare survey format and questions | Make survey live | Collate & Interpret results | |
| Distribution methods | | Teaser - Council website Council Twitter PR (Vuelio) | Council website Council Twitter Forms at Council Offices | Council Twitter Report on results to Council & on website | | Teaser - Council website Council Twitter PR (Vuelio) | Council website Council Twitter Forms at Council Offices | Council Twitter Report on results to Council & on website | |
| Communication tactics | | Review survey to ensure questions meet strategic needs | Launch survey as part of Recycling Week iPad prize draw Door-to-door to seldom heard | Thank participants and encourage them to be Twitter followers | | Review survey to ensure questions meet strategic needs | Launch survey as part of Recycling Week iPad prize draw Door-to-door to seldom heard | Thank participants and encourage them to be Twitter followers | |
| Target audiences | | Twitter followers Website users Media followers | Twitter followers Website users Media followers Seldom Heard groups Non web participants | Twitter followers Website users Seldom Heard groups Non web participants | | Twitter followers Website users Media followers | Twitter followers Website users Seldom Heard groups Non web participants | Twitter followers Website users Seldom Heard groups Non web participants | |
| Indicative costs | | | | | | | | | |
| Projected outcomes | Identification of user groups | Interest in survey | 150 participants | Feed into RRS process | Identification of user groups | Interest in survey | 150 participants | Feed into RRS process | Identification of user groups |
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | | | | | | |
| Future activities | Assess feedback to gauge response and targeting other user groups | | | | Assess feedback to gauge response and targeting other user groups | | | | Assess feedback to gauge response and targeting other user groups |

Objective 5: New Council Website

| | 2016 | | | | 2017 | | | | 2018 |
|--------------------------------|---|--------------------------|----|----|------|--------------------------|----|----|--------------------------|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | | Review content and amend | | | | Review content and amend | | | Review content and amend |
| Distribution methods | BCKL&WN Website | | | | | | | | |
| Communication tactics | Move to more image based content and channel shift | | | | | | | | |
| Target audiences | Residents and businesses | | | | | | | | |
| Indicative costs | | | | | | | | | |
| Objectives achieved | | | | | | | | | |
| Projected targets and outcomes | Greater penetration of key messages | | | | | | | | |
| Impact of activities | Identify new technological opportunities and trends in social media | | | | | | | | |
| Future activities | | | | | | | | | |

Objective 6: Raise the Collection Levels of Recyclable Trade Waste

| | 2016 | | | | 2017 | | | | 2018 |
|------------------------------|---|---|---|---|--|--|---|---|--|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | Seek out & write trade waste case studies | Easter - recycling advice through traders Liaise with hosp. sector, Env Health & Tourism on eco-friendly rating scheme | SRA 1 st Anniversary event - set up SRA group - hold event in Hunstanton | Christmas recycling initiative with retailers (charities in-store gift wrap to save paper) Christmas Card app on website | Traders Christmas Card recycling | Easter - recycling advice through traders Eco-friendly rating scheme awards | SRA 2nd Anniversary event - set up SRA group - hold event in King's Lynn & Downham Market | Christmas recycling initiative with retailers (charities in-store gift wrap to save paper) Christmas Card app on website | Traders Christmas Card recycling |
| Distribution methods | Website Twitter Chambers meetings PR (Vuelio) - local media | | Website Twitter PR (Vuelio) & Visit from SRA | Chambers letter & meetings Charities letter Website Twitter PR (Vuelio) & TV | Chambers meetings Charities letter Website Twitter | Chambers meetings Charities letter Website Twitter | Website Twitter PR (Vuelio) & Visit from SRA | Chambers letter & meetings Charities letter Website Twitter PR (Vuelio) & TV | Chambers meetings Charities letter Website Twitter |
| Communication tactics | Launch new Trade e-newsletter Trade event Use some businesses as best practice exemplars | Contact Chambers & Tourism / hospitality orgs Expand knowledge of businesses through NNDR | | Traders through organisations, charities through Voluntary Norfolk | Use some businesses as best practice exemplars | Contact Chambers & Tourism / hospitality orgs Expand knowledge of businesses through NNDR | Send e-news to Chambers etc, send printed to hospitality non-members in Hunstanton | Traders through organisations, charities through Voluntary Norfolk | Use some businesses as best practice exemplars |
| Target audiences | Hospitality & retail | Hospitality sector | Hospitality sector non SRA participants in Hunstanton | Traders, charities, shoppers | Hospitality & retail | Hospitality sector | Hospitality sector non SRA participants in King's Lynn & Downham Market | Traders, charities, shoppers | Hospitality & retail |
| Indicative costs | | | | | | | | | |
| Projected outcomes | | Interest in scheme introduction | Increased SRA membership Interest from 20 orgs | Reduction in wrapping paper waste / increased recycling Promotion through charities and retail | Reduction in domestic recycling volumes from Christmas Cards | Interest in scheme introduction | Increased SRA membership Increased Trade waste income Interest from 20 orgs | Reduction in wrapping paper waste / increased recycling Promotion through charities and retail | Reduction in domestic recycling volumes from Christmas Cards |
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | 5-10 traders in Christmas card scheme | TBA | 5-10 register interest in participation | | 5-10 traders in Christmas card scheme | TBA |
| Future activities | | Scheme members meeting - Mayor's annual business awards. | Run similar events in King's Lynn (X2) and Downham Market | Run every future Christmas | Run every Dec/Jan | Scheme members meeting - Mayor's annual business awards. | Run similar events | Run every future Christmas | Run every Dec/Jan |

Objective 7: National & International Events

| | 2016 | | | | 2017 | | | | 2018 |
|------------------------------|---|--|---|--|---|--|--|--|---|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | Waste Week WRAP paper & card campaign platform | National Composting Week WRAP metal & glass campaign platform | Register for European Waste Week activity National Recycling Awards Recycling Week World Car-free Day (Lynn) | European Week for Waste Reduction WRAP Food waste campaign platform | Waste Week | National Composting Week | National Recycling Awards Recycling Week World Car-free Day (Lynn) | European Week for Waste Reduction | Waste Week |
| Distribution methods | EDF website Schools Website PR (Vuelio) Twitter | Schools Website PR (Vuelio) Twitter Letter to Allotment Assocs | Website PR (Vuelio) Twitter Nominations | MEPs Schools Website PR (Vuelio) Twitter | EDF website Schools Website PR (Vuelio) Twitter | Schools Website PR (Vuelio) Twitter Letter to Allotment Assocs | Website PR (Vuelio) Twitter Nominations | MEPs Schools Website PR (Vuelio) Twitter | EDF website Schools Website PR (Vuelio) Twitter |
| Communication tactics | Work with EDF the Pod and local schools | Work with County Council / Norfolk Waste Partnership / Allotment Assocs on composting event(s) | Make nominations for awards Sponsor & run media-friendly events | Work with MEPs offices on range of activities and events | Work with EDF the Pod and local schools | Work with County Council / Norfolk Waste Partnership / Allotment Assocs on composting event(s) | Make nominations for awards Sponsor & run media-friendly events | | Work with EDF the Pod and local schools |
| Target audiences | Schools | Gardeners Allotment holders | All residents & businesses | RRS Champions & Groups Cllrs, MPs & MEPs | Schools | Gardeners Allotment holders | All residents & businesses | RRS Champions & Groups Cllrs, MPs & MEPs | Schools |
| Indicative costs | | | | | | | | | |
| Projected outcomes | Schools engaged in activity PR (Vuelio) & media coverage | Greater awareness of composting Allotment composting | Greater awareness of recycling Business engagement | Partnerships with MEPs Climate change awareness More recycling | Schools engaged in activity PR (Vuelio) & media coverage | Greater awareness of composting Allotment composting | Greater awareness of recycling Business engagement | Partnerships with MEPs Climate change awareness More recycling | Schools engaged in activity PR (Vuelio) & media coverage |
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | | | | | | |
| Future activities | As Campaign Activity | | | | | | | | |

Objective 8: Norfolk Waste Partnership

| | 2016 | | | | 2017 | | | | 2018 |
|------------------------------|--|-----------------------------------|----|----|------|----|----|----|------|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | WRAP Increasing recycling through local communications | | | | | | | | |
| Distribution methods | Bus backs Doorstep interviews Bin stickers Identify all possible routes to your audience Service leaflets, instructional and/or motivational information; Service calendars; Online Customer survey; Exhibitions; Contamination stickers; Contamination notices; Website; Press/members packs; Billboards, adshels; PR; Posters; Council Newsletters; Face to face work - door-to-door canvassing, waste audits; | | | | | | | | |
| Communication tactics | Work with Norfolk Waste Partnership Communications Group officers | | | | | | | | |
| Target audiences | Acorn 3 residents Poor recyclers | | | | | | | | |
| Indicative costs | £5,000 | | | | | | | | |
| Projected outcomes | Attitudinal research through face-to-face interviews Move towards national target of 50% of household waste being recycled by 2020 Model for targeting Low Participation Area Reach 30,000 residents Increase rate of dry recycling | | | | | | | | |
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | | | | | | |
| Future activities | | Wrap Food Waste Campaign platform | | | | | | | |

Objective 9: Increase Household Recycling Rate

| | 2016 | | | | 2017 | | | | 2018 |
|---------------------------------------|--|--|---|--|--|--|---|--|--|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | Science into schools (Pod) Waste Week / Vegeta Pals (Pod) Compost Awareness Week WRAP metal & glass campaign platform | Helping Hands (Pod) National Gardening Week (Pod) Recycle Week (Wrap) | Reduce food waste by using Fresh Pods Launch Recycling Reward Scheme Undertake research to identify low recyclers World Car Free Day | Drastic Plastic campaign Celebrity letter campaign to low-level recyclers World Food Day - no-waste menus. | Science into schools (Pod) Waste Week / Vegeta Pals (Pod) Compost Awareness Week | Helping Hands (Pod) National Gardening Week (Pod) Recycle Week (Wrap) | Reduce food waste by using Fresh Pods Launch Recycling Reward Scheme Undertake research to identify low recyclers World Car Free Day | Drastic Plastic campaign Celebrity letter campaign to low-level recyclers World Food Day - no-waste menus. | Science into schools (Pod) Waste Week / Vegeta Pals (Pod) Compost Awareness Week |
| Distribution methods 35 | Encourage membership of Pod for resources and PR (Vuelio) ? web coverage Work with NCC on Websites / PR (Vuelio) / Soc media & letter to Allotment Assocs | Letter to schools and uniformed orgs National Gardening Week website / posters etc / PR (Vuelio) & social media Wrap website / soc media / PR (Vuelio) / BCKL&WN website | Sales in outlets - PR (Vuelio) and web campaign DsD promotion & BCKL&WN website / soc media Doorstep questionnaire PR (Vuelio)/ soc media, road signage, bus signage | Leaflet through schools & leaflet distribution with Christmas Calendar by Kier Letter sent by mailshot Menus on website / soc media / PR (Vuelio) Vehicle advert panels | Encourage membership of Pod for resources and PR (Vuelio) / web coverage Work with NCC on Websites / PR (Vuelio) / Soc media & letter to Allotment Assocs | Letter to schools and uniformed orgs National Gardening Week website / posters etc / PR (Vuelio) & social media Wrap website / soc media / PR (Vuelio) / BCKL&WN website | Sales in outlets - PR (Vuelio) and web campaign DsD promotion & BCKL&WN website / soc media Doorstep questionnaire PR (Vuelio)/ soc media, road signage, bus signage | Leaflet through schools & leaflet distribution with Christmas Calendar by Kier Letter sent by mailshot Menus on website / soc media / PR (Vuelio) Vehicle advert panels | Encourage membership of Pod for resources and PR (Vuelio) / web coverage Work with NCC on Websites / PR (Vuelio) / Soc media & letter to Allotment Assocs |
| Communication tactics | Write copy and images etc for schools to send to Pod Ask schools to cluster events and invite celebrities Composting media-friendly event | Streetscene to organise local environment clean-up events (media friendly) Use NGW resources for posters / events coverage etc. Use Wrap resources PR (Vuelio) and media | Sell Fresh Pods in outlets Launch event for Recycling Week | Work with schools and Kier Find 2-3 celebrities and target different letters Wrap website for no-waste menu planner | Write copy and images etc for schools to send to Pod Ask schools to cluster events and invite celebrities Composting media-friendly event | Streetscene to organise local environment clean-up events (media friendly) Use NGW resources for posters / events coverage etc. Use Wrap resources PR (Vuelio) and media | Sell Fresh Pods in outlets Launch event for Recycling Week | Work with schools and Kier Find 2-3 celebrities and target different letters Wrap website for no-waste menu planner | Write copy and images etc for schools to send to Pod Ask schools to cluster events and invite celebrities Composting media-friendly event |
| Target audiences | Low-level recyclers | Low-level recyclers | Low-level recyclers | Low-level recyclers | Low-level recyclers | Low-level recyclers | Low-level recyclers | Low-level recyclers | Low-level recyclers |
| Indicative costs | | | | | | | | | |
| Projected outcomes | Awareness of importance of recycling | Awareness of importance of recycling | Awareness of importance of recycling | Awareness of importance of recycling | Awareness of importance of recycling | Awareness of importance of recycling | Awareness of importance of recycling | Awareness of importance of recycling | Awareness of importance of recycling |

| | | | | | | | | | |
|----------------------|------------------------|--|--|--|--|--|--|--|--|
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | | | | | | |
| Future activities | As Campaign Activities | | | | | | | | |

Objective 10: Segmentation and Research

| | 2016 | | | | 2017 | | | | 2018 |
|------------------------------------|---|---|--|---|---|---|--|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 |
| Campaign Activity | Doorstep results analysed and new segments identified using Acorn | Customer satisfaction survey | Identify rounds with low recycling Liaise with crews to find hotspots | Assessment of segmentation process New Doorstep questionnaire undertaken | Doorstep results analysed and new segments identified using Acorn | Customer satisfaction survey | Identify rounds with low recycling Liaise with crews to find hotspots | Assessment of segmentation process New Doorstep questionnaire undertaken | Doorstep results analysed and new segments identified using Acorn |
| Distribution Methods | Report to Portfolio holder | Online - BCKL&WN website | Use Kier data Talk to Kier crews on each round | Report to Portfolio holder | Report to Portfolio holder | Online - BCKL&WN website | Use Kier data Talk to Kier crews on each round | Report to Portfolio holder | Report to Portfolio holder |
| Communication tactics 37 | | Focus survey on the perception of the service quality | Make crews waste champions | Use a prize draw to elicit responses | | Focus survey on the perception of the service quality | Make crews waste champions | Use a prize draw to elicit responses | |
| Target audiences | Portfolio holder / public | Online community | Crews | Portfolio holder / public | Portfolio holder / public | Online community | Crews | Portfolio holder / public | Portfolio holder / public |
| Indicative costs | | | | | | | | 5000 | |
| Projected outcomes | New segmentation completed & ready to use for campaigns | Increased website use | Crews become service guardians | 50+ participants | New segmentation completed & ready to use for campaigns | Increased website use | Crews become service guardians | 50+ participants | New segmentation completed & ready to use for campaigns |
| Objectives achieved | | | | | | | | | |
| Impact of activities | | | | | | | | | |
| Future activities | Continually review segments and satisfaction levels. | | | | | | | | |