

## **Appendix 1**

### **Oxfordshire Waste Partnership**

#### **Communications Plan**

**DRAFT VERSION 1, September 07**

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## **Executive summary**

The OWP has recently become a statutory Joint Committee and has agreed a Joint Waste Strategy. As a relatively new organisation, it is important that the OWP promotes itself in order to raise awareness and understanding of its role. Equally, many of the objectives within its Joint Waste Strategy are dependent upon good communication with its stakeholders.

Some joint publicity and promotion already occurs and this plan aims to continue and build on this work. This plan introduces a more structured approach to what has gone before. Firstly, it sets out who we wish to communicate with. Three key audience groups are identified. These are:

1. Internal audiences
2. Recycling & waste related audiences
3. Public audiences

Secondly, it outlines the reasons why we want to communicate with them and the messages that we wish to relay. Three key messages are set out. These are:

1. We need to reduce the amount of waste that we landfill.
2. We are working in partnership to reduce costs and to improve the environment.
3. Well done! Oxfordshire is recycling more than ever before.

It details the methods that we'll use to get our message across. Some of the main approaches include the development of an OWP website and newsletter. Press releases and the continuation of a communications campaign (such as the current Recycle for Oxfordshire campaign) are also planned.

Finally, the plan sets out a budget and some performance measures which can be used to monitor the effectiveness of our approach.

## 2. Background

### 2.1 The Oxfordshire Waste Partnership

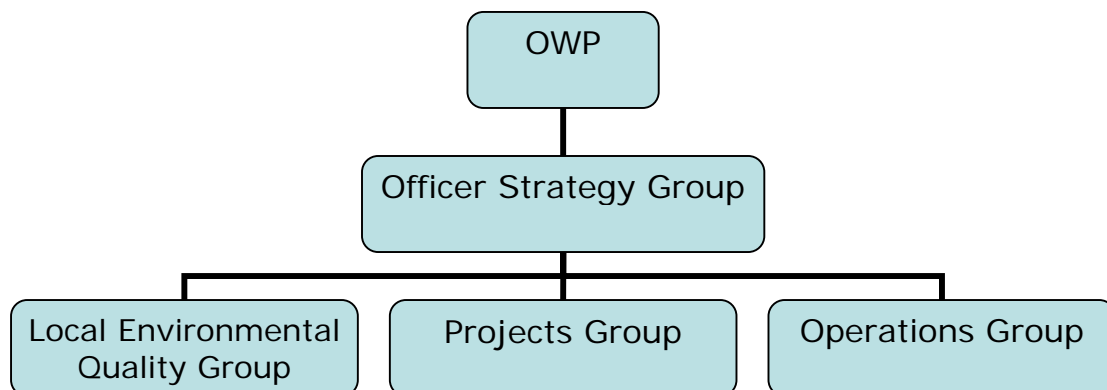
The Oxfordshire Waste Partnership (OWP) is comprised of:

- Cherwell District Council
- Oxford City Council
- Oxfordshire County Council
- South Oxfordshire District Council
- Vale of White Horse District Council
- West Oxfordshire District Council.

The OWP was formed in 2003 and was constituted as a Joint Committee in April 2007. OWP meetings are now open to the public and meeting papers are available online ([www.cherwell-dc.gov.uk/yourcouncil](http://www.cherwell-dc.gov.uk/yourcouncil)).

The chairmanship of OWP rotates alphabetically every two years. OWP is currently chaired by Cherwell District Council. The chairmanship will pass to Oxford City Council in May 2008. Each local authority is represented by its Cabinet member with responsibility for waste. The OWP is supported by a Partnership Officer and a joint officer group known as the Officer Strategy Group. There are also various officer sub-groups that work on specific aspects of the OWP's work, including operational matters, projects and enforcement. The current organisational structure is set out in figure 1.

Figure 1 OWP organisational structure



The key principles of the OWP are that each of the partner councils commits to:

- deliver a joint waste strategy that achieves the Partnership's stated vision and objectives for sustainable waste management;

- improving value for money for the benefit of council tax payers across Oxfordshire;
- developing the best overall waste management outcomes for Oxfordshire taxpayers;
- monitoring the effectiveness of the joint waste strategy;
- periodically reviewing future service delivery options;
- working together in a spirit of mutual trust, support and respect;
- a process of prior consultation and liaison through the OWP;
- sharing the costs and work involved in achieving the key principles and objectives;
- developing the OWP brand;
- ensuring that all Partners engage fully in the work of the OWP.

The OWP's new governance arrangements are designed to support the implementation of the Joint Waste Strategy for Oxfordshire.

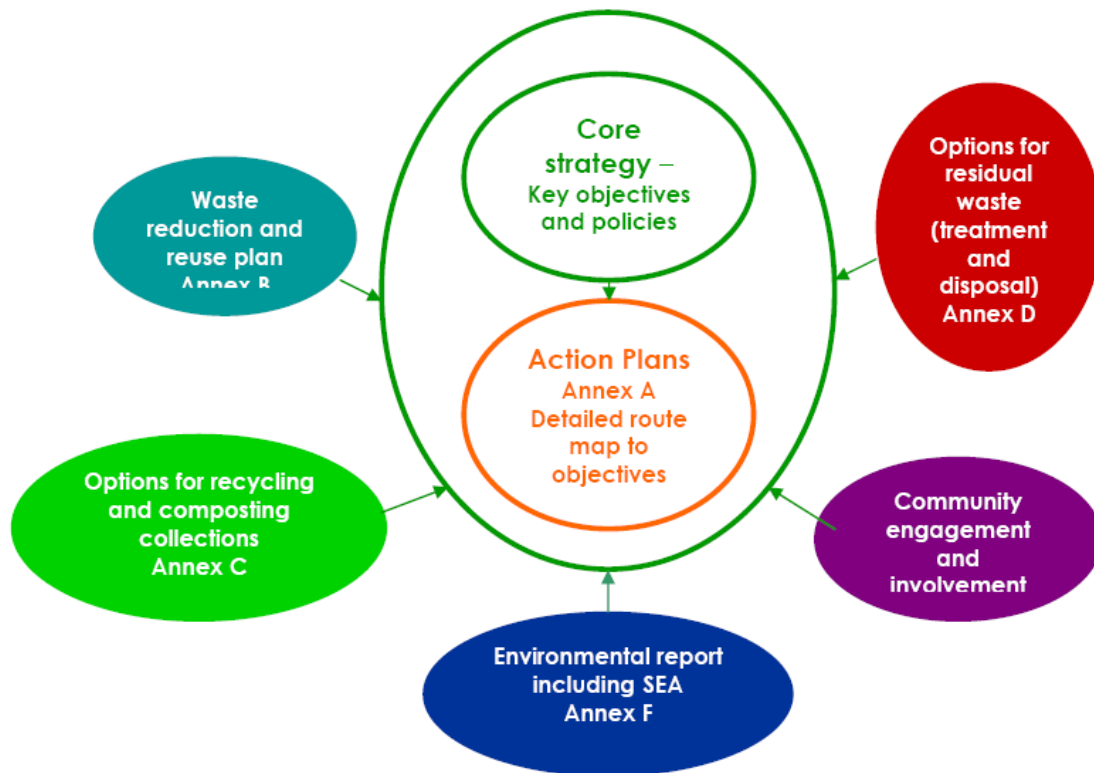
## **2.2 The Joint Municipal Waste Management Strategy**

A new Joint Waste Strategy for Oxfordshire was agreed in January 2007. It sets out the following vision:

**“We will work in partnership to reduce waste and to maximise reuse, recycling and composting. We will treat residual waste before disposal to recover further value and to minimise the environmental impact of disposal.”**

The strategy is made up of a number of documents, which are illustrated in figure 2.

Figure 2 Strategy elements



### 2.3 Current Waste Management Arrangements

In 2006/07, 324,000 tonnes of municipal waste was generated in Oxfordshire. From figure 3 below, it can be seen that 75% of this was household waste collected by Waste Collection Authorities (District and City Councils), whilst a further 20% was household waste received at the County Council’s Household Waste Recycling Centres.

Figure 3 Composition of Municipal Waste in Oxfordshire 2006/07

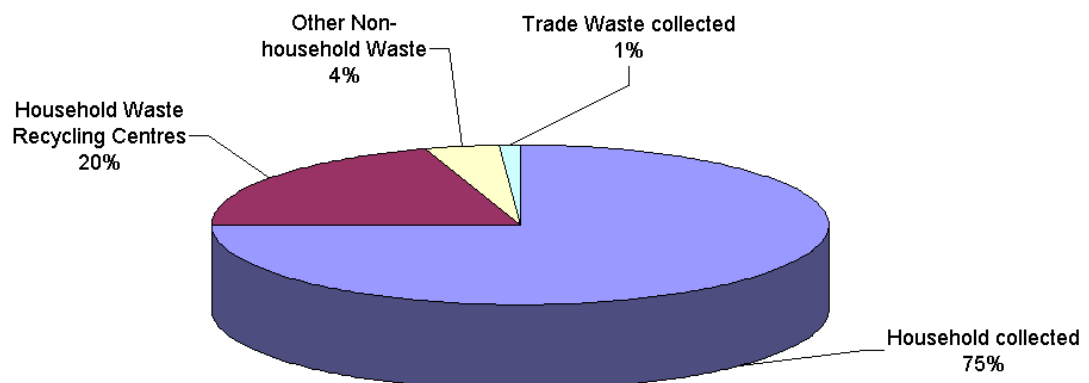


Table 1 summarises the waste collection schemes currently operated. From this it can be seen that whilst there is some commonality, there is

also a great deal of variation in the way that waste is collected by Oxfordshire's councils.

Cherwell and Oxford City councils collect residual waste fortnightly, whilst the other three waste collection authorities (WCAs) currently collect weekly. Three WCAs provide wheeled bins for residual waste, whilst two offer a sack collection. Cherwell and Oxford City collect garden waste free of charge, whilst the other three authorities apply a charge for this service. Recyclable materials are collected weekly in some areas and fortnightly in others. The size and colour of containers varies.

Table 1 Waste Collection systems

<b>WCA</b>	<b>Recyclables</b>	<b>Organic</b>	<b>Residual</b>
Cherwell	Blue box or bin collected fortnightly	Wheeled bin for garden waste collected fortnightly	Wheeled bin collected fortnightly
Oxford City	2 boxes (Green & Blue) collected fortnightly	Reusable bag for garden waste collected fortnightly	Wheeled bin collected fortnightly
South Oxfordshire	Green box collected weekly	Charged for wheeled bin for garden waste collected fortnightly	Sacks collected weekly
Vale of White Horse	Green box collected weekly	Charged for wheeled bin for garden waste collected fortnightly	Sacks collected weekly
West Oxfordshire	2 black boxes collected weekly	Charged for wheeled bin for garden waste collected fortnightly	Wheeled bin collected weekly

Recyclable materials are either collected separately and bulked at facilities within Oxfordshire, or are collected mixed and transported for sorting at a Materials Recovery Facility in Milton Keynes. Following sorting, the materials enter national and international markets.

Garden waste is composted at a number of sites within Oxfordshire. Our residual waste is landfilled at four landfill sites within the county.

In addition to our waste collection and disposal arrangements, waste reduction and reuse activities are actively promoted. The main activities are currently:

- Waste reduction packs
- Home composting
- Furniture and goods reuse
- Real nappies
- Savvy shopping
- Community reuse schemes
- Schools educational programmes

These waste reduction and reuse schemes are jointly coordinated (largely through the Waste Management Projects Group).

## 2.4 Current Performance

In 2006/07, Oxfordshire's households produced around 300,000 tonnes of waste, which equates to half a tonne for every person. Of this waste, 39% was recycled or composted, and 61% was sent directly to landfill. Over 60% of the total waste generated could have been reduced, reused or recycled.

Oxfordshire produces less waste per person than any other county. We are also in the top quarter of all English counties for recycling. In 2006/07, collectively we achieved a recycling rate of 39%. This was 4.5% ahead of the statutory target Central Government set for us. As little as three years ago we recycled only 20%.

Our 2006/07 performance is summarised in table 2 below. From this it can be seen that Cherwell performed best in terms of the % of waste that is recycled or composted. Oxfordshire County Council's Waste Recycling Centres (WRCs) collect roughly the same amount of waste per year as our largest WCA and recycle and compost over 60% of this waste.

Table 2 Summary of Recycling & Composting performance 2006/07

	Total Household (tonnes)	Recycling (tonnes)	Composting (tonnes)	Recycled or Composted
Cherwell	58,700	13,600	12,800	45%
Oxford City	47,800	8,000	3,500	24%
Oxfordshire County Recycling Centres	64,300	15,300	23,900	61%
South Oxfordshire	50,300	14,000	3,000	34%
Vale of White Horse	42,500	9,700	2,700	29%
West Oxfordshire	43,700	10,300	1,600	27%
<b>Total</b>	<b>307,300</b>	<b>70,900</b>	<b>47,500</b>	<b>38.59%</b>

## 2.5 Current Communications work

A public engagement exercise was undertaken when developing the Joint Waste Strategy in the summer of 2006. This was entitled "No Time to Waste" and included a series of community panel meetings, a leaflet, roadshows, radio advertising and bus side advertising.

A leaflet summarising the Joint Waste Strategy was published in May 2007. This leaflet maintains the identity created for the "No Time to Waste" exercise, but also introduces a new OWP brand, which is illustrated in figure 4 below. The OWP brand will feature on all future communications work undertaken by the partnership. Guidelines on using this brand are set out in appendix 1.

Figure 4 OWP logo



Waste and Resources Action Programme (WRAP) funding has been gained for a countywide recycling communications campaign called "Recycle for Oxfordshire". The campaign runs from October 2006 until March 2008. It adopts the national "recycle now" identity developed by WRAP, localising its message to Oxfordshire and also to individual districts. An example of the branding is given in figure 5.

Figure 5 Recycle for Oxfordshire logo



The main objectives of the Recycle for Oxfordshire campaign are to increase the amount of material recycled, decrease the amount sent to landfill, and to help ensure Oxfordshire meets the Government's recycling targets.

The main activities undertaken are new resident packs, collection calendars, recycling container stickers, leaflets for specific hard-to-reach groups and the organisation of outdoor events and promotions. There is also outdoor advertising in the form of billboards and bus and taxi livery. Thorough monitoring and evaluation will take place at the beginning and end of the project to assess the impact and progress made. A doorstep campaign targeting 100,000 households is also being conducted. Agents will be talking to residents about recycling and answering any questions they may have.

The achievement of Oxfordshire's Local Area Agreement (LAA) Environment Block targets will also be supported by communications work. These targets are divided into two work streams: Recycling and Clean & Green. A Communications project is being delivered to help meet the following recycling target:

*To increase recycling and composting county wide to 38% in 2008/9 and to recycle 4,875 extra tonnes of non biodegradable waste accumulatively from 2006/7 to 2008/9 inclusive.*

The project comprises three seasonal advertising campaigns, using outdoor, press and radio advertising. The campaigns will run over the Christmas/New Year period in 2007/08, summer 2008 and Christmas/New

Year 2008/09. This project is managed by Oxfordshire County Council and is sponsored by the OWP.

A communications project is also planned to help deliver the following clean & green target:

*The percentage of people satisfied with cleanliness standards in their area.*

The content and project management arrangements for this are currently being developed.

## **2.6 Market research**

Oxfordshire residents are committed to recycling. 1,100 doorstep surveys were undertaken in October 2006 as part of the Recycle for Oxfordshire Campaign. The results show that:

- The vast majority of respondents (92%) stated that recycling was either very or fairly important;
- The majority (70%) said that they recycle even if it requires additional effort;
- Only 3% of respondents do not use any recycling services;
- Overall 66% of residents were classed as <sup>1</sup>committed recyclers.

The majority of respondents (69%) said that they would like to receive information about recycling through a leaflet.

Community consultation was undertaken as part of the development process for the Joint Municipal Waste Management Strategy. The most meaningful and in-depth consultation was a community panel focus group, which met four times between October 2005 and January 2006.

The community panel agreed that more should be done to reduce waste, even if this was initially at additional cost. More publicity is needed, but this needs to be integrated with service and operational improvements (such as ensuring that no mess is left behind after refuse collections, that more recycling banks are provided and that charging policies are more consistent across the county). They felt more needed to be done on the root cause of much household waste, which was considered to be packaging waste from "big business".

Market research has also been undertaken recently to assess resident's views on Clean & Green issues. Overall, residents are very satisfied with the standards of cleanliness within Oxfordshire. Residents believe that more publicity and awareness raising is necessary and, once again, that this should be coupled with operational improvements (such as the frequency of litterbin emptying and paying more attention to known "grot

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<sup>1</sup> Respondents are classified as committed to recycling if they: Regard recycling as 'very important' or 'fairly important', say they recycle 'even if it requires additional effort', and they say they recycle 'a lot' or 'everything that they can'.

spots"). Additionally, people agreed that there was a role for greater enforcement in this work area and that the laws (and potential punishments) relating to environmental crimes needed to be better publicised and more widely understood by the public.

### 3. Audience

The OWP will use targeted communication methods to build awareness of its role, to help implement the Joint Waste Strategy and help achieve the LAA Environment block targets relating to recycling and clean and green. Tailoring communications to each audience will be vital to the effectiveness of the communications plan.

#### Key Audiences

In broad terms the OWP will target three key audiences:

4. **Internal audiences** consisting of partner councils (officers, members, operational staff and contractors).
5. **Recycling & waste related audiences** such as the waste industry, trade unions, central government, WRAP, other waste partnerships and neighbouring councils.
6. **Public audiences** consisting of local and national media, Oxfordshire residents, including young people, and the voluntary sector, including community groups and pressure groups.

Each of these main audience groups will be segmented further, so that we can communicate relevant messages to them through the most appropriate means.

## 4. Objectives

This plan sets out how we will communicate our key messages to our audience. It will also ensure that the views of our identified audience groups are sought and are reflected in our strategic policies and decision making.

Our objectives are:

- I. To develop a culture of open, honest and accountable communication within the OWP and with our audiences.
- II. To increase awareness of the OWP in order to:
  - gain public support for the objectives of the Joint Waste Strategy and ;
  - raise levels of understanding amongst internal audiences of waste management and environmental cleanliness issues and to gain their support for our strategic policies;
  - promote OWP as a professional and leading partnership at a national level.
- III. To influence waste related behaviour within Oxfordshire in order to protect the environment and reduce costs.
- IV. To deliver a joint waste awareness campaign that promotes waste minimisation, reuse and recycling services in Oxfordshire.
- V. To achieve measurable changes in waste and environmental cleanliness related behaviour and attitudes over time.
- VI. To develop, maintain and protect an OWP brand and to ensure that our communication, actions and behaviour consistently apply and reinforce our key messages and brand values.
- VII. To develop and agree protocols for dealing with the media.

## 5. Key Messages

There will be a number of key messages common to most of the OWP's communication work. These messages will be supplemented by other subject specific messages as necessary.

Our key messages are:

- 1. We need to reduce the amount of waste that we landfill.**  
*Landfill harms the environment. It is a waste of natural resources and EU fines mean that it is becoming ever more expensive to the tax payer.*
- 2. We are working in partnership to reduce costs and to improve the environment.**  
*We are working together through the OWP to improve waste management services, improve environmental cleanliness and to reduce our reliance on landfill. By working together we aim to minimise the overall costs to Oxfordshire tax payers.*
- 3. Well done! Oxfordshire is recycling more than ever before.**  
*Thanks to the recycling efforts of Oxfordshire's residents, Oxfordshire is exceeding its recycling targets and is one of the lowest waste producers in the country. However, we need to do more to reduce landfill and avoid EU fines.*

## **6. Tactics**

A variety of tactics will be used to communicate our messages. These will vary according to the audience. Some of the main approaches that will be used are outlined below.

### **Internal audiences**

The key objective of our communication with internal audiences is to improve their understanding of the OWP and to explain how we are working in partnership to improve the environment and reduce costs. Communication with internal audiences will also be important in building and protecting our brand values. Tactics used will include:

- OWP website – we will develop an OWP website.
- Council websites and Intranet sites – Updates and news items will be posted on council websites and intranet sites. Links to the OWP website will be developed.
- Council newsletters – Articles will be published in Council newsletters and an OWP newsletter will be developed.
- Committee meetings – OWP committee meetings are open to the public. Additionally, OWP members will provide regular reports to their own Partner Authority Committees on the work of the OWP.
- Officer group meetings – The OWP Coordinator will provide regular updates to Officer Groups.
- Team meetings – OWP Officers will provide regular feedback to their teams on the work of the OWP.

### **Recycling & waste related audiences**

The key objective of our communication with recycling and waste related audiences is to promote OWP as a professional and leading partnership at a national level. We will use the following tactics:

- Trade press – News releases and articles will be regularly issued to the waste management trade press. These will signpost the partnership's website.
- Networking – Where time allows, Officers and Members of the OWP will seek to attend and contribute to regional and national seminars on subjects relevant to the partnership.
- Lobbying – The OWP will respond to relevant Government consultations on behalf of our Partner Councils.
- Procurement – we will develop and maintain dedicated communications plans for all our major procurements, such as the waste treatment contract procurement.

### **Public audiences**

The main objectives of our communication with the public are to influence waste and environmental cleanliness related behaviour and to achieve measurable changes in behaviour and attitudes over time. We also wish to build awareness and understanding of the OWP, which will be achieved by

applying the OWP brand consistently over time. Each of our 3 key messages applies to public audiences. They will be communicated through the following tactics:

- Marketing campaign – The current Recycle for Oxfordshire campaign will be developed and maintained beyond the initial period of WRAP funding in order to promote our recycling & composting services. This will employ a mix of advertising techniques, such as leaflets, press advertising, radio advertising etc.
- Web site – the OWP website will contain information on the waste management services provided by Partner Councils.
- Press releases – will be issued regularly to the local media promoting the work of the OWP. A protocol for dealing with the media will be developed at the outset.
- Working with existing youth groups to identify issues, raise awareness and create links with young people e.g. educational programmes, the Vale Youth Forum and the Spired website.

## 7. Implementation Plan

Action Point	Audience	Messages	Objectives	Costs	Resources	Targets
OWP Website	Public: <ul style="list-style-type: none"> <li>Local Press</li> <li>Householders</li> <li>Local Businesses</li> <li>Young people</li> </ul> Internal <ul style="list-style-type: none"> <li>Officers &amp; Members</li> </ul> Waste Industry <ul style="list-style-type: none"> <li>Trade Press</li> <li>Other Waste Partnerships</li> </ul>	<p>We need to reduce the amount of waste that we landfill.</p> <p>We are working in partnership to reduce costs and to improve the environment.</p> <p>Well done! Oxfordshire is recycling more than ever before.</p>	<p>To increase awareness of the OWP.</p> <p>To influence waste related behaviour within Oxfordshire.</p> <p>To develop, maintain and protect an OWP brand.</p>	Year 1 (2007/08) £5000 Year 2 £3500 Year 3 £2000 Year 4 £2000	Design, Hardware Support, Content Management System, Procurement & Technical Support – provided by Host Authority.  Writing Copy – Officer time, 18 days year 1. 12 days per year thereafter.	<p>Develop project plan for website (task list &amp; timeline) by Aug 07.</p> <p>Draft Copy by Sept 07.</p> <p>Design site by Oct 07</p> <p>Website to go live by end of Nov 07</p>
Media Plan & Delivery	Public: <ul style="list-style-type: none"> <li>Local Press</li> </ul> Waste Industry <ul style="list-style-type: none"> <li>Trade Press</li> </ul>	<p>We need to reduce the amount of waste that we landfill.</p> <p>We are working in partnership to reduce costs and to improve the environment.</p> <p>Well done!</p>	<p>To increase awareness of the OWP.</p> <p>To influence waste related behaviour within Oxfordshire.</p> <p>To develop and agree protocols for</p>	Year 1 £2000 Year 2 £2000 Year 3 £2000 Year 4	Writing Copy  Distribution to media by the Host Authority	<p>To develop and maintain a quarterly media plan with effect from Sept 07.</p> <p>One press release / month 12 per year.</p>

		Oxfordshire is recycling more than ever before.	dealing with the media.	£2000		
Email News-letter	Internal <ul style="list-style-type: none"> <li>Senior Managers &amp; Members</li> </ul>	We are working in partnership to reduce costs and to improve the environment.	To increase awareness of the OWP.	Year 1 £2000  Year 2 £2000  Year 3 £2000  Year 4 £2000	Design and lay-out.  Photography.  Content to be supplied by Partner Councils.  Editing – 16 days officer time per year	With effect from Nov 07, issue a quarterly newsletter.  Issue 4 email newsletters per year.
Articles in Partner Council newsletters	Public: <ul style="list-style-type: none"> <li>Householders</li> <li>Local Businesses</li> </ul>	We need to reduce the amount of waste that we landfill.  We are working in partnership to reduce costs and to improve the environment.	To increase awareness of the OWP.  To influence waste related behaviour within Oxfordshire.	£0	Officer time 3 days/ year	Three articles per year Highlighting achievements & updates: Winter 07 Spring 08 Summer 08 ongoing
Partner Intranet Updates	Internal <ul style="list-style-type: none"> <li>Officers, Senior Managers &amp; Members</li> </ul>	We are working in partnership to reduce costs and to improve the environment.	To increase awareness of the OWP.	£0	Officer time 3 days/year  (Based on email newsletter)	4 articles per year with effect from Nov 07.

Action Point	Audience	Messages	Objectives	Costs	Resources	Targets
Regional & National Waste Management Events	Recycling & waste related audiences <ul style="list-style-type: none"> <li>• Industry</li> <li>• Government</li> <li>• Other Waste Partnerships</li> </ul>	We are working in partnership to reduce costs and to improve the environment.	To increase awareness of the OWP in order to promote the partnership as a professional and leading partnership at a national level.	Event fees Year 1 £1000  Year 2 £1000  Year 3 £1000  Year 4 £1000	Officer time 4 days / year.	Attend 4 relevant events / year.
Develop a display (Banner)	Various	We need to reduce the amount of waste that we landfill.  We are working in partnership to reduce costs and to improve the environment.  Well done! Oxfordshire is recycling more than ever before.	To increase awareness of the OWP.  To influence waste related behaviour within Oxfordshire.  To develop, maintain and protect an OWP brand.	Year 1 £400	Design and printing.	Develop display by Jan 08.

<b>Action Point</b>	<b>Audience</b>	<b>Messages</b>	<b>Objectives</b>	<b>Costs</b>	<b>Resources</b>	<b>To Do Targets</b>
Annual OWP Report	<p>Internal</p> <ul style="list-style-type: none"> <li>Senior Managers &amp; members</li> </ul> <p>Waste Industry</p> <ul style="list-style-type: none"> <li>Trade press</li> </ul> <p>Public:</p> <ul style="list-style-type: none"> <li>Local Media</li> </ul>	<p>We are working in partnership to reduce costs and to improve the environment.</p> <p>Well done! Oxfordshire is recycling more than ever before.</p>	<p>To develop a culture of open, honest and accountable communication within the OWP and with our audiences.</p> <p>To increase awareness of the OWP.</p> <p>To achieve measurable changes in waste and environmental cleanliness related behaviour and attitudes over time.</p>	<p>Year 1 £3500</p> <p>Year 2 £3500</p> <p>Year 3 £3500</p> <p>Year 4 £3500</p>	<p>Design, copy / edit, photography, print 50 copies.</p> <p>Officer time 15 days.</p>	<p>Produce an Annual report by May each year (commencing May 2008).</p>
Team & staff Briefings	<p>Internal</p> <ul style="list-style-type: none"> <li>Officers &amp; Members</li> <li>Operational &amp; Frontline staff</li> </ul>	<p>We are working in partnership to reduce costs and to improve the environment.</p> <p>Well done! Oxfordshire is recycling more than</p>	<p>To develop a culture of open, honest and accountable communication within the OWP and with our audiences.</p>	<p>£0</p>	<p>Officer time 8 days (12x0.5 days, plus 2 days preparation)</p>	<p>Ongoing. Attend staff briefings at each partner council once every 6 months.</p>

		ever before.	<p>To increase awareness of the OWP</p> <p>To develop, maintain and protect an OWP brand and to ensure that our communication, actions and behaviour consistently apply and reinforce our key messages and brand values.</p>			
Copyright the OWP brand	All	N/A	<p>To develop, maintain and protect an OWP brand and to ensure that our communication, actions and behaviour consistently apply and reinforce our key messages and brand values.</p>	Year 1 £1000	Support from Legal Services at Host Authority.	Complete copywriting by November 08.

Action Point	Audience	Messages	Objectives	Costs	Resources	Targets
Recycle for Oxfordshire Campaign	Public: <ul style="list-style-type: none"> <li>Local Press</li> <li>Householders</li> <li>Local Businesses</li> </ul>	<p>We need to reduce the amount of waste that we landfill.</p> <p>Well done! Oxfordshire is recycling more than ever before.</p> <p>(Further campaign messages may be developed)</p>	<p>To influence waste related behaviour within Oxfordshire in order to protect the environment and reduce costs.</p> <p>To deliver a joint waste awareness campaign that promotes waste minimisation, reuse and recycling services in Oxfordshire.</p> <p>To achieve measurable changes in waste related behaviour and attitudes over time.</p>	<p>Year 1<sup>2</sup>£0</p> <p>Year 2 £150,000</p> <p>Year 3 £150,000</p> <p>Year 4 £150,000</p>	<p>Officer time (20 days)</p> <p>Project Group (9 days)</p>	<p>Research funding for Recycle for Oxfordshire Campaign after March 08.</p> <p>Set up small project team.</p> <p>Write up bid/project proposal &amp; liaise with the Projects Group.</p> <p>Present proposal to OWP Nov 07.</p>

<sup>2</sup> Future project budget will be drafted as part of this phase of work. The year 2, 3 and 4 figures are currently rough estimates.

Action Point	Audience	Messages	Objectives	Costs	Resources	Targets
LAA Clean & Green Campaign	Public: <ul style="list-style-type: none"> <li>Local Press</li> <li>House-holders</li> <li>Local Businesses</li> <li>Young people</li> </ul>	<i>Campaign messages to be developed. Based on our existing market research findings.</i>	To influence waste related behaviour within Oxfordshire in order to protect the environment and reduce costs.  To achieve measurable changes in waste and environmental cleanliness related behaviour and attitudes over time.	£24,363 (LAA Pump-priming funding)	Officer time to develop project plan – 5 days.  Further campaign resources to be identified.	Project plan to be developed by Nov 07.  Campaign to be completed by March 2009.
LAA Recycling Campaign	Public: <ul style="list-style-type: none"> <li>Local Press</li> <li>House-holders</li> <li>Local Businesses</li> </ul>	We need to reduce the amount of waste that we landfill.  Well done! Oxfordshire is recycling more than ever before.	To influence waste related behaviour within Oxfordshire in order to protect the environment and reduce costs.  To deliver a joint waste awareness campaign that promotes waste	£51,030 (LAA Pump-priming funding)	Project officer employed by OCC. Support provided by Recycle for Oxfordshire Project Officer (5 days) and Projects	To meet project milestones as set out within the agreed campaign project plan.  To increase recycling and composting county wide to 38% in 2008/9

			<p>minimisation, reuse and recycling services in Oxfordshire.</p> <p>To achieve measurable changes in waste and environmental cleanliness related behaviour and attitudes over time.</p>		<p>Group (5 days).</p>	<p>and to recycle 4,875 extra tonnes of non biodegradable waste accumulatively from 2006/7 to 2008/9 inclusive.</p>
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## 8. Budget

Item	Year 1 (2007/8)	Year 2 (2008/9)	Year 3 (2009/10)	Year 4 (2010/11)	Total	Notes
OWP Website	£5000	£3500	£2000	£2000	<b>£12,500</b>	
Media Plan & Delivery	£2000	£2000	£2000	£2000	<b>£8,000</b>	
Email News-letter	£2000	£2000	£2000	£2000	<b>£8,000</b>	
Regional & National Waste Management Events	£1000	£1000	£1000	£1000	<b>£4,000</b>	
Develop a display (Banner)	£400	£0	£0	£0	<b>£400</b>	
Annual OWP Report	£3500	£3500	£3500	£3500	<b>£14,000</b>	
Copyright the OWP brand	£1000	£0	£0	£0	<b>£1,000</b>	
Recycle for Oxfordshire Campaign	£0	£150,000	£150,000	£150,000	<b>£450,000</b>	
LAA Clean & Green Campaign	£24,363				<b>£24,363</b>	Funding can be used up to March 2009
LAA Recycling Campaign	£51,030				<b>£51,030</b>	Funding can be used up to March 2009
<i>Income</i> <i>LAA Clean &amp; Green pump priming</i>	<i>-£24,363</i>				<i>-£24,363</i>	
<i>LAA Recycling Campaign pump priming</i>	<i>£51,030</i>				<i>-£51,030</i>	
<b>Total</b>	<b>£14,900</b>	<b>£162,000</b>	<b>£160,500</b>	<b>£160,500</b>	<b>£497,900</b>	

## 9. Monitoring and review

Progress and performance against the targets set within our implementation plan will be reported to OWP on a six monthly basis with effect from September 2007.

Additionally, we will report against the following performance indicators:

OWP website - Number of site visitors

Media plan - The <sup>3</sup>Advertising Value Equivalent of press coverage

Advertising and events - <sup>4</sup>Opportunities to see

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<sup>3</sup> The value of press coverage gained based on the equivalent cost of paying an advertising rate for that space.

<sup>4</sup> The number of people that have the opportunity to see an advertisement.

**Appendix 1 OWP Brand Manual**

**(Separate PDF file)**

## **Appendix 2 Media Protocol**

### **OWP Protocol for issuing press releases**

#### **Draft version 1, August 07**

##### **1. Forward plan**

A quarterly plan of scheduled press releases will be prepared by the OWP Coordinator and issued to OWP Members and Officers (including press officers). This will, as a minimum, contain a brief description of the subject matter for each planned press release and the anticipated date of its release.

The forward plan will also set out the key messages (from the OWP Communications Plan) supported by the press release and also its intended audience.

##### **2. Quotes within press releases**

For issues of a countywide nature or that directly relate to the OWP Joint Committee, the Chairman of the OWP shall be quoted. If the Chairman is unavailable for comment, then the Vice-Chairman shall be quoted.

For issues that have a particular impact or geographical focus on a Partner Authority then the OWP member for that Partner Authority shall also be quoted. If the OWP member is unavailable for comment, then the appointed deputy member for that authority shall be quoted.

##### **3. Comments on draft press releases**

Draft press releases will be circulated to the Officer Strategy Group (OSG) and to the OWP Chairman for comment. OSG Officers may consult with others within their authorities as appropriate. For scheduled press releases, three working days will be allowed for comment.

For urgent and unplanned press releases, which may result from the OWP reacting to particular issues or situations, comments will be sought from the OWP Chairman only, or in his absence from the Vice-chairman of the OWP.

##### **4. Approval to issue press releases**

Approval to issue all press releases will be obtained from the OWP Chairman, or in his absence from the Vice-Chairman.

##### **5. Issuing press releases**

On request from the OWP Coordinator, press releases will be issued by the Host Authority to a comprehensive list of local media and where

appropriate to a list of waste management trade press. These lists will be maintained by the Host Authority.

All OWP press releases issued will be copied to OWP Officers and Members and also to the Press Office of each of the Partner Authorities.

## **6. Media interviews**

For issues of a countywide nature or that directly relate to the OWP Joint Committee, media interviews will be conducted by the OWP Chairman. If the Chairman is unavailable for comment, then the Vice-Chairman shall be interviewed.

For issues that have a particular impact or geographical focus on a Partner Authority then the OWP member for that Partner Authority shall be interviewed. If the OWP member is unavailable for comment, then the appointed deputy member shall be interviewed.

## **7. Press releases issued by Partner Authorities**

Partner Authorities shall ensure that any press releases that they issue on waste management issues are timed so as to avoid clashing with the week of a release of an OWP press release.

Any forward plans of waste management press releases prepared by the Partner Authorities shall be shared with the OWP Coordinator. Draft waste management press releases shall also be passed to the OWP Coordinator for comment.

Comments will be provided by the OWP Coordinator within 2 working days for planned press releases and within the same working day for urgent press releases.