Waste Management Strategy 2010-2015
Communication and Education
Action Plan

October 2011
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1 Introduction

1.1 Background


The high level objectives of the Strategy are to:

- Reduce the generation of waste
- Improve awareness of waste as a resource and influence behavioural change
- Improve resource recovery
- Improve recycling and composting
- Improve residual waste treatment and recovery
- Minimise waste sent to landfill.

In addition to these objectives, several high level targets have been identified in the Strategy including:

- Restrict growth in waste generation to 2% per annum by 2015
- Achieve a kerbside dry recycling rate of at least 60% by 2015
- Achieve an overall diversion from landfill rate of at least 70% by 2015.

Seven programme areas have been developed on the basis of the high level principles and high level objectives within the Strategy. The programme areas are designed to support the implementation and achievement of the objectives and an action plan has been developed for each programme area.

Programme Area 1 of the Strategy is Education and Waste Reduction. The purpose of this program is “to deliver effective and integrated waste communication and education programs that build the capacity of people to move towards more sustainable behaviour.”

Through consultation with residents, staff, councillors and other stakeholders the importance of increasing awareness and understanding of waste issues and opportunities has been identified as a high priority. This is a fundamental, overarching element of the Strategy, which will support the actions and performance across all programme areas but particularly with regard to recycling & composting.

Estimated budget figures have been included for each proposed action and consideration may be needed for an increased budget and additional resources to successfully implement the proposed actions.

1.2 Scope of the Action Plan

The Waste Management Strategy 2010-2015 Communication and Education Action Plan (the Plan), for the first time, provides a strategic Communication and Education direction in line with State and Federal plans and policies. The overall aim of this Action Plan is to maximise waste reduction, reuse and recycling and minimise the amount of potentially reusable, recyclable and recoverable resources disposed of to landfill.

Waste reduction and reuse are the highest tiers of the waste management hierarchy. A program of initiatives will engage residents in reducing the volume of waste needing to be managed. A secondary benefit is likely to be the raised community awareness resulting from engagement in the initiatives. This is likely to have benefits for the performance of the recycling & composting (organic waste) and residual waste treatment aspects of the Strategy.
Moving people to more sustainable waste management behaviour is a key priority of the Strategy and this requires a holistic approach encompassing the Waste Management Hierarchy.

**FIGURE 1: The Waste Management Hierarchy**

The action for Programme Area 1 in the Strategy is to develop and implement a waste education plan with the following key elements:

- Provision for adequate human and financial resources
- Review and analysis of community waste education needs and identification of target groups to communicate with and educate
- Determine requirements and the appropriate medium for the provision of information to the target groups
- Promote awareness and understanding of the Waste Management Strategy and associated programme initiatives, particularly waste as a resource
- Website design to make information more accessible
- Development of branding and tagline
- Raising the profile of waste issues
- Support national and regional initiatives and campaigns in order to promote a consistent message across the region

The Plan should develop clear topic messages for consumers and promote achievements, including, but not limited to, the following areas:

**Reduction & Reuse**
- Encourage the reduction of food waste
- Promote alternative home solutions for treating food and garden waste
- Promote packaging awareness
- Encourage the reuse of items

**Recycling**
- Increase participation in kerbside recycling collection services particularly including multi unit dwellings (MUD’s)
- Promote new collection services as they are introduced including event and public place recycling
- Promote the use of Transfer Stations for hazardous waste and larger items
- Develop and introduce sustainable business programme to reduce small business resources use and waste generation
- Develop and introduce a schools education programme for junior and secondary schools.

The focus of the Plan shall be on waste reduction, reuse and recycling and will incorporate a wide variety of promotional activity, including, but not limited to:
The development of the Plan also considers the results of two recent studies:

- **Waste and Recycling Characterisation Audit**  
  December 2010 (AECOM)

- **Waste and Recycling Market Research**  
  December 2010 (Enhance Research)

The aim of the characterisation audit is to identify the proportion and composition of potentially recoverable material available in the waste stream and the proportion and composition of unacceptable materials within the recyclables stream.

The aim of the market research is to develop an understanding of the community’s attitudes, awareness and behaviours in relation to the broader waste issues and specific local issues.

The data collected from these studies will allow development of relevant aspects of the Plan and provide information to help design a Communication and Education campaign.

The two studies were commissioned to coincide with each other in terms of targeting the same areas that the studies are undertaken in. The intent is to compare the results of the characterisation audit (actual recycling behaviour) with the results of the market research (perceived recycling behaviour).

The studies were developed so as to be easily replicated for future comparative studies to monitor the effectiveness of the Plan over time.

Many of the actions detailed in the Plan are based on the results of the characterisations audit and market research.

Further details of these studies are provided in the following sections.
2 Characterisation Audit

A Waste and Recycling Audit was commissioned in late 2010. This information has been used in the development of relevant aspects of the Communication and Education Plan.

The aim of the waste & recycling audit was to identify the proportion and composition of potentially recoverable material available in the waste stream and the proportion and composition of unacceptable materials within the recyclables stream.

The objectives of the waste & recycling characterisation audit are:

1. To determine the material composition of the domestic waste and recycling streams.
2. To determine the proportion and composition of contamination in the streams audited.
3. To identify waste generation and recycling characteristics by collection area.
4. To conduct the audit in accordance with the agreed methodology.

The characterisation audits were conducted in the same locations that the market research was conducted to allow for analysis of real and stated actions.

The audits have identified a number of important issues that can be directly addressed via communication and education. In line with the market research the audits also reveal trends in specific locations enabling more targeted communications as well as addressing issues common to all areas.

Key Findings

The following are the high level findings from the audit:

- In the waste stream, the highest proportion by weight was food (21%), other (20%), paper / cardboard (18%) and green waste (14%).
- 26% of the material in the waste bin was potentially recyclable in the existing recycling collection.
- In the recycling stream, the highest proportion by weight was paper / cardboard (38%), glass bottles (38%), Plastics 1-6 (7%) and other (7%).
- 14% of material in the recycling bins is non recyclable being mostly non recyclable plastic and glass, nappies and electrical appliances

Waste disposal and recycling habits were found to be relatively similar across demographics and housing types. It was found, however, that high density housing areas tend to have a higher volume of potentially recyclable material placed in the general waste bins. Low density housing areas tend to have a higher volume of non-recyclable material being placed in the recycling bins.

There is significant scope to increase the amount of recyclables recovered from the waste stream thereby reducing the total volume of waste requiring disposal.
3 Market Research

A Waste and Recycling Market Research Study was commissioned in late 2010. This information has been used in the development of relevant aspects of the Communication and Education Plan.

The aim of the market research is to provide information to help design an Communication and Education campaign and develop an understanding of the community's attitudes, awareness and behaviours in relation to the broader waste issues and specific local issues.

The objectives of the market research included the following:

1. To measure the level of householders awareness and use of existing kerbside waste & recycling services and transfer station facilities.
2. To measure the level of satisfaction of householders with the kerbside waste & recycling services transfer station facilities.
3. To measure the level of householders attitudes, awareness, behaviours and barriers to recycling and/or waste reduction and avoidance.
4. To measure the level of householders who claim to be using kerbside recycling services and transfer station facilities.
5. To measure the level of householders who are committed recyclers, committed composters, committed food waste reducers.
6. To measure householders attitudes to promotional activities.

The research involved two key phases:

- Phase 1: Qualitative exploration
- Phase 2: Quantitative validation

The qualitative research involved a series of four residential focus groups including: (2) in Cairns; (1) in Babinda and (1) in Mossman; and four in-depth telephone interviews covering (2) in Daintree/Cape Tribulation and (2) in Bramston Beach/Woody Creek areas.

Quantitative research consisted of a total of 355 door to door interviews across ten specific locations across the Council area. The interviews were conducted in the same locations that the Waste Audit Survey was conducted to allow for analysis of real and stated actions.

Key findings

Both the quantitative and qualitative research showed that overall; residents have a positive attitude to recycling and believe it is an important thing to do. There is an acceptance and willingness among residents to adopt the correct behaviours and do the right thing.

60% of respondents can be classified as “committed” recyclers i.e. they regard recycling as very or quite important, will recycled even if it takes extra effort and recycle a lot or everything that can be recycled.

Only 14% of respondents are classified as "committed composters."
Barriers

The research has shown however, that there is a need for more information and to update existing information. There is confusion and a lack of knowledge about what can and can’t be put into waste and recycling bins.

The market research has identified that residents are still referring to outdated information such as recycling bin stickers or make an informed guess as to what can go into the recycling bin. This lack of correct information is a significant barrier to successful recycling behaviour even for those respondents that consider themselves committed recyclers.

Residents want more detailed information on what can and can’t be recycled and what happens to the materials after collection. In addition there is an expressed desire for more information on Council services such as the Buy Back Shop and Transfer Stations.

There is a belief that awareness of Council services and activities has decreased and that residents are relying on sources such as word of mouth for information.
4 Situational Analysis

4.1 Regional Characteristics

The characteristics of the region must be taken into consideration when developing communication and educational resources and actions. Major regional characteristics include –

- An extensive geographic range encompassing 4,135 km², including rural and isolated communities as well as metropolitan communities. Different levels of service are available in some locations within the region. This will require varying communications methods and messages to address specific regional differences.
- A high transient population which can equate to an additional annual average of 5 million visitors to the region. There has been little targeted communications for visitors to the region to date in regard to waste disposal and recycling, with minor involvement with some destination tour and accommodation providers.
- A high proportion of Multi Unit Dwellings (MUDs) - 27% of the Regions population live in MUDs.
- The Cairns Regional Council area is one of the fastest growing regions in Queensland. Forecasted population growth and high visitor numbers will inevitably impact on strategic planning where increasing population and visitor numbers will require greater frequency and reach to ensure information and messages are received by new residents and visitors alike.

Statistics used taken from:

Given the variable and unusual characteristics of the region a multi faceted approach to communications and education is required to efficiently reach specific target sectors.

4.2 Communication and Education Status to Date

Waste management Communication and Educations to date have focussed primarily on Council services, in particular the kerbside waste and recycling collections for residential single dwelling premises without monitoring to assess effectiveness and with no overall strategic direction.

The objective was to inform and educate people about the details of council services, materials collected and reducing contamination in recycling bins. This was essentially a broad brush approach dealing with the less preferable and lower end scale of the Waste Management Hierarchy, and relied heavily on targeting and reaching schools and children as conduits and champions for the messages.

Based on this approach, the role of the Education Officer has been to establish strong working partnerships with schools, stakeholders and community groups within the Cairns region, promoting CRC waste education resources. This has included individual class presentations, the promotion of the CRC Schools Recycling Initiative, the introduction of Waste Audits and associated Waste Data sheets. The Education Officer has also facilitated tours to the Transfer Station, the Materials Recovery Facility (MRF) and the Buy Back Shop. To date this has been received as a popular resource for schools and community groups to connect with CRC waste and recycling information. These activities can be measured by the
number of presentations and tours undertaken and the level of demand for this service.

However, from 2011, the Education Officer will be dedicating more time to Strategic Programs, creating opportunities to facilitate teacher training, moving away from individual class presentations.

More recently, the Education Officer has been working in partnership with DERM, representing the region as the Local Support Officer (LSO) for schools sharing and promoting State Government’s campaign “Do the right thing, use the right bin” resources. This will promote a holistic view of waste management for the Cairns region and allow CRC branding opportunities of state resources.

Limited communication and education plans or resources have been developed specifically for MUDs, public place recycling, events recycling, and business recycling programmes that have previously been identified as existing opportunities.

Basic waste and recycling resources have been developed, primarily waste and recycling collection information leaflets and information on transfer station facilities. The waste and recycling leaflets have undergone a middle life overhaul but the overall waste and recycling brand image has not been developed for some time.

Other communications were largely ad-hoc and developed to meet identified operational initiatives, such as, annual free green waste, annual free mulch; annual collection calendars and National Recycling Week.

The Waste Management Strategy 2010-15 presents the opportunity for a sustainable strategic waste Communication and Education plan to be developed with appropriate resources and a more detailed and holistic approach to Communication and Education with the focus being on reduction, reuse and recycling with behaviour change a key result focus.

4.3 Interviews with Internal Stakeholders

Interviews were conducted with Waste and Environment staff to determine issues that could be addressed via improved communication, education and information. The data collated provided up to date information relating to CRC waste operations and administration services.

The key issues identified relate primarily to the current waste management operations, the information available to the public, the usability of the regions waste facilities and the public feedback via customer service.

Summary of key points

Waste Management Operations

It was identified that there needs to be greater synergy between the regions Transfer Stations in relation to customer needs, improved and standardised signage, opening hours and educational opportunities via infrastructure improvements and design elements.

A Transfer Station Master Plan is to be developed in late 2011 that will address the identified issues. The Buy Back shop will be included in the Master Planning.

Options for the future operations of the Materials Recovery Facility (MRF) are being considered and this may provide an opportunity to develop the educational capacity of the facility. At present the Education room at the MRF is a popular site for regional schools
and community groups, although improved infrastructure including, public toilets, sheltered areas, and another room would provide greater opportunities for larger groups to experience a CRC Waste Tour, promoting waste operations within the Cairns Region.

MRF staff identified contamination of general household waste and hazardous waste was posing a Workplace Health and Safety issue. Staff recommend that more information is made available to the public on the type of contaminants and the impact of these contaminants on the operations of the MRF.

### Customer Service Enquiries

There is a high demand for information on waste and recycling services. Customer service enquiries specific to waste and recycling average about 750 per month. Many of the enquiries are for basic information that is generally operational in nature and it would be expected that customers would contact Council for further information. The majority of enquiries relate to:

- Damaged / replacement bins
- Commencement of new services
- Missed collections

It is unlikely that improved communications would impact on the number of phone enquiries relating to these issues.

Waste Services Administration Officers identified a number of customer service related issues that could be addressed via communications and information, including:

- Waste types accepted at transfer stations
- Items accepted in waste & recycling bins
- Bulk bin service days
- Business recycling service

- Information on collection days, bin repairs, collection times etc

Some of the information that people are seeking is available on CRC website however it may be the case that many people find it difficult to navigate and find the relevant information.

A review of communication methods for the most common enquiries is warranted as it may be possible to reduce the amount of time administration staff spends on telephone enquiries.
5 Aim & Objectives

5.1 Aim

Programme Area 1: Education & Waste Reduction from the Waste Management Strategy 2010-2015 clearly identifies increasing awareness and understanding of waste issues as a high priority. It is a fundamental, overarching element of the Waste Strategy, which support the actions and performance across all the other programme areas.

The high level objectives and targets from the Waste Strategy form the overarching aim of this Communication & Education Action Plan and to which the objectives of this plan will contribute.

The high level targets relevant to this plan are summarised as follows:

- restrict growth in waste generation to 2% per annum by 2015;
- achieve a kerbside dry recycling rate of at least 60% by 2015;
- achieve an overall diversion from landfill rate of at least 70% by 2015;

The Waste Strategy also focuses on the following high level objectives and can be summarised as follows:

- reduction of waste generation rates;
- improved awareness of waste as a resource and influencing behavioural change;
- improved resource recovery;
- improved recycling and composting;
- improved residual waste treatment and recovery; and
- minimisation of waste sent to landfill.

5.2 Objectives

A key element of Programme Area 1: Education & Waste Reduction from the Waste Strategy is to review and analyse community waste education needs and identify target groups to communicate with and educate and to determine the appropriate communication mediums for each target group.

The key objectives of the Communication & Education Plan have been identified as:

1. Increase target group awareness and use of Council provided waste and recycling services, including transfer stations and kerbside collections, and encourage active participation.
2. Advocate waste reduction, reuse and recycling to all target groups.
3. Reduce the amount of household recyclable material placed in the kerbside waste bin.
4. Increase the amount of household kerbside recyclable material collected.
5. Reduce the amount of household kerbside waste material collected.
6. Reduce contamination in household kerbside recyclable material collected.
7. Increase the participation in kerbside recycling by MUD’s.
8. Reduce contamination from hazardous waste in kerbside waste and recycling collections.
9. Encourage local businesses to reduce, reuse and recycle waste.
The following target groups have been identified as key audiences for the Education & Waste Reduction communication programme. Awareness of these groups is instrumental in delivering the programme objectives.

**External Target Groups**

<table>
<thead>
<tr>
<th>Residential</th>
<th>Urban, Rural, Remote Specific Sub Groups: MUDs, Landlords, Body Corporate’s, Real Estate Institute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>Small-medium, Urban, Rural</td>
</tr>
<tr>
<td>Tourism</td>
<td>Accommodation sector, Destination Tourism Providers, Tourists</td>
</tr>
<tr>
<td>Schools</td>
<td>Primary, Secondary, Tertiary</td>
</tr>
</tbody>
</table>

**Internal Target Groups**

<table>
<thead>
<tr>
<th>Council</th>
<th>Collection Contractors, Treatment &amp; Disposal Contractors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Customer Service, Transfer Station and MRF Staff</td>
</tr>
</tbody>
</table>

5.3 **Target Groups**

5.3.1 **Residential**

Residential householders’ actions and beliefs and the decisions they make directly affect the quality and quantity of waste and recyclables received and collected by CRCWW. If they are not adequately informed and if they do not understand the consequences of actions, they cannot be expected to make informed decisions. As the primary focus of the Waste Strategy is for managing municipal waste, residential householders are therefore the most important sector that must be considered in this plan.

The major aim of Communication and Educations for the residential sector is to engage the community in reducing the volume of waste generated and raise overall awareness and understanding of waste and recycling issues and services. This will also have the benefit of reducing contamination in the waste & recycling bins.

5.3.2 **Commercial**

Commercial properties in the Douglas area are entitled to waste and recycling services in the same manner as residential properties, but based on business type. There are approximately 500 commercial properties entitled to a kerbside collection, however, the participation rate is currently under investigation.

The provision of kerbside business recycling services to the commercial sector has only recently been introduced in the Cairns area. There are approximately 6,000 small to medium businesses in the Cairns Region, with 54 currently utilising the service.

The major aim of Communication and Educations for the commercial sector is to engage businesses in reducing the volume of waste generated and raise overall awareness and understanding of waste and recycling issues and services. In addition, promote the business recycling service and rapidly increase business uptake in the Cairns area.

5.3.3 **Tourism**

Tourists can be high level consumers and with around 5 million tourists visiting the area per year, this sector contributes significantly to the overall waste generated. Opportunities for visitors to recycle materials are currently limited and this is a major barrier to recycling.
The responsibility largely lies with tourism businesses to initiate waste minimisation and recycling practices to align with the environmental significance and sensitivities of the region. The tourism sector may require assistance from Council with resources and to provide opportunities for tourists to participate in waste minimisation and recycling including the provision of public place waste and recycling bins.

The major aim of Communication and Education Action Plan is to focus on providing information to tourism businesses on services available and the advantages of waste minimisation and recycling to their business. In addition, promote the use of public place waste and recycling bins in high visitation areas.

5.3.4 Schools
Developing educational partnerships with key environment groups and building the capacity of teachers to plan and implement sustainable waste and recycling initiatives within their school and local community will result in not only a greater resource network for distribution of information but will also allow a more holistic approach to education about sustainability in our region.

The major aim of Communication and Education for the schools sector is to focus on providing a more strategic approach to how Councils educational resources are utilised. Building networks and partnerships will be a key activity.

5.3.5 Internal Target Groups
Internal target groups include the following:

- Council
- Collection Contractors, Treatment & Disposal Contractors
- Customer Service,
- Transfer Station and MRF Staff

CRC, as one of the largest organisations in the far north can make a significant contribution to waste reduction through its operations. Council must be seen to be leading by example and also provide opportunities for residents and visitors to actively participate in waste avoidance and recycling.

The emphasis will be on supporting the development of policies and plans that promote waste reduction and increased recycling from Council's facilities and activities and increase awareness and understanding of waste issues across all target groups.

Council's employees' and elected members are also residents making them both external and internal stakeholders. The large workforce can play an important role in communicating the right messages to the wider community. Therefore internal communications must both inform and motivate.

In conjunction with the Corporate Sustainability Policy actions a Waste Smart Strategy is currently under development. The strategy aims to embed good waste management practice into the operational activities of Council. A key communications objective in terms of implementation and ongoing awareness is to embed a waste reduction culture across the organisation.

The major aim of Communication and Education for internal target groups is to focus on introducing opportunities to increase recycling and minimise waste generated through Council's facilities and activities. In addition, raising awareness and understanding of waste issues across all departments and contractors will be a key activity.
6 Communication and Education Methods

Community-based social marketing (CBSM) has been proven to be very effective in fostering sustainable behaviors, and it has been established that education campaigns which rely solely on providing information often have little or no effect on behavior, therefore the CBSM approach and model would be requisite to be undertaken by the external consultancy engaged to develop the Integrated Marketing Communications Strategy. The consultancy’s goal of selecting the elements of the proposed integrated marketing communications (IMC) will be to create a campaign that is effective and consistent across all media platforms.

The IMC should therefore include the coordination and integration of all marketing communication tools, avenues, and sources into a program which will maximize the impact on all target markets and their barriers as identified within the preliminary Market Research.

Communication objectives

- Improve community beliefs or attitude to waste minimisation and recycling
- Encourage, motivate and increase recycling and reuse efforts
- Develop brand awareness, therefore enhance organisational image

Promotional activities, one element of the marketing mix, can include advertising (by using multi media), trade and event promotion, and community engagement activities. It can also comprise Internet marketing, sponsorship marketing, direct marketing and public relations as examples. Integration of all these promotional tools, along with other components of a marketing mix, will be formulated by the consultancy, based on the brief and guidance of the Strategic Programs Unit.

Therefore the IMC strategy as developed will ensure consistency of messages and the complementary use of media, engagement and resource in line with a community based social marketing model.
7 Implementation and Governance

The objective of project governance is to plan and manage the Action Plan throughout its life. This process involves the realisation of the Action Plan outcomes/benefits, with high levels of productivity and quality, and with manageable levels of uncertainty (risk). Action Plan activities are managed through the project governance structure.

It is vital to establish the management structure for the Action Plan that identifies the specific players, their responsibilities, accountabilities and the interaction between them for the life of the plan. Ultimate responsibility and accountability for the Action Plan must be clearly defined and accepted at an appropriate level within the organisation.

A Steering Committee will be established to oversee the implementation of the Action Plan and include representatives from each major Business Unit (Waste Services and Special Projects Unit) that will have responsibility for managing the outputs on an ongoing basis. A number of reference group members (Collection and Disposal contractors) from outside the organisation, to provide a ‘reality check’ and represent broader interests, is also recommended.

The primary function of the Steering Committee is to take responsibility for the business issues associated with the Action Plan, including approving budgetary strategy, defining and realising benefits, and monitoring risks, quality and timeliness.

The most crucial issue is to have clearly assigned roles and transparency of the Action Plan governance structure. The proposed structure is as follows:

Project Sponsor – Waste Strategy & Business Coordinator
Business Owner - Waste Strategy & Business Coordinator
Project Manager – Waste Strategy Project Officer
Project Team – Strategic Programs Unit
Steering Committee – Representatives from the Waste Service and Special Projects Unit
Reference Group – Representatives from collection (Transpacific) and disposal (SITA) contractors
8 Budget

The budget allocated for the 2011/12 financial year is $300,000 with an on-going review planned in future years consistent with the annual budget process.

The budget funds include the following high level components:

- external communication consultancies
- production of all promotional materials
- media launches
- advertising
- partnerships / sponsorships
- community events
- additional project officer resources
- market research studies
- waste & recycling characterisation studies

The major budget component relates to the Residential Householders Campaign as the primary focus of the Waste Strategy is for managing municipal waste.

The largest expenditure will be realised in year one of the campaign as this will include the development of the detailed Communications and Education Strategy and the associated creative, design and resource production. Design and development of resources will largely be outsourced to external agencies for all or some components of the Action Plan.

The importance of Communication and Education is acknowledged as critical to achieving the aims and objectives of the Waste Management Strategy. Adequate resources to implement the Action Plan are also critical. The budget included in the Action Plan is realistic and includes the development of a totally new campaign reflecting local conditions and targeted specific issues.
9 Monitoring and Evaluation

Whilst the high level objectives, targets from the Waste Strategy should remain valid until the next formal review of the strategy, it will be necessary to keep the respective action plans under continuous review in the light of new developments and changing circumstances.

This Action Plan is linked directly with the review cycle of the Waste Strategy and is intended to be reviewed in the event of any significant changes in circumstances or otherwise at intervals of not more than every three years in line with the Waste Strategy major review period.

The key performance indicators and actions will be reviewed on an annual basis as part of the operational review and updated where appropriate.

One of the main reasons to undertake monitoring and evaluation is to understand how a service, scheme or communications campaign is performing so that opportunities for improvement can be identified. This applies to both the delivery of waste management services and the communications undertaken to promote them.

Regularly measuring and evaluating a combination of the following will identify how well the services are performing and the effect of the communication activity:

- Monitoring awareness, claimed behaviour and satisfaction
- Monitoring service usage and participation rates
- Monitoring tonnages
- Monitoring capture rates
- Monitoring contamination levels
- Monitoring waste prevention initiatives
- Monitoring communications campaigns

Each of the key target groups have been set monitoring aims, objectives and key performance indicators to monitor what gets done to achieve the service, or communications aim.

To monitor the effect of the overall communications campaign and any service changes, the Waste and Recycling Characterisation Audit and Market Research conducted in December 2010 will establish a baseline from before the campaign began and further studies will need to be conducted again afterwards which can measure any change.

This will give real comparisons that will measure the success in actual terms such as waste reduction and recycling performance and in behavioural change.
## 10 Targets

<table>
<thead>
<tr>
<th>Communications campaign objective</th>
<th>Monitoring aim</th>
<th>Monitoring objective</th>
<th>Related KPI</th>
<th>Monitoring method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Deliver a communications campaign to all residents to increase awareness of recycling and waste reduction by 2015</td>
<td>Monitor the outcome of a communications campaign</td>
<td>Measure the outcomes of the communications campaign on residents’ overall awareness and understanding by monitoring residents’ commitment to recycling/commitment to home composting by 2015 against a baseline set before the communications campaign</td>
<td>Increase committed recyclers from 60% to 80%. Increase committed home composters from 14% to 20%</td>
<td>Survey</td>
</tr>
<tr>
<td>2. To decrease the percentage of recyclable material placed in household kerbside waste bins.</td>
<td>To monitor contamination</td>
<td>To measure the percentage of recyclable material in household kerbside waste against a baseline.</td>
<td>Reduction in contamination levels from 26% to 10% by 2015.</td>
<td>Characterisation Audit</td>
</tr>
<tr>
<td>3. To increase the overall amount of household recyclable material collected</td>
<td>To monitor tonnages</td>
<td>To measure the tonnage of household kerbside waste against a baseline.</td>
<td>Increase in kerbside recyclable material collected to 169kg/total households p.a (equivalent to 30% total tonnage increase) by 2015.</td>
<td>Weighbridge data</td>
</tr>
<tr>
<td>4. To decrease the overall amount of waste in household kerbside bins.</td>
<td>To monitor tonnages</td>
<td>To measure the tonnage of household kerbside waste against a baseline.</td>
<td>Reduction in kerbside waste collected to 640kg/total household p.a (equivalent to a 5% reduction) by 2015.</td>
<td>Weighbridge data</td>
</tr>
<tr>
<td>Communications campaign objective</td>
<td>Monitoring aim</td>
<td>Monitoring objective</td>
<td>Related KPI</td>
<td>Monitoring method</td>
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</tr>
<tr>
<td>5. To decrease the percentage of contamination in household kerbside recycle bins.</td>
<td>To monitor contamination</td>
<td>To measure the percentage of contamination in household kerbside recycle bins against a baseline.</td>
<td>Reduction in contamination levels from 14% to 8% by 2015.</td>
<td>Characterisation Audit</td>
</tr>
<tr>
<td>6. To increase participation of MUD’s in kerbside recycling collections.</td>
<td>To monitor participation</td>
<td>To measure the participation rates of MUD’s against a baseline</td>
<td>50% participation rate by 2015</td>
<td>Collection contract data</td>
</tr>
<tr>
<td>7. To reduce contamination from hazardous waste in both kerbside waste and recycling kerbside collections</td>
<td>To monitor participation</td>
<td>To measure the percentage of hazardous waste in both kerbside waste and kerbside recycling bins against a baseline.</td>
<td>Reduction in contamination to 0% by 2015</td>
<td>Characterisation audit Weighbridge data</td>
</tr>
<tr>
<td>8. To increase the overall amount of business recyclable material collected</td>
<td>To monitor participation</td>
<td>To measure the participation of businesses with a kerbside recycle collection service against a baseline.</td>
<td>5% participation rate by 2015</td>
<td>Collection contract data</td>
</tr>
</tbody>
</table>
11 Actions

It is envisaged that Year 1 is approximately 2012-2013, Year 2 is approximately 2013-2014 and Year 3 is approximately 2014-2015.

For the majority of programs the Year signifies the development year of the program with ongoing implementation throughout the 3 year Action Plan.

**Overarching Media and Awareness Campaign**

It is proposed to appoint an external agency to develop an integrated advertising campaign, including new branding and messaging. The intent is to have a consistent and recognisable look and feel to all waste and recycling communications. Many of the actions identified with an External Responsibility will fall under the external agency commission.

### Year 1

<table>
<thead>
<tr>
<th>Objective Link</th>
<th>Action</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Develop a generic multi media Integrated Marketing Communications (IMC) Campaign including creative development, new branding and messaging and using Community Based Social Marketing methods to inform “Why – What – How – When – Where”</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Media Launch of new campaign</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Regular media contact for points of interest</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Seek advertising proposals</td>
<td>✓</td>
</tr>
</tbody>
</table>
### Activities

#### Year 1

<table>
<thead>
<tr>
<th>Objective Link</th>
<th>Action</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1. Develop a waste &amp; recycling web strategy including comprehensive information on resource recovery and waste reduction plus optional social media applications. Initially this will involve updating Council’s existing website to deliver a more user friendly environment.</td>
<td>✓</td>
</tr>
<tr>
<td>1</td>
<td>2. Redesign creative for signage to be applied to the waste and recycling collection trucks in conjunction with new branding and messaging.</td>
<td>✓</td>
</tr>
<tr>
<td>1</td>
<td>3. Investigate opportunities for partnership and arrangements with collection and treatment/disposal contractors for shared marketing, branding and messaging.</td>
<td>✓</td>
</tr>
<tr>
<td>1</td>
<td>4. Incorporate into the marketing mix operational initiatives, such as, annual free green waste, annual free mulch; annual collection calendars awareness and National Recycling Week.</td>
<td>✓</td>
</tr>
<tr>
<td>1</td>
<td>5. Monitor and develop key performance indicators to evaluate and report on progress of the Waste Communication and Education Action Plan including regular market research and characterisation audits to measure changes in awareness and behaviour patterns.</td>
<td>✓</td>
</tr>
<tr>
<td>2, 3</td>
<td>6. Develop ‘point of behaviour’ prompts and resources that inform residents what can be recycled. This will include removing outdated bin stickers and promote awareness of accepted materials in kerbside recycling collections, specifically, paper and cardboard and liquid paperboard.</td>
<td>✓</td>
</tr>
<tr>
<td>2, 3</td>
<td>7. Develop a program to promote awareness on what happens to waste and recycling after collection.</td>
<td>✓</td>
</tr>
<tr>
<td>2, 3</td>
<td>8. Develop a program to promote awareness of Transfer Stations and the Buy Back shop. In particular, raise awareness that Transfer Stations accept recyclable material and hazardous waste free of charge.</td>
<td>✓</td>
</tr>
<tr>
<td>5, 7</td>
<td>9. Develop a program to promote awareness on what materials are not accepted via kerbside recycling collections and implications of contamination.</td>
<td>✓</td>
</tr>
<tr>
<td>1</td>
<td>10. Develop and implement the Waste Smart Strategy across Council</td>
<td>✓</td>
</tr>
<tr>
<td>7</td>
<td>11. Develop a program to promote awareness on what materials are not accepted in kerbside general waste specifically focusing on hazardous waste i.e. common types, impacts if mixed with domestic waste and/or recyclable materials.</td>
<td>✓</td>
</tr>
<tr>
<td>7</td>
<td>12. Investigate and develop a program promoting awareness of accepted materials in the kerbside waste collection.</td>
<td>✓</td>
</tr>
<tr>
<td>Objective Link</td>
<td>Action</td>
<td>Responsibility</td>
</tr>
<tr>
<td>----------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>1</td>
<td>13. Provide updates to Transfer Station, MRF Staff and collection and treatment/disposal contractors on new resources and Communication and Education campaign to ensure awareness of objectives</td>
<td>✔</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>14. Investigate and develop practical demonstration programs and resources for home composting including a trial compost bin programme.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>15. Develop a program to promote awareness and introduction of recycling and waste reduction for multi-unit dwellings (MUDs) including landlords, body corporate managers, owners, and renters.</td>
<td>✔ ✔</td>
</tr>
<tr>
<td>8</td>
<td>16. Develop a program and marketing plan to regularly promote the kerbside recycling service to businesses</td>
<td>✔ ✔</td>
</tr>
<tr>
<td>1</td>
<td>17. Develop a program to promote awareness of waste and recycling in schools including developing teacher capacity, target student groups, and key resource recovery partnerships.</td>
<td>✔ ✔</td>
</tr>
<tr>
<td>1</td>
<td>18. Develop an Event and Public Place Recycling Guideline including capital budget required for public place bins.</td>
<td>✔</td>
</tr>
</tbody>
</table>

**Year 2**

<table>
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<tr>
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<tbody>
<tr>
<td>4</td>
<td>14. Investigate and develop practical demonstration programs and resources for home composting including a trial compost bin programme.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>15. Develop a program to promote awareness and introduction of recycling and waste reduction for multi-unit dwellings (MUDs) including landlords, body corporate managers, owners, and renters.</td>
<td>✔ ✔</td>
</tr>
<tr>
<td>8</td>
<td>16. Develop a program and marketing plan to regularly promote the kerbside recycling service to businesses</td>
<td>✔ ✔</td>
</tr>
<tr>
<td>1</td>
<td>17. Develop a program to promote awareness of waste and recycling in schools including developing teacher capacity, target student groups, and key resource recovery partnerships.</td>
<td>✔ ✔</td>
</tr>
<tr>
<td>1</td>
<td>18. Develop an Event and Public Place Recycling Guideline including capital budget required for public place bins.</td>
<td>✔</td>
</tr>
</tbody>
</table>
### Year 3

<table>
<thead>
<tr>
<th>Objective Link</th>
<th>Action</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>19. Investigate and research resource recovery education centre opportunities including potential upgrade of current education facilities and combing water and waste activities.</td>
<td>✔️</td>
</tr>
<tr>
<td>1</td>
<td>20. Investigate the installation of drinking water fountains suitable for refilling water bottles in order to promote waste minimisation.</td>
<td>✔️</td>
</tr>
</tbody>
</table>