

Agenda Item No: 6
Report To: Cabinet
Date: 12th January 2017



Report Title: A targeted and costed forward education and promotion strategy including forward recycling options and targets.

Report Author and job title: Patrick Brown
National Management Graduate

Portfolio Holder Councillor Clair Bell
Portfolio Holder for: Public Interaction and Borough Presentation

Summary:

This report presents targeted and costed communication activities, designed to improve the recycling performance in the borough and respond to contamination issues flagged by KCC which are reducing Ashford's recycling performance and increasing processing costs.

Key Decision: YES

Affected Wards: All wards in Ashford

Recommendations: **The Cabinet be asked to:-
Approve the recommended communications and education plan for recycling as well as the associated funding.**

Policy Overview: Ashford Borough Council (ABC) made a significant policy commitment to improve its recycling performance in 2012, to respond to the national recycling target of 50%, after being titled the worst in England with a performance of 12% in 2011/12. Key to delivery was the implementation of the Mid Kent Partnership (Maidstone, Swale and Ashford Borough Councils and Kent County Council) and the Biffa contract, which commenced in April 2013. In 2015 ABC became the most improved authority in the country for recycling. In the same year a statutory code of practice for Materials Recycling Facilities (MRF) came into force. This has impacted on the required quality of recyclates. The maintenance and possible improvement of recycling performance, the continued compliance with government recycling targets and the avoidance of financial penalties from rejected recyclates all require ongoing communication.

Financial Implications: The Cabinet is asked to consider the approval of communications activities of varying costs, based on anticipated potential outcomes.

Risk Assessment YES

Equalities Impact Assessment	See paragraphs 33-36.
Exemption Clauses:	N/A
Background Papers:	N/A
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Agenda Item No.6

Report Title: A targeted and costed forward education and promotion strategy including forward recycling options and targets.

Purpose of the Report

1. To seek approval and funding for a new targeted recycling and waste education and communication plan.

Issue to be Decided

2. Agreement to the extent of the Communication and Education Plan and the funding to be made available to facilitate it.

Background

3. ABC, as part of the Mid Kent Joint Waste Partnership (MKJWP), entered a contract with Biffa commencing in April 2013. This was part of a large policy commitment to improving recycling performance in the borough. The other partners are Maidstone and Swale Borough Councils (MBC and SBC) and Kent County Council (KCC). As a Waste Collection Authority (WCA) Ashford works closely with KCC, the Waste Disposal Authority (WDA), on recycling and waste. ABC and KCC also work to improve waste management in Kent through the Kent Resource Partnership (KRP). The KRP have previously organised a number of communications campaigns across the district council members targeting increased recycling. In 2016, alongside the KRP we ran communications on “metal matters” and “the usual suspects” making residents more aware of items they can recycle
4. In 2013/14 ABC had the most improved recycling performance in the country and in 2014/15 the recycling performance improved further, reporting 55%, being the highest of all district authorities in Kent. However, in keeping with the national trend, recycling performance has since fallen slightly to 53.1% in 2015/2016. The national recycling target is 50% by 2020. The latest figures for Ashford (53.1%) places us 44th in the country, 14th in the South East and top in Kent but it is very important that we work hard to maintain and where possible improve this level.
5. The Environmental Permitting (England and Wales) (Amendment) Regulations 2014 introduced a new statutory Code of Practice for Materials Recycling facilities (MRFs). This was implemented at the MRF which services our contract in September 2015. Some items previously listed as objectionable at the MRF are now listed as prohibited which can mean that the load is rejected. This has led to an increased number of non-conforming recycling loads being rejected from the MRF.

6. Each non-conforming load bears a significant financial loss to KCC. When a load is rejected it is diverted to either the waste to energy facility at Allington or to landfill. Material recycled at the MRF presents a saving of 68% and 76% when compared to being diverted to Allington or Landfill respectively. When the load is rejected this potential saving is lost. Furthermore there are costs charged to KCC by the MRF for reloading and from destinations for onward disposal. As part of its obligations under the Mid Kent Inter Authority Agreement (drawn up as part of the MKJWP):
 - a. The Partners shall use best endeavours to reduce contamination of recyclable/food waste materials and
 - b. If any of the Mid Kent Borough Councils (MKBCs) fail to implement or cease to deliver recyclates in accordance with contractual requirements made by any of the Partners the failing partner would have to recompense any loss suffered as a result.ABC is therefore obliged to undertake action to reduce contamination or potentially recompense the partners for losses arising. ABC has already taken action accordingly and this is outlined under 'Contamination' below.

Waste Composition Analysis:

7. A waste composition analysis conducted in November 2015 identified a number of target areas where recycling performance could be improved. The analysis also identified differences in the borough between Socioeconomic and demographic groups known as (A Classification of Residential Neighbourhoods) ACORN categories. In addition to the ACORN analysis groupings there are 3,150 flats which are served by communal waste and recycling bins which will be treated separately as recycling barriers between properties with communal bin stores and other properties are different.
8. Key issues highlighted by the waste composition analysis are:
 - a. Nearly 1 kilogram per household per week (kg/hh/wk) of recyclable food waste is not currently being captured but instead being placed in the residual waste. The greatest amount of food waste not being recycled is found among ACORN 1 households. ACORN 1 makes up 29.3% of Ashford.
 - b. Nearly 1 kg/hh/wk of mixed recycling is not currently being captured but instead placed in the residual waste. There is no single material though that comprises a uniquely large proportion of this. The greatest amount of mixed recycling not being recycled is found amongst ACORN 4 and ACORN 5 households. ACORN categories 4 and 5 constitute 32.7% of Ashford between them.
 - c. Amongst ACORN groups 1,2,3 there is little garden waste in the residual waste. However amongst groups 4 and 5 there is over 0.8 kg/hh/wk.
 - d. Recycling performance in flats in Ashford is higher than in neighbouring authorities; however performance in flats remains significantly lower than "stand alone" households in common with national findings.
9. WRAP (Waste and Resources Action Programme) has researched how different forms of communication are received by various demographic groups, based on the ACORN group to which they belong. This has allowed

targeted communication plans to be developed on not only what the message is, but how it should be delivered and potentially how it will be interpreted.

10. Current work with KCC is being undertaken to produce a map that shows the location of the different ACORN categories in Ashford as well as the collection route that services those households. This enables the delivery of targeted communications based on issues identified within an ACORN category from the waste composition analysis.
11. Analysis undertaken to compare the first six months of the 2016/17 recycling year with the respective months from the 2015/16 recycling year suggests that since the waste composition analysis was undertaken:
 - a. the amount of food waste recycled has decreased
 - b. the amount of dry mixed recycling and garden waste that is being recycled has increased.

Food waste decrease could be a positive, following the “love food, hate waste campaign” (run this year as a joint initiative between the KRP and the Chartered Institute of Environmental Health). However there is no evidence to support this. Therefore increasing capture of food waste could present a potential opportunity for improving recycling performance in Ashford.

12. Research has been undertaken into higher recycling authorities with similar ACORN demographic breakdown to identify how they have been successful in improving their performance. (A full breakdown of this work appears in the appendix)

Contamination

13. Contamination refers to the amount of non-recyclable material that is collected along with recyclable material and sent to a Materials Recycling Facility to be processed. If there is too much non-recyclable material present (contamination in terms of prohibitive material above 10% of the load) then the load may be rejected as a non-conforming load. Each non-conforming load represents a financial cost to KCC, with a considerable portion of that potentially to Ashford.
14. The following outlines the percentage saving for recycling different waste streams as opposed to that waste stream being incinerated or sent to landfill (Information correct as of December 2016):

Waste stream	Percentage saving for disposal of waste stream compared to incineration (when comparing £ per tonne costs)	Percentage saving for disposal of waste stream compared to landfill (when comparing £ per tonne costs)
Dry Mixed Recyclate	68%	76%
Composting	70%	76%

Food	59%	66%
Bulky	7%	24%

15. Ashford's recycling performance is negatively affected by the loss of recyclable materials that could not be recycled due to the presence of contamination. Although there is potential for improvement in the recycling performance of all materials the scale of increase possible by targeting food waste and contamination is significantly larger than for other materials.
16. Several high performing authorities have identified a strict policy on not collecting recycling which contains contamination as being integral to maintaining higher recycling levels. Ashford has worked with Biffa (our waste and recycling contractor) to ensure collection crews are more stringent in their checks of recycling bins. Where a bin is found to contain contamination, it is not collected and instead a bin hanger is placed on the bin to communicate to the resident why the recycling has not been collected and inform them that it will be collected next time, provided the offending material is not present.
17. Prior to the increase in stringency, which began on the week commencing 31st October, a press release, website updates and social media posts were utilised to make residents aware that their recycling would not be accepted if the wrong materials were present. Key materials that had been identified as commonly incorrectly placed in the recycling bin were specifically addressed in communications. These were carrier bags, dark plastic food trays, sanitary waste and garden waste. Also promoted was the Wheel of Waste, a tool, produced by ABC, which allows users to quickly find the correct disposal route of many common items. Residents were informed through a press release that a wheel of waste would be delivered free to anyone requesting one.
18. Collection crews are able to log which households have had contaminated bins during their rounds. This information is then used to identify households and larger areas that are commonly placing the wrong materials in their recycling bin, for further targeted campaigns or a visit by an ABC officer to discuss the content of the recycling bin, to ensure correct material placement and good practice clarification. This would have an impact on council resources relative to the number of houses that are identified as having serious issues with contamination.

Contamination Communications

19. There are two key barriers to reducing contamination, these are:
 - a. Not knowing what materials should be placed in the recycling bin and what materials should not be placed in the recycling bin.
 - b. Not knowing what contamination is and why it is a problem or the money it costs. Although this cost is not directly met by the householder, there is an indirect cost and it can lead to financial pressure for the service.
20. To address these barriers leaflets can be developed that:
 - a. Use clear pictorial information (appropriate for all languages) to inform residents what materials should be placed in their mixed recycling bin

as well as what materials should not be. The information presented can target priority materials (e.g. glass, metals, paper and card, and plastics) and frequent contaminants (e.g. black sacks, carrier bags, food waste, and dark plastic trays).

- b. Inform residents exactly what happens when non-recyclable materials are placed in the recycling bins and why this is a problem. It could address where materials end up and the financial cost of contamination.

These leaflets can then be distributed to different households based on what is known to be the most likely barrier to that ACORN category.

- 21. Following a report to Cabinet in February 2016, it was agreed that a forward costed and targeted education and communications strategy is required to either maintain or improve recycling performance.
- 22. The following table details actions taken since then:

Scheme	Cost	Impact
Plastic and metal leaflets (3 Separate leaflets delivered in January and February 2016)	Funded through KRP	Mixed recycling collected +8.5% (Impact calculated by analysis of April-September 2016 compared to April-September 2015)
Council Tax insert	£3200	Recycling performance for proceeding months was higher than the corresponding month for the previous year (though it is not possible to quantify exactly how much of this increase is solely due to the insert).
Contamination campaign (No paid communications)	Officer time	Data obtained for waste and recycling since the week commencing 31/10/16 will be compared to previous years to assess any effect on performance. This can be used to inform contamination communications in the future.
Christmas campaign (paid for by funding from the KRP – with the exception of approx. £900)	£17,500	Data obtained for waste and recycling in December 2016 and January 2017 will be compared to previous years to assess any effect on performance. This can be used to inform Christmas communications in the future.

Proposed Communications Plan – Costs and Impact

- 23. The following table details proposals for a future Communications Plan and associated costs (recommended options appear in green):

Scheme	Cost	Impact Potential
Food Waste Campaign (Borough Wide) A food waste leaflet designed to address barriers to recycling food waste to be delivered to all residents	£5,000	Overall recycling performance

Scheme	Cost	Impact Potential
in the borough coinciding with the delivery of a food waste bin sticker.		+0.91% Food waste recycling +9.6%
Food Waste Campaign (Targeted to ACORN 1) A food waste leaflet designed to address barriers to recycling food waste to be delivered to certain postcode sectors targeting ACORN 1 households	£3,000	Overall recycling performance +0.64% Food waste recycling +6.8%
Contamination Campaign (Borough Wide) A pictorial flyer designed to clarify to residents that certain materials, identified as regularly misplaced in the green recycling bin, cannot be recycled. Key materials that can be placed in the green recycling bin will also be highlighted.	£5,000	Overall recycling performance +0.78% Contamination levels reduced to 7.5% from 13.61%
Contamination Campaign (Targeted at households who are recorded by Biffa as repeatedly contaminating) Two flyers designed to each address barriers known to be more common to particular ACORN categories will be designed and printed in house. These can then be delivered by officers during door knocking to households and areas identified as having issues with contamination.	Officer time	¹
Garden Waste (Borough Wide) A flyer detailing the garden waste service offered by ABC, how to sign up and more cost effective methods of recycling garden waste such as sharing a service with a neighbour. The leaflet would be distributed to all households in the borough.	£5,000	Overall recycling performance +0.43% Garden waste recycling +2.5%
Garden Waste (Targeted to ACORN 4 and 5) A flyer detailing the garden waste service offered by ABC, how to sign up and more cost effective methods of recycling garden waste such as sharing a service with a neighbour. The leaflet would be distributed to specific postcode sectors targeting ACORN 4 and 5 households.	£2,250	Overall recycling performance +0.29% Garden waste recycling 1.7%
Flats	Officer time	²
Livery for Collection Vehicles	£6,750	³
Total All Schemes (Borough Wide) (Recommended)	£21,750	Overall recycling performance + 2.12%
Total All Schemes (Targeted)	£12,000	Overall recycling performance + 0.93%

The level of anticipated impact of communication activities has been assessed through the comparison of Ashford's recycling performance and ACORN categories to those of authorities running similar campaigns.

¹ The key driver for funding officer time for targeting individual households who are regularly finding their recycling not collected is to reduce the level of contamination and consequently improve service provision for residents. It is difficult to provide an accurate assessment of anticipated impact however where this is carried out to tackle widespread contamination issues, it is conducted alongside other activities such as leafleting to maximise resource efficiency.

This method also will only be able to address households who are found by collection crews to have contamination in their recycling bin. Where contamination is hidden by recyclable materials these households will not be identified and would not receive specific communication if a wider activity is not also conducted.

²The key driver for funding officer time for flats recycling is to reduce the level of contamination and consequently improve service provision for residents who are currently regularly finding their communal recycling bins not being emptied due to contamination.

³It is very difficult to provide an accurate estimated impact on recycling performance from changing the livery for collection vehicles as when this has been done by other authorities it has been part of wider campaigns. It does however provide a permanent form of mobile advertising that reaches all areas of the borough. Livery has not been updated for Ashford's collection vehicles since the introduction of the contract with Biffa when vehicles for ABC, MBC and SBC all shared artwork promoting the new scheme. MBC have fitted new artwork for the collection vehicles livery since this time.

Recommendations

24. The recommended activities above (shown in green) consist of Borough wide costed communications concerning recycling food waste, contamination, the garden waste service as well as updated and targeted artwork for the livery of collection vehicles. These activities are supplemented in the proposed communications and education plan by no cost activities and those already considered in the budget, both temporary and on-going, focusing on: key materials, seasonal materials, work to reduce contamination, work with flatted properties, and community and youth engagement. See Annex B.

Borough wide activities are recommended at a cost of £21,750. Although the cost per percentage point improvement in recycling performance is slightly higher for these activities, borough wide communications provide the benefit of encompassing a wider audience. Consequently this will not result in the possibility of some residents questioning why others have received communications that they have not. This also includes communication addressing contamination, a serious issue which if unmanaged will spiral. The nature of recent rises in rejected loads does not enable us to identify particular postcode sectors to target, hence the recommendation for the borough wide approach. It is anticipated that the forward comms plan will promote our garden waste service and increase participation. With Members

approval, the additional income from more participants in the garden waste service will be used to fund this forward education and communications plan.

25. Increases in the amounts of material recycled rather than being incinerated or sent to landfill as a result of the recommended communications would represent a potential cost saving to KCC (see paragraph 15). The shared benefit of this is currently being explored with KCC.
26. Whilst an approach to not take side waste, or contaminated waste, appears hard on the resident, it is imperative that residents who make every effort to recycle should not be penalised for their efforts, by having whole loads of contaminated waste rejected by those who don't. Councillors may be approached feeling that the approach taken is unfair, but it is vitally important that a consistent message and approach is maintained to educate and continually improve recycling rates.
27. Communications tackling contamination that result in fewer non-conforming loads will mean that ABC would make financial savings on potential recompense owed to KCC for the cost of rejected loads. For the first 8 months of the 2016/17 financial year the possible recompense due from ABC to KCC was £5122.25.
28. Data released by DEFRA (Department for Environment, Food & Rural Affairs) in December 2016 confirmed Ashford had a recycling performance of 53.1% for 2015/16. This was the highest recycling performance of all collection authorities in Kent. However it should also be noted that this is 2.2% lower than the previous year. Although a reduced recycling performance was a national trend with over 58% of authorities recycling less than previously, it is important to address this issue and the attached communications plan has been designed to do that.

Risk Assessment

29. If the decision is made not to fund any of the costed communication activities there is a risk that the recycling performance of Ashford will further decrease.
30. If the current level of contamination is not reduced then KCC may seek recompense for the increased cost in dealing with non-conforming loads, bringing budget pressures to the service.
31. Although research has been undertaken to provide an estimated impact of a communications activity. Communications are rarely carried out by authorities in isolation and are usually part of wider campaigns. As such it is difficult to ascertain to what extent an activity is responsible for a direct effect on recycling performances. It is possible that the outcomes of costed communications activities may not realise the potential anticipated.
32. Some activities may be conducted several months after approval and as such it is possible the cost of an activity at the time of implementation will be greater than current estimates.

Equalities Impact Assessment

33. The recommended communications plan would be delivered, to households, borough wide.
34. If however a targeted approach is adopted as opposed to the recommended communication activities then some activities would be targeted at particular ACORN categories and as such not all residents would receive the same communication. This targeting is based solely on known recycling differences outlined by the waste composition analysis.
35. ACORN profiling can provide a powerful insight in order to understand local communities and inform decision making leading to improved service design and delivery. It is not used to preferentially target any areas, communities or individuals.
36. As such no negative impacts on those with protected characteristics are foreseen.

Other Options Considered

37. Addressed mail

Where a decision is made to use communications targeted at a particular ACORN category, it is possible to use addressed mail so that only households of that ACORN category receive the communication. However this is significantly more expensive than delivery to entire postcode sectors even when accounting for the lower number of communications printed and distributed.

38. Take no action

A decision could be made to operate a communications plan using none of the costed activities. However there is a risk of recycling performance decreasing if costed communications are not utilised. There is also the risk of a cost to ABC if contamination levels are not sufficiently reduced.

Consultation

39. The communications and education plan has been developed with the input of communications officers who will be implementing much of the plan alongside environmental services officers.
40. High achieving recycling authorities have been consulted on communication strategies that successfully enable a high recycling performance.

Implications Assessment

41. Adoption of the proposed communications and education plan will support ABC's strong recycling ethos as well as providing residents with the information they need to recycle correctly and with confidence. This should

work to increase collection of target materials, reduce levels of contamination, maximise the effect of positive external impacts on recycling performance, such as national recycling campaigns, and reduce the effect of any negative external impacts on recycling performance.

42. If the recommended communication and education plan is not approved there is a risk that the amount of key recyclates collected, such as food waste, may fall which could result in a reduced recycling performance. Furthermore there is a risk contamination levels remain unreasonably high, this could result in not only a reduced recycling performance, but also in a financial cost to ABC.

Handling

43. An attached communications plan has been developed including both the costed activities and activities which do not present a cost to ABC. Should cabinet be minded to approve any of the costed activities, these will be implemented as outlined in this communications plan. Any costed activities not approved will be removed from this communications plan.

Conclusion

44. A forward communications and education plan has been developed from analysis of the waste composition as well as changes to recycling performance since this waste composition. The plan presents campaigns to target key materials as identified from this analysis as well as campaigns and activities to be run focusing on seasonal materials. Activities have been selected based on their success when targeting these materials in previous campaigns run by a number of authorities. The attached plan also focuses strongly on community engagement and engagement with schools and youth groups.
45. It is difficult to present an accurate anticipated impact of many activities as recycling performance can be affected by a multitude of factors which cannot be controlled for. Nevertheless the plan aims to project the strong, positive recycling ethos of ABC and to continue to foster this ethos in the wider community.
46. Recycling performance will be continually monitored to assess the success of the communications and education plan. This will then be used to form the basis of an annual review of the communications plan in order for ABC to continually adapt communications regarding recycling to maintain an impressive recycling performance.

Portfolio Holder's Views

47. I recommend the approval of the proposed costed communications and education plan for recycling services in the Borough of Ashford. A communications and education plan targeting key local issues and engaging the Ashford community is vital in ensuring a recycling performance representative of resident's positive attitudes towards recycling. Distribution of

contamination education materials to residents will lead to better service understanding for residents where there may currently be a disparity between enthusiasm for recycling and knowledge of good practice. Councillor Clair Bell, Portfolio Holder for Public Interaction and Borough Presentation.

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Annex A:

Communications Planning - Background and Strategy



Introduction:

This report is split into the following sections:

- **Section 1- Background** - details the background information in respect to the keys to improving recycling performance in Ashford as indicated by ABC's Waste Composition Analysis and the problems of recycling contamination;
- **Section 2 – Communication Strategy** - details proposals for a planned communication strategy by waste stream to respond to the issues raised.
- **Section 3 – Community Engagement** – details
- **Section 4 – Methods of Communication**
- **Section 5 – Strategy Conclusions and Recommendations**

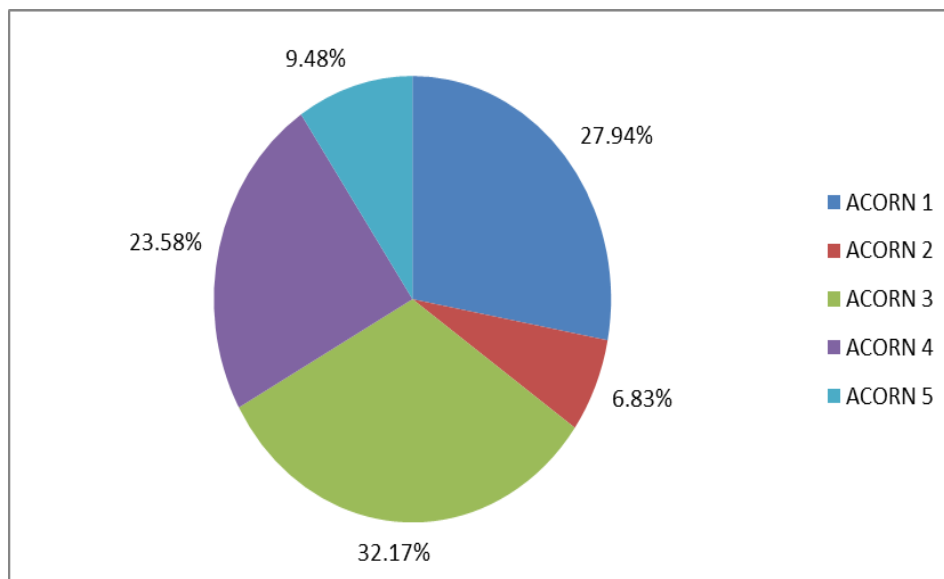
Section 1 – Background

The keys to improving Ashford's recycling performance were identified in the course of the Compositional Analysis undertaken in 2015 and more recently in the problems of reducing contamination in the face of increased quality standards demanded by Material Recycling Facilities (MRF'S). The analysis and issues raised are detailed in this section.

Compositional Analysis:

1. There are five key ACORN (A Classification of Residential Neighbourhoods) categories that a household may fall into.
ACORN 1: Affluent Achievers
ACORN 2: Rising Prosperity
ACORN 3: Comfortable Communities
ACORN 4: Financially Stretched
ACORN 5: Urban Adversity
2. ACORN Analysis of the households of Ashford shows the following breakdown:

	ACORN 1	ACORN 2	ACORN 3	ACORN 4	ACORN 5
Percentage	27.94%	6.83%	32.17%	23.58%	9.48%

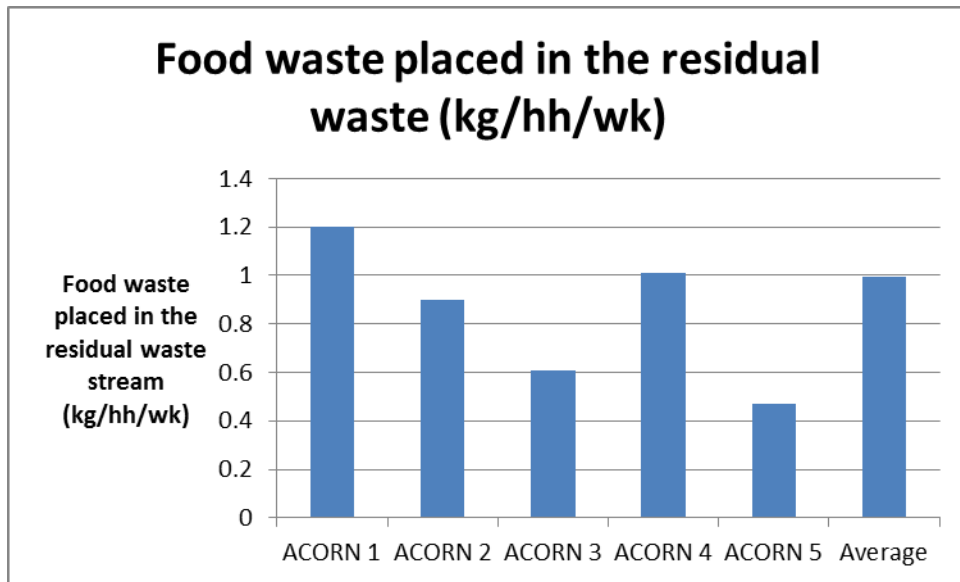


3. A waste composition analysis conducted in November 2015 identified a number of target areas where recycling performance could be improved. The

analysis also identified differences in the borough between Socioeconomic and demographic groups known as ACORN categories (A Classification of Residential Neighbourhoods). In addition to the ACORN analysis groupings there are 3,150 flats which are served by communal waste and recycling bins which will be treated separately as recycling barriers between properties with communal bin stores and other properties are different.

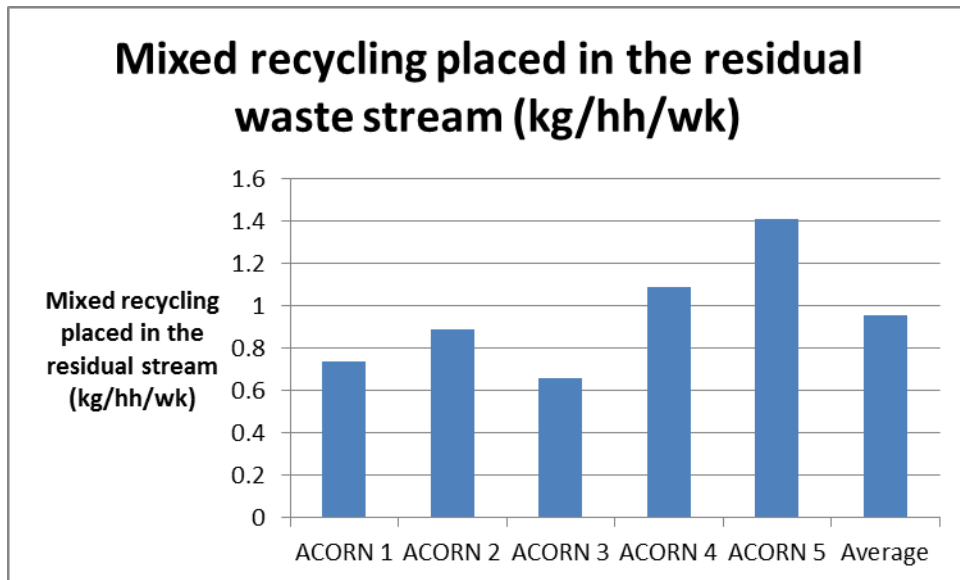
4. WRAP (Waste and Resources Action Programme) has researched how different forms of communication are received by various demographic groups, based on the ACORN group to which they belong. This along with analysis of communication preferences of ACORN groups has allowed targeted communication plans to be developed on not only what the message is but how it should be delivered and potentially how it will be interpreted.
5. Current work with KCC is being undertaken to produce a map of the location of the different ACORN categories in Ashford as well as the collection route that services those households. This enables the delivery of targeted communications based on issues identified within an ACORN category from the waste composition analysis.
6. Other authorities have been identified that have been successful in tackling issues that the waste composition analysis found to be important to the recycling performance in Ashford (such as Dacorum Borough Council). Consequently, analysis has been undertaken to compare the similarities in ACORN breakdown between that district and Ashford. This allows assessment of how likely those methods would be to see success in Ashford.
7. Research has been undertaken with authorities performing higher than Ashford on the government recycling league tables, to compare and contrast reasons for that and establish if similar methodology may work for Ashford.
8. Key issues highlighted by the waste composition analysis are:
 - a. Nearly 1 kilogram per household per week (kg/hh/wk) of recyclable food waste is not currently being captured but instead being placed in the residual waste. The greatest amount of food waste not being recycled is found among ACORN 1 households. ACORN 1 makes up 29.3% of Ashford.

	ACORN 1	ACORN 2	ACORN 3	ACORN 4	ACORN 5	Average
Food waste placed in the residual waste (kg/hh/wk)	1.20	0.90	0.61	1.01	0.47	0.992



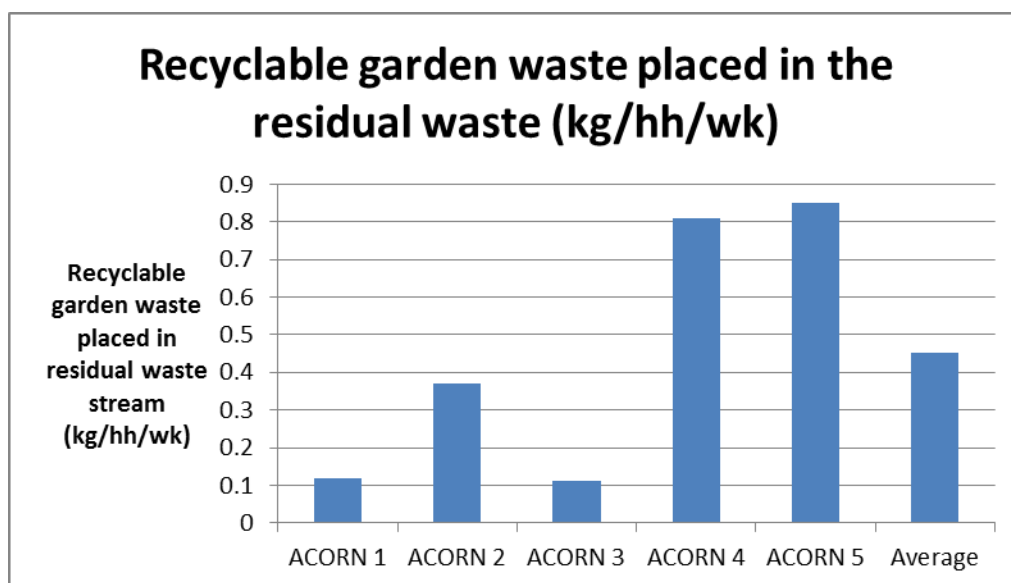
- b. Nearly 1 kg/hh/wk of mixed recycling is not currently being captured but instead placed in the residual waste. There is no single material though that comprises a uniquely large proportion of this. The greatest amount of mixed recycling not being recycled is found amongst ACORN 4 and ACORN 5 households. ACORN categories 4 and 5 constitute 32.7% of Ashford between them.

	ACORN 1	ACORN 2	ACORN 3	ACORN 4	ACORN 5	Average
Mixed recycling placed in the residual waste (kg/hh/wk)	0.74	0.89	0.66	1.09	1.41	0.958



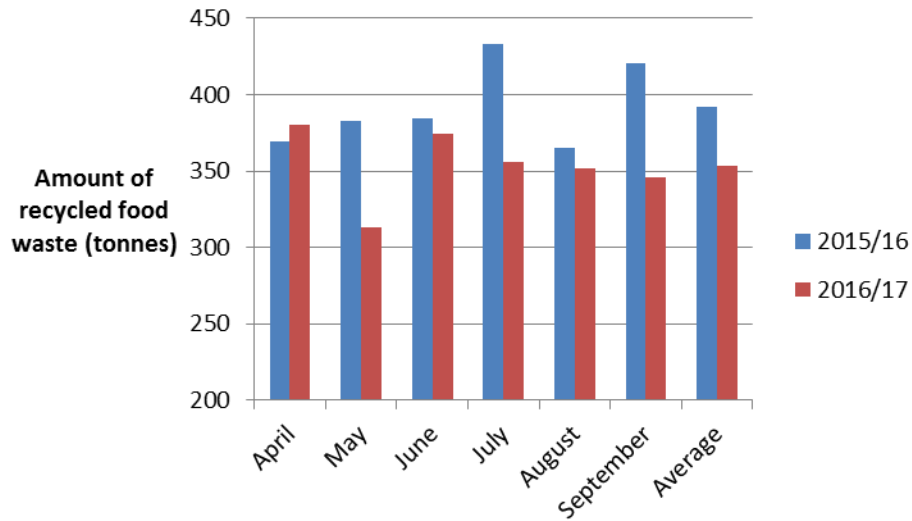
- c. Amongst ACORN groups 1,2,3 there is little garden waste in the residual waste. However amongst groups 4 and 5 there is over 0.8 kg/hh/wk.

	ACORN 1	ACORN 2	ACORN 3	ACORN 4	ACORN 5	Average
Garden waste placed in the residual waste (kg/hh/wk)	0.12	0.37	0.11	0.81	0.85	0.452

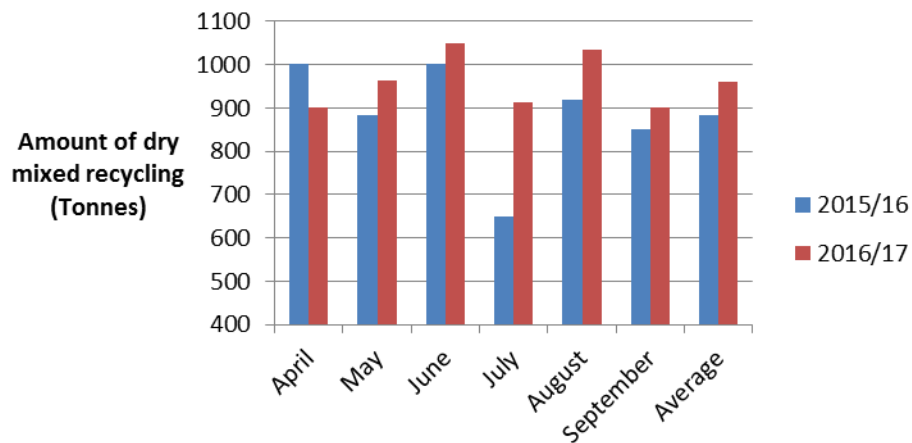


- d. Recycling performance in flats in Ashford is higher than in neighbouring authorities; however performance in flats remains significantly lower than “stand alone” households in a trend that is seen nationwide.
9. Analysis undertaken to compare the first six months of the 2016/17 recycling year with the respective months from the 2015/16 recycling year suggests that since the waste composition analysis was undertaken:
- a. the amount of food waste recycled has decreased
 - b. the amount of dry mixed recycling, and garden waste that is being recycled has increased.
10. Increasing capture of food waste therefore presents a substantial opportunity for improving recycling performance in Ashford

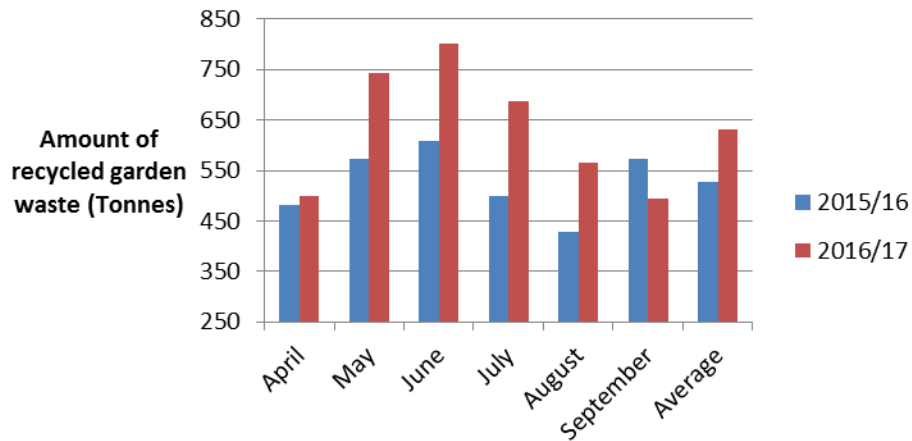
Amount of recycled food waste (Tonnes) for Q1 & Q2 2016/17 compared to Q1 & Q2 2015/16



Amount of dry mixed recycling (Tonnes) for Q1 & Q2 2016/16 compared to Q1 & Q2 2015/16



Amount of recycled garden waste (Tonnes) for Q1 & Q2 2016/17 compared to Q1 & Q2 2015/16



Contamination

11. Contamination refers to the amount of non-recyclable material that is collected along with recyclable material and sent to a Materials Recycling Facility to be processed. If there is too much non-recyclable material present (contamination) then the load may be rejected as a non-conforming load. Each non-conforming load represents a financial cost to KCC, with a considerable portion of that potentially to Ashford.
12. Furthermore Ashford's recycling performance is negatively affected by the loss of recyclable materials that could not be recycled due to the presence of non-recyclable material. Although there is potential for improvement in the recycling performance of all materials the scale of increase possible by targeting food waste and contamination is significantly larger than for other materials.
13. Several high performing authorities have identified a strict policy on not collecting recycling which contain contamination as being integral to maintaining higher recycling levels. Ashford has worked with Biffa (our waste and recycling contractor) to ensure collection crews are more stringent in their checks of recycling bins. Where a bin is found to contain contamination, it is not collected and instead a bin hanger is placed on the bin to communicate to the resident why the recycling has not been collected and inform them that it will be collected next time, provided the offending material is not present.
14. Prior to the increase in stringency, which began on the week commencing 31st October, several forms of communication were utilised to make residents aware that their recycling would not be accepted if the wrong materials were present. Key materials that had been identified as commonly incorrectly placed in the recycling bin were specifically addressed in communications. These were carrier bags, dark plastic food trays, sanitary waste and garden waste. Also promoted was the Wheel of Waste, a tool which allows users to quickly find the correct disposal route of many common items. Residents were informed through a press release that a wheel of waste would be delivered free to anyone requesting one.
15. Collection crews are able to log which households have had contaminated bins during their rounds. This information will then be used to identify households and larger areas that are commonly placing the wrong materials in their recycling bin.
16. These households could then be visited by an officer to discuss the recycling bin so that the correct materials and good practice can be clarified. This would cost council staff time relative to the number of houses that are identified as having serious issues with contamination.
17. Two of the key barriers to reducing contamination are:
 - a. Not knowing what materials should be placed in the recycling bin and what materials should not be placed in the recycling bin.
 - b. Not knowing what contamination is and why it is a problem or the money it costs.

18. Leaflets could be produced to address these barriers.
 - a. The use of clear pictorial information could be used to inform residents what materials should be placed in their mixed recycling bin as well as what materials should not be. The information presented can target the most potentially recycled material as well as those materials that have been found to often be incorrectly placed in recycling bins e.g. black sacks, carrier bags, food waste, and dark plastic trays.
 - b. Residents can also be informed exactly what happens when non-recyclable materials are placed in the recycling bins and why this is a problem. It could address where materials end up and the financial cost of contamination.

These flyers could then be distributed to different households based on what is known to be a more likely barrier to that ACORN category.

19. A similar strategy to tackle contamination as the one outlined above was found to be very successful by Castle Point Borough Council who were able to reduce contamination from 18% to 8%.

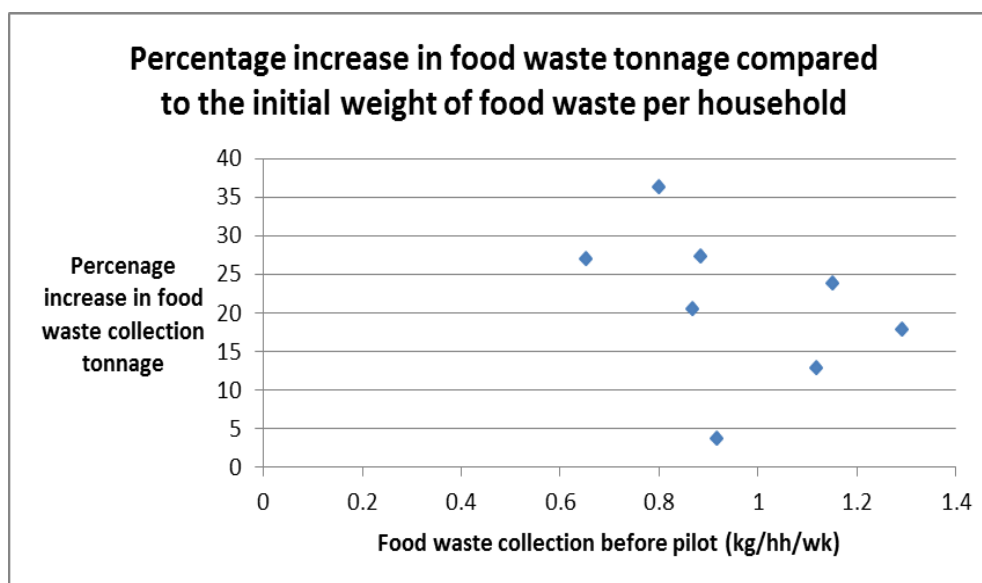
Section 2 - Communications Strategy:

This section details issues, research and communications proposals by key waste stream:

- Food Waste
- Garden Waste
- Mixed Dry Recycling and
- Flats

Food Waste Strategy

20. The KRP has identified food waste as a key area to target to improve recycling performance across the county. This reflected the findings from Ashford's waste composition analysis. The amount of food waste recycled has fallen since the waste composition analysis and as such food waste is a priority material to address with regards to improving recycling performance in Ashford.
21. Pilots undertaken by WRAP with a number of local authorities between 2013 and 2015 found the placement of a "No Food Waste Please" sticker on the residual bin to be the most effective at increasing the capture rate of food waste. Though the extent of the effectiveness was also dependent on the amount of food waste being collected in an authority prior to the introduction of the sticker.

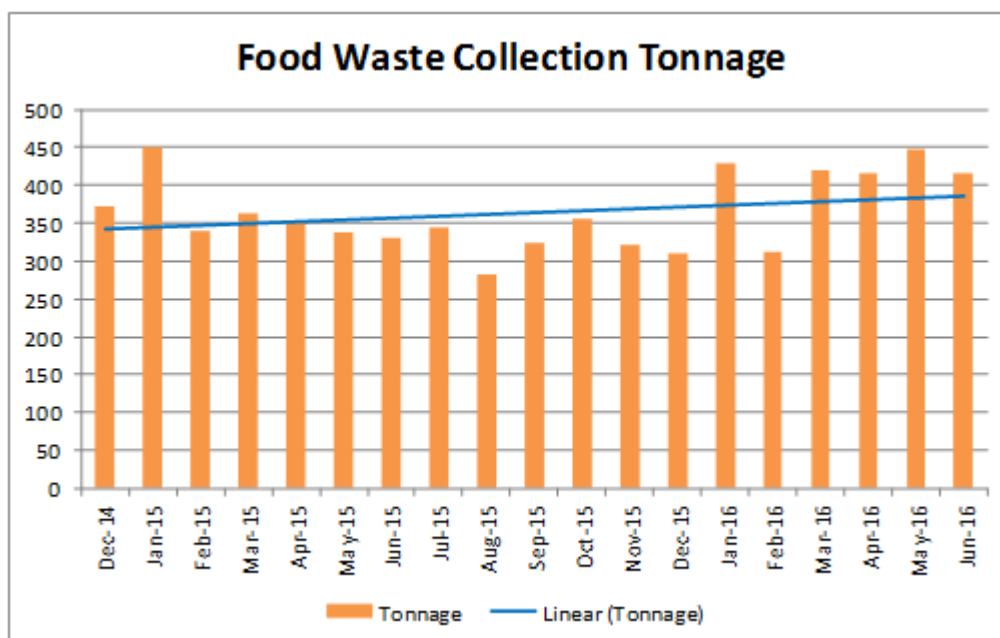


The data indicates that the increase in food waste collection tonnage resulting from the sticker is, in part, affected by the initial amount of food waste collected. Where the initial amount of food waste collected is higher there is a trend towards a lower percentage increase. Although it should be noted there is not available data for the amount of food waste that was present in the residual waste stream prior to the introduction of the pilot.

22. This suggests that we will see a greater percentage increase among ACORN categories where there is a great amount of food waste that is currently not being recycled, e.g. a 20% increase would not be a realistic expectation amongst ACORN 5 households as these households already recycle a large percentage of their food waste; however a 20% increase would be possible

amongst ACORN 1 households as these households have a greater amount of food waste that is not currently being recycled.

23. Dacorum Borough Council placed a “No Food Waste Please” sticker on residual bins in February 2016. An increase in tonnage of approximately 20% was seen for the months following the introduction of the sticker compared to the respective months in the previous year.



24. Analysis of the ACORN groups of both districts also shows that the two most abundant ACORN households (ACORN 1 and ACORN 4) are the same in each area. However the amount of food waste recycled per household by Ashford households is marginally greater than the amount that was being recycled in Dacorum prior to the introduction of the sticker. Taking all this into account suggests that Ashford would see a similar, but slightly reduced impact in food waste recycling as a result of the delivery of these stickers.
25. The Kent Resource Partnership is funding the production and distribution of the stickers. The delivery of this project is across all authorities within the Kent Resource Partnership that currently have a food waste recycling service.
26. Distribution will be carried out by Biffa, with one extra crew member per round for a week placing the sticker on the bin. The stickers will be delivered to households that have their own individual food waste bins but not flats with communal bin stores.
27. The following shows the total amount of food waste(kg/hh/wk), for each ACORN category, left in the residual bins after a varying percentage increases in food waste collection that may result from just the sticker:

	ACORN 1	ACORN 2	ACORN 3	ACORN 4	ACORN 5
0%	1.2	0.9	0.61	1.01	0.47
5%	1.1025	0.796	0.5315	0.913	0.3195
10%	1.005	0.692	0.453	0.816	0.169
15%	0.9075	0.588	0.3745	0.719	0.0185
20%	0.81	0.484	0.296	0.622	-0.132

This shows that there would still be a significant amount of food waste in the residual waste of ACORN 1 households even if the implementation of a “No Food Waste Please” sticker led to a 20% increase in food waste collection. It also shows that a 20% increase amongst ACORN 5 households would not be possible as they do not produce enough food waste for an increase of this size.

28. In pilots the amount of food waste collected increased by a further 14% when the sticker was accompanied by delivery of a leaflet. The leaflet was designed by WRAP to address barriers to food waste recycling that have been identified. The key barriers addressed are:

- a. Using the food waste bin hygienically.
- b. The range of materials that can be recycled in the food waste bin.
- c. Why it is important to recycle food waste.

The leaflet could be adapted by Ashford to particularly target ACORN 1 households due to the high amount of food waste not being recycled by these households. However each of these barriers will be addressed as these are known to be barriers to every ACORN group. The leaflet could also specifically address food in unopened packaging as this was found to often be poorly recycled in the waste composition analysis. If food in unopened packaging is placed in the refuse then it is lost recycle, but if it is placed in the food waste bin or recycling bin it is contamination. Food should be emptied from the packaging into the food waste bin. The packaging should then be either recycled or placed in the refuse as appropriate.

29. Due to the low capture rate of food waste among ACORN 1 even with a 20% increase in food waste collection, there would still be a considerable amount of food waste in the residual waste that could be targeted by to improve recycling performance. The food waste leaflet could be utilised to capture more of this food waste.

30. Delivery of a food waste leaflet could be targeted to those households with the most amount of food waste in their residual bins or could be delivered borough wide.

31. The distribution of the sticker and leaflet could be supported by a press release as well as online communications through the Ashford website and social media platforms.

32. Anticipated impact of the delivery of a leaflet has been calculated based on a percentage increase in recycled food waste for each household receiving the leaflet. This was calculated individually for each ACORN category based on the effect of the leaflet in WRAP's pilots as well as the amount of food waste left in the residual waste following the anticipated impact of the food waste sticker. Consequently the anticipated impact of the leaflet is greater for certain ACORN categories:

ACORN 1 – 10%
 ACORN 2 – 7.5%
 ACORN 3 – 7.5%
 ACORN 4 – 10%
 ACORN 5 – 2.5%

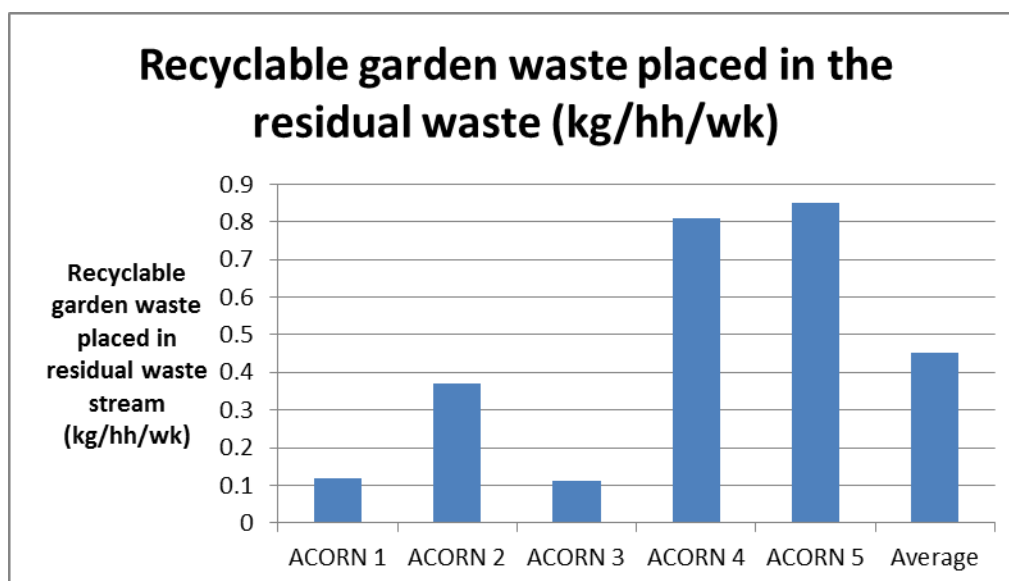
Based on these anticipated impacts per ACORN category anticipated impacts have been calculated for either a borough wide delivery or a delivery targeted to areas with comparatively high levels of ACORN 1 households:

Delivery	No. of households	Cost	Anticipated increase in food waste collection	Anticipated increase in overall recycling performance	Cost per 0.01% increase in overall recycling performance
Borough wide	54,000	£5000	9.6%	+0.91%	£55
Targeted (ACORN 1)	35,000	£3000	6.8%	+0.64%	£47

These activities will also be supported through a press release as well as social media and the council website.

33. Food waste could also be specifically addressed throughout the year through no cost activities such as roadshows, website updates and social media posts.
34. Food waste could be promoted through a presence at the Ashford Christmas Farmers Market. This would remind and inform residents of best recycling practice at Christmas and show support to local farmers. When food waste is recycled it is composted into an agricultural grade fertiliser for use by farmers.
35. Easter food waste could also be targeted through ABC's online presence.
36. Halloween food waste including pumpkins could be targeted both through an online presence and through a scheme to recycle more of the pumpkins such as collecting pumpkins alongside the food waste bin or placing temporary public food waste bins in local car parks specifically for residents to recycle their pumpkins.

Garden Waste Strategy



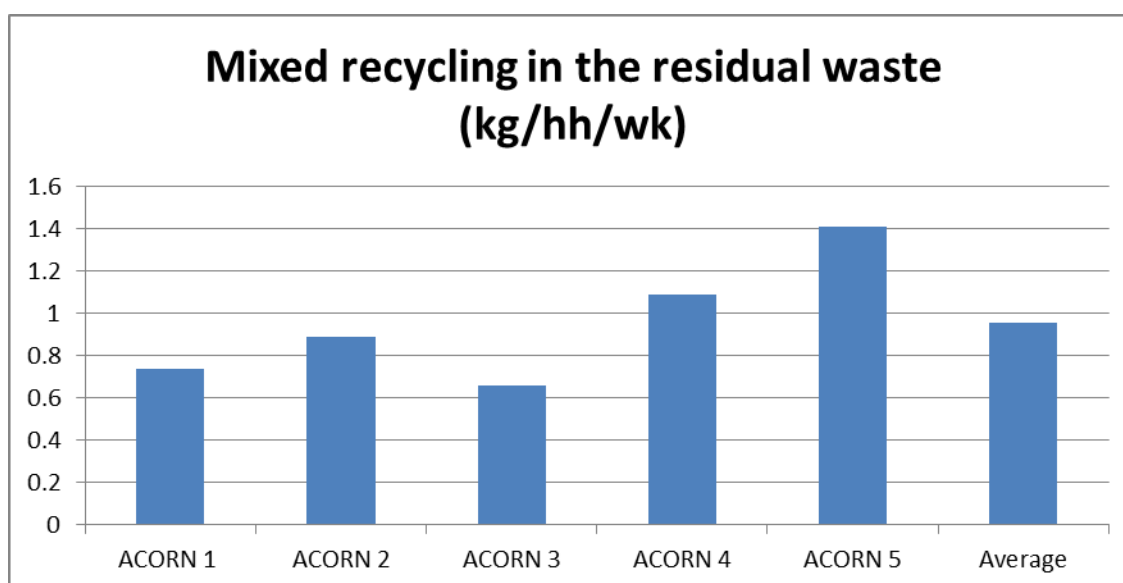
37. There is a significant amount of garden waste not being recycled by ACORN 4 and ACORN 5 households. Garden Waste recycling is a paid for service and it is likely that some residents will not be able to or want to pay for this service.
38. Communications could target these ACORN groups and specifically address the cost barrier. The possibility of sharing a service with a neighbour could be advertised to residents. This would ensure that the garden waste is recycled. Home composting could also be advertised as an alternative to throwing away the garden waste. Although Ashford could not recycle garden waste that is home composted, recycling performance will still be improved as a result of reducing the residual waste tonnage.
39. Communications could be released in the build up to and during National Gardening Week from April 10th – April 16th to maximise penetration.
40. Delivery of a garden waste flyer could be borough wide or targeted to areas with higher levels of ACORN 4 and 5 households as these have the highest amount of garden waste in their residual waste.
41. Anticipated impacts have been calculated for delivery of a flyer based on a 20% reduction in the amount of garden waste in the residual waste and this garden waste instead being recycled:

Delivery	No. of households	Cost	Anticipated increase in garden waste collection	Anticipated increase in overall recycling performance	Cost per 0.01% increase in overall recycling performance
Borough wide	54,000	£5,000	+2.5%	+0.43%	£116
Targeted (ACORN 1)	26,000	£3,000	+1.7%	+0.29%	£103

42. Door knocking by council officers could be utilised. This would represent a cost in terms of council staff time. Door knocking could be targeted at ACORN 4 and ACORN 5 households.
43. These communications would be supported by a press release, highlighting the success of the service so far, as well as by Ashford's social media platforms.

Mixed Recycling Strategy

	ACORN 1	ACORN 2	ACORN 3	ACORN 4	ACORN 5	Average
Set out (%)	90	89	96	91	93	91.8
Recycled	1.21	3.86	3.9	2.28	2.91	2.832
In residual waste	0.74	0.89	0.66	1.09	1.41	0.958
Capture rate (%)	62.1	81.3	85.5	67.7	67.4	72.8



44. Capture rate for mixed recycling was lowest among ACORN 1 households. However capture rate was also below average for ACORN 4 and ACORN 5 households. ACORN 4 and ACORN 5 households have significantly more mixed recycling in their waste than ACORN 1 households.
45. Waste composition analysis found there to be on average 0.958 kg/hh/wk of mixed recycling in the residual waste. ACORN 4 and ACORN 5 had the greatest amount with 1.09 kg/hh/wk and 1.41 kg/hh/wk.
46. WRAP have identified 8 materials that constitute 60% of the recycling and waste collected in the U.K. these materials are:
 - a. Paper
 - b. Card
 - c. Plastic bottles
 - d. Plastic packaging – pots, tubs and trays
 - e. Metal Packaging, cans, aerosols and foil
 - f. Glass bottles and jars
 - g. Food and beverage cartons
 - h. Food waste

47. Of these materials, all except food waste can be recycled in the mixed dry recycling bin in Ashford.
48. WRAP suggest in their October 2016 *Recycling Guidelines* that due to the wide range of materials that can be recycled, communications aimed at increasing capture rate should be targeted at a particular material that has a low capture rate within an authority. The response to communications that try to convey too much information on what can and cannot be recycled is not expected to be of note.
49. Capture rates from the waste composition analysis suggested that the materials with capture rates that provide the most scope for improvement are plastics (59%) and aluminium cans (35%). Both of these materials have been the subject of campaigns undertaken since the waste composition analysis was conducted. However no material represented a significant proportion of the mixed recycling in the residual waste, instead there was a largely even spread of materials.
50. In January 2016 every household in Ashford received a leaflet on plastics as part of a KRP communications project funded partly by WRAP and Marks and Spencer. Though information from residents suggests that plastics continue to remain a source of confusion for residents with regards to what can be recycled and what cannot be recycled.
51. In February 2016 KRP, along with the member districts, delivered a "Metal matters" campaign in which aluminium cans were part of the focus. This campaign saw the delivery of two leaflets to every household in Ashford.
52. Analysis of mixed recycling collection figures for April-September 2016 compared to April-September 2015 shows an increase of 8.5%. Though it is important to note this percentage may be influenced by a number of factors other than the KRP communications project.
53. Capture rates for mixed recycling in Ashford are higher than other Kent authorities who also conducted a waste composition analysis at the same time as Ashford. The amount of mixed recycling recycled in Ashford has risen since the waste composition analysis took place. This fact along with no singular material being placed in the residual waste on a significantly large scale means that a focus on ensuring that contamination does not lead to non-conforming loads is most important to maintaining the recycling performance of dry mixed recycling materials.
54. Communications focusing on contamination may also result in a secondary increase in collection of mixed recycling through the education of what can be recycled as well as what cannot. Residents might be made aware of materials that can be recycled that they previously thought could not.
55. The proposed communications and education plan presents focus on seasonal materials such as paper and cards at Christmas and this means various mixed recycling materials will be promoted throughout the year through ABC's community engagement and online presence.

Flats Strategy

56. Flats in Ashford performed better overall than flats in the other Kent authorities who also undertook a waste composition analysis in November 2015. However, as seen nationally, there is still a large amount of potential recyclate being placed into the residual waste as well as a large amount of contamination being placed in the recycling bins. Improving the recycling performance in flats is a challenge for authorities across the country.
57. Signage at communal bin stores serves a similar purpose to bin stickers on at “stand alone” households in clarifying the materials that should be placed in each bin to reduce contamination and increase capture rate of target materials. By reminding residents through signage that collection crews will not be able to collect contaminated recycling and also clearly conveying what materials should be recycled, a social pressure to recycle correctly so as not to negatively affect other site users will be created. The lack of a social norm for good practice in recycling has been found to be a common barrier by both Ricardo Energy & Environment, and WRAP.
58. Signage can be cost effective as it can be printed in house. Two high achieving authorities use a simple A3 laminated poster in their sites that is inexpensive to produce.
59. Residents at some flats currently receive recyclable clear sacks that they can place their dry mixed recycling in to take from their flat to the communal store. Some residents have found that they do not wish to take their sack down before it is full and in the meantime they do not have anywhere to store their recycling. Reusable bags have been used by some London Boroughs as well as Oxford City Council to encourage residents who have communal bin stores to recycle. However it should be noted that Oxford City Council recommend that reusable bags are not introduced in sites that have issues with contamination as this can compound the problem.
60. Ashford currently issues a plain blue reusable bag to residents at the Panorama flat. Trialling this at a further site will provide information as to whether reusable bags would be effective on a wider scale.
61. Working with management agents is key to improving recycling for flatted properties. A full page spread providing information on the Christmas recycling was included in “Your Stanhope” a newsletter issued by Moat to residents at their Stanhope properties. The possibility of regularly including a page on recycling in “Your Stanhope” could be explored as well as the possibility of having pages in other newsletters issued to residents with communal stores. Officers also spent time alongside staff from Moat, at a site with a number of problems with recycling; talking to residents about recycling Time spent with residents in this manner is vital to identifying how any barriers they have can be addressed.
62. Authorities who have been successful in improving recycling services for flats have stressed that each site needs to be treated individually as issues and

barriers to recycling can often be site specific and should therefore not be generalised.

63. Such a strategy for improving recycling in flats does require officer time as it can be time consuming to work widely with management agents and address barriers to individual sites.
64. Any impact on recycling performance may be negligible as the weight of materials at flats are often very low, however it would aim to improve service conditions for residents at sites who currently often find their recycling unable to be collected by the collection crews due to contamination. This can lead to a build-up of waste and recyclable material and unsanitary conditions.
65. The possibility of a more robust approach to flatted properties is also being explored.

Section 3 - Community Engagement

66. Establishing a strong presence in the community will demonstrate to residents our commitment to helping them to recycle. It will also help to identify particular sources of confusion and barriers so that we can work with them to clarify matters and address barriers.
67. During Recycle Week 2016 (September 12th – September 18th) Ashford set up a stall at the County Square shopping centre in September to engage with residents about their recycling and any questions they had. An 1100L clear sided bin was arranged with a longitudinal division with good recycling on one side and bad recycling on the other for residents to see exactly what good recycling practice looks like.
68. Ashford gave a presentation at Singleton Village hall addressing items of confusion, the positive results of recycling, the consequences of contamination and how residents can promote recycling by creating a social norm. This presentation was arranged through The Great Chart with Singleton Parish Clerk. Ashford will explore the extent to which other parishes will be open to presentations in order to reach wide areas of the borough. Encouraging residents to engage with recycling in their area will promote a social norm and reach constituents who may not be receptive to other forms of communication.
69. Ashford had a stall promoting recycling at the Christmas Farmers Market on Thursday 22nd December 2016 to disseminate information to residents and address any queries they had.
70. Further opportunities to have stalls in high traffic areas or during high traffic events are currently being explored.
71. Ashford will also work to encourage knowledgeable engagement with recycling among children through works with local youth groups and schools. Promoting the importance of recycling as well as good practice amongst young individuals in such a way that they discuss the topic at home effects change at households in the present as well as ensuring future generations value recycling services.
72. Ashford has undertaken interactive educational work to local cubs groups to encourage knowledgeable engagement with recycling. Ashford will seek working with further youth groups and also working with primary schools in order to reach a large number of children. Schools will be encouraged to become involved in recycling education through highlighting where the national curriculum and recycling are co-operative and further benefits to the school such as how a school can incorporate recycling into working towards eco-school accreditation.
73. Wastebuster is a company that has developed a suite of resources for schools to use in promoting recycling to their students including full lesson plans and programmes such as offering science equipment in return for recycled textiles. Wastebuster state their full school membership offers schools the following:

“Access to the full range of Wastebuster online education resources, an interactive eco-planner full of seasonal resources for the classroom and eco-teams, opportunities to take part in competitions and campaigns to win unique rewards and prizes, a dedicated officer to provide advice and guidance on how to support an eco-team with activities throughout the school year and work towards any level of Eco-Schools award, a set of 10 recycling hero reward badges and a limited edition Wastebuster Top Trumps game set. Members also receive full support from the Wastebuster team on a range of waste-busting topics and issues affecting your school.”

74. From early 2017 21 primary schools in Ashford (47%) will have access to school membership for Wastebuster. ABC will work closely with these primary schools as well as Wastebuster in assessing the value of this to the member schools.
75. This information will then be used in forming ABC’s future waste and recycling education work with schools.
76. Vehicle livery refers to the artwork on the vehicles used by Biffa as part of their waste and recycling collections. It is mobile advertising that is seen borough wide.
77. Ashford College could be offered the chance for their students to submit artwork for consideration to be used as new livery for recycling vehicles. A clear specification regarding the desired messages and style would be provided to any participating students.
78. Livery could be refreshed to promote the key messages that have been identified. Maidstone, a partner member in the Mid Kent Waste Partnership updated livery for 10 of their vehicles last year. Artwork was supplied by an internal communications team but the arrangements for changing the livery were made by Biffa at a cost of £6,780.
79. Vehicle livery could be designed that promotes some of the key messages identified from the Waste Composition Analysis.

Section 4 - Method of Communications

80. Decisions on the type of communication activities utilised in the proposed communications plans were informed through:
 - a. Analysis of the preferred communications of ACORN categories
 - b. The success of a particular activity in previous use
 - c. Strategies used by high achieving authorities
 - d. The cost of an activity
81. Leaflets sent directly to a residents addressed are regularly used in successful campaigns and as such have been proposed as part of campaigns tackling a number of issues key to Ashford’s recycling performance.
82. Advertising was cited as rarely used by high achieving authorities. However the artwork for livery of collection vehicles could be updated. This presents a form of permanent mobile advertising that reaches every area of the borough.

83. A high achieving authority also suggested that a continual public awareness of recycling promotion was an important factor in the authorities recycling performance and this can help to convey a strong recycling ethos.
84. Leafletting can either be done borough wide or targeted at ACORN categories according to the information the leaflet concerns and the waste composition analysis. Where leaflets are targeted to a particular ACORN category the delivery would be done through Royal Mail's door to door leafletting service.
85. Royal Mail's door to door leafletting service allows delivery to every household within a particular postcode sector. Postcode sector analysis has been undertaken to identify the ACORN category composition of every postcode sector that contains a household belonging to the borough of Ashford. For a targeted delivery specific sectors have been identified so that delivery would reach a large portion of an ACORN category in a cost effective manner. This means that some households who receive a leaflet would not be of the target ACORN category, it also means not all households of the target category would receive the leaflet. This method, however, costs considerably less than sending mail only to an equivalent number of target houses; even when accounting for the larger number of leaflets printed and distributed.
86. Not all postcode sectors are entirely situated within the borough of Ashford. Where a postcode sector contains greater than 90% Ashford Borough households the door to door leafletting service would be used. However where the houses contained in a sector are less than 90% Ashford Borough households then a direct address mail will be utilised instead.
87. ABC could also utilise no cost activities for their communications. A strong relationship with the Kentish Express could be used to publicise the successes of residents' recycling efforts and address any key areas of confusion. ABC could also continue to employ an online presence through the ABC website and social media accounts.
88. This online presence could be particularly used to address key materials on a seasonal basis. Within the recycling and refuse section of ABC's website, a sub-section focusing on materials that are of particular interest during different times of the year could be developed. This would need to be regularly updated.

Section 5 - Conclusion

89. A forward communications and education plan has been developed from analysis of the waste composition as well as changes to recycling performance since this waste composition. The plan presents campaigns to target key materials as identified from this analysis as well as campaigns and activities to be run focusing on seasonal materials. Activities have been selected based on their success when targeting these materials in previous campaigns run by a number of authorities. The plan also focuses strongly on community engagement and engagement with schools and youth groups.
90. It is difficult to present an accurate anticipated impact of many activities as recycling performance can be affected by a multitude of factors which cannot

be controlled for. Nevertheless the plan aims to project the strong, positive recycling ethos of ABC and to continue to foster this ethos in the wider community

91. Recycling performance will be continually monitored to assess the success of the communications and education plan. This will then be used to form the basis of an annual review of the communications plan in order for ABC to continually adapt communications regarding recycling to maintain an impressive recycling performance.

Appendix 1: ACORN analysis of postcode sectors

Postcode Sector	Addresses in Postcode Sector	ACORN 1	ACORN 2	ACORN 3	ACORN 4	ACORN 5
CT 4 7	171	138	0	31	0	0
CT 4 8	814	379	8	280	145	0
ME13 0	16	15	0	1	0	0
TN17 4	697	333	0	172	191	0
TN18 5	91	81	0	0	8	0
TN23 1	771	63	0	167	239	279
TN23 3	5503	1587	1375	1798	655	78
TN23 4	2002	164	2	492	891	430
TN23 5	6048	96	693	1669	2097	1439
TN23 6	678	7	0	153	225	287
TN23 7	1372	1	0	249	710	409
TN24 0	6275	636	391	2436	1929	867
TN24 8	2688	245	41	1250	671	461
TN24 9	4717	847	376	1823	1288	337
TN25 4	2193	1364	312	421	35	0
TN25 5	1525	804	77	307	319	11
TN25 6	1114	489	0	479	137	0
TN25 7	1097	428	116	427	100	0
TN26 1	1118	355	10	500	186	35
TN26 2	1495	578	40	632	236	0
TN26 3	2147	1084	0	633	422	0
TN27 0	1816	972	0	496	319	25
TN27 8	1636	872	1	427	328	0
TN27 9	462	324	0	102	35	0
TN30 6	2686	1305	0	984	389	0
TN30 7	1672	923	0	290	335	122
Total	50804	14090	3442	16219	11890	4780

Postcode sectors shaded greens contain 90% or greater households situated in the Borough of Ashford and would therefore receive door to door leafletting. Postcode sectors shaded amber contain 90% or less households situated in the Borough of Ashford and would therefore receive direct address mail.

Annex B: Forward Communications and Education Plan

The following communications and education plan has been developed from analysis of the waste composition as well as changes to recycling performance since this waste composition. The plan presents campaigns to target key materials as identified from this analysis as well as campaigns and activities to be run focusing on seasonal materials. Activities have been selected based on their success when targeting these materials in previous campaigns run by a number of authorities. The plan also focuses strongly on community engagement and engagement with schools and youth groups.

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
<p>Contamination lock out.</p>	<p>We will be being stricter on the quality of recycling we are accepting. Contaminated bins being accepted has led to rejected loads which means lots of great recycling doesn't get recycled and incurs a financial cost.</p> <p>If your recycling bin contains the wrong materials we will not be able to take it away. We will put a hanger on the bin to tell you this is the case and your bin will be collected next time provided the offending material has been removed.</p>	<p>From the w/c 31/11/16 collection crews will be stricter with whether they accept recycling bins. Bins found to be containing contaminated materials will not be accepted. The bin will have a hanger placed on it that indicates to the resident why it has not been collected and what the material is.</p> <p>Following on from this we will produce a map of the borough with the ACORN groups of each postcode/household and a map of the collection routes. This way we will be able to easily select ACORN appropriate communications to be delivered on the relevant rounds in the future. We need a GIS file of the routes to be sent to KCC's SILK team in order for this to be produced.</p> <p>Prior to this occurring we will need to:</p> <p>Update the website to convey this information.</p> <p>Post on the council Facebook</p>	

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
		<p>and Twitter that this will be happening.</p> <p>Issue a press release.</p> <p>Inform colleagues we will see a rise in enquiries from residents about uncollected recycling and how to deal with these enquiries.</p> <p>Provide information to collection crews on what target materials are and key non-target materials to look out for.</p>	
Food waste bin sticker	<p>Please ensure all food waste is recycled in the food waste bin.</p> <p>Last year we recycled Nearly 5,000 tonnes of food waste. However there was still nearly 4,000 tonnes in our waste. Recycling your food waste really does make a difference.</p> <p>All of these can be placed in your orange and black food waste bin: Raw meat and fish (inc. bones) Cooked meat and fish (inc. bones) Tea and coffee grounds Dairy Bread</p>	<p>In January “No Food Waste Please” stickers will be placed on all residents’ residual bins.</p> <p>A press release will be sent out prior to the delivery of the stickers (and leaflets subject to cabinet approval) to inform residents. In previous instances where these stickers have been utilised residents have felt the council were suggesting they wouldn’t take accept residual bins containing food waste which has caused tension.</p>	<p>The delivery of the sticker is to be arranged with Biffa and will cost £12,000. This is to be initially paid by ABC and then reimbursed by KRP</p>

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
	<p>Leftover plate scrapings Fruit and vegetables Rice, pasta and beans. Please do not place any food packaging in your food waste bin. This should be placed in the green recycling bin if it can be accepted or in your grey refuse if it cannot.</p>	<p>Customer services need to be informed ahead of the sticker delivery as they may see a number of enquiries about the sticker.</p> <p>A dedicated page on the council website for food waste recycling to be created.</p> <p>Posts will be made on twitter and Facebook informing residents of the sticker delivery and providing statistics on the amount of food waste that is recycled and not recycled.</p>	
<p>Food waste leaflet (Subject to cabinet approval)</p>	<p>Did you know all of these items can be recycled in your food waste? Raw meat and fish (inc. bones) Cooked meat and fish (inc. bones) Tea and coffee grounds Dairy Bread Leftover plate scrapings Fruit and vegetables Rice, pasta and beans.</p> <p>It is important that food is emptied from any packaging; the packaging should then be either placed into the recycling bin or the refuse bin if it cannot be recycled.</p>	<p>A food waste leaflet adapted from WRAP'S leaflet to be distributed to target (ACORN 1) areas. The leaflet addresses barriers to food waste recycling identified by WRAP from focus groups. Delivery to coincide with the delivery of the food waste sticker to strengthen the impact of the food waste campaign</p> <p>Or</p> <p>A food waste leaflet adapted from WRAP'S leaflet to be distributed to every household. The leaflet</p>	<p>Cost: £5000</p> <p>Or</p> <p>£3000</p>

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
	<p>Your food waste bin is collected twice as often as your grey refuse bin meaning your food sits around half the time.</p> <p>Last year we recycled Nearly 5,000 tonnes of food waste. However we still threw away even more than we recycled. Recycling your food waste really does make a difference.</p>	<p>addresses barriers to food waste recycling identified by WRAP from focus groups. Delivery to coincide with the delivery of the food waste sticker to strengthen the impact of the food waste campaign</p> <p>The leaflet will need to be designed in advance of potential cabinet approval. If the leaflet is approved then arrangements for print and distribution would need to begin immediately</p>	
Wastebuster promotion	<p>From January 21 schools in Ashford will have the fantastic opportunity to gain access to a wealth of resources promoting the education of waste and recycling from Wastebuster for no cost. Schools will access high quality films, blogs, assembly materials, classroom and homework activities, eco-school toolkits and online games via a localised landing page.</p> <p>Your school now has access to a wealth of resources promoting education on waste and recycling from Wastebuster. Your students will find the activities exciting, engaging and informative.</p> <p>Lesson plans, linked to the national curriculum have been developed by Wastebuster and are now completely free for your teachers to use.</p>	<p>Contact all primary schools in the borough to inform them of this opportunity.</p> <p>In December a decision will have to be made as to which schools will receive Wastebuster membership.</p> <p>In January the selected schools will need to be contacted to inform them that they will soon have access to Wastebuster.</p>	<p>A contract between Viridor and Wastebuster grants access to Wastebuster for 100 schools in the Mid-Kent and West-Kent areas. Of these 100 schools Viridor decided 21 should be from Ashford.</p> <p>Wastebuster presented an offer to the KRP comms meeting group for coverage of the 353 schools in Kent not covered by this contract.</p>

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
<p>Borough wide contamination campaign. (Subject to cabinet approval) Or</p> <p>Targeted contamination communications 3 months on from contamination lock out. (Subject to cabinet approval)</p>	<p>These materials can be recycled in your recycling bin. Unfortunately these materials cannot be recycled in your recycling bin, please either recycle through this medium or place in your refuse bin.</p> <p>Contamination is where a material is placed in the recycling bin that cannot be recycled alongside those materials. When this happens it can mean that none of the otherwise good recycling can be recycled either as it cannot be sorted from the contaminating material. Contamination can mean that a vehicles load is rejected, consequently lots of potential recycling is lost and there is a significant financial cost to this.</p> <p>Since we began to recycle smarter in November we have decreased the amount of unrecyclable material in our recycling bins from X to Y.</p>	<p>Pictorial flyer highlight that common contaminants (black sacks, carrier bags, nappies, food waste, dark plastic, textiles, and electrical items) to be delivered to every household in the borough.</p> <p>Press release highlighting the effect of our crackdown on contamination.</p> <p>Posts on social media</p> <p>Update council website</p> <p>Or</p> <p>Following on from the crackdown on contaminated bins we will identify those areas and households that are still regularly contaminating. We can then identify what ACORN group they belong to and deliver a flyer that is designed to address barriers specific to their ACORN group. We will also be able to conduct door-knocking in areas with a high number of contaminators.</p> <p>Press release highlighting the effect of our crackdown on contamination.</p>	<p>Cost: £5000</p>

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Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
		<p>Posts on social media</p> <p>Update council website</p>	
Valentine's Day	<p>Love Ashford, Love Recycling</p> <p>Make sure you recycle your wine bottles in your green recycling bin.</p> <p>Leftovers and peelings from romantic meals should be recycled in your black and orange food waste bin.</p>	<p>Twitter, Facebook and Council website,</p> <p>February issue of Ashford Voice</p>	
The Great British Spring Clean	<p>Ashford is taking part in the nationwide campaign "The Great British Spring Clean"</p> <p>Find out how you can Keep Britain Tidy</p>	<p>3rd-5th March</p> <p>Engagement with community groups including scouts clubs that have already been worked with on recycling. Litter picks to be organised with KAC</p>	<p>Further possible actions as well as the development of a key message to be discussed during team meetings (see ongoing activities).</p>
Council Tax insert	<p>Key message to be developed during team meetings in early 2017 based on most recent monitoring and analysis figures.</p>	<p>Insert to be sent to residents alongside their Council Tax.</p>	<p>Further possible actions as well as the development of a key message to be discussed during team meetings (see ongoing activities).</p>
Christmas and New Year's recycling results	<p>Thanks to your fantastic recycling efforts In December and January we managed to recycle X</p>	<p>Once data has been obtained for December 16 and January 17s waste and recycling performance this will be analysed to compare to previous years.</p> <p>Residents will be updated on the results of their efforts through ABC's online presence or a press</p>	

Waste and recycling communications plan 2016/17

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
St. Patrick's day	Today's a green day! Make sure to recycle all your glass bottles, tins and cans in your green recycling bin.	release if appropriate. Twitter and Facebook posts on March 17 th Website to be updated with seasonal materials.	
Garden Waste service	Did you know you can share a bin with a neighbour? It can be hard to find the money for the cost of a full garden waste bin, especially when you only have a small amount of garden waste. By sharing a bin with a neighbour you can both help the planet for half the price. Alternatively you can compost any garden waste you have at home. Composting your garden waste produces fertiliser that you can then use in keeping a beautiful healthy garden.	National Gardening Week runs from the 10 th -16 th April. Before and after this time we will campaign regarding the garden waste service. Flyers targeted at ACORN groups 4 and 5 will be produced (subject to cabinet approval) and distributed to target areas. Screens in waiting rooms to advertise garden waste service. Press release during National Gardening Week highlighting the success of the service and addressing barriers people may have where they can't afford a service solely for their household.	
Garden waste flyer (Subject to cabinet approval)	Did you know you can share a bin with a neighbour? It can be hard to find the money for the cost of a full garden waste bin, especially when you only have a small amount of garden waste. By sharing a bin with a neighbour you can both help the planet for half the price. Alternatively you can compost any garden	Or Flyers will be produced promoting the garden waste service and distributed borough wide Social media posts. Or Flyers targeted at ACORN groups	£5,000 Or £2,250

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
	<p>waste you have at home. Composting your garden waste produces fertiliser that you can then use in keeping a beautiful healthy garden.</p>	<p>4 and 5 will be produced and distributed to target areas.</p> <p>Update council</p>	
<p>Easter recycling promotion</p>	<p>Don't forget to recycle all your Easter Egg boxes, and the foil wrapping too– they can all go in your green bin.</p> <p>Any leftover chocolate you can't reuse in cakes or other dishes you can pop in your food waste bin as a last resort and we'll take it away for composting. For more on what you can compost/recycle and what happens to everything once it's collected visit www.ashford.gov.uk</p> <p>If you're having a bit of a spring clean, don't forget you can put worn-out clothes and textiles for recycling in a carrier bag next to your green bin and we'll collect them when we empty it. And if you've got any old broken electronic toys left over from Christmas, or kitchen gadgets, you can leave these next to your grey bin in a carrier bag and we'll take them away for recycling.</p> <p>For more on what happens to this stuff once you've put it out, visit www.ashford.gov.uk</p>	<p>Information to be posted on Twitter and Facebook on Friday 14th April</p> <p>Website to be updated w/c 27th March</p> <p>March Issue of Ashford Voice</p>	
<p>2017/2018 recycling calendar</p>	<p>Your 2017/2018 recycling calendar is now</p>	<p>Current recycling calendar runs</p>	

Waste and recycling communications plan 2016/17

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
	<p>available to download from www.ashford.gov.uk/environment Never miss a week!</p>	<p>until the end of the June 2017. Website will need to be updated with the new calendar available for download during June. Posts on social media.</p>	
<p>Summer recycling promotion</p>	<p>Make sure this year you have a Sustainable Summer. Recycle any clear dense plastics from your barbecues as well as any cans or glass bottles.</p> <p>It's important to stay hydrated. When you are finished with your drinks bottles, make sure you recycle them in your green bin.</p>	<p>Posts through Twitter and Facebook. Updated council website to focus specifically on materials associated with summer activities such as barbecues (Clear plastic, burger bun packaging, drinks bottles, cans and tins)</p>	
<p>Love Kent Hate Litter</p>	<p>Love Kent Hate Litter Steering are working on the development of a suite of communication materials to be used across the 13 Kent Councils. Littering from roadside vehicles needs to be addressed in order to maintain and develop an Attractive Ashford.</p>	<p>Last two weeks of July Roadside A-boards with interchangeable signs. KRP agreed a focused approach on littering from vehicles would be positive.</p>	<p>Further possible actions as well as the development of a key message to be discussed during team meetings (see ongoing activities).</p>
<p>Recycling Week</p>	<p>Its recycling week and we want to help you recycle better than ever.</p> <p>We will be at County Square Shopping Centre during September) to answer any questions you have, provide information on what to recycle and how and show you examples of good and bad practice.</p>	<p>Stall at County Square. Other authorities have noted the importance of having something to incentivise residents to come over to talk to officers.</p> <p>Press release before and after the stall.</p> <p>Posts on social media.</p>	<p>Recycle now will have a campaign and these communications can be utilised to create a larger awareness among residents.</p>
<p>Updated artwork for collection vehicle Livery (Subject to</p>	<p>Students at Ashford College have designed fantastic artwork promoting</p>	<p>Students to be provided with some key issues and messages</p>	<p>Cost of changing the livery is £6,750 for 10 vehicles.</p>

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
<p>cabinet approval)</p>	<p>recycling. Look out for the vehicles and Tweet us a picture @AshfordCouncil</p> <p>OR</p> <p>Our waste and recycling collection vehicles are sporting a brand new look to help you recycle even better than before. Look out for them and Tweet us a picture @AshfordCouncil</p>	<p>that are important to Ashford's recycling performance. They will then design artwork promoting recycling and addressing these issues. This artwork can then be considered for use on our collection vehicles where they would be seen across the borough.</p> <p>OR</p> <p>Communications team to design new artwork based on key materials to target utilising recycle now's artwork where appropriate.</p> <p>Press release regarding the new look vehicles.</p> <p>Social media posts Update council website</p>	<p>Analysis will need to be taken on most recent recycling data to inform decision on key messages and materials that livery artwork should address.</p>
<p>Attractive Ashford</p>	<p>Keeping Ashford tidy, clean and free from litter is key to delivering an Attractive Ashford.</p>	<p>Two weeks in October to prepare for Bonfire Night Litter picks to be organised with community groups.</p>	<p>Further possible actions as well as the development of a key message to be discussed during team meetings (see ongoing activities).</p>
<p>Halloween recycling promotion</p>	<p>When you no longer want your fantastic pumpkins, make sure you recycle them in your orange and black food waste bin. These will then be recycled to produce fertiliser that could be used to grow next year's pumpkins.</p>	<p>w/c 23/10/17 Posts through social media and update on the council website. w/c 30/10/17 food waste recycling bins to be placed in high footfall car parks with a poster explaining their use.</p>	<p>Needs to be organised with Biffa for placement of bins and collection</p>

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
	<p>We have placed food waste recycling bins in these car parks, if you bring along your old pumpkins we will ensure these are collected for recycling to become fertiliser for next year's pumpkins. Please do not place any items other than food waste in these bins.</p> <p>Unfortunately all your sweet wrappers can't be recycled. Please make sure you place these in your grey refuse bin so they don't affect our ability to recycle all your other great recycling. Don't let your recycling go to waste.</p>		
Review communications plan for upcoming year		<p>Review the activities that have been conducted and their success.</p> <p>Review recycling performance over the previous year to identify and priority issues.</p> <p>Recycling comms plan for the upcoming year to be developed based on deciding whether to keep an activity, adapt an activity or remove an activity. Include new activities based on issues that have arisen and upcoming events in the year.</p>	
2016/2017 recycling results	This year we managed to recycle X, this means we again have the best recycling performance of any local authority in Kent!	Press release detailing the result of Ashford residents' recycling efforts for 2016/2017.	

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
	<p>Thank you for amazing efforts in achieving this.</p> <p>Or</p> <p>This year we managed to recycle X. Your efforts in achieving this are truly appreciated. With your continued effort next year this figure could be even higher.</p>	<p>Update council website</p> <p>Social media posts</p>	
<p>Christmas campaign</p>	<p>Last December and January we recycled a fantastic X tonnes. Make sure to recycle your paper and cards. Your clear dense plastic can also be recycled.</p> <p>FOOD WASTE You may have a lot of leftover food which can also be recycled. When recycling this please use the orange and black food waste bin. Food waste placed in the green bin will mean that we can't collect it and will let your good recycling go to waste.</p> <p>WEEE AND TEXTILES If you have any small electrical items to recycle following a gift these can be placed on top of your refuse bin in a clear plastic/carrier bag for collection that week</p> <p>If you have any textiles to recycle following a gift these can be placed on top of your recycling bin in a clear plastic/carrier bag for collection that week.</p>	<p>December issue of Ashford Voice w/c 4/12/17 Social media posts Seasonal recycling section of council website updated for Christmas.</p>	

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
	<p>CHRISTMAS TREES</p> <p>When Christmas is over and your tree begins to look a little bedraggled, why not continue the spirit of goodwill by donating your tree to Pilgrims Hospices?</p> <p>More than 4,500 Christmas trees from retailers in and around Ashford will have tags tied to them with details on how you can register. Otherwise you can sign up for the Treecycling service direct at www.pilgrimshospices.org/treecycling or ring the hotline on 01233 504111.</p> <p>Individuals and companies with vans are invited to volunteer as Tree Collectors on the day. To donate your time, please contact the office on 01233 504111 or email ashford.fundraising@pilgrimshospices.org.</p> <p>Alternatively, please take your tree to Ashford's Household Waste and Recycling Centre in Cobbs Wood Industrial Estate for recycling.</p> <p>If you subscribe to our garden recycling service, you can place your cut up tree in your brown wheeled bin and we will collect it. To sign up to our fortnightly garden recycling collection service visit http://www.ashford.gov.uk/gardenrecycling</p>		

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments/other activities
New year campaign	Make recycling your new year's resolution. Start by recycling any glass bottles from your new year's celebrations in your green recycling bin	Social media posts	

Ongoing activities

Activity	Key messages	When and how	Comments / other activities
Flats	<p>PLEASE USE THE RIGHT BINS</p> <p>People in this block are putting food waste and nappies in the recycling bin – whole loads get contaminated and cannot be recycled.</p> <p>GREEN BIN – recycling (list of common items)</p> <p>Please do not place these items in the green bin (list of common contaminants)</p> <p>FOOD BIN – food waste please no plastic bags or black sacks</p> <p>GREY BIN – nappies, and other things that can't be recycled</p> <p>USE THE RIGHT BIN. Recycling bins containing the wrong items cannot be collected!</p>	<p>A3 laminated posters to be put on communal sites and noticeboards in blocks where these are present.</p> <p>Contact management agents regularly to identify sites having problems with recycling. Host recycling drop ins in collaboration with management agents to talk to residents about the issues they're having.</p> <p>Contact management agents regularly about upcoming newsletters that could potentially feature our communications for a campaign that is running at the time of publication.</p>	<p>Recycling year quarters (please indicate when management agents have been contacted for a quarter):</p> <p>Q1 (April-June)</p> <p>Q2 (July-September)</p> <p>Q3 (October-December)</p> <p>Q4 (January – March)</p>
Contamination	We can't collect your recycling bin if it contains the wrong items. These items cannot be placed in your green recycling bin (carrier bags, black sacks, food waste, nappies, textiles, electrical items, general rubbish)	Lock out records to be regularly reviewed to find households and larger areas that are regularly being locked out. These houses and areas to be visited by officers and or receive information on	

Waste and recycling communications plan 2016/17

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments / other activities
	Don't let your good recycling go to waste.	what can and cannot be placed in the green recycling bins	
Wastebuster	Your school now has access to a wealth of resources promoting education on waste and recycling from Wastebuster. Your students will find the activities exciting, engaging and informative. Lesson plans, linked to the national curriculum have been developed by Wastebuster and are now completely free for your teachers to use.	Contact schools every term to discuss how they have found the Wastebuster service and how they can get the most out of it. Assemblies can be delivered where schools are interested.	School terms (please indicate when schools have been contacted for each term): September-December January-April May-July
Youth engagement	Recycling really makes a difference to our environment. These materials can all be recycled and from that we can produce energy or these items. (Key messages will be tailored according to the audience)	Work undertaken with local youth groups such as Cubs groups or Brownie groups to present interactive informative lessons on recycling and waste.	
Community engagement	These are the materials that should be placed in your green recycling bin. This is what should be placed in your orange and black food waste bin. Materials that do not go in either of these bins can be recycled in this way, or if they cannot be recycled at all should be placed in the refuse bin. We want to know what barriers to recycling you face. Recycling really makes a difference to our environment.	Regularly seek out opportunities to engage with the public or interested groups through roadshows such as during recycling week 2016 and the 2016 Ashford Christmas Farmers Market or presentations such as those given to Singleton Parish Council.	

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments / other activities
	<p>These materials can all be recycled and from that we can produce energy or these items.</p> <p>(Key messages will be tailored according to the audience)</p>		
Website	<p>Our website has been improved to make it easier to find information on what bins are being collected each week and what can be recycled.</p> <p>We now have a seasonal section where you can quickly find out how to recycle or dispose of items that you may deal with at particular times of the year. This section will be updated throughout the year. For instance check back in the summer to find information on common barbecue items.</p>	<p>Website to be updated so that when a visitor clicks on the recycling and refuse icon they are taken to a page with icons for each sub-section</p> <p>Create a sub section for each bin (green, orange & black, grey, and brown)</p> <p>Create a sub section for recycling service news</p> <p>Create a sub section for seasonal materials. (updated as part of campaigns on any seasonal materials)</p>	
Livery	<p>Did you know you can recycle all of these items (change seasonally). Keep an eye out for this collection vehicle(change seasonally). Tweet a picture to @AshfordCouncil</p>	<p>Quarterly focus on a collection vehicle with livery regarding materials relevant to the season. E.g. garden waste artwork in spring.</p>	<p>Would follow on from changes to the livery of collection vehicles in late 2017</p>
Team meetings	<p>Council tax insert direction and message. Areas to be addressed through targeted bus shelter advertising. Street cleansing projects key messages to</p>	<p>Regular meetings to be held to discuss direction and key messages of communications and address any developments in</p>	

Waste and recycling communications plan 2016/17

Activities to be highlighted green upon completion

Activity	Key messages	When and how	Comments / other activities
	be decided upon.	waste and recycling.	