

|  |                                       |
|--|---------------------------------------|
| <b>NORTH LONDON WASTE AUTHORITY</b>  |                                       |
| <b>REPORT TITLE: COMMUNICATIONS UPDATE</b>   |                                       |
| <b>REPORT OF: CLERK OF THE NORTH LONDON WASTE AUTHORITY</b>  |                                       |
| <b>FOR SUBMISSION TO: AUTHORITY MEETING</b>  | <b>DATE: 10<sup>th</sup> December</b> |
| <p><b>SUMMARY OF REPORT</b><br/> This report provides a summary of the North London Waste Authority's (NLWA's) updated communication strategy highlighting the overall aims of the communication work and suggested activity going forward. The report also looks at communication with NLWA members including media protocol and provides an update on the lobbying work.</p> |                                       |
| <p><b>RECOMMENDATIONS</b><br/> Members are recommended to (a) consider the strategy and provide comments; (b) note the media strategy at appendix 4 to the report.</p>   |                                       |
| <p><b>SIGNED:</b></p><br><p><b>DATE:</b></p>   |                                       |

## **1. Communications strategy update**

A communications strategy was drafted for the North London Waste Authority (NLWA) at the end of 2007 and was noted by previous members at an Authority meeting in February 2008.

The original strategy only covered communications activity until the end of 2008 and therefore needed to be updated. The procurement process has also developed significantly since the first strategy was drafted and so an update was required to bring it more in line with the procurement activity.

The updated communications strategy, which can be found in appendix 1, has been drafted to guide communication from 2008 through to 2014. It will act as a flexible document that is continuously reviewed and adapted in-line with the procurement timetable and approach and which supports the strategic aims and objectives of the NLWA, the North London Joint Waste Strategy, the NLWA procurement processes and the North London Waste Plan.

The strategy aims to develop the NLWA's current methods of communication, moving the Authority away from a reactive approach to communication to a more strategic proactive approach, while recognising the need to be adaptable and react quickly to changes.

It has been split into four individual plans, one which covers general NLWA communication and three which are specific to the procurement and are focussed on industry communication, borough communication and resident communication.

### **1.1 General communications plan**

This covers both internal and external Authority communication. Internal audiences include NLWA members, all officers, advisors, managers and directors and external audiences include the waste and energy industries, residents and businesses in north London, the media and central government (for the full list please see the strategy in appendix 1).

The purpose of this plan is to get target audiences to understand and support the aims and objectives of the NLWA, as laid out in the North London Joint Waste Strategy and the North London Waste Prevention Plan, while supporting the work being undertaken as part of the North London Waste Plan.

The plan includes a programme of press releases, meetings, briefings, bi-monthly e-zine distribution, website updates, presence at borough waste events and support for national and regional waste campaigns.

### **1.2 Communication plan for bidders**

The target audience for this plan is the industry, potential bidders for the Authority's procurement processes. This includes waste management companies, potential investors and lenders, trade bodies, energy companies, technology providers and construction companies. The intention is to proactively engage with the industry to keep them well informed throughout each stage of the procurement processes in order to maximise awareness of the procurements, increase market confidence in the NLWA, generate interest in bidding and thereby maximise competition and value for money to the Authority.

The plan includes a programme of media briefings, press releases, features, updates to the NLWA website, emailed updates to companies who have registered for more

information, one-to-one meetings with bidders, the development of a website film about the procurements, attendance and participation at industry conferences and events, and a bidders' day to be held around the time that the Authority issues an invitation to submit outline solutions. It is envisaged that this plan will be updated over time as the Authority's procurement processes progress.

### **1.3 Communication plan for boroughs**

The target audience for this plan is the constituent boroughs. This includes NLWA members and officers, leaders, environment portfolio holders, borough Councillors, chief executives, officers and existing employees of affected services.

The purpose of this plan is to encourage proactive engagement with members and officers on the NLWA procurement processes and positively promote the vision for the future management of north London's waste as set out in the North London Joint Waste Strategy and the North London Waste Plan.

This plan recognises the importance of keeping members and officers up to date with developments by distributing information, particularly on issues pertinent to boroughs such as sites and planning, in a timely manor.

It includes workshops and site visits, update briefings, one-to-one meetings, NLWA articles in internal borough publications, NLWA website updates, information on borough's intranets and bi-monthly e-zine distribution.

### **1.4 Communication plan for residents**

The target audience for this plan is residents of the seven constituent borough councils, community groups, local businesses and borough trade waste customers. The intention is to develop a flexible plan of communication activity that proactively engages with residents on issues relating to waste management in north London, site selection and the procurement of new facilities.

The plan includes a programme of media releases, feature articles, updates to the NLWA website, articles in borough publications, attendance at community roadshows and events and leaflet distribution (to support website information).

Officers recognise that the consultation undertaken to date relating to waste management in north London, specifically the North London Joint Waste Strategy, may not be sufficiently robust going forward on the procurement process. Officers will therefore explore opportunities for further consultation or engagement with residents on elements of the North London Joint Waste Strategy which are of particular relevance to this process.

### **1.5 Budget**

Although for the most part costs for this work are built into existing work stream budgets there is also a small central publicity budget of £15,000 to accommodate ad hoc requirements.

In terms of procurement communication, £30,000 to cover the implementation of a bidders day in 2009 has been included in the 2009/10 Budget Forecast reported elsewhere on this agenda. The costs for this day are currently being explored.

## **2. Lobbying update**

In September 2008 Bell Pottinger was appointed to undertake a programme of lobbying work on behalf of the Authority. The following aims for this work were agreed between the NLWA and Bell Pottinger:

- to get ministers, senior civil servants and London government to understand the NLWA's vision and major role in relation to waste disposal, recycling targets and the broader climate change agenda including the role of a green economy in delivering jobs and innovation;
- to set out for ministers and senior civil servants the financial implications of the proposed procurement and the likely implications for the budgets of the seven constituent boroughs and potential impact on council tax levels and, as a result, to secure increased financial support from government for the NLWA's procurement;
- to secure support for the NLWA's agenda from other stakeholders and opinion formers including waste organisations, green organisations and businesses (e.g. energy companies).

Since their appointment Bell Pottinger has developed a six month programme of work to meet these aims which includes: carrying out detailed stakeholder mapping (to identify who the key influencers are and how best to communicate with them), developing key messages, organising and running one parliamentary event and organising a programme of stakeholder engagement work targeting key influencers.

The stakeholder engagement work will take a variety of forms including face to face meetings, group briefings, informal networking and written briefings. Bell Pottinger will organise all the logistics of these meetings and will provide pre-briefing guidance and follow up support. The stakeholder engagement strategy can be found in appendix 2.

To date Bell Pottinger has developed a briefing document for MPs which was circulated to members in October and a detailed stakeholder map. The stakeholder map will be circulated to members following this meeting.

## **3. Member communication**

Following the change of membership NLWA officers are reviewing member communication, to look at what information needs to go to members, how frequently and in what form. This includes the distribution of Authority agendas and reports, media coverage and press releases.

### **3.1 Authority agendas and reports**

To date Authority agendas and reports are distributed by post to individual members 10 days before an Authority meeting. Officers are currently looking at whether there is another means for distributing these documents in a timely fashion.

### **3.2 Media protocol**

To aid clarity and consistency around working with the media and signing off press releases and communications materials the NLWA has drafted a media protocol which sets out the way in which external communication activities should be managed. The media protocol can be found in appendix 3.

The protocol identifies NLWA spokespeople and clarifies the procedure for working with the media which includes the internal sign off process for press releases and statements. The protocol is not intended to be an in-depth document full of detail but rather a quick reference document to offer guidance.

To keep members informed and up to date with media activity all press releases will be circulated to members for information prior to being issued to the press. All media coverage will also now be circulated to NLWA members as it occurs. Any members who feel this will not be useful to them can opt out of the emails.

### **3.3 Communication updates**

The NLWA media and marketing officer also produces a bimonthly (or as appropriate depending on need) e-zine for NLWA officers and communications officers in the constituent boroughs. This e-zine is an update of communication activity and covers press coverage received, issues that have arisen in the press, projects and initiatives underway and resources that have been produced and are available to boroughs such as leaflets and fact sheets. This ezine can be circulated to members upon request.

### **4. Recommendations**

Members are recommended to (a) consider the strategy and provide comments; (b) note the media strategy at appendix 4 to the report.

### **5. Comments of the Financial Adviser**

The Financial Adviser has been consulted in the preparation of this report and has no further comments to add.

### **6. Comments of the Legal Adviser**

The Legal Adviser has been consulted and has no comments on the report.

### **Local Government Act 1972 – Access to information**

**Documents used:** North London Joint Waste Strategy, Mayor's Draft, September 2004

North London Joint Waste Strategy, Mayor's Draft, September 2004, Retrospective Strategic Environmental Assessment (SEA) Scoping Report

**Contact Officers:** Moira Gibb, Clerk to the North London Waste Authority  
& Rosie Elliott, Media and Marketing Officer

Camden Strategy Unit  
London Borough of Camden  
Camden Town Hall  
Judd Street  
London WC1H 9JE

Tel: 020 79746944  
Mob: 07789 032324  
Email: rosie.elliott@camden.gov.uk

Appendix 1

Communications strategy

---

NLWA Communications Strategy  
2008 - 2014



## **Contents**

|   |         |
|---|---------|
| Introduction                                    | Page 8  |
| Broad NLWA communications plan                  | Page 10 |
| Procurement communication plan for the industry | Page 20 |
| Procurement communication plans for boroughs    | Page 25 |
| Procurement communication plan for residents    | Page 29 |

## **NLWA Communications Strategy**

### **Introduction**

This strategy has been developed to guide communication from 2008 to 2014 and sets out to improve the North London Waste Authority's (NLWA) overall approach to communication while recognising that the Authority will be focusing on the procurement processes.

The strategy will act as a flexible document that is continuously reviewed and adapted in line with the procurement timetable and approach and which supports the strategic aims and objectives of the NLWA, the North London Joint Waste Strategy, the NLWA procurement processes and the North London Waste Plan.

This communication strategy has been split into four individual plans, a plan which encompasses broader NLWA communication and three which are specific to the procurement processes.

The procurement specific communications plans are targeted at the industry, boroughs and residents and have been broken down in this way in recognition of the complex nature of the procurement work.

The different target audiences identified in the strategy require very different information at different times. Separating the strategy out into the individual plans therefore ensures that communication is kept relevant and timely and is appropriate for the individual audiences.

The strategy aims to build and manage the NLWA's reputation and will seek to:

- Develop the NLWA's current methods of communication, moving the Authority away from a reactive approach to communication to a more strategic proactive approach, while recognising the need to be adaptable and react quickly to changes.
- Clarify the NLWA's key messages.
- Identify the NLWA's target audiences and appropriate means for communicating with them.
- Ensure that the NLWA works effectively with the media.
- Ensure information is easily accessible to all.
- Identify ways to measure the impact and evaluate the success of the communication.

### **Communications principles**

The communications strategy has been formulated on the following principles:

- There will be consistent themes, messages, tone and style that ensure a constant look and feel to all communications from the NLWA to its audiences.
- All NLWA communication will be branded with the NLWA logo.
- Communication will be open and two-way.
- All communication will be timely and accurate supporting the aims and objectives of the NLWA.
- The NLWA will work closely with its constituent boroughs and the NLWP consultants to ensure an aligned approach to communication.
- Clear and plain English will be used at all times.
- All communication will have a clear purpose and be assessed and reviewed accordingly.
- Feedback from the target audience will be encouraged.
- All communication work will be assessed to ensure that the principles of best value are adopted and followed.

## **NLWA broad communications plan**

### **Introduction**

This plan sets out how communications work for the Authority as a whole will be implemented.

The purpose of the communications work identified in this plan is to get target audiences to understand and support the aims and objectives of the NLWA, as laid out in the North London Joint Waste Strategy and the North London Waste Prevention Plan.

Communications will also support the work being undertaken as part of the North London Waste Plan.

### **Background**

The amount of rubbish produced and collected in north London is growing and the current methods in place for disposing of the waste are unsustainable.

Currently only 24 per cent of waste in north London is recycled, the rest is either incinerated (40 per cent) at the Edmonton incinerator in Enfield, or goes to landfill sites in the Home Counties (36 per cent).

In order to meet tough waste targets, the NLWA needs to move from a position where material is primarily landfilled outside of London, or incinerated within the north London area to generate electricity, to a position where nearly half of the material is recycled, composted or treated to generate heat and power and the majority handled within the London boundary.

In 2008 the seven north London boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest in partnership with the North London Waste Authority signed up to the North London Joint Waste Strategy.

The strategy is a long term commitment to managing waste in a more sustainable way. It sets out how the partners (the boroughs and the NLWA) will manage the waste that they collect from households and businesses in the area to 2020 and beyond.

The aims as set out in the North London Joint Waste Strategy include:

- To achieve a 50% recycling and composting rate by 2020.
- A reduction in the amount of waste sent for disposal to landfill from 36 per cent to 15 per cent;
- To co-ordinate and continuously improve municipal waste minimisation and management policies in north London.

- To manage municipal waste in the most environmentally benign and economically efficient ways possible through the provision and co-ordination of appropriate waste management facilities and services.
- To ensure that services and information are fully accessible to all members of the community.
- To maximise all opportunities for local economic regeneration.

Communication will play a key role in raising awareness and generating support and buy in for these aims.

In addition to the North London Joint Waste Strategy the same seven boroughs are working together, in their role as planning authorities, on the development of the North London Waste Plan (NLWP).

This is a land use planning document and will identify suitable sites for dealing with all waste produced in north London (not just the waste collected by the seven north London boroughs as in the case of the NLWA). The sites are taken from broad locations identified by the Mayor for London in the 'London Plan'.

The NLWP will be ratified by boroughs at each stage of its development. It will form part of each borough's Local Development Framework, and will identify and safeguard sites to deal with waste in these boroughs up to 2020.

The NLWP communication is being carried out by consultants Mouchel and CAG Consultants but the NLWA has a role to play in supporting their communications activities, explaining to audiences the differences between the North London Waste Plan and The North London Joint Waste Strategy and how they work together.

The NLWA communications work will aim to explain and promote the overall vision for north London which includes the aims and objectives of the North London Waste Plan.

**Target audiences** (*who we will be communicating with*)

- Internal:
  - NLWA - includes NLWA members, all officers, advisors, managers and directors
- External:
  - Industry - includes waste management companies, potential investors, trade bodies, energy companies, technology providers and construction companies.
  - Boroughs - environmental portfolio holders, chief executives, leaders, officers, existing employees of affected services and opposition members.
  - Residents – includes residents of the seven constituent boroughs, community groups, local businesses and trade waste customers.

Media - (TV, radio, online and press) includes local, regional, national, waste trade, energy trade, PFI and infrastructure trade and local government trade.

Central Government and agencies – includes DEFRA and WRAP (Please note a programme of lobbying and public affairs work is being undertaken which will look at communication with central government and agencies in more depth).

### **Communications aims** (*What we hope to achieve*)

To improve communication between the NLWA and its target audiences by explaining and promoting strategies, plans, policy changes, activities and achievements and encouraging feedback.

To ensure all audiences including NLWA staff, members, residents, businesses and community groups understand and support the aims and objectives of the NLWA, as laid out in the Joint Waste Strategy.

To explain to all audiences clearly, openly and within context the need for a more sustainable approach to waste management which includes higher waste prevention, recycling and composting targets.

To raise awareness and understanding of the need for a new approach to waste management in north London whereby the majority of waste is handled within the London boundary.

To build confidence in the NLWA's chosen approach to managing north London's waste.

To improve partnership working across the seven north London boroughs on waste communications to maximise budgets and impact.

To protect and enhance the reputation of the NLWA among the waste industry, local and central government and stakeholders, positioning the NLWA as a credible, responsible and forward looking organisation.

To develop supportive press coverage and minimise negative, hostile press coverage by providing an effective and proactive media service.

### **Communications objectives** (*How we plan to achieve the aims*)

#### **Internal objectives**

1) To ensure that members and relevant officers (NLWA officers and relevant borough officers) understand and are aware of the targets, aims and the drivers for change in the way waste in north London is managed.

2) To keep members and officers fully informed and up to date on any developments, policy changes, future plans and initiatives relating to waste management in north London.

3) To ensure that members and officers understand their role in helping to gain support for the NLWA aims by disseminating key information to their colleagues/ contacts.

- 4) To keep all members and officers fully informed and up to date on the work being carried out by the NLWA and the NLWP (in so far as it affects the NLWA), clearly explaining and highlighting implications the work will have on their constituents.
- 5) To provide members with concise summaries, key messages and supporting materials relating to NLWA work, as appropriate, to enable members to be well informed advocates for the Authority.
- 6) To utilise existing internal meetings including meetings of directors of finance and directors of environment to provide information to officers keeping them informed and up to date and enlist support for the work underway.

### **External objectives**

- 7) To keep north London residents, businesses and community organisations informed and up to date on NLWA aims, future plans, policy changes and initiatives by making information clear and easily accessible to all.
- 8) To ensure that north London residents, businesses and community organisations understand and are aware of the targets, aims and the drivers for change in the way waste in north London is managed.
- 9) To facilitate a good relationship with target audiences by encouraging and promoting two way communication, providing feedback mechanisms and opportunities for open discussion.
- 10) To use existing meetings and residents groups including community forums, discussion panels and scrutiny groups to engage with residents on waste issues.
- 11) To ensure audiences in particular residents are aware of the role they play in helping north London meet the aims of the North London Joint Waste Strategy.
- 12) To work in partnership with the boroughs to develop resources for residents and businesses relating to waste, recycling and composting to encourage an increase in current recycling levels and a decrease in the amount of waste sent to landfill or incineration.
- 13) To host a minimum of two meetings per year with communications officers across the seven boroughs to encourage partnership working and provide the opportunity for boroughs to input into communication and develop a more joined up approach.
- 14) To produce a bimonthly e-zine that updates boroughs on NLWA activity, news, media coverage, plans, policy changes, achievements and procurement developments.
- 15) To respond quickly and efficiently to 100 per cent of media enquiries within their specified deadlines.
- 16) To proactively distribute relevant information to the media in a timely fashion which contains at least two key messages and generates 60 per cent positive media coverage in the target media (local, regional, trade and national).

17) To monitor key media on a daily basis to identify opportunities to respond, reporting trends and potential issues, distributing summaries to relevant officers and members.

18) To support where appropriate local/ regional/ and national campaigns relating to waste management and recycling.

**Key messages** (*What we want to communicate to our target audience*)

Key messages will be developed as appropriate for individual activities, initiatives and in response to arising issues. Overarching key messages are as follows:

In north London we throw away almost a million tonnes of rubbish per year which is both expensive and damaging to the environment.

By 2020 we need to be achieving a 50 per cent recycling and composting rate, double our existing rate which is an average of 24 per cent.

We need to achieve a reduction in the amount of waste sent for disposal to landfill from 36 per cent to 15 per cent by 2020, and recovery of energy from 31.5 per cent of waste.

Working in partnership with our constituent boroughs the NLWA is rethinking the way in which waste in the area is managed.

A new approach prioritising waste prevention, reuse and recycling over sending waste to landfill and for traditional incineration is being sought.

Recycling is easy and it is now possible to recycle more materials than ever before. To find out what you can recycle where you live please visit your local Council's website.

By reducing the amount of waste disposed of through reducing, reusing, recycling and composting as much as possible we can keep waste disposal costs to a minimum.

There are simple things we can all do to reduce the amount of waste we create. To find out what you can do go [www.nlwa.gov.uk/yourwaste](http://www.nlwa.gov.uk/yourwaste)

**Channels** (*Ways we can communicate with our target audiences*)

There are a wide range of channels available to keep audiences informed and engaged (See table below. Please note these are not listed in order). There is no single route to effective communication; a mixture of methods will be required:

| Internal                 | Industry  | Boroughs          | Residents        | Media                                |
|--------------------------|-----------|-------------------|------------------|--------------------------------------|
| Email updates/ summaries | Website   | Authority reports | NLWA website     | Press releases and photo opportunity |
| Data room                | E-alerts  | NLWA website      | Borough websites | Briefings – verbal and written       |
| Bimonthly e-zine         | Data room | Borough           | Borough          | Statements                           |

|   |                                 |   |  |                   |
|---|---------------------------------|---|--|-------------------|
|   |                                 | websites                                  | residents magazines  |                   |
| Team meetings   | Press articles                  | Briefings – verbal and written            | Local press coverage   | Site visits       |
| Away days   | Bidders Day                     | Meetings                                  | Meetings   | Meetings          |
| 'Lunch and Learn' Lunchtime learning/ update sessions | Information pack                | Email updates                             | Advertising  | NLWA website      |
| Milestone meetings/ updates                           | Meetings                        | Information leaflets/ booklets            | E-updates  | Boroughs websites |
| Inter project working groups                          | Letters                         | Workshops                                 | Briefings – verbal and written (good for businesses of community groups) | Factsheets        |
| Staff briefings – verbal and written                  | Newsletters                     | Factsheets                                | Information leaflets/ booklets   | Q&A documents     |
| Staff notice boards – posters/updates                 | Industry conferences and events | Drop-in sessions/ surgeries               | Factsheets   | Email updates     |
| One to one meetings                                   | Advertising                     | Letters                                   | DVD  |                   |
| Open Q&A sessions                                     | Briefings – written and verbal  | Conferences and events                    | Letters  |                   |
| Training events                                       | Open Q&A sessions               | Workshops                                 | Workshops  |                   |
| Feedback forums/ internal consultation                | DVD                             | Articles in borough internal publications | Roadshows and events   |                   |
| Management conferences                                | Leaflets/ brochures             | One to one meetings                       | Consultation exercises   |                   |
| Authority reports                                     | Site visits                     | Open Q&A sessions                         | Site visits  |                   |
|   | Posters/ banners                | Training events                           | Newsletters  |                   |

|  |  |   |                                |  |
|--|--|---|--------------------------------|--|
|  |  |   |                                |  |
|  |  | Away days   | Authority reports              |  |
|  |  | Borough intranets   | Regional/national campaigns    |  |
|  |  | Borough internal email updates (message of the day for example) | Voluntary sector communication |  |
|  |  | DVD   |                                |  |
|  |  | Site visits   |                                |  |
|  |  | Q&A documents   |                                |  |

**Tactics** (*Approach to meeting the overarching aims and objectives of this strategy*)

**Media protocol**

All media relations work will follow guidance set out in the NLWA media protocol.

**Media Relations**

A proactive approach to media relations will be taken with press releases and photo opportunities used to generate positive coverage in target media. For more controversial or complex issues media briefing sessions will be arranged as required to enable the press to ask questions and get the information they need.

**Media monitoring**

To keep the NLWA up to date with media coverage relating to waste issues, daily media monitoring will be undertaken. This will look at all national, regional and trade media for relevant coverage with a summary circulated to NLWA officers. NLWA specific coverage will be circulated to members.

**Meetings, briefings and away days**

Existing meetings such as technical officers groups, weekly team meetings, authority meetings and directors of finance and environment meetings will be utilised to provide up to date information to officers and members. Briefing sessions and away days will be arranged as required. These offer a good opportunity for two way communication and provide the opportunity for individuals to seek clarity as well as inputting ideas and raising issues pertinent to them or their boroughs. In addition officers from the NLWA will attend external meetings in the boroughs (residents groups for example) as appropriate to answer questions and provide information to external audiences.

**Minutes from meetings**

Circulating minutes from meetings to all those that may benefit from them is a good way of keeping people up to date on developments and decisions and allows information to cascade through the team/s.

#### Communication officers meetings

Meetings with the north London communications officers will be arranged as required, with a minimum of two meetings per year. These meetings will act as update briefings and information sharing events which enable all communication officers to be kept informed on NLWA developments. They will be used to identify areas for joint working and will aim to create a unified cohesive approach to communication.

#### Intranet

Each council has its own intranet and information for staff and important news about consultations etc can publicised to allow a large number of Council officers to be aware of progress or relevant activity.

#### Letters

A personally addressed and signed letter is a direct, straightforward way to send information. This method remains important for those without e mail access. The NLWA will make use of this method of communication where appropriate.

#### E-zine

A bimonthly e-zine will be produced and distributed internally across the seven boroughs with the aim of building a stronger relationship between the NLWA and its constituent boroughs. The e-zine will highlight NLWA projects, achievements, procurement developments, targets, media coverage and news. It will also be used to highlight work in the area of waste and recycling undertaken by the seven boroughs. All boroughs will be given the opportunity to submit news for the e-zine.

#### Email updates

Through the NLWA website people can register for news updates which are issued by the media and marketing officer. This service will continue to be promoted on the website and is a good way to keep people up to date on Authority news.

#### Website

The NLWA website will be updated as required to keep it fresh and interesting to visitors. The website is an important communications tool and is somewhere people actively look for information. The website will be kept up to date with information on waste management in north London including the procurement processes, the NLJWS and information on waste prevention, reuse and recycling. The website also has a feedback section which provides a way for audiences to make their opinions known.

#### Event presence

Attendance at events will make the NLWA visible to residents and will provide opportunities for two-way communication. The NLWA can use these events to provide information on waste management, waste prevention, reuse, recycling and composting in north London.

#### National and regional campaign support

To maximise impact and resources the Authority will support regional, national and international initiatives and campaigns such as, Recycle for London, the national 'Love Food Hate Waste' campaign and ACR+'s European Week of Waste Reduction as a means for getting information out to its audiences. Many of these initiatives develop

resources such as fact sheets and leaflets which can be customised free of charge and used by the NLWA to provide information to residents and businesses.

#### DVD

The NLWA is currently developing a film for its website with production company L&B TV. The film will be focused on the procurement and will be targeted at the industry but will have sections relating to waste prevention, reuse and recycling which will be a useful source of information to other audiences and offer a different means for getting messages across.

#### **Evaluation of communication**

Communications work will be evaluated on quarterly basis. All findings will be used to improve future communications activity.

Communications work will be evaluated based on the following:

- The number of visitors to the NLWA website.
- The nature of the media coverage received.
- The percentage of coverage that includes at least two key message.
- The nature of the website pages visited and information downloaded from them.
- The number of events attended and people met.
- The quantity and nature of feedback the Authority receives either at events or through the website.

In order for more in-depth evaluation to be carried out some research into the current awareness levels and understanding of the target audience on the subject of waste disposal in north London may be needed.

This could then be repeated after six months so differences can be assessed.

## **Procurement Communications Plan**

The procurement communications plan has been split into three separate plans targeting the industry, boroughs and residents.

### **NLWA Industry Procurement Communications Plan**

#### **Background**

The North London Waste Authority (NLWA) is responsible for the management of municipal waste from the seven constituent borough councils of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. Current waste management services are provided mostly through a main waste disposal contract with LondonWaste Ltd (LWL) - a 50:50 joint venture between the NLWA and Sita UK.

The contract with LWL is set to expire in December 2014 and as a result the NLWA is launching a major procurement programme in the order of £3 billion plus to invite new contractors to deliver the investment required for the future. (This might include different aspects of procurement being carried out at different times depending upon the structure of the final programme. Accordingly this plan refers to the procurement 'processes' throughout).

The selection of a new contractor(s) to build and operate the necessary waste management facilities and meet statutory targets is of critical importance. As a result the NLWA needs to position itself competitively to ensure that it attracts a sufficient quantity and quality of bidders for the contract, enabling choice and flexibility when it comes to the selection process and value for money for local Council tax payers.

Effective communication will be vital in order to inform the market about the NLWA's procurement processes, build confidence in the NLWA and gain support internally and externally for the procurement processes as a whole.

#### **Target audience**

The industry – includes waste management companies, potential investors and lenders, trade bodies, energy companies, technology providers and construction companies.

#### **Principal objective**

To proactively engage with the industry to keep them well informed throughout each stage of the procurement processes in order to maximise awareness of the procurement, increase market confidence in the NLWA and generate as many high quality bids as possible.

#### **Aims of this plan** (*The changes we hope to achieve*)

To inform the market place of the details of the NLWA's contract(s), procurement timetable and procurement approach.

To position the NLWA's contract(s) as attractive to the market place.

To keep the industry informed and up to date on procurement progress specifically developments relating to London Waste Ltd and the incinerator at Edmonton.

To build and maintain the NLWA's reputation as a professional, credible and forward thinking organisation with a well managed procurement.

**Communication objectives** (*How we plan to achieve the aims*)

1a) To provide regular information to the industry on the procurement processes, timetable and approach.

2a) To provide information to the industry on the reasoning behind separate procurements and the benefits of this approach.

3a) To issue press releases as appropriate, in the run up to a bidders' day, that promote the opportunities resulting from the procurement and generate positive coverage in a range of key target publications.

4a) To actively engage with the waste industry through the execution of a well attended bidders' day, with a target attendance of at least fifty different companies, of which thirty five are waste specific.

5a) To provide relevant and timely information to the industry through the procurement section of the website making the website an invaluable resource for those involved with or interested in the procurement processes. A target of one hundred hits per month is proposed.

6a) To inform the trade media of the NLWA's procurement processes and timetable through at least one media briefing session attended by journalists from relevant publications in the run up to a bidders day.

7a) To attend relevant industry conferences and meetings to help raise the profile of the NLWA amongst the industry.

**Key messages**

Key messages will be developed as the procurements progress to keep them accurate and relevant. Overarching messages include:

**From submission of OBC to bidders conference**

The NLWA is looking for a new long term, more sustainable approach to managing waste in north London. One which prioritises waste prevention, reuse, recycling and recovery over sending waste to landfill.

The NLWA is receptive to new ideas and is seeking a 21<sup>st</sup> century approach to managing waste in north London.

The NLWA is in a strong partnership and works closely and effectively with its constituent boroughs.

The NLWA is in commercial negotiations over two potential sites for waste facilities, located in the Hendon and the Upper Lea Valley areas.

The NLWA is taking an output specification led approach to its procurements.

The NLWA has applied for financial support from the government to help cover the cost of much needed new waste facilities for the area.

### **From bidders conference to submission of final business case**

TBC

(may include messaging around sites including Edmonton developments, project developments, procedure for submitting a bid for the contract, key objectives, evaluation criteria, rationale for shortlisting, PFI credits awarded, fuel use and transport solutions)

### **From final business case to operational commencement**

(may include messaging around sites including Edmonton developments, project developments, fuel use and transport solutions)

### **Tactics** (*Approach to meeting the aims and objectives of this plan*)

#### Media relations

Media outreach will enable the NLWA to disseminate key messages and information relating to the procurement processes to the target audience. Media relations work will include:

#### - Press releases

In the run up to a bidders' day, press releases will be distributed to a range of media as appropriate. The press releases will include NLWA key messages and coverage will be evaluated on whether these messages have been included. Press releases will be issued as appropriate following Authority meetings and key developments in the procurement.

#### - Media briefing

A media briefing session will be arranged to take place before the bidders day. This proactive approach will help the NLWA build relationships with its target media and will provide the opportunity for two-way communication. Keeping the media informed from the onset should lower the chances of any miscommunication.

#### - Press packs

Press packs will be prepared for the media briefing, containing information on the NLWA's contracts, procurement timetable and procurement approach. The press pack will also include images of waste technologies, pre-approved quotes and a Q&A document.

#### - Features

Features will be drafted and placed within targeted media as appropriate. Potential feature topics include:

- The future of waste management in north London.
- Approaches to procurement and waste management.
- Approaches to maximising prevention, reuse, recycling and recovery

#### Advertising

Advertising will be booked in the run up to the bidders' day and will be placed within key trade publications in the waste, finance and infrastructure sectors.

#### Website

The procurement section of the website will detail up to date information on the procurement processes including background information relating to the NLWA's timetable, approach to waste management, contracting structure and news. It will also have a promotional video to guide potential bidders through the processes.

#### E-alerts

E-alerts will be regularly distributed, as required, to highlight key information and developments relating to the procurement. The e-alerts will also be used to highlight any new information that is uploaded onto the website.

#### Bidders' day and information pack

A Bidders' day will take place as the NLWA invites companies to prepare and submit outline solutions with the aim of attracting a range of individual companies. The day will include presentations from the NLWA and its constituent boroughs, a virtual tour of potential sites and a question and answer session. Display boards will be positioned around the venue and information packs will be distributed to all attendees. Display boards and information packs will be branded and will feature the NLWA's key messages.

#### Meetings with potential bidders

One-to-one meetings with the NLWA will be offered to potential bidders at the bidders' day providing a platform for meeting interested parties and encouraging two-way communication.

#### Attendance and involvement in industry conferences and events

The NLWA will attend and present at relevant industry conferences and events, for example CIWM, to help raise awareness of both the Authority and its procurements. These will provide a good platform for the NLWA to communicate directly with those in the industry and will help position the Authority as a credible organisation.

#### DVD

The NLWA is developing a film for the website which will be targeted at bidders. The film, which will be launched at the bidders day, will include information on current targets, facilities, sites available, future vision, fuel use, the bidding process, and application criteria.

### **Evaluation of communication**

The following indicators will be used to assess the success of the communication activity undertaken:

- The number and range of companies which apply for the NLWA's contract(s) for waste management services post 2014.
- The number and range of companies that attend the bidders' day.
- The number of visitors to the procurement section of the website.

- The percentage of positive media coverage received.
- The percentage of coverage that includes at least two key messages.
- The number of enquiries relating to the procurement processes from the media and potential bidders.
- The nature of any feedback.

## **Boroughs' Procurement Communications Plan**

### **Background**

As the NLWA begins to procure new facilities for managing waste in north London it will be vital to gain support and buy-in both internally from NLWA officers and members but more broadly from borough leaders, councillors and officers for the approach chosen for managing the waste.

To get buy-in to a new waste management approach, officers and members need to be well informed and so providing up to date information on the procurement timetable/s, approach, facilities, sites, costs and technical issues relating to waste management in north London will be vital.

It will also be important to keep officers and members up to date with developments and be proactive in getting information across. Issues relating to sites and the future of the incinerator at Edmonton will need to be communicated promptly and accurately so in addition to Authority reports supplementary updates and briefings will be required.

Members and officers from the NLWA and the constituent boroughs will need to be kept engaged and involved throughout this process and so two-way communication and partnership working will be key.

### **Target audience**

Boroughs – this includes leaders, environment portfolio holders, other members, chief executives, officers (includes both NLWA officers and borough officers) and existing employees of affected services.

### **Principal objective**

To encourage proactive engagement with members and officers on the NLWA procurement processes and which positively promotes the North London Joint Waste Strategy's vision for the future management of north London's waste.

### **Aims of this plan** (*What we hope to achieve*)

To build understanding by officers and members across the seven boroughs of the procurement processes and their role in these processes.

To build understanding by officers and members of different types of waste facilities and their potential benefits, highlighting new approaches for managing waste.

To establish buy-in for a new approach to managing waste in north London.

To encourage effective joint working across the seven constituent boroughs.

To encourage engagement and establish a mechanism for feedback.

To ensure that all members are kept informed about decisions and developments that will affect the residents in their boroughs and involve them as appropriate throughout the procurement process.

**Communication objectives** (*How we plan to achieve the aims*)

1b) To explain to all members and officers clearly and within context, the full picture about the changes to how waste will be managed and the implications of these changes including what new facilities will be needed, cost, and sites.

2b) To provide clear, relevant and timely information to officers and members, through the identified communication channels, to keep them up to date with the developments of this project.

3b) To host a minimum of two educational workshops relating to waste management in north London and the facilities available to treat such waste. These should be attended by at least one NLWA member from each of the seven north London boroughs.

4b) To complete an educational tour of waste facilities to be attended by at least one NLWA member and one lead officer from each of the seven north London boroughs.

5b) To submit at least two articles to each of the boroughs internal publications over the course of twelve months that incorporate a minimum of two key messages.

6b) To utilise boroughs internal communication including the intranet and 'message of the day' (daily email to all staff).

7b) To host a series of briefing sessions and one-to-one meetings arranged as appropriate, throughout the procurement with members and officers (from the NLWA and north London boroughs).

8b) To utilise existing internal meetings including meetings of Directors of Finance and Directors of Environment to provide information to officers keeping them informed and up to date on the procurement work.

9b) To work closely with boroughs on the production of procurement materials, media responses, strategies and plans seeking feedback and input where possible.

**Key messages**

Key messages will be developed as the procurements progress to keep them accurate and relevant. Overarching messages include:

**From submission of OBC to bidders conference**

The present contract for disposing of waste for the residents of seven north London boroughs runs out in 2014. A new contract and new facilities need to be procured.

Increasing levels of waste, new legislation to tackle climate change and tough targets means north London needs new facilities to be able to manage waste in a more sustainable way.

The NLWA is looking for a new long term approach to managing waste which prioritises waste prevention, reuse, recycling and recovery over sending waste to landfill and traditional incineration.

The plans for the area are estimated to save the NLWA and subsequently the seven north London boroughs, an estimated £900 million over 30 years in comparison to continuing to dispose of waste through traditional incineration and landfill.

Sites in Hendon and the Upper Lee Valley may be used for the waste facilities.

#### **From bidders conference to submission of final business case**

TBC

(Will cover updates on sites, cost, planning and development requirements, information on short-listed bidders for the contract and what approaches for managing waste bidders came to the Authority with)

#### **From final business case to operational commencement**

TBC

(Will cover appointed bidder/s, information on the contracts, information on waste facilities and associated impact on the community, information on sites including construction details, updates on cost, and operational commencement information)

#### **Tactics** (*Approach to meeting the aims and objectives of this plan*)

##### Members' workshops

Two members' educational workshops will be held in 2009 - a workshop on facilities and a workshop on planning and sites. The workshops will be designed to educate officers and members on different waste facilities and the process of selecting sites. The workshops will enable members and key decision makers to make informed decisions throughout the procurement processes. Further workshops will be arranged as required.

##### Facilities' tour

An educational tour will be arranged if required which will comprise of visits to a range of waste facilities in the UK or abroad. Members and key decision makers from the seven boroughs will be expected to attend. The tour will aim to encourage borough buy-in to the NLWA procurement approach by providing attendees with the opportunity to look at the facilities in operation and place them in context of the local situation.

##### Meetings, briefings and away days

Existing meetings such as technical officers groups, weekly team meetings, authority meetings and directors of finance and environment meetings will be utilised to provide up to date information to officers and members. Additional briefing sessions and away days will be arranged as required.

##### Minutes from meetings

Circulating minutes from meetings will keep members and officers up to date on developments and decisions and will enable information to cascade through the team/s.

#### Update briefings and one-to-one meetings

Update briefings and one-to-one meetings will be arranged as required to keep all officers and members up to date on procurement developments. Each meeting will encourage open discussion on procurement and waste management issues to keep everyone engaged with the process.

#### Articles in boroughs' internal publications

A minimum of two articles will be submitted to each of the boroughs internal publications. The articles will be used to raise awareness of the NLWA procurement and the need for a new more self sufficient approach for managing waste in north London. The articles will also be used to inform and educate the boroughs on the range of waste technologies available, planning and sites and cost implications.

#### Intranet

Council intranets will be utilised, as appropriate, to give officers information on the procurement processes.

#### E-alerts

E-alerts will be regularly distributed to members and officers, as required, to highlight key information and developments relating to the procurement. The e-alerts will also be used to highlight any new information that is uploaded onto the website.

#### Website

The NLWA website will detail up to date information on the procurement processes including timetable, approach to waste management, information on facilities and news. The website will be updated as required to make it a vital resource to the target audience.

### **Evaluation of communication**

Communications work will be evaluated based on the following:

- The number of visitors to the procurement section of the website.
- The nature of the website pages visited and information downloaded from them.
- The nature of the media coverage received.
- The percentage of coverage that includes at least two key message.
- The quantity and nature of feedback the Authority receives after workshops and events.
- The number of requests for further information or clarity of information the Authority receives.
- General feedback from members and officers.

## **NLWA Residents' Procurement Communications Plan 2007/2008**

### **Background**

The amount of rubbish produced and collected in north London is growing and the current methods in place for disposing of the waste are unsustainable.

In order to meet tough waste targets, the NLWA needs to move from a position where material is primarily landfilled outside of London, or incinerated within the north London area to generate electricity, to a position where nearly half of the material is recycled, composted or treated to generate heat and power and the majority handled within the London boundary.

It is important therefore that residents understand the role they play in achieving these targets and the need for new waste facilities to manage the waste in north London. Communication will be vital in raising residents' awareness about these recycling and composting targets, about the need for new waste facilities and about the selection of sites.

In order to keep residents informed the NLWA needs to adopt a proactive approach to communication, working closely with constituent boroughs, with the aim of building residents confidence in its decision making and approach to managing the boroughs' waste.

### **Target audience**

Residents of the seven constituent boroughs, community groups, local businesses and trade waste customers.

### **Principle objective**

To develop a flexible plan of communication activity that proactively engages with residents on issues relating to waste management in north London, site selection and the procurement of new facilities.

### **Aims of this plan** (*The changes we hope to achieve*)

To ensure residents understand and support the need for a new, more sustainable, approach to managing waste in north London.

To build confidence in the NLWA's chosen approach to managing north London's waste.

To educate residents on the different types of waste facilities available.

To ensure residents understand and support increased recycling and waste minimisation targets.

To ensure residents understand the role they play in helping achieve these targets.

To explain to all residents clearly and within context, the full picture about the changes to how waste will be managed and the implications of these changes including what new facilities will be needed, cost, and sites.

To keep residents and community groups actively engaged and involved in the procurement process (to the extent that it is possible bearing in mind the confidential nature of some of the work).

To develop supportive press coverage and minimise negative, hostile press coverage by providing an effective and proactive media service.

**Communication objectives** (*How we plan to achieve the aims*)

1c) To keep north London residents, businesses and community organisations informed and up to date on procurement developments, particularly relating to site selection, the future of Edmonton and cost, by making information clear and easily accessible to all.

2c) To explain to residents the need for the increased recycling and waste minimisation targets and what we are going to do to enable these targets to be met.

3c) To develop resources on waste management, prevention and recycling to be uploaded onto the NLWA website and distributed at roadshows and events.

4c) To proactively distribute relevant information to the media in a timely fashion which contains at least two key messages and generates 60 per cent positive media coverage in the target media (local, regional, trade and national).

5c) To submit at least two articles, over the course of 12 months, explaining relevant aspects of the procurement process to each of the boroughs resident's magazines.

6c) To have a presence at local recycling/ waste road-shows and events (as appropriate) over the course of a year to provide face to face information to residents.

7c) To use existing meetings and residents' groups including community forums, discussion panels and scrutiny groups to engage with residents on issues arising from the procurement, particularly in regards to site selection.

8c) To research the setting up of a residents' action group who attend relevant procurement meetings and are kept up to date on projects developments. These individuals can then act as ambassadors for the project.

9c) To facilitate a good relationship with target audiences by encouraging and promoting two way communication providing feedback mechanisms and opportunities for open discussion (such as residents' meetings and workshops).

**Key Messages**

Key messages will be developed as the procurements progress to keep them accurate and relevant. Overarching messages include:

### **From submission of OBC to bidders conference**

The NLWA is in a strong partnership and will work closely and effectively with its constituent boroughs to find the best approach for managing waste in the area.

Increasing levels of waste, new legislation to tackle climate change and tough targets mean north London needs new facilities to be able to manage waste in a more sustainable way.

The NLWA is looking for a new long term, more sustainable approach to managing waste in north London. One which prioritises waste prevention, reuse, recycling and recovery over sending waste to landfill and traditional incineration.

The plans for the area are estimated to save the NLWA and subsequently the seven north London boroughs, an estimated £900 million over 30 years in comparison to continuing to dispose of waste through traditional incineration and landfill.

By reducing the amount of waste disposed of through reducing, reusing, recycling and composting as much as possible we can keep waste disposal costs to a minimum.

Sites in Hendon and the Upper Lee Valley may be used for new waste facilities.

### **From bidders conference to submission of final business case**

TBC

(Will cover updates on sites including the incinerator at Edmonton, cost, planning consultation and how residents can get involved, outcomes of any of the consultations, information on waste facilities and associated benefits and information on short-listed bidders for the contract)

### **From final business case to operational commencement**

TBC

(Will cover appointed bidder/s, information on the contracts and facilities to be built, any changes/ improvements to services, information on sites including construction details, updates on cost, and operational commencement information)

### **Tactics** (*Approach to meeting the aims and objectives of this plan*)

Media relations:

Press releases

Press releases will be used to get information out to residents, including information on decisions, procurement developments, sites, costs and facilities. The aim will be that any press coverage will contain at least two NLWA key messages.

Features

Features will be drafted as appropriate and placed within targeted media. Potential feature topics include:

- Myth busting on the health, traffic and housing implications of new waste facilities.
- A showcase of the different waste facility options available and what they could mean for north London.
- A discussion on how north London authorities can work together to minimise waste and increase recycling – what would this mean for residents in north London.

#### Media briefings

Local journalists will be given direct briefings on the challenges and choices faced by the NLWA and the implications for local people.

#### Website

The website is a vital source of information and somewhere residents will go to find out information on what is happening where they live. It will therefore be kept up to date with procurement information including planning consultation dates and key decisions.

#### Articles in borough publications

A minimum of two articles a year will be submitted to each of the boroughs' external publications, which are distributed to all residents, to keep them informed on procurement developments and the future of waste management in north London.

Topics for these articles include:

- A discussion of new approaches and facilities for managing waste using north London as a case study.
- A showcase of the different facility options available and what they could mean for residents in north London.

#### Attendance at borough waste events

Attendance at events will make the NLWA visible to residents and will provide opportunities for two way communication. The NLWA can use these events to provide information on facilities, sites and waste management in north London.

#### Residents' group

The NLWA will explore the setting up of a residents' group (which would be a good way to get residents' perspectives on some of the plans for the area) and the cost and resources associated in doing so. These residents could then act as ambassadors for the project.

#### Letters/ leaflets

To provide residents with information relating to sites and planning consultations letters/ leaflets will be delivered to those houses in close proximity to proposed sites.

#### Adverts

Adverts will be placed in the local press to promote any consultation which relates to any of the proposed sites.

### Residents' meetings

If appropriate and resources are available officers from the NLWA will attend meetings organised by community groups and action groups in the area to talk through the procurement, these will be particularly useful for those areas in which waste sites will be located.

### **Evaluation**

- The number of visitors to the NLWA website.
- The nature of the media coverage received.
- The number of events attended and people met.
- Feedback to the NLWA at events and roadshows.
- The percentage of coverage that includes at least two key messages

## Appendix 2

### Stakeholder engagement plan

---

#### Objectives

The objectives of the work were agreed as being:

- to get ministers, senior civil servants and London government to understand the NLWA's vision and major role in relation to waste disposal, recycling targets and the broader climate change agenda ,including the role of a green economy in delivering jobs and innovation;
- to set out for ministers and senior civil servants the financial implications of the proposed procurement and the likely implications for the budgets of the seven constituent boroughs and potential impact on council tax levels and, as a result, to secure increased financial support from government for the NLWA's procurement;
- to secure support for the NLWA's agenda from other stakeholders and opinion formers including waste organisations, green organisations and businesses (e.g. energy companies).

#### Core strategy

The strategy for this engagement programme focuses on the simple premise on meeting people, briefing them on your issue and turning them into an advocate for your cause. Meetings focus on decision makers as a priority but also on influencers who are able to bring pressure to bear on decision makers or who can usefully raise the profile of the scheme.

#### Step 1: Message development

BPPA has worked with the NLWA to turn core messages into a two page document that can be sent to key political stakeholders and form the basis of a "leave behind" following briefing meetings. In addition, a letter was drafted to all constituency MPs to accompany and introduce this document. In order to draft this briefing, BPPA used an existing internal document, the draft Waste Strategy and the PFI Expression of Interest document, as well as information gathered from meetings with senior figures from the NLWA.

This briefing will need to be adapted and circulated to all of those at the NLWA who are meeting key targets.

**Status: Completed.**

#### Step 2: Stakeholder mapping

BPPA has identified NLWA's key political targets in Westminster, Whitehall and the wider local government community. The database includes Government Ministers, Special Advisers, Opposition spokespersons and advisers, civil servants, relevant select committee members and all party groups, constituency MPs, relevant peers, and local government contacts (GLA, LGA, London Councils etc).

The stakeholder list prioritises the targets and outlines methods of engagement, such as face to face meetings, group briefings, informal networking and written briefings. The list also identifies, where possible, who should own the relationship with each target from the NLWA. Further input on this will be required.

Initial meeting requests have focused on special advisers/ policy advisers in Government and opposition, leading London politicians including the Mayor's Office and Assembly Members, and other MPs with an interest in the waste/sustainability agenda.

**Status: Ongoing**

### **Step 3: Stakeholder contact programme**

Having agreed the stakeholder target list with the NLWA, BPPA has begun to implement an engagement strategy targeting these people.

BPPA will use our network of contacts to arrange these meetings and will organise all the logistics and provide a pre-briefing to rehearse all core messaging. We will also follow up with the NLWA to establish how each meeting went and ensure that there is a record of how well your messages were received and what actions are required going forward to maintain an ongoing relationship.

Attendance of NLWA representatives at the meetings will be organised on the basis of seniority and on the preference of those involved. We would also seek to share the burden as much as possible given the obvious time constraints of those involved.

**Status: Initial contact with targets to start w/c 3<sup>rd</sup> November 2008**

### **Step 4: 3rd party advocacy**

As part of an integrated engagement programme, BPPA is also developing and implementing a strategy for establishing relationships and coalitions with important 3rd party supporters such as London Councils, LGA and environmental/waste lobby groups. 3rd party advocates can be hugely valuable when seeking to influence political audiences as they can provide non-partisan support which enables politicians to take difficult decisions without feeling isolated. An element of this work will involve a Parliamentary event in the New Year.

**Status: Initial contact with targets to start w/c 3<sup>rd</sup> November 2008**

### **Step 5: Additional awareness raising**

Other opportunities for raising awareness of the NLWA amongst political audiences will also be pursued, subject to the feedback received from initial one-to-one engagement and also the agreement of the NLWA. In the past we have found it very effective to host open meetings and briefings in the Palace of Westminster. We will also make recommendations on the value of placing content in publications such as House Magazine, Local Government Chronicle and other trade publications that are widely read amongst political audiences.

Other awareness raising opportunities could include:

- Presentations to relevant All-Party Groups
- Westminster Invitation Only Dinner or Breakfast
- Sponsoring Adjournment Debates
- EDMs

## Appendix 3

### Media protocol

---

#### **North London Waste Authority (NLWA) media protocol and sign off procedure**

To aid clarity and consistency around working with the media and signing off press releases and documents the NLWA has drafted the following protocol which sets out the way in which external communication activities should be managed.

#### **1) General guidelines**

- All media responses and news releases will have regard to the Code of Conduct on Local Government Publicity under the Local Government Act. This requires communication to be objective, factual, balanced, accurate, and informative rather than persuasive.
- All press releases on behalf of the NLWA will be issued through the media and marketing officer or, in the absence of the media and marketing officer, through the Camden press office.
- All press releases will include an attributed quote from the NLWA Chair. Where appropriate releases may quote group party leaders and relevant lead officers.
- All media enquiries must be referred first to the NLWA media and marketing officer (or in the absence of the media and marketing officer to the Camden press office) where they will be logged. The media and marketing officer will then liaise with the relevant lead officer to formulate a response.
- The deadline for returning a media response will be sought from the journalist and where possible, every effort will be made to return a response within this deadline.
- The media response will include an attributed quote if appropriate. If the response is purely factual and for information only it will not – in which case this will be made clear when responding.
- Any enquiries which relate to either the North London Waste Plan or London Waste Ltd (which often get confused with NLWA business) will be forwarded to the relevant people within these organisations. These are not enquiries that will be dealt with by the NLWA however the NLWA will work closely with both organisations in the instance that a joint statement is required.
- Any enquiries which relate to specific sites in the constituent boroughs will be answered by the individual borough or by the NLWA in partnership with the particular borough.

#### **2) Spokespeople**

Key spokespeople for the NLWA are as follows:

In relation to procurement matters: Director of Procurement, NLWA Chair, Group Party Leaders and the Clerk.

In relation to general Authority business: Head of Strategy and Contracts, NLWA Chair, Group Party Leaders and the Clerk.

### **3) Sign off procedure**

The following section of the protocol sets out the sign off procedure which applies to all press releases, media responses and communications materials.

#### **3.1) Press releases**

- The release is drafted by NLWA media and marketing officer with input from relevant officers.
- The release is then sent to either the Director of Procurement or Head of Strategy and Contracts for input and sign off before being sent to the Chair for final sign off.
- Following sign off from the Chair the release is sent to borough press offices, group party leaders, advisors and authority members for information.

#### **3.2) Press statements/ responses to enquiries**

Press deadlines are often tight and providing timely responses to all media enquiries that come in is vital. Failure to do so may mean that the Authority loses its opportunity to defend itself, clarify the issue or simply represent its point of view.

A simple sign off procedure is therefore needed to ensure the Authority can respond to the needs of the press in a timely fashion.

Process as follows:

- The statement/ response is drafted by NLWA media and marketing officer with input from relevant officers.
- The statement is then sent to either the Director of Procurement or Head of Strategy and Contracts for input and final sign off before being sent to the Chair for final sign off.
- Once signed off, if the statement is in any way controversial or relates to a specific borough it will be sent to the relevant borough press offices for information and all Authority members.
- General enquiries that are not controversial and are covered by statements and lines already signed off and agreed will not go through this final stage.

#### **3.3) Customised press releases**

If the NLWA is issuing a press release which can be customised by individual boroughs the sign off process will be as follows:

- The template release is drafted by the NLWA media and marketing officer with input from relevant officers.
- The release is then sent to either the Director of Procurement or Head of Strategy and Contracts for input and sign off before being sent to the Chair for final sign off.
- The release is then sent to borough press offices no less than **three days** before the press release is issued to allow borough press offices enough time to make any amendments to the release and get the quote from the relevant executive member signed off.

-Prior to distribution to the press the release will go to group party leaders, advisors and authority members for information.

### **3.4) Joint statements**

In the instance that the NLWA is drafting a joint statement with one or more of its constituent boroughs the NLWA media and marketing officer will liaise with the individual borough press offices to agree a response:

- A first draft of the statement is drafted by NLWA media and marketing officer with input from relevant officers and in partnership with the constituent borough press offices.

- The statement is then sent to borough press offices for sign off from the relevant lead officer or executive member.

- Following this the release is then sent to the Director of Procurement or Head of Strategy and Contracts for input and sign off before being sent to the Chair for final sign off.

- Following sign off from the Chair the statement is sent to borough press offices, group party leaders, advisors and Authority members for information.

### **3.5) Communications materials**

Constituent boroughs will be consulted on all communications materials where appropriate including adverts, leaflets and other publicity materials (posters etc).

Final editorial control for all materials will rest with the NLWA but all comments will be carefully considered.

Partners will not be able to demand multiple rounds of changes to materials once they have reached the design stage unless the content is exceptionally political or controversial.

In the development of the project timetable and sign-off procedure, 24 hours will be allowed for turn-around on the initial artwork and for final sign-off. Three days will be allowed for agreeing text.

### **4) Useful contacts**

Rosie Elliott, Media and Marketing Officer, Tel 0207 974 6944, Email [rosie.elliott@camden.gov.uk](mailto:rosie.elliott@camden.gov.uk)

Camden Council press office, Tel: 0207 974 5717, Email [pressoffice@camden.gov.uk](mailto:pressoffice@camden.gov.uk)