

NORTH LONDON WASTE AUTHORITY

REPORT TITLE:

COMMUNICATIONS UPDATE

REPORT OF:

CLERK TO THE NORTH LONDON WASTE AUTHORITY

FOR SUBMISSION TO:

AUTHORITY MEETING

DATE:

6th February 2008

SUMMARY OF REPORT:

This report clarifies the role and work plan of the Media and Marketing Officer and reports upon work carried out to date during 2007 and forward plans for 2008. The report provides a summary of the North London Waste Authority's (NLWA's), proposed communication strategy highlighting communications aims and objectives and activity moving forward. This is focused on the procurement workstream but additionally covers other aspects of NLWA activity.

RECOMMENDATIONS

The Authority is recommended to note the contents of this report.

Signed by the Clerk to the NLWA

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Date:

1.0 ROLE OF THE MEDIA AND MARKETING OFFICER

- 1.1 The Media and Marketing Officer was appointed on 28th August 2007 for a period of one year, to 27th August 2008 with the opportunity for a review and possible contract extension. The Media and Marketing Officer is an employee of the London Borough of Camden and is based within the communications department.
- 1.2 The primary role of the Media and Marketing Officer is to provide communications support to the NLWA procurement processes and team, although additionally she provides a reactive and proactive media service for the NLWA as previously provided by the Camden communications department. The current communications support service also includes alternative cover for any urgent reactive media enquiries when the Media and Marketing Officer is on leave. With the anticipated increase in media activity and interest as the Authority's procurement processes progress, it is anticipated that the reactive and proactive media aspects of the role will increase.
- 1.3 The North London Waste Authority, (NLWA), pays a fixed annual fee for the services of the Media and Marketing Officer which covers salary and all support, line management, absence cover as outlined above and other 'on-costs'. The fee does not include a communication budget, e.g. for a press cuttings service or production of leaflets or display panels, which to date have been agreed on an 'as required' basis. The fee covers support for an average of four days per week and the cover for periods of absence. The other day is spent working on Camden reactive press activity and not paid for by the NLWA. This report only covers the service which the Media and Marketing Officer provides for the Authority.
- 1.4 A copy of the job description for the Media and Marketing Officer is included in Appendix 1 and the agreement to the post was made by the Authority at its meeting on 11th April 2007.

2.0 WORK CARRIED OUT BETWEEN SEPTEMBER AND DECEMBER 2007

- 2.1 Following her appointment at the end of August 2007, the Media and Marketing Officer was set a three month work programme covering the probationary period. This work programme was subsequently amended in the light of changes to the Authority's procurement timetable and the appointment of the Director of Procurement. The following section outlines the work carried out from 28th August to 31st December 2007.
- 2.2 The NLWA's communications requirements are described below and can be summarised as:
 1. Communications strategy and implementation for the NLWA's procurement programme. (This might include different aspects of procurement being carried out at different times, depending upon the structure of the final programme. Accordingly this report refers to procurement 'processes' in the plural throughout).

2. Devising a media and PR protocol to guide communications work around the NLWA's 'day-to-day' business and to co-ordinate and inform related work by the seven constituent borough councils' environment press officers.
3. Proactive and reactive media and PR work around the NLWA's 'day-to-day' business, including Authority meetings.

Procurement communication

- 2.3 In relation to the first task, the Media and Marketing Officer initially carried out some telephone research to assess how other authorities who had been through similar procurement processes to the NLWA had handled communication. The findings of this research were presented to NLWA officers and have helped shape the Authority's strategy for communication.
- 2.4 She then produced a forward communication strategy for the Authority's procurement processes. This strategy is divided into three separate plans, each focused on a particular target audience. Section 3 of this report outlines these plans, full copies of which are included in appendices 2 to 5. The fourth section, 'the communications strategy', is the over-arching document which covers both procurement aspects and ongoing NLWA communication.
- 2.5 One aspect which was reviewed as part of the telephone research is the possibility of developing a separate brand for the procurement processes, similar to the 'Bid 4 Greater Manchester' brand which was developed for the Greater Manchester procurement, (see Appendix 6 for an example of this branding).
- 2.6 The research indicated that for those authorities that used a separate procurement logo it worked well, providing a unified feel to procurement communication. However an equal number of boroughs chose not to develop a procurement logo believing it unnecessary and confusing for the target audience.
- 2.7 Work is currently underway to review the use of logos and branding with the prospect of a new NLWA logo being developed and implemented becoming a consideration. Any developments will be reported to Members as soon as possible.
- 2.8 The Media and Marketing Officer has also reviewed the NLWA website and made recommendations for developing the NLWA website to take account of the needs of the procurement processes.

Media and PR protocol and coordination between the partner authorities

- 2.9 The Media and Marketing officer organised a meeting of constituent borough councils' environment press officers and technical officers on 29th November 2007 to discuss how best to develop a communications protocol going forward and how best to coordinate communication activity on waste issues, covering the NLWA procurement processes, joint waste working, e.g. on the North London Joint Waste Strategy and the North London Waste Plan. The meeting included presentations from the NLWA Director of Procurement regarding his experience in Greater Manchester of the communications issues raised by the long term procurement process there and lessons which might be useful for North London. Additionally, the meeting had a presentation from the Programme Manager for the North London Waste Plan and the consultants appointed to carry out the community consultation work for the North London Waste Plan (CAG Consultants) and communication coordination issues which might be raised between the seven boroughs. The meeting was chaired by Paul Inglefield, Head of Communications, Camden Council and attended by representatives from all seven boroughs and the NLWA.
- 2.10 The key outcomes from the meeting were officer agreements on a range of protocols and working practices aimed at ensuring that accurate and consistent messages are given out and also that opportunities for joint communication are maximised where these are likely to provide benefits. Another significant aspect of these agreed protocols and working practices was that there should be pre-identified media spokespeople for the Authority's work and that of the North London Waste Plan, one Member and one officer for each. The Authority's decision to establish a Procurement Committee will add to this.
- 2.11 It was also agreed that to aid communication on waste issues between the seven constituent borough councils and the Authority, that a communications update would be produced by the Media and Marketing Officer and emailed to the eight partners on a regular basis.

Proactive and Reactive Media and PR Work

- 2.12 Since her appointment at the end of August 2007, the Media and Marketing Officer has also carried out the following reactive and proactive tasks in support of the Authority's 'day-to-day' business as follows:
- Review and update of the media contacts list for the Authority.
 - Review of services and appointment of a company to provide a press cuttings service. Press cuttings are now being emailed to Authority officers on a daily basis.
 - Press release drafted and issued on the appointment of Tim Judson as Procurement Director.
 - Reactive press statements drafted to be used on an 'as required' basis following the September and December Authority meetings.

- Media enquiries from trade journalists including Letsrecycle.com and Materials Recycling Weekly handled and recorded.
- Waste technologies leaflet designed and produced. This will be made available at the North London Waste Plan stakeholder meetings discussed elsewhere on this agenda.

3.0 PROPOSED FUTURE COMMUNICATIONS STRATEGY

3.1 As already mentioned above, the Media and Marketing Officer has also drafted a future communications strategy which is divided into four parts as follows:

- (i) Communications strategy (an over-arching document covering all aspects of communication)
- (ii) Communication plan for bidders (for the Authority's procurement processes)
- (iii) Communication plan for boroughs
- (iv) Communication plan for residents

Communications Strategy

3.2 This strategy covers overarching messages which will be common to all the targeted audiences, in addition to central government and incorporates the requirements of reactive and proactive activity for the Authority's 'day-to-day' business.

3.3 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.
- 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 of communications.

- 3.4 In addition to the above the strategy also incorporates known media support which will be required throughout the year for Authority activities. Specifically this includes:
- media support for the waste prevention plan, covered elsewhere on this agenda
 - trade waste prevention promotional posters – launch between January and March 2008 - and ongoing PR around the prevention of trade waste
 - reactive PR for the Authority as and when required
 - press release /PR on the North London Joint Waste Strategy SEA Environmental report and North London Joint Waste Strategy changes also incorporated elsewhere on this agenda.
- 3.5 A copy of this strategy is attached as Appendix 2.

Communication Plan for Bidders

- 3.6 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.
- 3.7 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 procurement, increase market confidence in the NLWA, generate interest in bidding and thereby maximise competition and value for money to the Authority.
- 3.8 The plan includes a programme of media briefings, press releases and features, updates to and further development of the NLWA website, emailed updates to companies who have registered for more information, one-to-one meetings with bidders and a bidders' day to be held around the time that the Authority issues an invitation to submit outline solutions.
- 3.9 It is envisaged that this plan will be updated over time as the Authority's procurement processes progress. A copy of the plan is attached as Appendix 3.

Communication Plan for Boroughs

- 3.10 The target audience for this plan is boroughs. This includes leaders, environment portfolio holders, other members, chief executives, officers and existing employees of affected services.
- 3.11 The intention is for the Authority to work closely with the constituent borough councils to deliver a flexible plan of two-way communication activity that proactively engages 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.

3.12 The plan includes Member workshops and visits, the production of a leaflet on waste technologies (already mentioned above), Member update briefings and one-to-one meetings, NLWA articles in internal borough publications and other officer meetings in relation to waste matters and other disciplines as necessary.

3.13 A copy of the plan is attached as Appendix 4.

Communication Plan for Residents

3.14 The target audience for this plan is residents of the seven constituent boroughs councils, community groups, local businesses and borough trade waste customers.

3.15 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.

3.16 This aspect of the plan includes media releases and feature articles, promotion of the NLWA website, fact sheets for residents on composting and recycling, waste minimisation etc and articles in borough publications etc. The focus of this plan however is still upon procurement. More general aspects of resident communication are covered in the communication strategy.

3.17 A copy of the communication plan for residents is attached as Appendix 5.

4.0 CONCLUSIONS

4.1 The forthcoming year will see an increased amount of media and communication activity by the Authority which will both raise the profile of the Authority and generate more feedback and requests from the different target audiences. The fact that the North London Waste Plan communication and community outreach work is also commencing will additionally add to the amount of media and resident interest.

4.2 There is no 'specific budget' to report for the above activity as the costs are built into the procurement and strategy implementation budgets already included elsewhere on this agenda.

5.0 RECOMMENDATIONS

5.1 The Authority is recommended to note the contents of this report.

6.0 COMMENTS OF THE FINANCIAL ADVISER

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

7.0 COMMENTS OF THE LEGAL ADVISER

7.1 The Legal Adviser has reviewed this report and has no further comments to add.

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

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Appendix 1. Job Description of the Media and Marketing Officer



JOB PROFILE

Job Title	<i>Media & Marketing Officer [12 month contract]</i>
Directorate	Central Services
Division	Communications
Reports to	<i>Senior Press & Public Relations Officer</i>

Job Purpose

Provide a comprehensive media and marketing service for the North London Waste Authority [NLWA] and Camden Council.

Main Duties and Responsibilities

1. Devise and / or implement a communications and marketing strategy that helps deliver the NLWA's and council's aims and objectives. This includes supporting the NLWA's high-profile and complex procurement strategy to reduce the amount of waste that goes to landfill each year. The strategies should include channel management, publications production, public affairs activity, web and intranet content, internal communication, campaigns and co-ordination of communication with Members.
2. Monitor and report progress of communications and marketing strategies to the NLWA board and senior Camden staff and councillors. All communications must be measured against objectives and milestones, provide robust evaluation and research into effectiveness.
3. Provide a comprehensive media service for the NLWA and the council which includes keeping accurate electronic records and regularly reporting and evaluating the effectiveness of coverage and news releases.
4. Research and write news releases and other feature stories, placing them in the relevant media, setting up and managing broadcast interviews and providing public relations advice and support where necessary.
5. Build and maintain effective high-level working relationships with

relevant partners, external stakeholders, journalists and other opinion formers.

6. Regularly provide high-level expert media and marketing advice to senior managers and councillors.
7. Provide and develop brand and visual identity guidance for the NLWA and ensure these guidelines are adhered to.
8. Have a good understanding of the issues affecting the NLWA, the council and local government.
9. Identify creative public relations and marketing opportunities and provide high-level advice to the most senior staff in both the NLWA and the council to promote both organisations
10. Research, write and update publicity and information for a range of events and purposes using appropriate communications channels such as publications, direct mail and web sites.
11. Take part in providing an out-of-hours media service, providing informed and rapid responses.
12. Be aware of the main issues affecting and policies for the NLWA, including the impact of policies and actions of Government and other outside agencies upon the Authority.
13. Seek at all times value for money when commissioning services and where appropriate to seek sponsorship or external funding.
14. Be fully aware of and not break the law governing local authority publicity.
15. Manage and prioritise workload in a highly pressurised environment.
16. Work together and help nurture a positive team environment in the communications service, covering for colleagues when necessary, keeping colleagues informed of current work, providing support where necessary, helping trainees, temporary and freelance staff in the smooth running of the office and regularly attending team meetings.

Note: All Camden employees are expected to be flexible in undertaking the duties and responsibilities attached to their post and may be asked to perform other duties, which reasonably correspond to the general character of their post and their level of responsibility.

Position in Organisation/Organisation Chart

There are dual reporting lines for this post. For day-to-day operational matters this post will report to the Senior Press & Public Relations Officer in the Communications Division of the Camden Strategy Unit. For strategic direction and overall performance review this post will report to the Senior Press & Public Relations Officer and the relevant officer at the North London Waste Authority.

There may also be occasional supervision of staff temporarily assigned [freelancers and suppliers].

Work Environment

Communications is a high profile and busy team within the Camden Strategy Unit. This is a new post created partly to deliver the communications needs of the NLWA and also contribute to Camden Council's public relations work. Applicants will need to be flexible and able to manage changing and conflicting priorities on a regular basis. The post is based at the Town Hall in Judd Street, WC1.

Work Dimensions

The role requires a solid professional who can apply a wide range of skills to deliver communications to a diverse range of stakeholders. The post holder will need to establish effective working relations with NLWA, senior Camden Council staff and councillors, other north London borough communications staff and external partners. A key requirement will be building effective relationships with the local media across the six north London boroughs.

Appendix 2.

NLWA Communications Strategy 2007 - 2009

Introduction to the strategy

This strategy has been developed to guide communication from 2007 through to 2009 and sets out to improve the NLWA's overall approach to communication whilst 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 and the NLWA procurement processes.

Three communications plans make up this strategy and focus on the industry, boroughs and residents. This overarching strategy has been developed to tie the plans together and also encompasses more general NLWA communication.

Due to the complexities of the procurement and the range of NLWA work the different target audiences identified in the strategy require very different information. Separating the strategy out into the 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.
- 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 of communications and evaluate the success rate of campaigns.

Communications principles

The communications strategy has been formulated on the following principles:

- There will be consistent themes, messages, tone and style that ensures a constant look and feel to all communications from the NLWA to all 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.

Target audience

Industry - includes waste management companies, potential investors, trade bodies, energy companies, technology providers and construction companies.

Boroughs - includes members, opposition members, environmental portfolio holders, chief executives, leaders, officers and existing employees of affected services.

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

Central Government and agencies – includes DEFRA and WRAP

NLWA strategic aims

- To reduce the amount of rubbish sent to landfill from 48% to 19% by 2020.
- To achieve a 50% recycling and composting rate by 2020.
- 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.

How communication will support these aims

Communications aims *(The changes we hope to achieve)*

- To improve communication between the NLWA and its target audiences by explaining and promoting plans, policy changes, activities and achievements and encouraging feedback.
- To establish a more proactive approach to communication highlighting work relating to the procurement, the North London Waste Plan, waste prevention and recycling.
- To position the NLWA as an organisation at the forefront of improving recycling and composting rates in North London.
- To increase the overall awareness of the aims and objectives of the NLWA, as laid out in the Joint Waste Strategy.
- To raise residents' and boroughs' awareness of a more sustainable approach to waste management, including the increasing need to treat more of our waste locally.
- To establish a communications network across the seven North London boroughs which works together to meet the aims and objectives of the communications strategy.
- To increase public confidence in the NLWA as a credible, responsible and forward looking organisation.

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

- To support constituent boroughs, as appropriate, in the promotion of NLWA key messages utilising existing vehicles for communication including the NLWA website, e-zine, borough publications and events.
- To research the potential and demand for the production of a North London specific communication support pack aimed at businesses and community groups.
- To provide an effective media service that responds quickly and efficiently to all enquiries within deadline and which proactively distributes relevant information to the media in a timely fashion.
- To distribute a minimum of four press releases per year, as appropriate, containing at least two key messages to the target media.
- To generate 60% positive media coverage in the target media which incorporates at least two key messages.
- To monitor key media on a daily basis to identify opportunities to respond, reporting trends and potential issues.
- To host a minimum of two meetings per year with communications officers across the seven boroughs to encourage partnership working and providing the opportunity for boroughs to input into communication (including procurement communication).

- To produce a bimonthly e-zine that updates boroughs on NLWA activity, news, media coverage, plans, policy changes, achievements and procurement developments.
- To make the NLWA website a vital resource for the target audiences by keeping it up to date with relevant information.
- To review the existing NLWA logo with the consideration of the development of a new NLWA logo.
- To launch and promote a trade waste prevention scheme in March 2008 with the aim of generating coverage in at least six target media that incorporates at least two key messages.
- To launch a Waste Prevention Week in October 2008 with the aim of generating positive coverage in at least six target media that incorporates at least two key messages.

Key messages (*What do we want to communicate*)

The NLWA key messages will fall into three categories – where are we now, where do we need to be and how are we going to get there?

Where are we now?

In North London we throw away almost a million tonnes of rubbish per year.

Throwing away rubbish is expensive and damages the environment. (It cost £49.52 to dispose of each tonne of municipal waste in North London in 2006/07).

In North London we only recycle 22.82% of our rubbish.

Where do we need to be?

We need to achieve a 35% recycling and composting rate by 2010.

We need to achieve a 50% recycling and composting rate by 2020.

We need to reduce the amount of rubbish we send for disposal to landfill from 48% currently to 19% by 2020.

The NLWA need to recover energy from 34% of rubbish by 2015.

How are we going to get there?

Working in partnership with our constituent boroughs we have begun working to rethink the way we manage rubbish in the future.

We will ensure that waste in North London is managed efficiently and with minimal environmental impact for the benefit of everyone.

The NLWA is beginning the procurement of new waste facilities to increase recycling and recovery and divert more waste away from landfill.

Waste prevention is the best option for the environment.

The strategy is based on the waste hierarchy of reduction, reuse and recycling as the key priorities for action.

Approach to meeting the overarching aims and objectives of this strategy

Media protocol

A media protocol will be drafted to establish a clear process for working with the media across the seven boroughs. It will identify key spokespeople and will cover all aspects of media work including media monitoring. To encourage buy-in all boroughs will be asked for their input into the media protocol.

Media training

Media training will be carried out with all individuals named as spokespeople in the media protocol. Having well prepared spokespeople will make the NLWA seem more credible and will ensure key messages are communicated effectively.

Media monitoring

To keep the NLWA up to date with media coverage relating to procurement or more generally on waste management issues it is recommended that a media monitoring company is used to scan all national, regional and trade media for relevant coverage. This will keep the NLWA up to date on the environment in which it operates.

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. Suggested press releases for 2008 are as follows:

To promote the Strategic Environmental Assessment consultation in March 2008

To launch the trade waste promotion scheme in March 2008

To launch the revised North London Joint Waste Strategy in May 2008

To launch Waste Prevention Week in October 2008

Communications support pack

Research will be undertaken to establish the potential and demand for the production of a North London specific communication support pack aimed at businesses and community groups. The pack would potentially include a template press release, waste prevention poster, facilities booklet, waste fact sheet and Q&A document. The aim of the support pack would be to help businesses and community groups communicate the work they are doing around waste prevention and recycling with the use of NLWA key messages. Research will however be undertaken to assess the viability of this.

Communication officers meetings

Meetings with the North London communications officers will be arranged as required. These meetings will act as update briefings and information sharing events which enable all communication officers to be kept informed on the NLWA procurement and issues relating to waste management. They will also be used to identify areas for joint working and will aim to create a unified cohesive approach to communication.

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.

Website

The NLWA website will be updated as required to keep it fresh and interesting to visitors. Recommendations for improvements to the NLWA website include the addition of: a press release, 'in the news' and resources section, waste facts, tips on recycling and reusing rubbish, an improved contact section, an increase in the use of photos, and a link to the procurement webpage. It is also recommended that a survey question is put on the homepage inviting visitors to submit ideas for information they would like to see on the website.

Brand

A review of the use of the NLWA logo and branding will be undertaken with the prospect of a new NLWA logo being developed and implemented a consideration. The development of a new logo will provide the opportunity to move the NLWA away from its current dumper truck logo to something more modern and reflective of the NLWA's values and future vision.

Trade waste prevention scheme

Communications work will be undertaken to promote the trade waste prevention scheme. A media opportunity will be arranged to launch the scheme and a press release will be distributed to the target media. Articles will be placed in borough publications, the e-zine and on the NLWA website.

Waste Prevention Week

Waste Prevention Week will take place in October 2008. Invitations will be distributed to the relevant target media in advance of the week's events. A media opportunity will be arranged to mark the launch and a press release distributed to the press. The NLWA website, e-zine and borough publications will also be used to promote the week.

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 as follows:

- To support constituent boroughs as appropriate in the promotion of NLWA key messages utilising existing vehicles for communication including the NLWA website, e-zine, borough publications and events.

Evaluation: Monitor publication of and opportunities-to-see NLWA key messages.

- To provide an effective media service that responds quickly and efficiently to all enquiries within deadline and which proactively distributes relevant information to the media in a timely fashion.

Evaluation: All media work will be recorded on monitoring software Newsflash. Quarterly reports will be run to evaluate enquiry response times and key message pick-up.

- To distribute a minimum of three press releases per year, as appropriate, containing at least two key messages to the target media.

Evaluation: Media monitoring to be undertaken and coverage evaluated using Newsflash.

- To generate 60% positive media coverage in the target media which incorporates at least two key messages.

Evaluation: Media monitoring to be undertaken and coverage evaluated using Newsflash.

- To monitor key media on a daily basis to identify opportunities to respond, reporting trends and potential issues.

Evaluation: Effectiveness of media monitoring will be based on responses issued and bad press avoided as a result of being aware of breaking news.

- To host a minimum of two meetings per year with communications officers across the seven boroughs to encourage partnership working and providing the opportunity for boroughs to input into communication (including procurement communication).

Evaluation: A short questionnaire will be sent to communications officers to establish their views on these meetings and whether they are considered useful.

- To produce a quarterly e-zine that updates boroughs on NLWA activity, news, decisions, media coverage, environmental highlights from constituent boroughs and procurement developments.

Evaluation: In the fourth edition of the e-zine a short questionnaire will be incorporated seeking recipients views on the e-zine and how it could be improved.

- To make the NLWA website a vital resource for the target audience by keeping it up to date with relevant information.

Evaluation: Hits to the website, length of time spent on the website and volume of material downloaded from the site will be monitored.

- To launch a trade waste promotion scheme in March 2008 with the aim of generating coverage in at least six target media that incorporates at least two key messages.

Evaluation: Media monitoring to be undertaken and coverage evaluated using Newsflash.

- To launch a Waste Prevention Week in October 2008 with the aim of generating positive coverage in at least six target media that incorporates at least two key messages.

Evaluation: Media monitoring to be undertaken and coverage evaluated using Newsflash.

Activity table

Key: RE = Rosie Elliott, NLWA = North London Waste Authority, Sauce = Sauce Consultancy

Year		2008												2009		
Month		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Activity	Responsibility															
Authority meetings	NLWA															
Submission of Outline Business Case to DEFRA	NLWA															
DEFRA approval of Outline Business Case	NLWA															
OJEU publication date	NLWA															
Draft and distribute media protocol	RE															
Media training (TBC)	RE															
Media monitoring (on-going)	RE															
Media opportunities x 4	RE															
Research for communications support pack	RE															
Communications officers meetings	RE															
E-zine	RE															
Website (on-going)	RE															
Review of branding	RE															
Promotion of trade waste prevention scheme	RE															
Launch and promotion of Waste Prevention Week																

Appendix 3.

NLWA Industry Procurement Communications Plan 2007/2008

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 range 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.

Principle 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. This includes informing the industry about the NLWA's relationship with LWL.

- 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)*

- To place a minimum of four positive feature articles over six months relating to the procurement processes in targeted media, in the run up to a bidders' day, that incorporate at least two key messages.
- To release a minimum of four press releases over six months, in the run up to a bidders' day, that generate positive coverage in a range of key target publications and feature at least two key messages.
- To provide relevant and timely information to the industry through the distribution of regular e-alerts.
- To actively engage with the waste industry through the execution of a well attended bidders' day as we invite bidders to prepare and submit outline solutions with a target attendance of at least fifty different companies, of which thirty five are waste specific.
- To provide relevant and timely information to the industry through the procurement website making the website an invaluable resource for those involved with or interested in the procurement processes. A target of two hundred hits per month is proposed.
- To inform the trade media of the NLWA's procurement processes and timetable through at least one media briefing session attended by at least five relevant publications in the run up to a bidders day.
- To take on a more proactive approach to communication that encourages two-way communication.

Key messages

The NLWA procurement processes will be fair.

The NLWA is a credible, forward thinking organisation committed to providing the best value approach to managing waste in North London.

The NLWA is receptive to new ideas and approaches to waste management.

The NLWA's procurement is professional and well managed, leading the way in offering best value solutions for managing waste.

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

The NLWA has researched the market and is now making informed decisions and is ready to be innovative.

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, a minimum of four press releases will be distributed to a range of media. 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, for example:

- To announce the notice published in the Official Journal of the European Union (OJEU).
- To announce the approval of the outline business case.
- To announce any developments surrounding Hendon and LWL.
- To publicise any innovative approaches to the contracting structure.
- To announce the purchase of sites.
- To promote the bidders' day.

Media briefing

A media briefing session will be arranged to take place around the time the NLWA submits its outline business case. 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 contract (s), procurement timetable and procurement approach. The press pack will also include images of waste technologies, pre-approved quotes and a Q&A document.

Features

A minimum of four features will be drafted and placed within targeted media in the run up to a bidders' day. Potential feature topics include:

- A discussion of key aspects of recycling and waste management pertinent to the NLWA.
- The future of waste management in North London.
- Approaches to procurement and waste management.

Advertising

Advertising will be booked in the run up to the bidders' day and will be placed within key target media 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. The website will be updated as required to make it a vital resource to the target audience.

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

Bidders' day will take place as we invite companies to prepare and submit outline solutions with the aim of attracting a minimum of fifty 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 in two-way communication. The meetings will provide companies with the opportunity to ask questions they may not be able to ask in front of competitors.

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 2 key messages.
- The number of enquiries relating to the procurement processes from the media and potential bidders.

Activity table

Key: RE = Rosie Elliott, NLWA = North London Waste Authority, Sauce = Sauce Consultancy

1 – Submission of expression of interest to DEFRA, 2 – Submission of outline business case to DEFRA, 3 – DEFRA approval of outline business case, 4 – OJEU publication date, 5 – Issue of invitation to submit detailed solutions, 6 – Return date for revised solutions

PFI Timescale				1			2			3		4		5		6
Activity	Respon sibility															
Authority meetings	NLWA															
Media protocol to be prepared and ready for implementation	RE															
Launch of the procurement section of the NLWA's website	Sauce/ RE															
NLWA media training (date tba)	TBC/RE															
Notice published in the Official Journal of the European Union (OJEU)	NLWA															
Outline business case to be designed, branded and printed for distribution	RE/ NLWA															
Press pack for media briefing to be completed	RE															
Q&A document to be drafted for internet, press packs and information packs	RE															
Media briefing and distribution of press pack	RE															
E-alerts to be distributed to the target audience	RE															
Features x 4	RE/ Sauce															
Press releases	RE															
Bidders' day press advertising	RE															
Bidders' day information pack to be completed	Sauce/ RE															
Bidders' day	Sauce/ RE															
Visit to interested potential bidders' following bidders' day	NLWA															
Evaluation of communication to be carried out	RE															

Budgetary information

Bidders' day pre publicity indicative advertising plan

Media	Month	Details	Cost
Lets Recycle.com	May	Up to 100 words for two weeks	£800
Recycling and Waste Management News / Materials Recycling Week	May	Full colour, ½ page	£1,746
Recycling and Waste World	May	Full colour, ½ page	£1,000
Composting News	May	Full colour, ½ page	£750
CIWM Journal (formally Waste Management)	May	Full colour, ½ page	£1,650
Resource Management and Recovery	May	Full colour, ½ page	£1,400
Waste Management World	May	Full colour, ½ page	£1,125
Supply Management	May	Full colour, ¼ page	£3,400
Total			£11,871

Media training

½ day tailored training session for up to 5 people, including two trainers and all equipment - £1,750

Media monitoring

Reading fee: £150 per month includes monitoring of all media - nationals, regional, consumer, trade, web and wires, radio and broadcast

Keywords searches: Free

Cutting fee: £1.10 per page

Delivery by email £0.50 per page/per recipient

Estimated cost approximately £250 per month

Bidders' Day Costs

Support from Sauce Communications:

- Agree a specification and design and produce display boards (allowing up to 5 days at the Consultant rate for project management, up to 9 days at the Design Associate rate for design and up to £8,000 for production/supply of boards).
- Development of a designed PowerPoint template for use in presentations, and development of presentation content (copywriting etc) (allowing up to 1 day at design rate for ppt design, up to 5 days at the Senior rate and 2 days at the Consultant rate for material preparation, copywriting).

- Agree a specification and assist in producing bidders (allowing up to 4 days at the Design rate, 2 days Senior rate and 5 days Consultant rate for the development of a bidders' pack and allowing up to £2,500 for pack production (dependant on format etc).

Consultancy cost: £15,300

Design cost: £10,500

Total cost: £25,800

Venue hire:

To include hire, tea and coffee, AV, lunch - £29,350

Printing costs for outline business case and press packs need to be sourced

Design costs for development of procurement brand need to be sourced

Appendix 4.
NLWA Boroughs' Procurement Communications Plan
2007/2008

Background

As the NLWA begins to procure new facilities for managing waste in North London it will be vital to gain borough support and buy-in for the approach chosen for managing the waste.

To get buy-in for the waste management approach, boroughs need to be well informed and so providing up to date information on timetable, approach, facilities, sites, costs and technical issues relating to waste management in North London will be vital.

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 and existing employees of affected services.

Principle objective

To work closely with the constituent boroughs to deliver a flexible plan of two-way communication activity that proactively engages 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 (*The changes we hope to achieve*)

- To inform and educate officers and members across the seven boroughs about the procurement processes and their role in these processes.
- To inform and educate boroughs on waste facilities and new approaches for managing waste in North London.
- To raise borough awareness and understanding of the need for a new and more self sufficient approach to waste management in North London.
- To build confidence in the NLWA's chosen approach to managing North London's waste.
- To establish borough buy-in for a new approach to managing waste in North London.
- To encourage effective joint working across the seven constituent boroughs.
- To encourage borough engagement and establish a mechanism for borough feedback.

- To ensure that all members are kept informed about decisions and developments that will affect the residents in their boroughs and involve them wherever possible throughout the duration of the procurement.

Communication objectives (*The changes we hope to achieve*)

- To host a minimum of two educational workshops prior to the submission of the outline business case which are attended by members from each of the seven North London boroughs.
- To complete an educational tour of waste facilities in the run up to the submission of the outline business case, to be attended by members and officers from each of the seven North London boroughs.
- To develop an educational booklet on waste facilities with input from the boroughs prior to the submission of the outline business case.
- To provide relevant and timely information to the boroughs through the distribution of regular e-alerts.
- To provide relevant and timely information to the boroughs through an up to date website, positioning the website as an invaluable resource for those involved with or interested in the procurement processes.
- To place at least two articles in each of the boroughs internal publications over the course of twelve months which incorporate a minimum of two key messages.
- To utilise boroughs internal communication including the intranet and 'message of the day' (daily email to all staff).
- To host a series of briefing sessions, one-to-one meetings and borough surgeries, arranged as appropriate, throughout the procurement with members and staff from each of the seven North London boroughs.
- To work closely with boroughs on the production of procurement materials, media responses, strategies and plans seeking feedback and input where possible.

Key messages

The NLWA will be seeking the best value approach for managing waste in North London in partnership with its constituent boroughs.

The NLWA's procurement is professional and well managed offering viable solutions for managing waste.

New Government targets mean that waste from North London must be managed increasingly in North London and new facilities for managing this waste are needed.

New facilities will be developed for the good of the whole area.

The NLWA is working in partnership with its constituent boroughs.

Approach to meeting the aims and objectives of this plan

Members' workshops

Two members' educational workshops will be held in 2008 - a workshop on facilities and a workshop on planning and sites. The workshops will be designed to educate boroughs on waste facilities and the process of selecting sites and will enable members and key decision makers to make informed decisions throughout the procurement processes.

Members' tour

An educational tour will take place in 2008 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 boroughs with the opportunity to appreciate the planning issues associated with technologies and hear and smell the technologies first hand, placing them in context of the local situation.

Educational booklet

An educational booklet detailing the varying waste technologies will be developed prior to the approval of the outline business case. The booklet will be distributed to members and key decision makers in the boroughs and will be distributed by the planners at the NLWP consultation events in January. The booklet will be uploaded onto the NLWP and NLWA websites.

Members update briefings and one-to-one meetings with NLWA

The NLWA will seek to actively engage with all borough members (not just NLWA members) through briefing sessions and one-to-one meetings arranged as required to keep 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 placed in 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.

Borough surgeries

Drop-in surgeries will be held in each of the North London boroughs offering employees the chance to drop in and gain information about the procurement and how it will affect them. Officers will be able to ask questions and pick up information on waste facilities and the NLWA's plans for managing waste in North London.

E-alerts

E-alerts will be regularly distributed to members and staff, 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. A frequently asked question section will be developed and visitors will be invited to submit questions for answering.

Activity table

Key: RE = Rosie Elliott, NLWA = North London Waste Authority, Sauce = Sauce Consultancy

1 – Submission of expression of interest to DEFRA, 2 – Submission of outline business case to DEFRA, 3 – DEFRA approval of outline business case, 4 – OJEU publication date, 5 – Issue of invitation to submit detailed solutions, 6 – Return date for revised solutions

PFI Timescale				1			2			3		4		5		6
Activity	Responsibility															
Authority meetings	NLWA															
Members workshops (TBA)	RE/NLWA															
Members tour (TBA)	RE/NLWA/ ENVIROS															
Facilities booklet to be completed	RE/NLWA															
1-2-1 meetings and briefing session (TBA as necessary)	RE/NLWA															
Articles in internal publications	RE															
Borough surgeries (to take place upon approval of outline business case)	RE/NLWA															
E-alerts (to be distributed throughout the year as appropriate)	RE															
Website updates (as required throughout the year)	RE/NLWA															
Communication officers meetings	RE/NLWA															

Appendix 5.

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.

The NLWA therefore needs to move from a position where material is primarily landfilled outside of London, or incinerated within the North London area, to a position where nearly half of the material is recycled or composted 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 raise residents understanding of the need for a new approach to waste management in North London.
- To increase target audience confidence in the NLWA as a credible, forward thinking organisation committed to finding the best value approach for managing waste in North London.
- To educate residents on the different types of waste facilities and why they are needed.

- To build confidence in the NLWA's chosen approach to managing North London's waste.
- To position the NLWA as an organisation at the forefront of improving London's recycling and waste minimisation rates.
- To encourage two way communication and get resident buy-in for a new approach to managing waste in North London.

Communication objectives (*The changes we hope to achieve*)

- To place a minimum of four positive feature articles over the course of twelve months relating to waste management and recycling in targeted media incorporating at least two key messages.
- To release a minimum of four press releases over the course of twelve months that generate positive coverage in a range of key target publications and feature at least two key messages.
- To place at least two articles in each of the boroughs external publications incorporating at least two key messages.
- To piggy back on regional/ national campaigns relating to waste management and recycling.
- To develop a series of NLWA factsheets to be uploaded onto the NLWA website and distributed at roadshows and events.
- To have a presence at a minimum of seven local recycling/waste road-shows and events over the course of a year.
- To keep the NLWA website up-to-date.

Key Messages

The NLWA is looking for the best value approach for managing waste in North London.

The NLWA is committed to finding ways of making recycling and waste minimisation easier in North London.

In order to meet government targets new waste facilities are needed in North London.

New Government targets mean that waste from North London must be managed increasingly in North London.

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

Approach to achieving aims and objectives of this plan

Media relations:

Press releases

Over the course of twelve months, a minimum of four press releases will be distributed as appropriate to a range of media. The press releases will include NLWA key messages and coverage will be evaluated on whether these messages have been included. Potential release topics include:

- Promotion of the SEA consultation – encouraging resident feedback.
- Informing residents of site selections.
- Informing residents of the types of facilities needed for handling North London's waste.
- Informing residents about the value for money aspects of the changes.

Features

Over the course of twelve months a minimum of four features will be drafted and placed within targeted media. Potential feature topics include:

- 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.
- A myth busting discussion on the health, traffic and housing implications of new waste facilities.

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. The website will therefore need to detail up to date information on waste management issues in North London including details of site selection, proposed facilities, recycling rates, and waste minimisation/ recycling initiatives underway. A Q&A document will be developed for the website which answers frequently asked questions relating to recycling, composting, waste minimisation, facilities, sites and North London's current approach to waste management.

Factsheets

A series of four NLWA fact sheets will be developed to cover recycling and composting, waste minimisation, waste facilities and the future of waste management in North London. They will be uploaded onto the website and made available to residents at roadshows and events.

Articles in borough publications

Over the course of twelve months a minimum of two articles will be placed in each of the boroughs external publications which are distributed to all residents. 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.

Event presence and piggy backing

A time table of events, conferences and regional and national initiatives relating to recycling, composting and waste will be developed to enable the NLWA to work alongside its constituent boroughs and piggy back on national initiatives to get its key messages across. 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.

Evaluation

- The number of visitors to the NLWA website.
- The nature of the media coverage received.
- The number of factsheets downloaded from the website.
- The number of events attended and people met.
- Feedback to the NLWA at events and roadshows.
- The percentage of coverage that includes at least 2 key messages.

Activity table

Key: RE = Rosie Elliott, NLWA = North London Waste Authority, Sauce = Sauce Consultancy

1 – Submission of expression of interest to DEFRA, 2 – Submission of outline business case to DEFRA, 3 – DEFRA approval of outline business case, 4 – OJEU publication date, 5 – Issue of invitation to submit detailed solutions, 6 – Return date for revised solutions

PFI Timescale				1			2			3		4		5		6
Activity	Responsibility															
Authority meetings	NLWA															
Press releases x 4	RE															
Features x 4	RE															
Website (on-going)	RE															
Factsheet development	RE															
Articles in borough publications	RE															
Event presence and piggy backing (on-going)	RE															

Appendix 6.
Example of the Use of the 'Bid 4 Greater Manchester' Brand

Greater Manchester

9 Collection Authorities

2.2m Population

956k Households

1.4m Tonnes Waste p.a

Greater Manchester
**WASTE
DISPOSAL**
Authority

The infographic features a central map of Greater Manchester divided into nine collection authorities: Bolton, Bury, Rochdale, Oldham, Salford, Manchester, Tameside, Trafford, and Stockport. The map is surrounded by four callout boxes with arrows pointing to it, containing the statistics: 9 Collection Authorities, 2.2m Population, 956k Households, and 1.4m Tonnes Waste p.a. To the right of the map is the 'bid 4 GREATER MANCHESTER' logo, with the number '4' in a stylized green font. Below the logo is the text 'Greater Manchester WASTE DISPOSAL Authority'.