1.0   Target Audience

Identify your audience

This section helps you to identify and describe your target audience. There are four main groups to consider:

- **Householders -** the main focus of your communications
- **Internal groups** - your staff, senior officers, elected members, other council staff who need to know about your communications plan and may be able to help
- **External groups** - such as the media, community groups, other local authorities
- **Specific subgroups** – community groups, religious and cultural groups, potential partners to help communicate your messages such as caretakers, landlords and housing associations

You must be clear about the target audience for your communications and keep them as the focus of your effort at all stages. This section looks at each main audience in turn (householders, internal and external groups, specific groups and hard to reach/engage audiences) and ends with a review of their lifestyles. It will help you identify the target audiences relevant to your communication plan and to understanding them (who they are, where they live, what their lifestyle is like, what their issues and barriers to recycling are). This is important because your target audiences must be at the heart of your thinking about your messaging, overall strategy, communication methods and activities.

1.1   All householders

Use the information you have already gathered to draw up a complete description of your target audience. You may need to split them up into groups in a process known as audience segmentation. An audience segment is a subgroup of people with broadly similar characteristics or needs. For example, people living in a leafy suburban street with large detached houses are likely to be very different to people living in a high rise council flat. Their levels of income and car ownership will be different, they will 'consume' different media eg radio, newspapers, TV, magazines

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CASE STUDY: Target audiences

The Staffordshire Recycling Partnership campaign covered the whole county.

The target audiences for the campaign were:
- Socio-demographic groups needing the most motivation and those most likely to support/use new services (75% of effort)
- Niche groups that had proved hard to engage in Staffordshire's 'Blue collar roots' Acorn group (20% of effort) and Asian communities (5% of effort)

The partnership campaign ran from September 2006 to March 2008 with a generic campaign to target the major audience and tailored marketing approaches for the niche groups.

WRAP BCLF Case Study: Staffordshire Waste Partnership

etc and have different shopping and travel to work patterns. They may have different attitudes towards the environment and recycling. As a result, different methods and messages might be required to reach and effectively communicate with these distinct groups.

You should assess the following characteristics:

- Which are the most significant in terms of size and distribution?
- What are their life-stages? For example, young and single, families with young children, mature couples etc
- What are their similarities or differences?
- Are there any areas where particular groups or types of people are concentrated?
- Any other characteristics?

You should use the information gathered as part of your background research as part of Section 1 to look at your target audiences. Local knowledge can be very useful in this process but opinions and anecdotal evidence should always be supported by factual evidence. A useful idea is to use a geo-demographical segmentation system like ACORN or MOSAIC that identify different audience groups and map them. This can help you to 'see' where different types of people live and cross-reference other information against them eg anecdotal information from crews about areas of poor performance. Many local authorities use systems such as ACORN or MOSAIC for strategic planning and other purposes and you may be able to use it – find out from colleagues or other departments. You should use these systems to support and refine the population and audience information you have already gathered – look at the whole picture you get using all the information at your disposal and do not rely too much on any single source. This process will help you to understand who you are talking to, how to talk to them and where they are, which in turn, will help you develop appropriate messages, which communication methods to use and where to run your activities.

You could also compare your information to neighbouring councils, and to regional and national figures. Are there any major differences that help to identify issues or potential opportunities for your services and your communications?

What do you know about their barriers to recycling?
Communications and operational services need to identify, understand and address the barriers to recycling that their target audiences (local householders) face. Use your audience research information and the known barriers/issues in your area to match your audiences against recycling competence levels and barriers that research by WRAP has identified.

Recycling competence levels:

1.	Recycling unaware	5.	Trying their best
2.	Aware but inactive	6.	Broadly competent
3.	Contemplated but not engaged	7.	'The Complete Recycler'
4.	Unreliable		

Source: WRAP Barriers to Recycling report

Barriers to recycling:

Situational barriers	Not having adequate containers, a lack of space for storage, unreliable collections, unable to get to bring sites.
Behaviour	Not having the space or systems in place in the home to recycle, being too busy with other preoccupations, difficulties in establishing routines for sorting waste and remembering to put it out.
Lack of knowledge	Knowing what materials to put in which container, and understanding the basics of how the scheme works.
Attitudes and perceptions	Not accepting there is an environmental or other benefit, being resistant to householder sorting or not getting a personal motivational reward from recycling

Source: WRAP Barriers to Recycling report

The recycling competence levels are roughly equivalent to ACORN categories 1, 2, 3, 4 and 5 and this information can be used to map possible recycling competence levels and barriers in your local authority area. This will help

you gain a better understanding of the people you wish to target by identifying likely behavioural and lifestyle issues which in turn can help to develop targeted communications activities and messages to address the issues of specific groups of people in particular areas.

It is important to point out, however, that whilst tools like ACORN or MOSAIC can be useful for profiling target audiences, it is not a perfect science and representatives from all types of people will be found in their audience segments. It does give a broad indication of the likelihood that the issues highlighted will occur amongst these groups. However, at an individual level, people will have different barriers or combinations of more than one barrier and they may have different messaging needs and require different communication methods to reach them. Audience segmentation should not be seen as a replacement for detailed local knowledge and research and should be used in conjunction with other communication planning tools such as surveys and focus groups. You should also be wary of giving in to the idea that audience segmentation is 'the answer'. On its own it isn't and using it exclusively to develop your communications can lead you astray – making you overlook more mundane yet effective communication methods and activities in favour of activities better suited for national or regional mainstream consumer advertising or marketing campaigns. For example, running a clever and expensive advertising campaign designed to target a particular and widely distributed ACORN group when a simpler and more modest advertising campaign coupled with some form of direct marketing might have been more effective.

If you have a limited budget, your communications plan should prioritise its activities to achieve specific, important aims (eg key issues, quick wins etc) or address the barriers of the most widespread audience segments ie the largest possible number of people.

For more information more about identifying and segmenting target audiences - see Becoming an Expert No8.

 WRAP's barriers research containing more detailed information can be accessed online at:

www.wrap.org.uk/barrierstorecycling

1.2   Internal/external groups

As well as householders, you need to consider the other groups (audiences or stakeholders) that might need to be involved in your communications plan. Generally, these groups may not necessarily be the recipients or 'end users' of your communications (ie householders) – they are more likely to be people or organisations that can lend their support to help deliver the campaign and its messages. Some will belong to a number of different groups at the same time, for example, an elected member who lives in an area where a campaign is taking place belongs to both internal and external groups.

1.2.1 Internal groups

It is essential to address internal groups or audiences – local authority employees and employees of contractors working for the local authority as these groups can play an invaluable role. Indeed, without their involvement, it may be difficult to deliver recycling communications which achieve their objectives. They may also represent a significant proportion of your local population. As with external audiences, it is useful to segment internal audiences in order to give them appropriate messages. A few of these audiences and the roles they may play are listed below:

- Elected members (approving schemes and budgets, speaking to residents, promoting recycling in their ward, promoting waste management issues with the local media)
- Call centre staff (handling enquiries, directing calls correctly)
- In-house press office staff (support on communications planning, assisting with campaign activities, media relations)
- Receptionists (handling enquiries, handing out information)
- Operational staff (dealing with residents, giving information on schemes)

■ Other employees (local ambassadors, leading by example)

All internal groups you identify must be kept informed of what you are doing or planning to do. You need to engage them and they must be enthused about your communications plans. If they buy into your campaign they may be more willing and effective in helping you communicate your message or in delivering associated activities and services. You also need to enable them to work with you by making sure they have the right information at the right time in order to use it effectively and that this information is clear and easy to use in the context of their job and daily work.

For more information about internal groups and stakeholders - see Becoming an Expert No9.

1.2.2 External groups

These are individuals or organisations outside your council that might be important to your communications meeting their objectives because they can lend their support, give advice or engage with key target audiences on your behalf to reinforce your messages and extend the reach of your communication activities. These groups (or stakeholders) range from:

■ Key opinion formers such as local MPs and MEPs

■ Community leaders, parish councillors, local religious leaders

■ Community groups and organisations

■ Local recycling groups and charities

■ The local media - which is particularly important and you should have a media relations programme with additional, dedicated PR activities as part of your communications plan - there is more information about PR in Sections 6 and 7

You should undertake a stakeholder analysis to identify key groups and stakeholders. When you have identified all the groups (remember this may be an on-going process as more groups may emerge during your campaign), you need to decide how you will communicate with them, what sort of information they need and how often.

For more information about external groups and stakeholders - see Becoming an Expert No9.

1.3 Specific groups

The local community is a potential resource with a complex web of organisations and individuals that need to be considered carefully in order for you to gain their support and help in delivering your communications successfully. These networks may not be immediately obvious so take time and consult with local communities to investigate them thoroughly. Opportunities may include:

■ Peer pressure opportunities e.g. Neighbourhood Watch, family and friends, parish council

■ Religious and cultural groups or local societies e.g. Women's Institute, youth groups, student groups, religious networks and communities such as churches, gudwara, mosques etc

■ Community links e.g. libraries, local amenities, leisure centres, community centres, schools, clubs and pubs

■ Local community voluntary groups e.g. environmental or conservation groups, elderly support groups, community waste and recycling groups

■ Housing groups e.g. tenants association, caretakers, landlords, housing associations

■ Others as necessary e.g. benefits agencies, police community support officers, neighbourhood wardens etc

Use the stakeholder analysis process identified in **Becoming an Expert No9** to identify specific local groups that may be important to your communications activities.

For more information about local groups and stakeholder analysis – see Becoming an Expert No9.

1.4　Hard to reach/engage

Hard to reach and hard to engage are sections of the population:

- Which are **'hard-to-reach'** operationally. This may be due to their location or housing type e.g. high rise flats or an isolated rural area. The issues they face are best addressed by consulting with residents at an early stage and by designing an appropriate service. The services provided should be convenient to use and simple to communicate to the residents in question
- With whom it may be difficult to communicate the reason to participate in a recycling service and/or the practicalities of using it. Examples of these **'hard to engage'** groups might include transient groups such as students or itinerant or seasonal workers. Language and literacy issues may present specific challenges

Hard to reach/engage audiences are commonly associated with low performing areas (LPAs). The term LPA is applied to geographic areas where there is a concentration of households, which, for whatever reason, participate less in the recycling service(s) provided than households in other areas of the same authority. Low participation can cover a number of specific issues:

- Low levels of participation in recycling services overall resulting in low tonnages collected
- Low levels of participation in terms of the range of materials collected resulting in low tonnages captured for some materials
- Incorrect participation resulting in the wrong materials being presented and poor quality of recyclate collected which can lead to rejection of entire loads if contamination levels are high

Low participation is a relative term as performance may simply be low in relation to an authority's overall recycling performance or recycling/landfill targets. Do you have issues with LPAs? You should carefully consider whether you have any LPAs and look very carefully at the issues, barriers and people living in any LPAs you identify. Each area could have a distinct audience profile, geography and associated barriers to recycling. You may need to implement specific operational improvements to address people's barriers to recycling and run specific communications designed to encourage them to recycle once their barriers have been addressed.

For more information about targeting hard to reach/engage groups and developing focused communications for low participation areas - refer to the guidance document ("Improving Low Participation Areas – Effective communications planning Guidance Document") which is available on the WRAP website:

www.wrap.org.uk/lpa

1.5　Review lifestyle characteristics

It is important to understand the impact which lifestyles, life-stages or cultural issues in your local authority may have on the recycling service and how it is communicated. There may be particular opportunities or barriers that are specific to different groups and your communications (brand, messages, type of activities) should aim to overcome or avoid them. Different areas within your authority may have different characteristics and need different approaches to both system design and communications.

Summarise the information you have on the lifestyles of residents in your target areas eg:

- Socio-economic status e.g. where do residents shop and what do they buy? This will affect where you can effectively get your message across to them. Do they have a car? This will affect decisions about the use and location of bring banks. Do they have a house large enough to store the proposed mix of recycling containers easily? Do they have a garden? This will affect choices about communications messages.

- Population turnover/transience e.g. are residents students, migrant groups or travellers? Even in relatively stable districts, the population turnover can be 15% which can be a very significant proportion over a few years. This affects the frequency of communications needed.
- Any other characteristics as necessary

Summarise the information you have on the <u>life stages</u> of residents in your target area:

- Children e.g. they may have influence over their parents
- Young people e.g. often transient, have other priorities and relatively low incomes
- Young families with children below school age e.g. may have other priorities but may be open to environmental messages
- Families with children at school e.g. whilst they may have other priorities they are often the ones involved in community activities
- Middle aged e.g. more settled, may be active in the community
- Elderly e.g. may have access issues and require assisted collections, may also be active in the community
- Any others as necessary

Review any <u>cultural issues</u> that may be present:

- Literacy and language e.g. populations where English may be a second language or literacy levels may be low
- Social conventions e.g. in some cultures women will not talk to men that they do not know or men may not accept advice from women
- Social attitudes e.g. will environmental messaging resonate or would cost drivers have more impact? Do people care about the place they live?
- Religious beliefs and practices e.g. some religious groups do not drink alcohol so might not respond to images using wine bottles
- Differing waste practices in countries of origin e.g. some residents may not have experienced recycling before or there may not be a translation for the word recycling

Keep this summary to hand when you consider your communications messages and communication methods.

CASE STUDY: Engaging culturally diverse populations

Across Luton as a whole, residents originating from India, Pakistan, Bangladesh, Kashmir and Sri Lanka make up around 25% of the population, but concentrations in certain wards reach 70%. The Council developed materials to communicate effectively with these groups as part of a campaign to promote recycling.

Participation in recycling among Luton's Indian sub-continent communities tended to be lower than in other communities. The proposed campaign had therefore to suit the cultural and social background of these communities and choose the best method of conveying information about the benefits of recycling and how to recycle.

The campaign used Bollywood themed posters, billboards, advertising shells, a leaflet and roadshows to attract the attention of people who normally ignored standard recycling messages. This highly visual, themed design was developed using the design principles of 'Recycle Now' and aimed to be simple and eye-catching to draw in viewers before they knew what the message was. Once they had been drawn in, they read a simple message asking them to 'recycle' in a variety of languages. All households in the target area received a leaflet in the same style as the poster campaign explaining how to use the recycling service at home.

The campaign results included:
- Participation increased by 8% and the number of committed recyclers rose by 4%
- The amount of residual waste produced in the campaign area fell by 4.2% (compared to 3.6% for the whole of Luton)
- The amount of dry recycling increased 9.4% in the target area (compared to 8% for the whole of Luton)

The success of the campaign was attributed to the time taken initially to understand the need to identify a common cultural and social theme.

WRAP Local Authority Communications Case Study: Luton Borough Council

For more information about culturally diverse communities – see Becoming an Expert No 10.

1.6   Planning your Communications

The following section shows an extract from a typical communication plan to show how the target audience could be identified.

4.0   Target Audiences

In order to maximise awareness and participation, communications will be targeted. The target groups will be as follows:

4.1   Householders

- Householders need to be provided with specific information about what can and cannot be recycled through the existing kerbside recycling collections, HWRCs and bring sites.

Communications should be directly targeted at the female head of household.

4.2   Council Employees

- Council employees – especially waste and recycling staff, crew, contractors and frontline staff; and
- Elected members.

4.3   Community Groups

Care will be taken not to expend excessive resources in this area. Unless there is a large audience, particularly of uncommitted recyclers, a lot of effort can lead to only a marginal increase in participation. Resources should be used where they will make the largest impact on participation and recycling rates.

Community groups that will be targeted include:

- Parish and town councils
- Women's Institutes;
- Scouts and Guides;
- Rotary Club;
- Church groups; and
- Tenant's Associations.

4.4   Media

- Local newspapers; and
- Local radio.

4.5   Schools

- Primary schools;
- Secondary schools; and
- Further education colleges.

Becoming an Expert No8: Identifying and segmenting target audiences

Understanding and identifying your target audiences is important for communications as they will guide the development of your messages, its strategy as well as which communication methods and activities to use and where to deploy them. For example, if you want people to start composting at home, some people may be influenced by the 'composting saves the environment' message and others may be influenced by 'composting saves you money'. Using the wrong message may undermine your communications so you need to know about who you are communicating with and what issues are likely to motivate them in order to increase the chances of your communications succeeding.

Audience segmentation is the process of dividing a varied and diverse range of people into smaller groups with broadly similar characteristics or needs. It can be a useful tool for local authority recycling communications but should be approached carefully. Any targeted group must be large enough for the communications investment to be worthwhile, but small enough for the people within it to have genuine similarities in terms of recycling attitudes and barriers, media usage and other relevant factors.

There are a number of approaches and tools to identifying target audiences but all require detailed knowledge and understanding of the 'real' people you wish to target. Relying solely on audience classification techniques like ACORN and MOSAIC to identify and segment your target audiences without any kind of local audience research is risky because, as the area and number of people gets smaller the likelihood increases that the local people will be different to profiles based on national statistics. For example, your ACORN profile might tell you the population of a particular area is Category 4 – Modest Means (a very broad classification) but only local knowledge will help you understand the actual make-up and everyday complexities of the local community in that area. You must research your local population thoroughly first and use the information you gather to check whether additional information from other sources supports what you see on the ground. If your sources complement each other it is probably safe to put them together to increase your overall knowledge and understanding. If they do not match, you should undertake sufficient research to determine the most accurate sources and use only those.

Sources of local information and research should be obtained at first-hand from the audience or community concerned, for example:

- ■ Local satisfaction or other attitudinal research
- ■ Surveys or questionnaires completed at local roadshows or other events
- ■ Call centre enquiries and complaints
- ■ Crew feedback
- ■ Focus group research or feedback from citizen's panels
- ■ Any other sources available to you (see Section 1 and Becoming and Expert No1 for information sources for background research)

If you don't think you have enough first-hand information about your local population then you should look at ways of gathering it. Once you have this basic information, other techniques can be used to increase your understanding in order to help you develop your communications strategy. Remember, however, to always check all your information and findings - apply a 'sense-check' to everything by asking yourself whether any new information fits what you already know and increases your knowledge or is it contradictory? If it does contradict what you already know, that doesn't necessarily mean it is wrong – you should understand why it is different and then decide what to do: rule out the new information because your local information is the more reliable of the two or revise your overall thinking in light of it. Your overall approach to identifying and segmenting your audience should be:

1. Gather and analyse background information
2. Review and list main findings together with key questions which need answers
3. Look at audience barriers
4. Consider whether further local research would be useful. Carry out if necessary
5. Look at audience classification systems like ACORN and MOSAIC
6. Apply a 'sense-check' throughout – check each set of new findings against previous information to see whether it supports of contradicts it. Add to your overall body of knowledge or find out why the new information is contradictory (NB. it may be a genuine finding, uncovering new, previously unknown information). Rule it in or out
7. Continue this process until you have a good picture of each of your target audiences
8. Finally, check proposed communications messages and activities with your target audiences to ensure they will work.

Audience classification tools

An example which most people will be familiar with is the **National Readership Survey (NRS)** social grade definitions (UK). The NRS social grade definitions have been used mainly for audience profiling and targeting by the media, publishing and advertising industries. They have become established as a generic reference series for classifying and describing social classes:

Social grade	Social status	Occupation
A	Upper middle class	Higher managerial, administrative or professional
B	Middle class	Intermediate managerial, administrative or professional
C1	Lower middle class	Supervisory or clerical, junior managerial, administrative or professional
C2	Skilled working class	Skilled manual workers
D	Working class	Semi and unskilled manual workers
E	Those at lowest level of subsistence	State pensioners or widows (no other earner), casual or lowest grade workers

There are more modern and complex commercial audience classification systems like **ACORN, CAMEO and MOSAIC** and your council may use one of them. ACORN is widely used by local authorities and stands for 'A Classification of Residential Neighbourhoods'. It is a classification scheme developed by the consumer research agency CACI. The table on the next page has simple descriptions for the five principal ACORN Groups, Categories 1 to 5, and the 17 subsidiary ACORN Groups organised within the five primary Categories.

ACORN Categories	ACORN Groups
1 - Affluent Achievers	1.A - Wealthy Executives 1.B - Affluent Greys 1.C - Flourishing Families
2 - Urban Prosperity	2.D - Prosperous Professionals 2.E - Educated Urbanites 2.F - Aspiring Singles
3 - Comfortably Off	3.G - Starting Out 3.H - Secure Families 3.I - Settled Suburbia 3.J - Prudent Pensioners
4 - Modest Means	4.K - Asian Communities 4.L - Post Industrial Families 4.M - Blue Collar Roots
5 - Hard Pressed	5.N - Struggling Families 5.O - Burdened Singles 5.P - High Rise Hardship 5.Q - Inner City Adversity

Audience classification can provide a useful framework for profiling target audiences but it is not a complete replacement for local knowledge and research and should be used in conjunction with other communication planning tools. It can also be too time consuming, complicated and expensive for communications plans with small budgets.

The first question to answer, therefore, is whether you need to segment the audience at all. If you have a small budget, are focusing on a single issue or message, or your whole audience is likely to be receptive to the same message and can be effectively reached through the same communication methods, you do not need to segment your audience. In some cases, however, the audience will benefit from some degree of segmentation and your communication activities should be more effective as a result. A number of local authority communication campaigns have segmented their audience and designed customised messages and activities to target specific groups (see case studies in Section 4).

Many local authorities use systems such as ACORN for strategic planning and other purposes and you may be able to use it – find out from colleagues or other departments. If your local authority does not already use a classification system like ACORN or MOSAIC, the costs of purchasing the system or having a classification exercise carried out for your local authority may be prohibitive. Also, you should carefully consider the implications of segmenting your audience too much:

- You may dilute your effort too much by trying to do too many things with too many audiences but not enough with any one of them to get your message across with sufficient weight for them to notice it and respond to the degree you want
- If you tailor your communications for different audiences your design and print costs will increase as you will need more materials and shorter print runs, losing economies of scale
- Finally, any targeted activities or communications should, ideally, be tested carefully

A Framework for Pro-environmental Behaviours

Probably the most comprehensive current segmentation research specifically undertaken to look at environmental behaviour is that published by Defra in January 2008. "A Framework for Pro-environmental Behaviours" focused on 12 headline behaviour goals ranging across low/high impact and easy/hard environmental behaviours (not just recycling). Looking specifically at waste related issues, the research shows:

- Who is currently doing what in terms of low and high impact CO_2 behaviours
- That recycling and wasting less food are high on the list of current environmental behaviours
- That wasting less food and recycling score highly in terms of both people's ability and willingness to act

This analysis was further developed by looking at peoples' barriers and motivators and segmented the population to enable more tailored approaches designed to overcome the barriers and enhance the motivations of specific groups. This gives an understanding of which groups:

- Are the most unwilling to act or sceptical
- Could be persuaded to act given the means or right information
- Could be advocates for more environmentally friendly behaviours amongst their social group

Defra's environmental segmentation model divides the public into seven clusters each of which shares a distinct set of attitudes and beliefs towards the environment. For a more detailed profile of each audience look at the Defra research can be accessed online at: http://www.defra.gov.uk/evidence/social/behaviour/index.htm. You should look at the report if you are working alongside other environmental behaviour change campaigns, as there may be useful crossovers in terms of activities targeting similar audience groups.

Recycling barriers and audience segmentation

WRAP conducted research looking at people's barriers to recycling and developed an audience segmentation model based on people's competence, which is highly relevant for local authority recycling communications. The results were mapped across Defra's pro-environmental behaviours segmentation model and ACORN to produce a useful tool with which to:

- Identify and understand the barriers and motivations of key target audiences
- Understand which communication methods/activities were better at reaching them and what kinds of messages they were likely to respond to

The barriers research is also used considered in Section 5, which looks at communications messaging. The research identified four main barriers to recycling and segmented the population into seven main recycling competence levels as shown in the next two tables on the following pages.

Barriers to recycling:

1. Situational barriers	2. Behaviour
Current recyclers say they would recycle a little or a lot more if they had: ■ A wider range of materials collected (52%) ■ Bigger containers (23%) ■ More containers (20%) ■ More space to store their container/s (19%) ■ More frequent collections (18%) ■ Containers that are easier to move (16%)	Current recyclers still sometimes or often: ■ Bin things because they are not sure if they can be recycled (48%) ■ Throw recyclable bathroom wastes in the residual bin (41%) ■ Put things in the recycling even if they're not sure they can be recycled (36%) ■ Forget to put out the recycling because they are not sure of the collection day (33%) ■ Bin things because their recycling container is full (21%) ■ Bin things rather than cleaning them for recycling (19%) For most recyclers (95%) recycling has become part of the 'everyday household routine'. However: ■ 53% found it harder to recycle at Christmas16% in the winter generally ■ 8% on holiday or in the summer generally They are also put off a little or a lot by: ■ Fear of identity theft (16%) ■ Having to store recyclables (12%) ■ Having to clean them (7%)
3. Lack of knowledge	**4. Attitudes and perceptions**

■ Less than half of people (48%) understood 'very well' what they are supposed to use their recycling containers for
■ About a third of recyclers said it would increase their recycling if they had better information about their recycling services
Some recyclers also said that Council information had not helped them:
   ■ Understand their local recycling scheme as a whole (21%)
   ■ Understand the real benefits of recycling (12%)
   ■ Knowing what can and can't be recycled (12%)
   ■ Knowing when the collection service operates (5%)
	■ The vast majority of recyclers (90%), say they are 'happy to be doing their bit for the environment'
	■ 69% say they feel 'good about themselves' when recycling
	■ However 29% feel they are just 'doing it because the Council is telling us' and 17% 'do it because everyone else is doing it
	Recyclers would still be encouraged to recycle more by:
	■ Seeing the practical impact of recycling in their local area (86%)
	■ Feeling more appreciated by the Council (52%)
	■ Receiving an incentive for recycling (56%)
	■ Being fined for not recycling (34%)
	Overall if asked which of three reasons best sums up why they recycle:
	■ 59% said 'because they believe in it'
	■ 27% say 'it's part of the everyday household routine
	■ 14% 'because the Council asks them to do it'
	For declared non-recyclers (only 6%) their main reasons for not recycling at all were:
	■ It is easier to throw everything in the bin (46%)
	■ Not seen any information about recycling (44%)
	■ Not knowing what can and can't be recycled (32%)
	■ Having nowhere to store recyclables (also 32%)

Source: WRAP

Recycling competence levels:

Recycling rate	Recycling competence levels	Description	WRAP committed recycler status	% of population	
0%	**1. Recycling unaware**	Just not on their radar, no idea about it at all	Non recycler	}	6%
0%	**2. Aware but inactive**	Know about it but have not seriously contemplated doing it	Non recycler		
Sporadic	**3. Contemplated but not engaged**	May have dabbled, possibly elsewhere, may do occasionally, drifted back	Recycler but not 'committed'	}	23%
A little	**4. Unreliable**	Recycle but sometimes forget, or miss out, recycle opportunistically not regularly	Recycler but probably not 'committed'	}	41%
A fair amount	**5. Trying their best**	Usually take part, recycle 'staple' items but confused about other items	Committed recycler		
A lot	**6. Broadly competent**	Reliable and regular but may still miss out some materials or collections	Super-committed recycler	}	30%
100%	**7. 'The Complete Recycler'**	Recycle all available items of all recyclable materials all of the time	Super-committed recycler		

Source: WRAP

The table on the next page gives a good idea of the approximate amounts of each group present within the UK. Remember however, that smaller audiences will become skewed in some way depending on the concentration of particular audience groups in particular areas. For example in a low performing area the numbers of 'recycling unaware' and 'aware but inactive' could be significantly higher. ACORN profiling has been used to understand the segments identified and profile them demographically. It is also worth remembering that, whilst this is a useful tool for profiling these segments it is not a perfect science and representatives from all segments will be found in the groups used by ACORN. It does however, give a broad indication of the likelihood of finding these barriers amongst these segments, but should not be seen as a replacement for local knowledge and research and should be used in conjunction with other communication planning tools, such as WRAP's low participation area guidance.

Recycling Competence Level (1 to 7)	Description	Profile – tend towards having one or more of the characteristics below
1. Recycling unaware	Just not on their radar, no idea about it at all **ACORN categories**: 2, 4 **Age**: 18-24 **Property**: Flats, terrace, maisonette	**Lifecycle**: Young single, no kids yet; single parent
2. Aware but inactive	Know about it but have not seriously contemplated doing it **ACORN categories**: 2, 4 **Age**: 18-34 **Property**: Flats, terrace, maisonette	**Lifecycle**: Young single, no kids yet; single parent
3. Contemplated but not engaged	May have dabbled, possibly elsewhere, may do occasionally, drifted back **ACORN categories**: 2, 4, 5 **Age**: 18-34 **Property**: Terrace, bungalow	**Lifecycle**: Solitary retiree, single parent
4. Unreliable	Recycle but sometimes forget, or miss out, recycle opportunistically not regularly **ACORN categories**: 3, 5 **Age**: 35-54 **Property**: Bungalow, terrace, semi-detached	**Lifecycle**: Solitary retiree, solitary adult worker
5. Trying their best	Usually take part, recycle 'staple' items but confused about other items **ACORN categories**: 3, 5, 2 **Age**: 35-54 **Property**: Semi-detached, bungalow	**Lifecycle**: Full nest couple with kids, solitary retiree
6. Broadly competent	Reliable and regular but may still miss out some materials or collections **ACORN categories**: 1, 2 **Age**: 55 and above **Property**: Detached, semi-detached	**Lifecycle**: Empty nest, couple with no kids
7. 'The Complete Recycler'	Recycle all available items of all recyclable materials all of the time **ACORN categories**: 1 **Age**: 55-64 **Property**: Detached	**Lifecycle**: Empty nest, children living elsewhere

This approach requires a clear analysis of the target audiences' barriers – *as they perceive them.* It is not intended for this research to substitute locally generated research and you should carry out dedicated research to identify the actual barriers of local people, especially in smaller areas as they could be specific to those areas and different from anywhere else. Use this approach, together with your local knowledge, to map, analyse and segment your target audiences to gain a better understanding of the barriers which are common amongst your target audiences and develop appropriate communications plans and operational interventions. For example:

- Some groups need better services (situational)
- Others may need better information and practical advice about how to use your scheme (behaviour, knowledge and understanding)
- Others need to be shown why participation is worthwhile (motivational)

Possibly of more value than the audience segmentation are the implications of this approach for the identification and development of communications messages, communication methods and activities. This is considered in more detail in Section 5 and Becoming an Expert No13. For culturally diverse communities – see Becoming an Expert No10.

The research, a summary and a full report can be accessed online from here:

www.wrap.org.uk/barrierstorecycling

Becoming an Expert No9: Internal and external groups

Stakeholders can be important to your communications despite seeming to have varying degrees of interest and usefulness. They can be useful sources of information when you are researching your background and audience and can be useful in delivering your communications messages. There are two main types, internal and external:
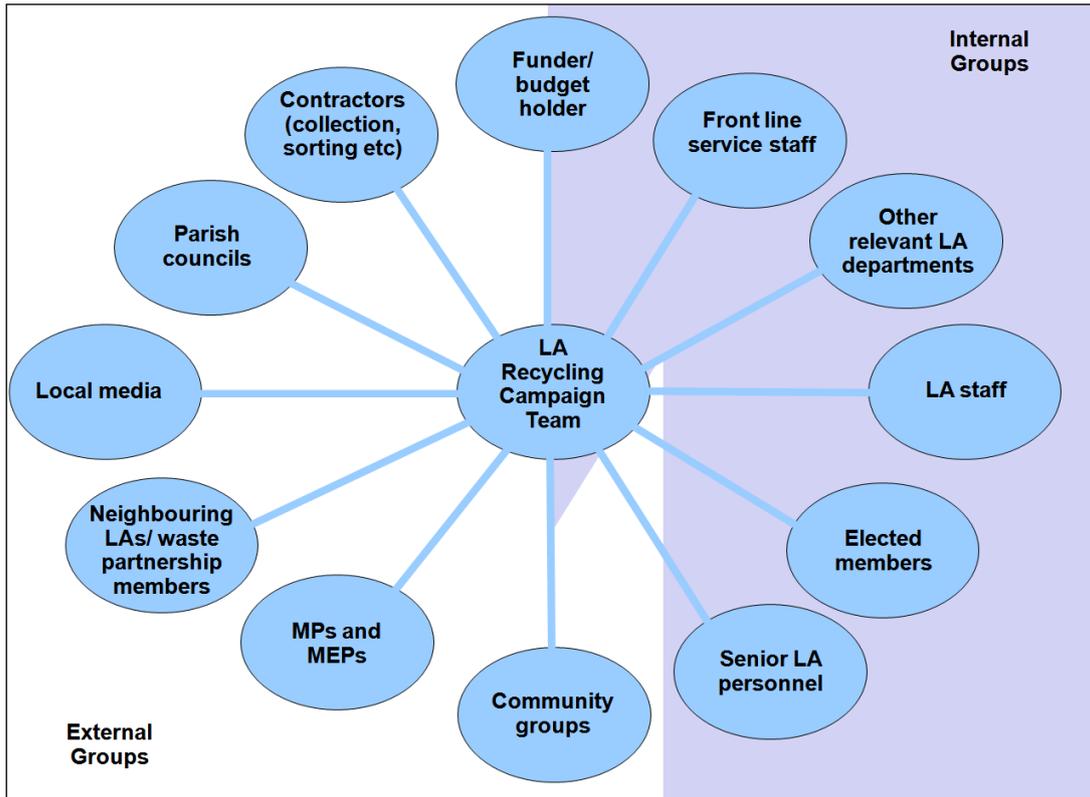
Mapping your stakeholders

The first stage in working with internal and external groups is to identify who they are. You should begin by mapping your stakeholders and group them according to their level of interest/likely engagement and the power they have to help you influence your consumer audiences. Using the template on the next page, list your stakeholders and position them on the grid to identify those you need to concentrate specific efforts on, for example those who need to be directly involved and those that just need to be kept informed.

High Influence

High influence, less interest. Consider whether it is useful to try to increase the interest of this group in the recycling system. Keep them up to date with your plans and seek their input but bear in mind they may not want all the details.

High influence, high interest. These are the people you must make the greatest effort to satisfy, so make them a priority of engagement activities and try hard to get their support.

Low interest ←——————————————→ High interest

Low influence, low interest. This group is not a priority but it is still useful to keep in touch from time to time to check that problems are not developing.

Lower influence, high interest. Keep this group informed of progress and ensure they do not have any major issues or concerns. These people could be useful for championing recycling and may have knowledge that can assist you.

Low influence

Here is an example of a completed stakeholder map for a new recycling service in a tower block:

High influence, less interest:

Councillors (direct interest in recycling)
Other community organisations (identify each one)

High influence, high interest:

Residents, tenants association, local councillors, local community groups (identify each one), collection crews servicing the flats, local media

Low influence, low interest:

Local MPs, MEPs

Lower influence, high interest:

Councillors (not from the immediate locality), other community groups (identify each one)

Improving Low Participation Areas – Effective communications planning
The document is available on the WRAP website:

www.wrap.org.uk/lpa

WRAP Flats Guidance – Recycling Collections for Flats
This is an online guidance tool which can be found on the WRAP website:
www.wrap.org.uk/flats

Internal groups

These are individuals, teams or whole departments within your local authority that must be informed about your communications because they:

- Are involved in the delivery of services that deal directly with householders or stakeholders e.g. recycling collection crews, in-house PR or communications team
- Might provide help and support or influence audiences e.g. elected council members

All internal stakeholders you identify must be communicated with and brought 'on-side' and 'on-message'. These audiences need to be engaged at different stages throughout your communications plan and some will be involved as early the initial research stages. Generally, the earlier you engage with them the better.

They should be consulted or kept informed about your communications as necessary and you should determine the frequency, type and detail of communications at the outset. Do not forget them or treat them as an afterthought – they are too important. On the other hand, you should aim to strike a balance between internal consultation and information sharing and delivering your communications. Too much time spent on the former will affect your ability to deliver the latter. Focus on those activities that support the achievement of your communications objectives.

Examples of internal groups

Internal stakeholders	Why they need to be kept informed	Communication channels	When/how often to consult
Elected members	They may make the final decisions, allocate budgets and can champion the system publicly and within the council.	Via regular council communications with members. Briefing notes	Quarterly or at other times as required depending on the frequency of council-member communications. Communications leading up to key meetings and decisions are particularly critical.
Call centre staff	They will be involved in dealing with enquiries from members of the public.	At your workplace via internal communications and training.	As required in the development and lead-in period to the launch of a new campaign.
In-house press office	They may be involved in communicating with the local media, providing support on planning, assisting with communications activities, etc.	At your workplace.	Routine monthly/weekly meetings.
Receptionists	They may be handling enquiries from the public, handing out information etc.	At your workplace via internal communication channels.	As required in the development and lead-in period to the launch of a new campaign.
Marketing and web-site staff	They can also provide support on planning, assisting with communications activities, design and production of communications literature and other material etc. The council website may need updating with new information.	At your workplace via internal communication channels.	As required in the development and lead-in period to the launch of a new campaign.
Contractors/ Operational staff	They will be helping to deliver services to the public, dealing with residents, giving out information and promoting the campaign identity, e.g. on vehicle livery, clothing etc.	At your workplace via routine meetings or internal communication channels.	As required in the development and lead-in period to the launch of a new campaign.
Other employees	Local ambassadors, leading by example.	At your workplace via internal communication channels.	As required in the development and lead-in period to the launch of a new campaign. They also need feedback as the campaign progresses.
Other departments	Other departments may be relevant to recycling communications: ■ Planning departments can encourage the provision of new recycling facilities ■ Highways departments may be able to help plan collection routes and schedules ■ Leisure and amenities departments can help promote recycling in leisure and sports centres etc	At your workplace via internal communication channels.	As required in the development and lead-in period to the launch of a new campaign.

Internal communication channels

The communication channels that will work best will vary with each local authority but some example activities are listed below:

- Intranet site - create a 'recycling' area on your local authority intranet (if you have one)
- E-mail - issue regular e-mails with regularly updated information on recycling schemes and communications
- Internal newsletters with regularly updated information on recycling schemes and communications
- Internal briefings e.g. for senior officers/members
- Produce a podcast
- Launch recycling communications campaigns internally, through informal meetings, cascade briefings or other approaches, before launching them to the public. Explain what you are doing and why
- Give personal briefings to receptionists, call centre staff etc on materials available to explain recycling – e.g. leaflets and web addresses
- Pass on information at regular team briefing sessions, personal or group meetings with key staff, or use conference calls and communications packs for line managers
- Discuss materials, in draft format, with front-line employees before producing them. Employees are householders too – they can act as a simple and accessible focus group and give valuable feedback on the quality and usability of the materials
- Train front-line staff such as council helpline staff to understand and talk about recycling issues as well as dealing with enquiries. Collection crews and recycling site staff need to be trained in customer relations and in knowing the right information to be able to answer basic questions and giving good advice. Brief them in advance of new campaigns - the more familiar they are with what you are trying to do, the more they will be able to help you. WRAP may be able to assist you with front-line staff training, contact LAsupport@wrap.org.uk.
- Use office message boards/noticeboards
- Other opportunities as applicable

Remember that councils should also lead by example with schemes for staff to recycle and reduce their carbon emissions.

Working with elected members

Individual local authority members are a critically important audience for recycling programmes and for your communication activities. Members work under a range of unique pressures that have a direct effect on their information needs as well as their responses to your activities. You should aim to take them through the stages outlined in the table on the next page.

Awareness	Make members aware of what you are doing, or planning to do, in advance. Recycling communications are high-profile activities and waste services may be the most visible council service your residents receive. It may be useful to make members aware of the statutory targets, possible Government intervention and Landfill Allowance Trading Scheme (LATS) fines as a result of inaction. Even members with no particular personal interest in the campaign need to be kept informed.
Understanding	You should aim to help members understand what you are doing and why you are doing it, even if individual members do not seem to support the activity. You may not be able to win them round, but you may be able to prevent them influencing other members against your proposals.
Appreciation	Help members to value your communications (and to support investment in it) by regularly feeding back information on successes in a format that they, in turn, can pass on to others.

Information for members should be:

- Short, simple and clear - avoid technical jargon
- Focussed on necessity – demonstrate the need for public communications and show that doing nothing is not a "no-cost" option
- Demonstrating the public's support for recycling - use surveys or opinion polls
- Demonstrating the financial case for communications - show value for money
- Reassuring – show the total cost of communications and explain how the budgets are derived and how spending will be managed
- Feeding back progress and good results regularly, especially positive outcomes

There are a variety of communications methods and activities designed to communicate with your internal stakeholders and these are dealt with in Sections 6 and 7 and the corresponding Becoming an Expert briefings Numbers 13 and 16.

External groups

These are individuals or organisations that are important to your communications' success because they:

- Can lend their support or give advice
- Deal directly with key target audiences and can reinforce your messages and extend the reach of your communications

Building relationships is a complex process - do not underestimate the time and effort it can take to gain the support of important groups, especially community groups. Remember:

- You will need a regular programme to keep your key stakeholder groups informed, on-message and supporting you throughout your campaign
- Strike a balance between delivering your communications activities and liaising with all your stakeholders – your priority is delivering successful communications

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External stakeholders	Why they need to be kept informed	Communication channels	When/how often to consult
Community leaders, parish councillors, local religious leaders, local community groups and organisations (including local recycling groups and charities)	These groups can all support your communications in the following ways: ■ Attend regular communications update meetings to share ideas, give and receive feedback and help solve problems ■ Support the campaign directly by distributing communications information, hosting exhibition displays at their own community events ■ Be advocates by publicly supporting your communications or establishing their own recycling schemes at, for example, community centres or places of worship ■ Develop creative projects to promote the campaign such as public art and community events ■ Provide staffing for events and door-to-door canvassing ■ Help the communications target hard-to-reach groups by supplying their local knowledge, expertise and specialist networks or organise joint campaigns with other stakeholders	By direct contact with leaders.	They should be consulted in the lead-in to a new service or campaign and during the launch period. Key figures and groups should be kept informed on a quarterly basis.
Key opinion formers such as MPs and MEPs	They can become campaign advocates and opinion formers for your target audience. Information should be of a similar format to that given to elected council members.	By direct communication via letters, e-mail etc.	They should be consulted in the lead-in to a new service or campaign and during the launch period. They should be kept informed on a quarterly basis.
Local media	They that can assist communication of the new system and provide PR opportunities. The media is a particularly important group and you should have an existing and on-going media relations programme with additional, dedicated PR activities as part of your communications in order to generate positive media coverage for your campaign and the issues your communications are addressing.	By direct contact with key journalists and via press releases, photo-opportunities etc.	As required in the development and lead-in period to the launch of the new service or campaign or whenever there is positive news to communicate.

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Interest groups	Unpaid groups with no specific interest in recycling, but who may be persuaded to help as a community service. Examples include religious organisations (such as churches and mosques), sports clubs and Round Tables.
Social economy	Organisations with a specific remit to work as a recycling business (either profitably or not-for-profit) on behalf of society or the community. Examples include appliance-reconditioning organisations such as Create, the Furniture Reuse Network (FRN) or Renew, the Community Recycling Network (CRN) and the Community Composting Network.
Voluntary groups	Unpaid groups with a specific remit to work with society or the community. Examples include Neighbourhood Watch, Scouts & Guides, the Women's Institute (WI) and residents' associations.

The community sector

The term community sector covers a huge range of organisations and falls into a number of general areas:

To get the community sector involved you should begin by conducting a 'community stakeholder mapping exercise' of your area. As an initial starting point, consider approaching internal press, communications and community development sections as they may already have contact details of local community groups. You can then expand this list if required to include other relevant stakeholders.

Next, contact the relevant groups to establish if they would be willing to help and the level of support they could provide. This may vary from using a local sports hall for a recycling event to organising a direct-mail drop.

Then, develop partnerships with community groups and work together for mutual benefit. For example, is there an opportunity to develop a feature article on a recycling project that both the local authority and community is involved with, or alternatively can you run a joint recycling event to raise awareness?

Developing ongoing relationships is a critical element of working with the community. Keeping community groups involved through regular meetings and briefings ensures ownership of projects. It also provides a mechanism to discuss issues and problems that can then be addressed and resolved.

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Becoming an Expert No10: Culturally diverse communities

This briefing looks at characteristics of culturally diverse groups, which may be useful for engaging these communities in recycling activity and overcoming communication barriers.

Characteristics of Ethnic Groups

Within ethnic groups themselves, there is a high level of diversity, which is most marked between generations with second generations often becoming more anglicised than their parents. People from different countries and cultures may also have widely differing perceptions of the concept of recycling. With this in mind, the following table presents some general findings on the characteristics of culturally diverse groups, the issues these create and the considerations you should make when developing communications. These should not be taken as representative of these populations as a whole and it is recommended that local authorities undertake research to explore the characteristics of ethnic groups in their areas in more depth prior to developing their communications campaigns.

Characteristic	Issue	Consideration
Age	Age profile tends to be younger than white British population, although less true with Jewish population	Commitment to recycling is strongly related to age, for example: ■ 18-24 – 19% are super-committed ■ 55-64 – 37% are super-committed ■ 65+ - 35% are super-committed
Employment patterns	Workers from ethnic minorities are more likely to be working in low-paying sectors than white workers and seem to be predominantly filling low skilled vacancies	Issues relating to working in the low pay sector could include: ■ Poverty is likely to be a more pressing concern than recycling; ■ May be working long hours and don't have time to recycle; and ■ Working shifts, so are not at home to speak to doorsteppers.
Deprivation	Over two thirds of England's ethnic minority population live in the 88 most deprived local authority districts[1].	When broken down by ACORN categories the results follow a pattern where the most competent recyclers fall under ACORN category 1 and the least competent fall under Acorn 4 and 5. Also, it is generally the case that more deprived areas comprise high density housing where service delivery is worse

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[1] *Source: Office of National Statistics (2003) 2001 Census*

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Waste composition	Little evidence that waste generated from culturally diverse households compared to that of White British households is different.	■ There is no real evidence that Asian households produce more waste per capita than White households[2]. ■ WRAP has shown that with respect to avoidable food waste, White British, Black and Asian households produce exactly the same amounts of avoidable food waste, suggesting that food waste is a problem that is unrelated to ethnicity per se[3].
Perceptions of recycling	New entrants to the UK from developing countries may be familiar with the concept of reuse, but they are unlikely to have practiced recycling in the formalised way now common in this country.	When developing communications you need to take into account the following issues: ■ First generation immigrants are less likely to understand the concept of recycling and are more aware of reuse; ■ Subsequent generation immigrants are more likely to have a westernised approach and understanding of recycling; ■ Immigrants from urban areas are more likely to understand recycling better than those from rural area; and ■ Better educated groups are more likely to have behaviours closer to the white British population.

Identify your audience

It is very important to research and understand your local ethnic communities before embarking on a communications programme to ensure that the communication methods you use will be effective. Each community will have its own characteristics and the key to success is to define your audiences, investigate their particular barriers to participation and develop specific communications solutions accordingly. Before you embark on any communications, consider the reasons why you want to do this and do some research in order to establish the following:

■ Current behaviour – do the residents recycle at all at present? Do not assume that because they are from an ethnic minority that they will not be recycling. This will enable you to establish a baseline from which to work;
■ Have they had any experience of recycling previously; if they are immigrants what was their experience of recycling in their home country and how will this affect your communications;
■ Barriers to participation/communication;
■ Cultural beliefs and references that you will need to take into account; and
■ Messaging techniques that may resonate specifically with particular groups.

This will help you to build a picture of your target audience's understanding, beliefs and current behaviour in order to communicate recycling to them.

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[2] *An indicative study with small sample sizes carried out in Bradford in 2002 found that Asian households produced just over 18kg of waste per household per week compared with just over 14kg per household per week for White households and that Asian households threw away 5kg of food waste compared with 3kg for White households. The study also found that on a per capita basis White households produced more than Asian households. Luckin, D. 2003. Ethnicity, waste generation and waste related behaviour (draft unpublished report to the Bradford Environmental Action Trust).*

[3] *Source: WRAP "The Food We Waste"*

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If you think that an area with a culturally diverse population is not participating in your recycling services, you may want to investigate this further by using the Low Participation Area guidance - www.wrap.org.uk/lpa. This will assist you in identifying whether you have areas of low performance within your district, and whether these correlate with areas of high ethnicity. You may find it useful to use this tool even if you want to communicate more effectively with your culturally diverse residents for other reasons such as racial equality or social inclusion as it will take you through a step-by-step process to build a profile of your target audience, identify communications barriers and develop a communications plan to overcome these.

Identifying the characteristics of your culturally diverse communities is the first step to take, consider and take action on the following issues:

Issues	Actions
Identifying groups	Identify the ethnic make-up of an areas using the following means: ■ Office of National Statistics' neighbourhood website can provide socio-demographic data about your area, http://www.neighbourhood.statistics.gov.uk . (WRAP's Monitoring & Evaluation Guidance provides step by step guidance on this); ■ Your council may have a team already engaged with culturally diverse groups who will have a lot of information and will be able to help; ■ Previously gathered data in your council on ethnicity; ■ Information from other council departments such as housing; and ■ The Department of Work and Pensions provides data on the National Insurance numbers provided for foreign workers.
What information do you have on life stages of culturally diverse residents	Identify the stages of life of your culturally diverse groups, such as: ■ What is the predominant age group; ■ Are they living alone; and ■ Do they have children and are they of school age.
What information do you have on lifestyles of culturally diverse residents	Identify the lifestyles of your culturally diverse groups, such as: ■ What are their purchasing and disposal habits? Consumer behaviour information can be obtained from www.upmystreet.com ; ■ Do they use your recycling services and what is the participation rate compared to other areas; and ■ What is the turnover of households in their area, is it a stable population or is the turnover of families and individuals at a high level.
Are there cultural issues that need to be considered?	Establish any cultural issues that you may need to take into account in your promotions, such as: ■ Limited knowledge of the English language; ■ Not understanding the concept of recycling in the way we do it in the UK; ■ Some groups do not drink alcohol; and ■ Women in some groups will not talk to men they don't know.
What community networks, groups or organisations are active in your area and may be able to help deliver your message?	Identify groups, networks and organisations that are active in your area and how you can make contact; they will be helpful in getting your messages across. These could include: ■ Religious or faith groups;

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- Ethnic groups;
- Environmental networks;
- Culturally diverse radio and newspapers;

Case Study: Bristol

As part of a targeted campaign to increase participation in recycling by ethnic groups, Bristol City Council used Bristol Muslim Cultural Society to run a 'Recycling and Islam' element of the campaign. This focused on mosque visits and sermons and community resources such as the Salaam-Shalom radio station. Multi-lingual communications materials linked recycling messages with Islamic teachings.

Eleven mosque visits took place and over 1,200 contacts were made. Bristol's Imams were contacted and meetings arranged at which links between the teachings of Islam and responsible environmental behaviour and the Recycle for Bristol campaign were discussed. Following these initial meetings, the Imams delivered a recycling 'khutba' or sermon at Friday prayers and the campaign staff distributed the 'recycling and Islam' leaflet as people left the mosque. An advert, based on an edited version of the 'khutba', ran on Radio Salaam Shalom (a joint Islamic/Jewish radio station run by Bristol Muslim Cultural Society).

For information on engaging culturally diverse groups in recycling – see Becoming an Expert No15.

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