
LIFE+ Up and Forward Project: Case Study

B10-B12

Apartments

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Section 1: Executive Summary

1.1 Background to the Project

As part of the EU LIFE+ Project, Greater Manchester Waste Disposal Authority (GMWDA) has carried out 42 communications and engagement campaigns across nine Districts within Greater Manchester (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside and Trafford). The Project targeted sections of the community that have traditionally been hard to reach, making the success of recycling schemes in these areas particularly challenging. Each campaign targeted small areas, generally around 1500 households, with focused recycling messages. To initiate a change in behaviour a variety of communication methods and messages were piloted and the impact of each monitored.

The Project started in June 2013 and ran until January 2015 across nine Greater Manchester Districts. It focused on the four following themes:

- a) Households - focused on communities in disadvantaged areas;
- b) Students and Short lets - focused on areas with a high level of rental properties or student rental accommodation;
- c) Faith and Culture - focused on areas with a strong religious or cultural background; and
- d) Apartments - focused on areas with a high level of low rise or high rise apartments.

1.2 B10-B12 Apartments Theme

The campaigns outlined under Actions B10 to B12 (Apartments) were developed from within the community to initiate a change in behaviour and improve recycling rates. Feedback was used to develop campaign messages and communications to address barriers to recycling and promote the use of communal recycling facilities.

There were 3 campaigns carried out under the this theme:

- a) **Bags and Caddies (B10)** - this campaign helped residents to make better use of the communal recycling facilities available with the provision of bags and caddies to allow them to store recyclates and carry them to communal facilities;
- b) **Ambassadors (B11)** - the campaign was developed within the community. By recruiting Recycling Ambassadors it looked to improve two way communications with residents; and
- c) **Facilities (B12)** - the campaign aimed to increase participation by improving communal recycling facilities. It looked to demonstrate how two way communications could be used to address residents' concerns about space constraints and barriers to recycling.

Individual case studies for each campaign are available for download on the Up and Forward website. Case studies include:

- a) selection of campaign area;
- b) demographic and Acorn data;
- c) campaign approach, results and key learnings; and
- d) breakdown of costs.

Website: www.recycleforgreatermanchester.com/upandforward

1.3 Overall objectives

The aim of each campaign was to support and reinforce recycling of food waste, cans, glass, plastic bottles and paper/card.

Key objectives were as follows:

- a) increase the level of recycling for all of the current materials collected;
- b) raise awareness of the importance of recycling; and
- c) embed good recycling behaviour within identified low performing apartments.

1.4 Selecting the campaign area

Campaign areas were selected based on District knowledge of low performing apartment blocks in the target area.

1.5 Monitoring the impact of campaigns

Monitoring the impact of these campaigns took place via face to face surveys which were conducted before and after the recycling campaign through doorstep consultation. The data was used to measure pre and post campaign changes in recycling behaviour, perceptions and barriers to usage.

1.6 Results

The overall picture for the Apartments theme is a positive one, with over three quarters (81%) claiming to recycle more since the campaigns. In addition, there has been an increase of committed recyclers of 36%, with just under half (47%) classed as super-committed recyclers.

1.7 Conclusions

From feedback gathered it is clear that there is no single solution to providing better waste provision and increased recycling. The only way to tackle these issues is to develop a range of solutions that can be applied on a need by need basis. Community engagement is therefore key to successful campaign delivery. It is only by understanding the needs of each apartment block and its residents' that bespoke solutions be put in place.

Section 2: Key Facts

By theme

- 2.1 The total cost of delivering the activities in the Apartments theme (12 campaigns) was €166,613 of which €84,553 was personnel costs. GMWDA received 50% towards the total cost of this activity from the EU LIFE+ programme.
- 2.2 On the ground activities were delivered in 22 weeks (per campaign); with an average of 361 hours spent on each campaign.
- 2.3 Key Indicator: 81% are now recycling more as a result of the Apartment campaigns.
- 2.4 There has been an increase in committed recyclers of 36%, with just under half (47%) classed as super-committed recyclers.

By campaign

- 2.5 Bags and Caddies (B10): Over a quarter of residents are now recycling more as a result of the campaign, with Phase 2 campaigns showing greater increases of up to 47%. In addition, campaign recall was high with at least three quarters remembering some form of communication.
- 2.6 Ambassadors (B11): 54 Ambassadors were recruited across the four campaigns. On average 14.5% are now recycling more. The highest change was in Oldham where one quarter of residents claimed to have changed their behaviour.
- 2.7 Facilities (B12): Overall, over a quarter of residents have changed their behaviour and are now recycling more, in some locations the change was as much as 44%. The recall of the campaign was also high amongst residents; on average three quarters remembered some form of communication (up to 95%). In total 73 new facilities were installed across 22 locations in Greater Manchester.

Section 3: The Approach to the Campaigns

- 3.1 Prior to commencing Actions B10-B12 (Apartments) intensive research was undertaken to understand the key issues affecting recycling. The evidence clearly shows that convenience, ease of access and structural issues are significant barriers (Waste Watch, 2006) and these need to be addressed alongside any communications. Pertinently, the Sita study (2010) found that blanket communications did not work, suggesting that micro level engagement could work, though this was not demonstrated. It is against this backdrop that the B10, B11 and B12 campaigns were delivered.
- 3.2 To overcome these associated factors, campaigns under the Apartments theme were developed within the community using a combination of surveys, focus groups, drop-in sessions and engagement stands, to develop an in-depth understanding of the issues affecting the residents in apartments. The outcomes were used to maximise the benefits of the campaign by incorporating the views of residents into the campaign messages and in the development of recycling aids and facilities.
- 3.3 Bags and Caddies (B10) - The aim of the campaign was to change residents' attitudes to recycling, through the introduction of recycling aids and tailored communications into apartments. All campaigns faced the same challenges; which were: overcoming landlord's reservations about introducing food waste; distributing bags and caddies; and gaining access to the buildings to enable door knocking engagement to be undertaken.

During Phase 1, the logistics and level of resources required to distribute the bags and caddies to 1500 households over many apartment blocks (in excess of 20) proved to be very time consuming and made the delivery of an intense communication campaign very challenging. Moving forward, Phase 2 campaigns reduced the campaign target to focus on the maximum of 10 apartment blocks, with a minimum of 60 households in each block (i.e. minimum of 600 households to be targeted). By reducing the sample size a more focused and quality campaign has been delivered, with significant improvement in results.

Throughout all 4 campaigns a range of communication techniques and materials were used to try to engage with residents; this included permanent signage and leaflets.

Photo: Bags and caddies delivery in Salford



- 3.4 Ambassadors (B11) - The Ambassador campaign focused on changing residents' attitudes to recycling through the recruitment of Recycling Ambassadors, who would promote and educate residents on recycling in low performing, high density housing areas. Ambassadors were contacted regularly (every two weeks) to ascertain

campaign progress, assist in any further training that was required, and to collect information provided by residents. Ambassadors were asked to maintain a log to record their activities including any issues or questions they were asked.

In addition to recruiting Ambassadors, campaign materials were developed from feedback gathered from residents and housing providers. This included the provision of bespoke information guides and recycling information signage for communal bin store areas. These provided an alternative delivery point for this campaign.

Moving forward and building on lessons learnt from Phase 1, the methodology for Phase 2 changed. Campaigns targeted fewer households with a maximum of 10 blocks of high-rise apartments to enable a more manageable approach to be undertaken.

Photo: Recycling Ambassadors in Salford



- 3.5 Facilities (B12) - This campaign targeted low performing multi occupancy dwellings (maximum of 6) to make recycling easier and more accessible for residents by addressing some of the main barriers to apartment recycling including: access; convenience and structural issues. The campaign sought active participation from residents, caretakers and housing providers to develop strategies throughout the campaign. These strategies included: improving or installing new recycling facilities on site; providing residents with bags and caddies to store and carry recycling; engagement stands and focus groups to support residents in using recycling services; doorstep engagement activities; and the production of be-spoke communication material including leaflets and installation of permanent signage on or near to the recycling bins.

Photo: New communal facilities installed at Margaret House, Tameside



- 3.6 It was expected that over the life-time of the campaigns residents would understand why they were being asked to recycle and then continue to recycle as part of their normal routine.
- 3.7 Monitoring the impact of these campaigns took place via face to face surveys which

were conducted before and after the recycling campaign. This data presents a well-rounded evaluation of the campaign from exploring the change in the respondent's level of commitment to recycling, awareness, claimed usage and barriers to using recycling services as well as recall of the campaign delivered and if this has had an impact on behaviour. In terms of measuring the overall success of each campaign a key indicator was identified which explored the change in respondents' claimed recycling behaviour since receiving some form of campaign communications. Therefore, the question 'since receiving the recycling campaign materials has this changed your behaviour towards waste and recycling?' was highlighted as a key measure.

Section 4: Results

4.1 Actions B10-B12 Apartments

Actions B10-B12 Apartments	Results (SUM OF INDIVIDUAL CAMPAIGN DATA)
Key indicator - % recycling more following the campaign	+81%
Super Committed:	+47%
Committed:	+36%
Non-Committed:	-36%

4.2 B10: Bags and Caddies

The campaign successfully encouraged residents to recycle with the delivery of recycling aids and tailored communications. All communications and materials were developed following consultations with residents and housing providers. In the majority of cases, this feedback led to the development and installation of permanent pictorial signs at the communal bin stores

The overall feedback in campaign areas has been very positive with several housing providers adopting the communications to target new tenants in the future. In Phase 2 consultations with caretakers were incorporated into the campaign plan; their views provided valuable information which helped to produce effective communications and timely delivery of recycling aids. However, in some cases, the distribution of these aids was hindered by Health and Safety concerns in apartment blocks which prevented some residents from receiving all the information. Following Phase 1 campaigns the number of households was reduced to cover a smaller selection of flats to improve the potential for messages to be received and taken on board.

Achievements

B10: Bags and Caddies	Results	
The number of bags and caddies distributed	Bags:	4402
	Caddies:	3106
Increase in participation (based on questions in survey below)		
Increase in positive attitudes	Super Committed:	+11%
	Committed:	+22%
	Non-Committed:	-22%
Key indicator - Average % recycling more following the campaign	37%	

Campaign Costs

B10	Personnel	€
	Costs	31,407
	Travel & Subsistence	
	Mileage costs of Project Team	702
	Travel Expenses & Parking	262
	Costs	964
	Consumables	
	Ambassador posters x 30	43
	Bin stickers x 1400	70
	Compostable liners x176,100	3860
	Letters x 3,105	1439
	Magnetic info cards x 1,960	752
	Posters x 278	409
	Signs x 96	3421
	Sorry we missed you cards x 800	87
	Supplies/refreshments for Campaign Delivery	173
	Vehicle Hire	42
	Waste containers x 10	2267
	Caddies x 5,122	6855
	Leaflets x 4,800	974
	Recycling bags x 8,240	9783
	Costs	31,277
	External Assistance	
	4 x Community Project Delivery	5,701
	Vehicle Hire	1,213
	Costs	6,914
	Total Costs	70,562

4.3 B11: Ambassadors

The campaign successfully demonstrated how micro-level communications can work to encourage residents to recycle. Through engagement with residents and housing providers, Recycling Ambassadors were recruited and trained in correct recycling behaviour and encouraged to speak to residents to provide information on correct usage and awareness of recycling facilities. Ambassadors delivered reusable recycling

bags, food waste caddies and leaflets to residents where a need had been identified.

Greater success in the recruitment of Ambassadors was seen in Phase 2 as the focus was moved from recruiting residents to recruiting on-site employees of the housing provider, in particular on-site caretakers.

Communication materials promoting the campaign were distributed to all sites; however, in Phase 1 due to the amount of flats involved the team struggled to engage with many of the residents. Due to the difficulties experienced in Phase 1, in Phase 2 the campaign area was reduced to include less sites and flats. Pictorial permanent signs or noticeboards were created and installed at the majority of sites.

Achievements

B11: Ambassadors	Results	
The number of Recycling Ambassadors recruited and trained	54	
<i>Increase in participation based on survey questions are given below</i>		
Increase in positive attitudes	Super Committed:	+22%
	Committed:	-3%
	Non-Committed:	+3%
Key indicator - Average % recycling more following the campaign	14.5%	

Campaign Costs

B11	Personnel	€
	Costs	32,015
	Travel & Subsistence	
	Mileage costs of Project Team	702
	Travel Expenses & Parking	63
	Costs	765
	Consumables	
	Ambassador leaflets x 1,550	10
	Ambassador pads x 30	94
	Ambassador Posters x 145	949
	Ambassador Registration forms x 1,400	971
	Ambassador T-Shirts x 200	1268
	Bin Stickers x 150	190
	Booklets x 2,000	415
	Compostable liners x 40,300	808
	Leaflets x 900	417
	Magnetic Info card x 1,500	489
	Notices x 75	274

	Posters x 75	443
	Signs x 27	1314
	Sorry we missed you cards x 800	87
	Supplies/refreshments for Campaign Delivery	206
	Costs	7,934
	External Assistance	
	4 x Community Project Planning and Preparation	3,621
	Costs	3,621
	Other Costs	
	Prize Fund	122
	Costs	122
	Total Costs	44,457

4.4 B12: Facilities

The campaign successfully encouraged residents to recycle by improving or providing new on-site recycling facilities and by gaining community buy-in to ensure facilities were appropriate. Active participation was sought from residents, caretakers and housing providers to develop strategies throughout the campaign. These strategies included:

- a) improving or installing new recycling facilities on site;
- b) providing residents with bags and caddies to store and carry recycling;
- c) holding engagement stands and focus groups to support residents in using recycling services;
- d) carrying out doorstep engagement activities; and
- e) producing bespoke communication material including leaflets and installation of new signage on or near to the recycling bins.

The majority of residents reacted positively to the installation of new facilities. Some housing providers were hesitant about installing food waste recycling, however agreed to trial facilities for the duration of the campaign.

Achievements

B12: Facilities	Results	
Number of facilities installed	73 communal containers	
<i>Increase in participation based on survey questions are given below</i>		
Increase in positive attitudes	Super Committed:	+14%
	Committed:	+17%
	Non-Committed:	-17%
Key indicator - Average % recycling more following the campaign	29.75%	

Campaign Costs

B12	Personnel	€
	Costs	21,131
	Travel & Subsistence	
	Mileage costs of Project Team	702
	Travel Expenses & Parking	108
	Costs	810
	Consumables	
	Ambassadors pads x 30	93
	Compostable Liners x 94,520	3,701
	Concrete pads x 2	1,153
	Leaflets x 2,850	1,252
	Letters x 2,310	708
	Magnetic info cards x 640	207
	Notices x 166	532
	Posters x 52	163
	Signs x 5	188
	Sorry we missed you cards x 800	87
	Supplies/refreshments for Campaign Delivery	26
	Recycling bags x 9,990	6,081
	Caddies x 5,658	5,814
	Waste containers x 47	5,497
	Bin stickers x 15	122
	Costs	25,614
	External Assistance	
	4 x Community Project Delivery	3,779
	Costs	3,779
	Other Costs	
	Prize Fund	260
	Costs	260
	Total Costs	51,594

Section 5: Conclusion

- 5.1 The overall picture for the Apartments theme is a positive one, with over three quarters claiming to recycle more since the campaigns. In addition, there has been an increase of committed recyclers of 36%, with just under half classed as super-committed recyclers.

From the feedback gathered it is clear that there is no single solution to providing better waste provision and increased recycling. The only way to tackle these issues is to provide a range of solutions that can be applied on a need by need basis. However, this in itself is a task as the needs of each block and their residents' need to be understood in order to design bespoke solutions.

- 5.2 B10 Bags and Caddies - The overall results suggest that a combination of informative and appropriate campaign literature as well as providing the tools to store and carry recycling has had a positive effect on residents' behaviour in the targeted apartment blocks.
- 5.3 B11 Ambassadors - There are signs that the campaign has had an influence on respondents' behaviours. However, time constraints of the campaign have not accounted for the continued role of Ambassadors. It is reasonable to assume that the role of the Recycling Ambassador would come into its own after a period of time when information has been forgotten, misplaced or new residents move into the apartment blocks. Further evidence of their ability to change resident's behaviours in the long term may therefore be seen post campaign.
- 5.4 B12 Facilities - Concentrating on providing better facilities, tailored recycling information and signage has resulted in a positive shift towards pro recycling behaviours. The campaign has had a positive impact with residents now recycling more since receiving some form of communications material. Success was also seen in the levels of awareness and claimed usage increasing for all waste streams. In addition to this, the level of commitment to recycling also increased.

Section 6: Key Learning Points

- 6.1 Dedicating resources on active engagement with residents improves communication and can help to carefully define the social context and understand barriers to recycling in apartments; it is highly recommended to avoid a 'one-size-fits-all' approach.
- 6.2 It is important to make sure that the recycling containers are placed in an accessible location: the ease of use will minimise the use of residual bins. Recycling facilities should be located together with residual waste where possible. Clear and pictorial labelling of shared recycling bins to reinforce recycling behaviour is recommended.
- 6.3 The frequency of waste collections needs to be considered when installing new facilities. Shared recycling bins can fill up quickly if the recycling scheme is positively welcomed by the residents. A failure in keeping the bins empty could result in recyclable waste being diverted back to the residual containers. Residents may also become demotivated, moving them away from the adoption of a pro recycling behaviour.
- 6.4 Recruiting Ambassadors did not go as well as anticipated. The primary lesson learnt from Phase 1 was that residents were generally unwilling to volunteer as Ambassadors. However, it was found that housing providers were keen to see recycling facilities used correctly and had ongoing issues with waste management. It was therefore decided to adopt a different approach for Phase 2, with Project Officers focusing on the recruitment of caretakers and other housing provider employees based on-site (e.g. concierge) to become Ambassadors; this approach had greater success. It is recommended that the recruitment of Ambassadors forms part of a continued and sustained approach; building solid relationships with management companies and social landlords.
- 6.5 Gaining access to the buildings and getting residents to actually open their doors is a barrier that was presented for most of the communal engagement activities. To overcome this issue Project Officers were in close contact with management agents and caretakers. However due to the short timescales of the Project it was on occasion difficult to make contact resulting in a delay to door step activities taking place.

Recommendations to assist in overcoming this barrier are:

- a) gain uptake in the campaign from the managing agents prior to evaluation activities; and
- b) once uptake in is gained, send out Council branded letters to residents explaining the up and coming activities.