



MERSEYSIDE RECYCLING & WASTE AUTHORITY

**MERSEYSIDE... A PLACE  
WHERE NOTHING IS WASTED**

# **COMMUNICATIONS AND MARKETING STRATEGY**

## **2015-2018**

# 1. INTRODUCTION AND CONTEXT

This **Communications and Marketing Strategy** aims to reflect the Authority's communications and marketing priorities and has been developed using the identified Corporate Aims. These are:

## CORPORATE AIM 1 - SUSTAINABILITY

We aim to reduce the amount of waste produced on Merseyside, increase the proportion of waste reused and recycled and promote the sustainable management of waste through the Waste Hierarchy. To achieve this, we will:

- Develop and implement waste strategies to maximise the value of otherwise wasted resources in terms of economic, environmental and social benefits.
- Work together with partners and other stakeholders to provide services that support the local economy, benefit the community and improve the environment.

## CORPORATE AIM 2 - DELIVERABILITY

We will ensure that the waste delivered to us is managed sustainably. To achieve this, we will:

- Procure and manage our waste contracts to maximise the benefits to the Authority and the community it serves.
- Develop, maintain and operate our new and existing waste management facilities in a safe, efficient and sustainable manner.
- Continuously improve services to meet the needs of the local community and other stakeholders.

## CORPORATE AIM 3 - ACCOUNTABILITY

We will conduct the Authority's business effectively and efficiently and we will fulfil our obligations to the highest standards. To achieve this, we will:

- Manage our business and finances with openness and transparency.
- Establish challenging targets for efficiencies and improvements and set out plans for delivery.
- Develop our staff and Members to ensure the Authority has clear direction and the skill sets to deliver our aims and objectives.

**The Corporate Aims have been developed based on three themes which reflect the Authority's statutory duties and obligations as a joint waste disposal authority. These are:**

- **"Sustainability"** – How we intend to promote and deliver sustainable waste management through the Waste Hierarchy in Merseyside.

- **“Deliverability”** – How we will meet our statutory duties by procuring and managing our waste contracts and other operational activities
- **“Accountability”** – What standards we should set ourselves to ensure good corporate governance.

## 2. COMMUNICATIONS VISION

### VISION

*“The Authority will use effective communications to inform, educate and promote positive changes in behaviour relating to resource management, waste prevention and recycling, and support partners and the public in these activities.”*

These activities will include:

- Encouraging waste prevention, reuse activities and initiatives
- Influencing, and where appropriate, linking with national campaigns
- Ensuring effective communications, with one voice using common messages and methods
- Encouraging and strengthening relationships with delivery partners and local authorities
- Educating and raising awareness about the importance of resource management
- Position MRWA as a key player in waste resource management, innovation and knowledge
- Encouraging the use of recycling facilities by improving awareness, knowledge and access.
- Ensuring channels are in place to encourage, listen to and act on stakeholder views.
- Identifying and linking to local events which we can partner with to further our objectives.

## 3. STRATEGIC OBJECTIVES

The Authority has developed strategic communications objectives to provide focus to its communications and marketing delivery:

**OBJECTIVE ONE: To provide an increased focus, structure and planning of communications**

- The Authority will deliver its communications in a tactical way, with campaigns planned to ensure they are targeted, focused and linked to organisational and communications objectives.
- **This will be delivered via a Project Initiation Document (PID) document process with advice from the Communications Team, and the development of specific Communications Plans.**

#### **OBJECTIVE TWO: To protect and raise the profile of the MRWA brand**

- MRWA will include the awareness and promotion of its own brand with stakeholders. The promotion and awareness of MRWA as a public body needs to be clearly defined to ensure effective perception and promotion.
- **This will be delivered through the development of a Communication Protocol for MRWA managers and project leads, and a new internal Communication Hub for resources and guidance.**

#### **OBJECTIVE THREE: To develop the Authority's relationship with its stakeholders**

- The Authority will improve its relationship with its stakeholders and develop its existing customer contacts and databases.
- **This will be delivered by the through the development of a Stakeholder Database incorporating data from across the Authority which will be used to inform communications and marketing plans and projects.**

#### **OBJECTIVE FOUR: To improve internal communications**

- The Authority will ensure that staff are provided with communications channels, adapting and improving communications mechanisms to ensure that they are responsive to the staff and the Authority's needs.
- **This has been implemented by the development of the use OneNote software, new internal noticeboards and a re-launch and revamp of the Authority's Intranet site**

#### **OBJECTIVE FIVE: To ensure that staff have training relating to communications processes and protocols**

- The Authority will help staff to improve their communications knowledge.
- **The Authority will provide communications training and awareness that will be delivered as part of the Annual Corporate Training programme**

#### **OBJECTIVE SIX: The Authority will monitor and evaluate the outcomes of all its communications and feed lessons learnt into future activities**

- **The Authority will implement a range of measures and metrics as part of communication campaigns and activities to measure awareness, attitudes, perceptions and audience needs, these will include, targeted customer feedback**

and surveys, evaluations of web and social media coverage and impact and post project evaluations.

*\*The Strategic Objectives are derived from the Authority's the Key Communication Drivers which can be found in APPENDIX ONE*

## 4. DELIVERY OF COMMUNICATIONS

The Authority will commit to delivering strategic, innovative, effective, and quality communications in a planned framework by:

- Ensuring that all communications have a clear purpose, easy to understand and designed with the audience in mind.
- Recognising that the Authority's communications can only succeed through partnership, ensuring delivery is carried out by the partner best placed to do so, avoiding duplication of effort.
- Working to achieve effective, two-way communication with all of our delivery partners.
- Fostering a culture of transparency and honesty to underpin all of the Authority's communications.
- Learning from best practice, and sharing information and knowledge with all partners.
- Monitoring and evaluating the outcomes of all its communications and ensure lessons learnt are integrated into future activities
- Providing communications resources, guidance and advice for MRWA officers into one central location.
- Providing internal communications within the Authority through a range of practical measures for managers and officers.
- The Authority will review its performance against the Communications and Marketing Objectives of the Strategy on a yearly basis, to ensure that the communication priorities of the organisation are being delivered and are fit for purpose.

## APPENDIX ONE

### KEY COMMUNICATIONS DRIVERS

#### Aim One: SUSTAINABILITY

Promote and deliver sustainable waste management through the Waste Hierarchy in Merseyside.

##### KEY COMMUNICATIONS DRIVERS

- Preventing and reducing waste
- Recycling more and more often
- Environmental and financial benefits of waste prevention and recycling
- Waste as a resource
- Aspire to a zero waste approach

#### Aim Two: DELIVER

How we will meet our statutory duties by procuring and managing our waste contracts and other operational activities.

##### KEY COMMUNICATIONS DRIVERS

- Efficient and quality HWRC provision
- Efficient and quality disposal and recycling for District partners
- Management and monitoring –closed landfill /sites
- Management and monitoring of waste contracts

#### Aim Three: ACCOUNTABILITY

The standards we should set ourselves to ensure good corporate governance.

##### KEY COMMUNICATIONS DRIVERS

- Value for money
- Efficient and effective delivery
- Key decision making
- Strategic partnership
- Regional support and governance
- Innovation and expertise