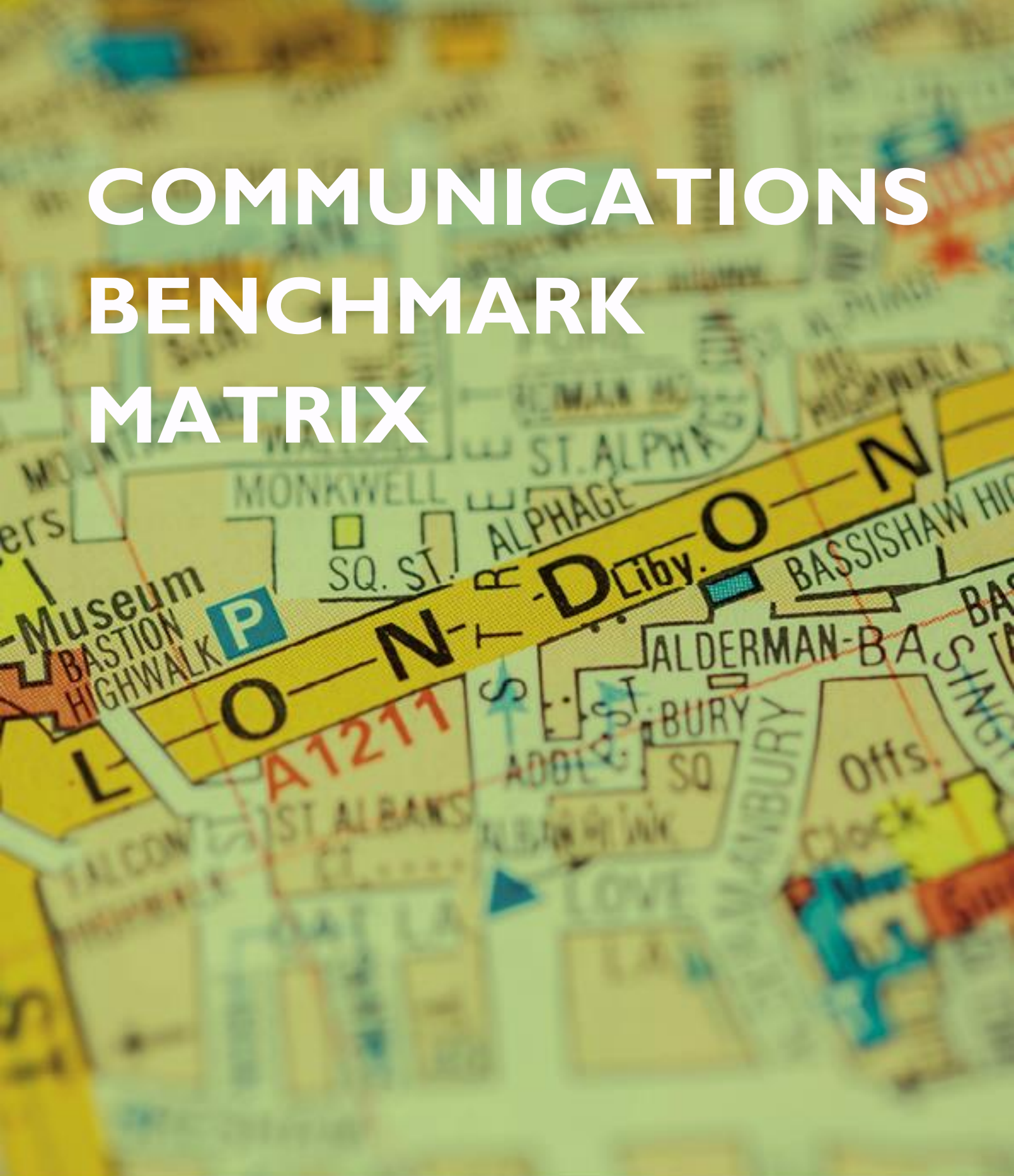


# COMMUNICATIONS BENCHMARK MATRIX



**LWARB**  
London Waste and Recycling Board

## Evaluating communications exercise – benchmarking matrix

This document was created to support LWARB's projects, working with London boroughs to improve the quality of household recycling. participating borough officers were encouraged to self-evaluate their recycling service communications assets and activities.

This is a useful exercise to go through, to ensure you have conducted an up-to-date review of your communications assets, that you are communicating with your residents regularly on how to use the service and your communications are as effective as possible.

Run through this benchmarking matrix with your communications team to get the most out of this exercise.

Remember to read [LWARB's findings](#) on the various projects to reduce contamination in the household recycling stream, including some useful case studies.

Methods	Activities	Rankings				
		1 - Poor	2 – Below average	3 - Average	4 – Good	5 – Excellent
<b>Communications planning</b>	-	No comms plan in place for the year; individual campaigns or activities have no written plan. No objectives or targets set.	No comms plan in place for the year; individual campaigns or activities have simple plans with some basic deliverables and dates.	Annual comms plan produced with simple timeline and basic deliverables; individual campaigns have simple plans; they are not shared with wider council teams (e.g. comms).	Annual comms plan produced as part of overall council planning round, including timeline, deliverables, and targets/measures. Individual campaigns have targets & measures and are developed collaboratively with wider council team.	Planning annually in consultation with comms & wider council teams, Members, resident groups & other stakeholders as part of overall planning round; targets & measures at every stage; research & testing carried out for campaigns & fed back into planning process.
<b>Communications delivery</b>	-	Comms delivered internally through recycling team; no specialist internal support from comms team; no agency support in place. Materials developed ad hoc.	Comms delivered through recycling team; no specialist internal comms support; agencies or internal design team contracted to develop materials on ad hoc basis.	Comms delivered with input from comms team; agencies or internal specialists contracted to develop materials on ad hoc basis.	Comms and recycling teams work together to deliver campaigns; specialists contracted to develop materials in line with council brand and messaging priorities. Other council teams notified of activities ahead of time. The teams have clear roles and responsibilities, to help prevent key actions being missed.	Comms & recycling teams work together to deliver campaigns; specialists contracted to develop materials in line with recycling comms best practice; messages & materials tested and adapted locally. Stakeholders, partners and/or other council teams notified of plans ahead of time.
<b>Communications evaluation</b>	-	Comms not evaluated.	Individual campaigns checked for having taken place – i.e. leaflets distributed, doors knocked etc.	Individual campaigns checked for having taken place; some operational stats checked on a campaign-by-campaign basis.	Individual campaigns evaluated against smart scorecards (inc. comms measures); operational (tonnage etc.) stats checked against campaigns and focus areas; no wider research done with residents to check levels of awareness & compliance.	All campaigns evaluated against smart scorecard; annual research done with residents on levels of understanding & compliance; evaluation results fed back into planning process annually and for individual campaigns.

Methods	Activities	Rankings				
		1 - Poor	2 – Below average	3 - Average	4 – Good	5 – Excellent
Direct marketing techniques	Leaflets and service calendars	Leaflet / calendar provided only when service changes or when budget is freed up.	Leaflet / calendar sent annually. Doesn't encourage people to take action.	Leaflet / calendar is sent annually along with bin stickers / hangers. Encourages people to take action; includes contact info.	Leaflet / calendar is sent at least annually along with bin stickers / hangers. Encourages people to act. Relevant contact info is included. Headline is simple and clear; has continuity of campaign identity. Digital versions produced and sent directly to residents.	Leaflet / calendar is sent at least annually along with bin stickers / hangers; adapted to different properties / neighbourhoods. Relevant contact info included. Headline is simple and clear; appropriate use of logos and images. Digital versions produced and sent directly to residents. Continuity of campaign identity. Leaflet translated where large population of non-English speakers and an accessible version created. Council website complies with accessibility regulations
	Bin stickers / hangers	Not used.	Sent out to properties without letter or leaflet. Design is not very clear or concise.	Sent out with clear instructions; design is clear and concise.	Put on bins by crews to ensure everyone has them; design is clear and concise; backed up by extra comms (letter etc.). All comms assets are consistent and recognisable as from the council.	Put on bins by crews; info & design is clear and concise; call to action can be understood without words; backed up and linked with extra comms, including accessible versions. All comms consistent and recognisable as from the council
	Door-to-door canvassing	Door-to-door canvassing rarely, or never, carried out – only in response to major issues	Door-to-door canvassing is carried out annually to check against standard questions	Door-to-door canvassing takes place annually and is adapted to include relevant and timely questions. Feedback from residents is logged.	Door-to-door canvassing takes place annually and is adapted to include relevant and timely questions. Feedback from residents is logged and then addressed through further comms.	Door-to-door canvassing takes place in response to events, to develop positive responses to issues. Feedback from residents is logged and then addressed through further comms. Canvassing with interpreters where large population of non-English speakers.

Methods	Activities	Rankings				
		1 - Poor	2 – Below average	3 - Average	4 – Good	5 – Excellent
<b>Advertising</b>	<b>Outdoor</b>	Sites selected are not in target areas or areas with high footfall, artwork has generic messaging and doesn't target specific audiences or behaviours	Sites selected are in target areas or areas with high footfall, artwork has generic messaging and doesn't target specific audiences or behaviours	Sites selected are in target areas or areas with high footfall, artwork has tailored messaging targeting specific behaviours	Sites selected have high footfall / passing traffic and will be seen by target audience. Artwork is striking and messages target both the audience and specific behaviours. Activity is planned as part of wider comms strategy and complementary activity/comms.	Sites selected have high footfall / passing traffic and will be seen by target audience. Artwork should be striking to grab attention. Activity takes place, and is planned, as part of a wider comms plan (i.e. not random and standalone but bulked up by social, digital, print etc)
	<b>Digital</b>	No digital advertising undertaken	Limited digital advertising undertaken using non-interactive banners on council website	Interactive advertising used on council website	Interactive advertising used on a range of locally relevant internal & external websites and blogs; engagement measured & reported on	Interactive advertising used on a range of local channels, including geo-locatable; engagement measured & reported on
	<b>Collection vehicle livery</b>	Routes selected are not in targeted areas, artwork has generic messaging and doesn't grab attention	Routes selected are in targeted areas, artwork has generic messaging and doesn't grab attention	Routes selected are in targeted areas, artwork has tailored messaging to support recycling team priorities	Routes selected are in targeted areas or areas with high footfall, artwork has tailored messaging to support priorities. Artwork is striking, legible and grabs attention.	Routes selected in targeted areas, artwork has tailored messaging and is striking. Images of livery are used on PR and social media to drive awareness. Also, CTA and clear branding
	<b>Transport advertising (buses, tube, etc.)</b>	Generic recycling message and low-impact artwork used on untargeted bus/train/tube routes. Position of advertising not optimum (bus backs cheapest, but least effective)	Generic recycling message and low-impact artwork used on targeted bus/train/tube routes. Least optimum position for advert on vehicle.	Specific recycling message in support of priorities used on targeted bus/train/tube routes; low-impact artwork. Bigger spend to control location of advertising on vehicle.	Specific recycling message used on targeted routes, with high impact artwork, timed to support major priorities & changes. Optimum location purchased on vehicle.	Specific recycling message used on targeted routes, high impact artwork, timed to support priorities and using a call to action for measuring engagement. Optimum location purchased on vehicle.
	<b>Press advertising</b>	Unclear/generic messaging in advert, media outlet is not right for target audience, artwork is generic and not tailored to target audience.	Unclear messaging in advert, media outlet is not right for target audience; artwork is tailored to target audience and includes specific information about service.	Clear messages in advert. Simple artwork layout. Advertisement in local media outlet with specific information of service.	Clear messages in advert. Simple artwork layout. Advertisement in local media outlet with specific information of service. Media outlet appeals to target audience.	Clear messages in advert. Simple artwork layout and engaging copy (especially if an advertorial). Advertisement in local media outlet with specific information of service and call to action for measuring engagement

Methods	Activities	Rankings				
		1 - Poor	2 – Below average	3 - Average	4 – Good	5 – Excellent
PR	<b>Press packs and press briefings</b>	No press packs or briefings provided for media contacts.	Press pack produced and issued to media – no verbal briefings for media contacts.	Press pack produced and issued to media and verbal briefings given to media contacts.	Press briefings and packs provided. Interviews with local media – print, broadcast and online. Media sell-in limited to key print/online titles. Key stakeholders alerted.	Press briefings and packs provided. Key stakeholders briefed in advance and a quote from a relevant spokesperson. Interviews with local print, broadcast and online channels, with sell-in to wide range of print/online titles; regular follow ups with media contacts. Someone identified to be on call to respond to enquiries and be available for further interviews which may be requested.
	<b>Content for PR campaign</b>	No content or ‘hook’ produced to get media interested	‘Hook’ found in local activity to connect with PR activity and used to get media interested	Event created to produce content and get media interested/attending	Content such as research or survey created specifically for campaign; key elements drawn out to get different media interested in different angles.	Content created specifically for campaign priority; key elements drawn out to get different media interested in different angles; content then used beyond campaign to generate ongoing media interest
<b>Community engagement</b>	<b>Roadshows / events</b>	Limited or no promotion of event taking place.	Event publicised but not held in a location with significant footfall.	Event held in location with high footfall. Publicised beforehand and during via website and social media channels. Interactive or engaging activity at the event to draw attention.	Event held in great location. Publicised via website and social media channels as well as with posters/leaflets/newspapers/magazines etc. where appropriate. Engaging activity at the event to draw attention. Note no. of people engaged with and their feedback.	Event held in great location, publicised via PR, website & social media as well as with posters/leaflets/newspapers/magazines etc. where appropriate. Engaging activity at the event to draw attention. Note no. of people engaged with and contact details captured for follow-up.

Methods	Activities	Rankings				
		1 - Poor	2 – Below average	3 - Average	4 – Good	5 – Excellent
Online	Council website	Information about recycling information is not prominent or easily found.	Recycling information is fairly easily found. Information lists all materials collected from different property types. Has contact details on how to get in touch for more information.	Recycling information has a prominent place on the website or is easy to find. Information lists all of the services for the area, what is collected and the type of containers. Includes frequency and days of collection and contact details on how to get in touch for more information.	Recycling information has a prominent place on the website or is easy to find. Information lists all of the services for the area, what is collected and the type of containers. Includes frequency and days of collection and recycling locator tool or map. Includes contact details on how to get in touch for more information.	Recycling information is prominent or easy to find. Information lists all of the services for the area, what is collected and type of containers. Includes frequency of collection and recycling locator tool or map. Includes contact details on how to get in touch for more information. Features waste prevention tips, recycling events, or roadshows being held locally. Information is clear and easy-to-read. No text overload. Imagery and video content recommended to increase engagement and stickiness

Methods	Activities	Rankings				
		1 - Poor	2 – Below average	3 - Average	4 – Good	5 – Excellent
Social media	Twitter, Facebook etc.	Very little / sporadic recycling-related content posted on general council channels.	Regular posts scheduled on council channels (at least monthly). Channels are used purely for providing service information.	At least weekly posts on targeted channels – used purely for providing service information. No monitoring, limited community management - responses given to direct contact via channels. Recycling team has access to green/recycling-related FB; weekly messages and/or events posted on FB; weekly tweets on recycling issues scheduled; no monitoring or community management.	Engaging recycling content posted on the channels regularly. Posts include an image or video (Facebook and Twitter). Responses are given to any comments or enquiries received (where possible). Facebook and Twitter monitored and reported on; post on both at least weekly; no community management.	Engaging content posted on the channels regularly. Where possible posts reflect trending topics on social media and hashtags are used. Posts include an image or video (Facebook and Twitter). Posts encourage interaction with quick response times. Facebook posts monitored for performance and boosted where high-performing; Facebook advertising used for campaigns at least annually; Twitter used daily and community-managed; engagement targets set and reported on; other social channels used as appropriate. Diversity of channels used – including YouTube and Instagram. Variety of content, including mix of imagery, videos and links.



Methods	Activities	Rankings				
		1 - Poor	2 – Below average	3 - Average	4 – Good	5 – Excellent
Internal comms	<b>Internal comms briefings</b>	No internal briefing given on performance or service changes; the comms team is not aware of current performance or any issues / changes.	Comms team are made aware that changes to services are taking place – no in-depth briefing provided.	Internal briefing given to comms team explaining changes to services and reasons why.	Internal briefing given to comms team on performance and any current issues, as well as service change. A set of FAQs and answers are provided for them to use when dealing with enquiries.	Regular briefings given on performance, issues & service change. Comms co-create materials & plans. FAQs provided to use when dealing with enquiries. Comms team logs & provides feedback & helps craft responses.
	<b>Crew &amp; staff training packs</b>	No training given to crew or staff – they're not aware of performance issues or new services / service changes.	No training packs provided to crew or staff. Crew or staff have been informed of service changes.	Training packs produced for crew or staff and distributed to them. No verbal briefing on changes or current performance issues.	Training packs produced for all crew or staff and distributed. Verbal briefing with teams takes place and changes to services are clearly explained. This includes training on spotting and rejecting contamination.	Regular training (including contamination) and updates take place with all crew or staff on performance issues as well as service changes. Ensure all new staff and agency staff receive same briefing. Verbal briefing with teams takes place & changes to services clearly explained. Feedback from crew sought and acted upon.