Improving the Performance of Waste Diversion Schemes: A Good Practice Guide to Monitoring and Evaluation

Chapter 10
Monitoring communications campaigns

Measuring the impact of communications campaigns is a special instance of monitoring and evaluation. This chapter describes some of the particular techniques for measuring the impact of communications activities.

Project code: EVA092-000
Research date: Dec 08 – Jun 09 **Date:** February 2010

WRAP helps individuals, businesses and local authorities to reduce waste and recycle more, making better use of resources and helping to tackle climate change.

Document reference: WRAP, 2010. *Improving the performance of waste diversion schemes – A good practice guide to monitoring and evaluation* (WRAP Project EVA092-000). Report prepared by Resource Futures and WRAP, Banbury, WRAP.

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Contents

Monitoring communications campaigns

10.1 Background

This chapter provides a starting point for anyone wishing to monitor and evaluate the impact of communications. It gives advice on measuring both high profile communications such as public relations (PR) and advertising as well as on-the-ground outreach activities. Many large-scale communications campaigns combine both types of activities in their delivery.

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10.2 How should I decide what I need to do?

It is good practice to set aims, objectives and key performance indicators (KPIs) for the monitoring of communications campaigns, as this will help you to decide what to monitor and the method that will be needed.

As described in Chapter 2, an aim is a broad statement of what you hope to achieve whereas objectives are designed to meet your aim and are much more specific (see Section 2.7 on how to set SMART objectives).

A key performance indicator is the unit of measurement that you will use to measure your success in meeting your aim and objective(s). KPIs are often expressed as numbers or percentages. They are specific to the objective that you want to measure.

Deciding what to monitor means identifying which KPIs you need to obtain data for and which monitoring method will best help you to measure that KPI. Annex 2 gives a lot of good examples of aims, objectives and KPIs, as well as the methods for monitoring different KPIs.

10.3 What types of objectives can I set for the monitoring of communications campaigns?

There are different types of objectives that can be set to help you monitor and evaluate communication activity.

Input objectives are those that describe what will be done, and are therefore a measure of your effort. Examples include:

- To measure how many opportunities have been created for people in the target population to see or hear the communication message(s).
- To measure how many leaflets have been distributed during the communications campaign.
- To measure the outcomes of the communications campaign on [residents' logo recognition / logo understanding / recognition of campaign materials] [overall / in the target area(s)] by a certain date.

Outcome objectives are those that describe a change that must happen as a result of communications. Examples include:

- To measure residents' understanding of the materials collected at kerbside before and after the communications campaign.

- To measure residents' satisfaction with the collection services [overall /for target service / target area] before and after the communications campaign.
- To measure the outcomes of the communications campaign on [residents' logo recognition / logo understanding / recognition of campaign materials] [overall / in the target area(s)] by a certain date.

Impact objectives are those that describe what the ultimate result of communications should be. Examples include:

- To measure the recycling rate in the [target area] (e.g. increased recycling rates; decreased residual waste).
- To measure the recycling rate in [council name] by [in a particular area(s)/collection/scheme] before and after the communications campaign.
- To measure the tonnage of the dry recycling kerbside collection [overall /in a target area] before and after the communications campaign.

All three types of objectives should be considered when planning to monitor and evaluate communications, as they are useful for different purposes. However, some measurement of impact is essential. See Chapter 2 and Annex 2 for more information on setting aims, objectives and KPIs.

10.4 How can monitoring the different types of objectives help me?

Monitoring your communication **inputs** will give you a good indication of the amount of effort you are putting into your communications. This information can be useful, for example, to keep track of progress on a campaign. It is also useful when planning future work because, if you know what you did in terms of inputs (e.g. staff time, money spent), you can use this to inform future plans. Measuring inputs is particularly essential if you are to assess the cost-effectiveness of your communications, as you will need to know how much has been spent and on what activities. It also helps to give the campaign focus. When defining the input objectives, you should check that they would help you to achieve your impact objectives. You should question the value of any inputs that do not.

Monitoring the **outcomes** of your communications work will allow you to detect whether any changes are happening as a direct result of your inputs. Even if these changes are not your ultimate goal (i.e. the desired impact), they are a step on the way and are therefore a useful indication of change that you can measure. Examples of outcome measures include an increase in number of committed recyclers or committed food waste reducers (see Chapter 4), or increases in understanding.

Monitoring of **impacts** is essential if you are to determine how effective communications have been in achieving their objectives and thus the ultimate aim. Knowing what impact you have had will help you to evaluate how effectively the communication activities have been delivered and how good they were at achieving changes you required. The main impact measures that you are likely to be interested in will be quantities of waste and recyclate collected (see Chapter 6) or reductions in waste arisings (see Chapter 9). They also include increases in participation (see Chapter 5) or material capture (see Chapter 7) and decreases in contamination (see Chapter 8).

10.5 Can I have an example?

Let's imagine you have decided you need to run a communications campaign to get more people in a certain area to recycle more. Your aims are as follows:

Communication aim:	To encourage residents in the area to use the kerbside recycling service more often and more effectively.
Monitoring aim:	To monitor the communications campaign.

Table 10.1 provides some examples of the input, outcome and impact objectives you might set for both the communications and for the associated monitoring. See Annex 2 for plenty of other good examples.

Table 10.1 Examples of SMART objectives for monitoring communications

Communications campaign objective	**Objective type**	**Associated monitoring objective**
To distribute 15,500 instructional leaflets to households in Ward 12 by end March 2010.	Input	To keep a record of the number of leaflets distributed to households in Ward 12 by March 2010.
To increase the proportion of committed recyclers among Ward 12 residents during 2010 from a baseline of 35% to 65%.	Outcome	To measure the number of committed recyclers in Ward 12 by conducting a committed recycler survey of 1100 householders in January 2011.
To increase the amount of material recycled per household from 175kg/hh/year to 220kg/hh/year by March 2011.	Impact	To measure the amount of material recycled per household by analysing tonnage figures against household numbers every month until March 2011.

A word of warning. Before you go any further, you should be sure that you know what your aims and objectives are. You should also be sure that all your objectives are 'SMART' – if you are in any doubt, read Chapter 2!

10.6 Can I use activity measures to monitor communications?

All campaigns should as a matter of course collect information on their inputs. Although this information in itself can't evaluate the impact of the campaign (and this should be your primary interest), it can be a useful guide to the scope and coverage of your campaign. Such information might include:

- number of people spoken to at a roadshow;
- number of leaflets distributed;
- number of houses doorstepped;
- number of visitors to relevant website(s);
- airtime for TV and radio adverts;
- number of calls to the campaign helpline or your call centre;
- number of home compost bins distributed; and
- articles written as a result of a press release.

Similarly, for engagement work such as schools-based educational programmes or community outreach, keeping track of the degree of effort expended will allow you to measure your input objectives. Some relevant examples for different types of activities include:

- number of people spoken to at 'nappuccinos' or ante-natal classes about 'real' nappies;
- number of visits made by 'compost doctors' to give hands-on advice about composting; and
- number of residents reached by community champions.

These measures alone, however, will not explain the context of the coverage or engagement. For example, a press article may be favourable or unfavourable, may give greater or lesser prominence to key campaign messages, and so on. Similarly, the nature of a visit by a compost doctor may vary substantially depending on whether the resident is a beginner or an expert, and whether they are keen to discuss a subject area they already feel passionate about or are totally confused by what they should be doing. This kind of qualitative information should also be recorded wherever possible.

10.7 How can I measure my PR and advertising activities?

Measuring the **impact** of a campaign as a whole should be done using the monitoring techniques described in Chapters 4–9, guided by your aims, objectives and KPIs (see Section 10.3 and Chapter 2 for more guidance on setting these). Over the years, however, the PR industry has developed tools aimed at assessing cost-effectiveness and these may be valuable in defining inputs. Two main tools have been developed for this purpose:

- opportunities to see (OTS); and
- advertising value equivalent (AVE).

These are described in Sections 10.7.1 and 10.7.2 respectively.

A word of warning about OTS and AVE. They were developed to measure mass media input measures only. It is not appropriate to apply these to the measurement of one-to-one contacts from roadshows, community talks or schools engagement.

10.7.1 Opportunities to see (OTS)

OTS is a standard measurement used by the marketing / PR / advertising industry. It quantifies the number of people in a campaign's target audience who have the opportunity to see a piece of communication (e.g. an article in the press or a billboard advert promoting a campaign message). OTS can therefore be used to assess the effectiveness of different types of media in terms of reaching the campaign audience.

Organisations contracted by a local authority to carry out media activities as part of a recycling communications campaign should be asked to provide OTS estimates at the tender stage and actual OTS figures during the course of the campaign.

The following are some of the standard ways of measuring OTS levels generated by key media:

- **Outdoor advertising:** Postar is the standard audience measurement system for billboards and other forms of outdoor advertising (see www.postar.co.uk);
- **Bus and tube advertising:** Your media provider can provide you with audience figures.

"We have found the OTS sheets an invaluable tool in monitoring and evaluating our campaign on a regular basis. It helps to ensure that we get the optimum impact with our audience which in turn ensures that we get the maximum benefit from our campaign and keep it on target."
Penny Line, Better Tomorrows (delivery body of West Sussex County Council)

- **Newspaper / magazine readership:** The OTS figure for a newspaper or magazine is the readership figure. The standard marketing / PR industry assumption is that, on average, three people read a single copy of a newspaper or magazine; thus readership is generally the circulation figure multiplied by three. Other types of publications may use different multipliers; and
- **Radio station listener numbers:** Opportunities to hear radio advertising can also be incorporated into OTS measurements. Listener numbers (also known as 'reach') are usually based on RAJAR figures (for examples see the quarterly summary section of www.rajar.co.uk). Weekly reach is the number of people aged 15 and over who listen to a station for at least five minutes during an average week.

The impact of different media can be expressed as an average OTS figure for each person targeted by a campaign. Table 10.2 provides a hypothetical example for a campaign targeting an audience of 250,000 people.

Table 10.2 Example of campaign targeting 250,000 people

Media type	Reach / readership within campaign target area	OTS per person
Local newspaper	150,000	0.60
Bus advertising	200,000	0.80
Local commercial radio station	112,500	0.45
Local BBC radio station	150,000	0.60
Leaflet sent to all households	250,000	1.00
Total	**862,500**	**3.45**

OTS per person is the reach / readership figure divided by target audience figure (e.g. local newspaper: 150,000 divided by 250,000 = 0.6).

The information in Table 9.2 can be expanded and gain additional uses. The OTS per person figure is also a record of the reach of different activities and the number of 'hits per person', i.e. the number of times that activity reached the target audience. This can be used to compare the reach of different campaign activities. If combined with the cost of the activity, it could give a cost per OTS, which might be useful in assessing the cost-effectiveness of different activities in terms of reach.

To gain a better understanding of the value of different OTS generated by your campaign, it is a good idea to try and track where people have seen a message. This can be done in a number of ways, such as putting a code onto all printed materials (e.g. leaflets and advertisements) or using a specific campaign website or landing page to which your campaign materials direct traffic (see Section 10.8). Having specific codes will allow you, for example, to track how many responses to your call centre the publicity materials generate. You just need to make sure that call centre staff always ask callers for the code(s) and that they have a system for recording this information. This could also be linked to any attitudinal survey, which asks people where they saw the campaign message. This will add to your ability to find out what is working well and what ought to be discontinued in favour of more effective activities.

"Monitoring our coverage in the press has helped us to develop an approach to press releases which ensures we provide relevant and useful information that will be interesting to both the newspaper and its readers. We are also able to provide statistical information to our partners on how many people our message is reaching and the advertising value of all editorial."
Rebecca Rapson, Recycle for Cornwall

10.7.2 Advertising value equivalent

Advertising value equivalent (AVE) is used to measure newspaper and magazine coverage other than advertising (e.g. editorial content, reports, photographs).

AVE is calculated by measuring the size of the item relating to the campaign and working out how much the equivalent advertising space would have cost. This requires coverage of a campaign to be tracked and information on publications' advertising rates to be obtained.

- The amount of coverage secured by a campaign can be tracked using an internal facility (e.g. a press office or communications department) or an external press cuttings service (i.e. an agency contracted to search publications for coverage relating to the campaign).
- Publications that carry advertising can usually provide an advertising rate card. Based on circulation / readership figures and editorial quality – and how influential a publication is – advertising rates are a concrete measure of a newspaper or magazine's perceived value in the marketplace.

Generally, the AVE is taken to be the cost of the equivalent advertising space multiplied by three. This reflects the fact that, whereas a reader views an advert as paid-for space, editorial coverage (i.e. in news items, feature articles and leaders) indicates that the subject is considered newsworthy and important by the publication itself. Similar methods of analysis should be applied to broadcast media – as far as is possible.

10.7.3 How should I assess the quality of my OTS and AVE?

Measurement tools such as 'opportunities to see' and 'advertising value equivalent' are not sufficient on their own to gauge the favourability of media coverage. Similarly, simply counting hits on a website does not tell you a great deal about the ways in which people are making use of it.

Examples of the factors you should take into account when you evaluate the media coverage obtained for your campaign are given in Table 10.3.

Table 10.3 Factors to consider when evaluating media coverage

Factor	Description
Type	When and where the item appeared – press, radio, TV, Internet, other publication, news story, feature, regular column, picture caption story, etc.
Significance	Relevance of the media to the target audience and extent of readership/viewership.
Topic	Issues covered, the main topic and subsidiary themes.
Size	Size of the article (column centimetres and proportions devoted to different topics, or duration of a broadcast item).
Prominence	Whether the campaign or organisation was mentioned in the headline, top 20% of the item, bottom 80%, etc.
Share of voice	Share of the total amount of coverage of a particular topic, the percentage devoted to the campaign as well as to alternative points of view or other organisations.
Content analysis	The extent to which the item conveyed the organisation's message and degree of clarity.
Tone	Tone of the coverage, balance and degree of favourability. The extent to which the audience would have felt positive, negative or neutral as a result.
Positioning	Whether the organisation or campaign was positioned as a leader, a follower or a has-been.
Opinion	Comment or opinion expressed and by whom.
Visual impact	Impact of photographs, illustrations, TV content.
Source	The source and whether the item was client or media-originated, and the author.
Trends	What the item contributed to trends over time.

10.7.4 Can I count coverage I didn't directly generate?

There may be media coverage that is not generated by you but which nevertheless impacts on the messages you are trying to communicate. It is important to record this, as it provides context to the work you are doing; but make sure that you distinguish between what coverage obtained is attributable to your efforts to get media coverage and what coverage has been generated separately by other role players.

10.7.5 Who can help me to track OTS and AVE?

Your in-house communications department or similar should be your first port of call when planning to monitor PR and advertising activity, as it will be able to tell you what information, if any, is already monitored (e.g. it may have a press clippings service which tracks all council-related articles). If the skills and knowledge are not available in-house, you may wish to commission an external agency to help you.

WRAP has also produced a template for recording OTS and AVE as well as the nature and type of coverage obtained (see Table 10.4).

Table 10.4 Monitoring Advertising Value Equivalents (AVE) and Opportunities to See (OTS)

							AVE monitoring							OTS monitoring*		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
	Date	**Publication**	**Page**	**PR**	**Ad**	**Cost**	**Total height of all columns (cm)**	**Width of each column (cm)**	**Area (cm^2)** *[G x H]*	**Advertising rate (£/cm^2)**	**Total height (column inches **)**	**Advertising rate (£/column inch)**	**AVE (£)** *[I x J]*	**Readership reach of media within authority area**	**OTS per person *****	**Comments** *(e.g. positive / negative message; printed on week of 1st collection)*
Q1	29/06/09	Weatherfield Gazette	5				10	4	40	£10			£400	30,000	0.12	
	30/06/09	Weatherfield Bugle	2								2	£50	£100	20,000	0.08	
	01/07/09	Weatherfield Free News	1				3	10	30	£2			£60	50,000	0.20	
Q2																
Q3																
Q4																

* In the case of broadcast media it would be Opportunities to Hear (OTH)
** Column inches are calculated as the number of columns (across) multiplied by the number of inches (down)
*** OTS per person calculated as the readership reach of media within authority area divided by the total population within the authority area.
For this example the total population is 250,000.

10.8 How can I measure my website?

If you are updating an existing website, producing a new one or undertaking a campaign to raise general awareness of your site or specific pages on your website, you should first set objectives. For example:

- To attract 5000 unique visitors to the campaign website within the first three months of the campaign.
- To generate at least three page views per unique visitor every month during the campaign.
- To limit the bounce rate to 10% of visitors during the first year of the campaign.

To monitor these objectives you will need to measure website statistics, e.g. who visited the site, what they did, where they went and how long they spent. This may require liaison with another department (e.g. your IT department or internal communications manager) or organisation (e.g. your website host).

By monitoring hits to the website, we've been able to assess how people found the site, how long they spent looking around, the pages they looked at and the pages they didn't. This has helped us to make the information most relevant to the majority of our residents easiest to find and similarly, helped us to highlight areas of the site which may need improving to make them more interesting.
Scott Martin, North Norfolk District Council

10.8.1 How can I measure website statistics or KPIs?

Whether you host your website with an internet service provider, the company that built your website or on your own server, there are various software packages which you can use or be involved with setting up to track and monitor your website. Your service provider will include some level of reporting in your hosting package, but this varies between providers. There are also specialist traffic analysis programs available. Most of them do similar things but in general they should be able to give you data on the main website KPIs.

10.8.2 What website KPIs can I measure?

The key to gaining specific and relevant data for your campaign or website reports is to identify which KPIs you need to monitor in advance. The following are some of the KPIs for which you can collect data:

- number of visitors and unique visitors to a site;
- number / percentage of 'returning' site visitors (calculated by dividing the number of unique visitors by the total number of visits to obtain a 'repeat visit' ratio);
- total unique visitor figures with specific information on new and returning visitors;
- unique visitors to campaign landing pages;
- number of pages views and average page views per visitor;
- number of documents downloaded;
- number of referrals from other sites where web advertising is placed;
- the amount of time visitors are spending on the site;
- percentage of visitors who 'bookmark' your site;
- number / percentage of direct links to your site;
- number of search engine or directory search results (useful if you are using search engine optimisation services); and
- bounce rate (the number of visitors that do not click past the landing page).

Monitoring website statistics is a great way of evaluating the impact of an email newsletter, leaflet or an advert/press release which contains the web address. You can usually see big spikes in the number of visitors in the days afterwards, which means that people are actually reading the information we send them and are interested enough to follow it up.
Scott Martin, North Norfolk District Council

It is worth noting that website 'hits' used to be the main way to measure website performance but actually it is far more useful to measure 'visitors' and 'page views'. This is because 'hit' counts are misleading, as each page may generate multiple 'hits' depending on the number of images and other inherent features on the individual web page. For example, five image files and two external JavaScript files generate seven 'hits' for a single web page. It is more useful to use the measures noted to understand the level of engagement users have with the website and how they have come to the site.

All the types of information described here should be easy to access and updated to the previous day. The information should be downloadable so you will have the ability to manipulate and interpret the data by exporting them into a spreadsheet program for further analysis and archiving.

10.8.3 How can I monitor search engine optimisation and referrals?

Many people find websites by entering keywords or phrases into search engines such as Google, Yahoo! or MSN. As well as (or instead of) running promotional campaigns that specifically promote a particular website, you might decide that you need to encourage people to visit your particular website simply by ensuring that, when people enter a relevant search phrase into search engines, your site is listed for them to find easily. This is called search engine optimisation.

You can also increase your search engine prominence by paying for advertising with search engine providers, e.g. Google AdWords.

To measure search engine optimisation, you need to measure the number of visitors to your site that are referred via search engines (excluding spyware and search engine robots which are not true visitors). A good traffic statistics package will provide information on all these referral sources.

To determine the effect of your search engine optimisation and online advertising, compare the number of visitors obtained via these routes with the number of visitors you had before undertaking these activities (i.e. the baseline number of visitors). You can also look at the ratio of visitors coming via these channels to decide how effective it has been.

10.8.4 How do I assess the quality of my website?

To evaluate the quality of your website communications, you should be looking to obtain some qualitative information about how visitors are making use of your site such as:

- most popular 'entry' and 'exit' pages;
- most / least popular pages;
- page views and 'click paths', i.e. the different routes taken by visitors;
- website visitor pathways;
- transactions undertaken; and
- page addresses for all downloaded documents.

Technical data and user profiles (e.g. type of browser, operating systems used) will also be available and, if you are running a campaign that uses unique visitor reference numbers (e.g. a direct mail campaign which gives users a unique reference number to enter when they use the site), then you will be able to obtain unique visitor reference data too.

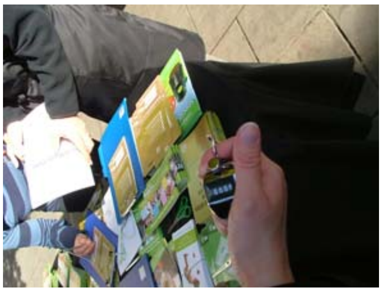
10.9 What about measuring face-to-face communication activities?

Three of the main ways of conducting face-to-face communications are via roadshows, door-to-door canvassing and schools outreach work. The following sections provide some advice on how to monitor and evaluate these types of communication activities. Don't forget to set objectives for your engagement work and, as with all activities, if it isn't going to help you to achieve your overall aims you should question why you are delivering it.

10.9.1 How can I measure my roadshows?

There are no industry standards for monitoring the effectiveness of roadshows, but you should be able to assess how effective the event has been by:

- measuring your inputs;
- recording where visitors have come from; and
- recording the public comments and enquiries.



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You first need to set objectives for your event which will relate to your overall aim. For example, are you trying to reach as many people as possible? If so, an objective could be:

- Speak to at least 1500 people between 10am and 5pm on [xx] date at [xx] venue.

Or are you trying to encourage sign-up to an opt-in garden waste service, in which case your objective could be:

- Recruit at least 50 households to the opt-in garden waste service at [xx] event.

Or do you want to encourage sign up to the mailing preference services? Your objective might then be:

- Distribute 100 leaflets on unwanted mail at [xx] event.

The targets you set should be informed by some data on how many people could potentially be reached (e.g. foot traffic figures in shopping centres) and through your experience of previous events. The monitoring objectives would then be to monitor the targets you have set.

The KPIs to measure your event could include:

- number of people attending (use hand-held counters to record this);
- number of leaflets and giveaways distributed at each roadshow (use a tally sheet);
- number of pledges made (count the number of signatures or completed pledge forms);
- where visitors have come from (ask for postcodes and keep a tally sheet);
- number and type of enquiries made (give roadshow staff a simple tick list);
- number and type of specific requests received, such as container requests or assisted collections; and
- cost (keep records of direct costs and staff time).

Remember If you collect people's contact details during roadshows, and this information is to be entered and stored electronically, you must ensure you collect it in compliance with the Data Protection Act (e.g. by making it clear to people how you intend to use the information they provide).

At the end of each roadshow, you should use the information to make an assessment of how effective the event has been. Dividing the number of people spoken to by the costs of delivery will give you a cost–benefit ratio. This could inform whether or not you choose to use that venue again; though you should always bear in mind that factors such as weather and timing of the roadshow (both in terms of the day you did it and the times you were present) are likely to have influenced attendance figures.

10.10 How can I monitor door-to-door canvassing?

As with other activities, the process for monitoring and evaluating your door-to-door canvassing work should be:

- set objectives;
- work out what you will measure (identify KPIs);
- collect the relevant information during the work; and
- evaluate the information.

The main aim of door-to-door canvassing is normally to use face-to-face contact with people to promote a service and encourage people to use it effectively; and to do so with as many people as possible. Some examples of door-to-door canvassing objectives are:

- To speak face-to-face with 2000 residents living in the lowest performing ward within a month of the campaign launch and promote the service to them.
- To speak face-to-face to 50% of the 15,000 households in [xx] district over a four-month period in [xx date] via door-to-door canvassing to encourage their participation in the recycling service.

One of the main KPIs for monitoring of door-to-door canvassing is how many people were spoken to. This figure will always be lower than the total number of people targeted when a door-to-door canvassing team visits an area because you will never find that 100% of people will open the door (either no-one is at home or some people simply won't answer the door to strangers). To monitor any door-to-door canvassing work you should at a minimum be measuring:

- number of doors knocked;
- number of people contacted; and
- contact rate (obtained by dividing number of people contacted by number of doors knocked).

These KPIs are useful to monitor because they tell you how well the work is progressing. Based on experience, calling once at each house will produce a 30% hit rate and calling twice a hit rate of between 30% and 50%.

In addition to asking the canvassing team to have conversations with households about your topic area, you may have briefed them to take requests for new recycling containers, hand out information to householders or take pledges from people to behave in a certain way (e.g. use their recycling container more, or subscribe to a particular waste prevention behaviour like opt outs for unwanted mail). You should be monitoring these activities using the relevant KPI. For example, for container requests you should record the:

- numbers of container requests received;
- number of containers supplied; and
- average time taken to respond to and deliver containers since request.

In addition, as with other outreach work you can use the doorstep conversation as an opportunity to capture qualitative data about your service. Be aware, however, that the purpose of doing door-to-door canvassing is promotional – you are not conducting a survey! You may however wish to use this opportunity to capture one key piece of information about what people are saying. A good mechanism for doing this on an aggregated basis is to provide canvassers with a tally sheet on which the main issues you think will come up are listed, and space is given for recording the number of times each issue is mentioned, using a five bar gate counting mechanism. Examples of the type of information you may want to record in this way might be:

- suggested improvements to the service; or
- barriers householders may be experiencing in using that service.

Be selective about what the key question is that you want to know more about. And make sure that the team is briefed not to make a show of capturing this information – they need to make householders feel at ease if they are going to be effective in communicating your campaign message.

Finally, it is a good idea to sit down with the team doing the work and obtain their feedback. This can highlight issues for potential future improvement to the service being promoted (based on resident feedback), but also in terms of the canvassing activity such as:

- how effective they feel it is (and why);
- how well (or not) it has been organised and managed; and
- ways to improve its delivery in the future.

10.11 Schools outreach work

To measure the impact of your communications to schools, it is vital to be clear on what the aims and objectives of your communications are (see Chapter 2). It is useful to set input objectives, outcome objectives and impact objectives to help you measure success (see Section 10.3).

For example, the aim of your communications to schools may be to increase the quantities of waste diverted from primary and secondary schools in your area. To achieve this aim, you might set the following objectives for the schools outreach work and associated monitoring:

- To run three inset days on how to encourage colleagues and pupils to use the schools recycling scheme effectively by December 2010 for teaching staff from local primary schools in [xx area].
- To run workshops with 600 pupils in 20 schools in [xx area] on how to use the [named] recycling scheme during 2010-11.
- To deliver a 35% increase in the number of pupils that can identify which items can be recycled at school and where to recycle them in [xx area] one month after a workshop.
- To increase in the quantity of recycling waste collected from [primary/secondary] schools in [xx area] by 20% in 2010-11.

The associated monitoring objectives would then be:

- To keep a tally of how many inset days are delivered to teachers in [xx area] before December 2010.
- To record the number of workshops about recycling in schools in [xx area] delivered during 2010-11, and the number of pupils from each school attending on every occasion.
- To measure the number of pupils that can identify which items can be recycled at school and where to recycle them in the target schools in [xx area] by conducting a survey of pupils one month after the workshop.
- To monitor the tonnages of waste and recycling collected from schools in [xx area] in 2010-11.

WRAP will be reviewing techniques for measuring specific activities commonly used in communications with schools. An addition to this document to provide full guidance on measuring the success of communications to schools will be made available during 2010/11.

10.12 Other qualitative information and feedback

There are a number of internal sources you should liaise with to obtain qualitative feedback that can help to evaluate your current communications and/or inform future work.

10.12.1 Crews

As the people on the ground they can provide you with observations and insights into how well people appear to have received and responded to a campaign message. Ask them what complaints, queries and comments they are receiving. You may also have involved them in helping you to deliver elements of the campaign (e.g. bin stickers or leaflets), so it is a good idea to provide them with an opportunity for feedback on how effective they think these have been and how they could be improved next time around.

10.12.2 Call centre staff

These frontline staff have daily contact with the people you are trying to reach, so they are valuable allies in your attempts to understand what people currently say about the service, how they feel about it and what they do with the information they receive. Ask them for feedback on the type and nature of complaints, queries and comments received.

10.12.3 Outreach workers

People who are in one-to-one contact with residents will be a mine of information about how residents have responded to the communications messages and materials used during your campaign. They will have insight into what people find confusing, what people most frequently ask about, and what people think, feel and believe about what you are publicising. They should also be able to give you some useful feedback on success factors or aspects of the communications work that did not go very well and could be improved next time.

10.12.4 Residents

In addition to conducting surveys or focus groups to obtain resident feedback in a structured way (see Chapter 4), you should be looking to capture other forms of direct feedback that you receive from residents about the service and your communications to promote it. This feedback might be obtained via avenues already mentioned, e.g. during the roadshows, door-to-door canvassing or schools work, or via your frontline staff. It may also be received through correspondence (e.g. via online contact forms, emails and letters) or through one-to-one telephone calls (e.g. with you or a colleague in your office). Use this feedback to help build up a picture of what residents think, say, do and feel about your service and any potential improvements.

10.12.5 Other stakeholders

Don't forget that you have a number of other stakeholders who can provide you with useful information and feedback on your communications. These include council members, other council departments (e.g. corporate communications, housing, regeneration and environment) and community sector representatives. Remember also that some of these people may have given you information or been involved in helping you to plan your communications work, so maintain dialogue with them about how it's going and how else they might be able to help!

10.13 Summary of chapter

This chapter has:

- introduced the subject of communications monitoring (Section 10.1);
- highlighted the importance of setting aims, objectives and KPIs for your communications work (Section 10.2);
- discussed the different types of objectives to use when monitoring communications (Sections 10.3 and 10.4) and given some examples (Section 10.5);
- discussed in some detail how activity measures might be used (Section 10.6);
- described two popular techniques for measuring the media focused elements of communications campaigns – opportunities to see (OTS) and advertising value equivalent (AVE) (Section 10.7);
- described options for monitoring website communications (Section 10.8);
- introduced the need to monitor outreach activities (Section 10.9);
- discussed monitoring of schools engagement work (Section 10.11) and explained that further guidance will be forthcoming in 2010/11; and
- highlighted the value of qualitative information and described a number of different ways to obtain such information (Section 10.12).

10.14 Where do you want to go next?

Chapter 1 provides an **introduction** and helps you decide which chapters you need to look at.

Chapter 2 explains how to set **monitoring aims, objectives and KPIs**. It then explains how to use the results of monitoring to **improve a service or scheme or to measure the effects of a communications campaign**.

Chapter 3 gives details for consideration when **sampling and profiling**

Chapter 4 deals with monitoring **awareness, claimed behaviour and satisfaction.**

Chapter 5 deals with monitoring service or scheme **usage and participation**

Chapter 6 looks at the use of **tonnage data**.

Chapter 7 explains how to measure **capture rates.**

Chapter 8 considers monitoring of **contamination levels.**

Chapter 9 looks at approaches to measuring **waste reduction.**

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