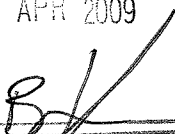


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Three Years of Recycle @ Work

A SWIS Project Completion Report
For the Department of Environment &
The Waste Management Board of Western Australia
From Amcor Recycling WA

Received by Waste Management
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This document

This document is provided to the Department of Environment and Conservation and Waste Management Board of Western Australia by Amcor Recycling WA.

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Executive Summary

Background

In 2005, Amcor Recycling WA was awarded a Strategic Waste Initiatives Scheme (SWIS) grant, to develop and implement an innovative and unique recycling program entitled *Recycle @ Work*.

Recycle @ Work was designed to address the low levels of recycling participation among WA's workplaces, especially small to medium sized enterprises, *Recycle @ Work* was built around two core innovations;

- Combining high standards of both service delivery and behaviour change communications in a single project
- Taking a uniquely open and collaborative industry-based approach that offers information from many organisations in the same resource, creating a 'one stop shop'

Achievements

Much has been achieved since the program was launched in June 2005;

- Over 15,000 tonnes has been diverted from landfill by Amcor customer directly with a similar amount being diverted from partners and suppliers;
- More than 2800 SMEs have been personally approached about recycling during the *Recycle @ Work* project; More than 500 have made long term commitments to *Recycle @ Work* and on that basis we estimate that many hundreds more have changed their own practices without signing up officially.
- Thousands have used the website and free hotline advice service;
- Hundreds have attended *Recycle @ Work* Roadshows across the metropolitan area;
- Media partnerships have raised community awareness for workplace recycling;

This report highlights the significant achievements that have been reached over the past three years and a financial summary of the program.

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Information Requested by WARR Report Template

1. A brief overview or description of your project and its outcomes

Please see pages 6-13.

2. How has your project contributed in improving the environmental impact of waste within your project 'priority area'?

Please see page 14.

3. Was your project successful in the way you expected? If not, why not?

Please see pages 6-15.

4. What lessons were learned through the project? Please describe any strengths or weaknesses of the project and what, if anything, you would do differently if you were to do the project again

Please see page 15.

5. How did you acknowledge the Strategic Waste Initiatives Scheme funding you received?

SWIS funding was acknowledged in all materials including printed matter, electronic publications and pres releases. The Zero Waste logo was used wherever space allowed.

6. Was any promotional material produced? (if so, please attach copies)

Please see the appendix to this document.

7. Were you able to complete your project in the approved timeframe?

This project did not commence until May 2005 due to a delay of five months in contract documentation and grant payment. Other than that, the project continued – and continues on schedule.

8. If there were variations, what were the cause(s)?

On several occasions, milestones for this project have not been reported on and invoiced as per the original schedule but this has been not been caused by delay in the project's rollout but rather by changes in the grant recipient' Amcor's business and administration systems.

9. Did any opportunities or ideas arise during the project?

We believe that significant opportunities to broaden SME recycling arose during this project. In particular we identified an opportunity for the City of Perth to more actively support CBD recycling by the SME sector and the Recycle @ Work project team invested much time and resources to supporting several members of the City of Perth's staff in their efforts here. Unfortunately a lack of funding undermined the potential of this concept during Recycle @ Work's first three years. It is hoped that this concept will still become a reality in another format or at another time.

Another significant opportunity is that of recycling 'drop-off' centres – a concept which the Recycle @ Work project team explored in some depth over a considerable time with the Midland Redevelopment Authority and, to a lesser degree, the Armadale Redevelopment Authority. The project team firmly believe that there is important potential in the idea of creating high profile, attractive and centrally located recycling collection centres in suburban and urban areas, which we refer to as Resource Rescue Centres. There remains considerable resistance to this concept among local government decision-makers.

10. Do you now have ideas for other projects?

Please see above.

Project Background

In 2004, with a \$50,000 supporting grant from the Strategic Waste Initiatives Scheme (SWIS), Amcor Recycling commissioned a professional market research into the 'recycling reality' facing WA's small to medium enterprises (SMEs).

The report concluded that over 90% of SMEs did want to recycle but barriers of cost, time, lack of space and culture were getting in the way.

Building on research findings, Amcor Recycling commenced development of the *Recycle @ Work* framework - focused on two driving forces:

- Environmentally responsible behaviours are crucial in the workplace. SMEs had not been adequately communicated with in the past. Specifically there were notably low participation rates for recycling in this sector and where recycling did happen it is typically piecemeal, rather than integrated across all waste streams. As well as improving economic efficiency, engaging this sector in recycling could also offer significant social outcomes through increases in employment and impacts of staff morale.
- The awareness that significant amounts of paper and cardboard recyclables were currently lost as waste.

To ensure the long-term strength of the recycling industry in WA, Amcor Recycling WA committed to coordinating the program as an industry leadership initiative.

Amcor Recycling applied for a SWIS grant to assist with *Recycle @ Work* operating expenses, and at the end of 2004, the then-Minister for the Environment, Dr Judy Edwards, announced that a further grant of \$350K would be made over three years towards the cost of a \$1.3 million project to be called *Recycle @ Work*. The program began operation in June 2005.

The project has become bigger and more far-reaching than ever anticipated at the outset. To date Amcor Recycling has invested more than \$5 million directly on this program including staffing, equipment, transport and an education and communications campaign. Detailed costings are provided in the expenditure summary.

Project Overview

Aim

To contribute toward improving the economic, environmental and social outcomes of waste management, specifically regarding recyclable materials in Western Australia.

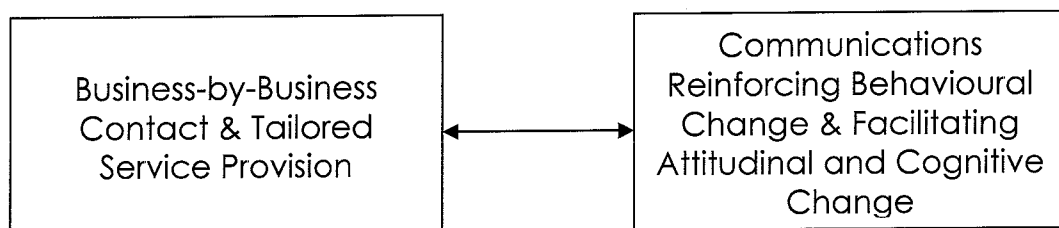
Objective

To increase the proportion of workplaces in Western Australia actively contributing to recycling and other forms of waste reduction.

Methodology

Recycle @ Work was based on the concept of actively combining communications with practical recycling services adapted to SMEs, aimed at achieving greater results than if either service delivery or behaviour-change and awareness communications were carried out alone.

The project drew heavily on the various 'individualised' forms of social marketing which work person-by-person to overcome obstacles and create new behaviour patterns that are then thought to be more likely to lead to further attitudinal and behavioural change. The project concept can most simply be envisaged as below



Individualised marketing

- *Recycle @ Work's* core methodology was individualised contact. Amcor Recycling employed an extra Recycling Consultant dedicated to the *Recycle @ Work* program to provide a 'shoe leather' approach specifically targeting geographical areas with a high density of SMEs.
- One-on-one contact ensured the highest level of communication and understanding of client's requirements. Recycling Consultants provided advice, services and equipment specifically tailored to client's needs.
- Door-to-door cold calls, referrals and leads generated from the *Recycle @ Work* information line and website enquiries led to over 2800 direct businesses being contacted by a *Recycle @ Work* consultant since the programs inception. Over 700 SMEs made long term commitments to regular recycling collections of paper and cardboard alone (not including those already recycling) with a current retention level of over 500.

Partnerships

Building a diverse range of partnerships and networks was a key strategy underlying the project's success and effectiveness, especially for long-term outcomes. Development of partnerships and networks were seen as key to facilitate the project and generate a 'multiplier effect' during and beyond the project's scope.

Partnerships & Collaborations Within the Industry

In the first six months of the program's development *Recycle @ Work* extended an invitation to WA's leading waste and recycling organisations to become key partners of the *Recycling @ Work* initiative. There was no fee to participate as a *Recycle @ Work* partner – participation commitments included actively referring clients to other partners and a high delivery of service standards. Key industry partners included Cleanaway, Sims Metal, Claw Plastics, SITA Environmental Solutions, Western Recycling, Cerebral Palsy and Planet Ark. *Recycle @ Work* communication tools promoted partners through marketing collateral, website as well as providing information and referrals via the *Recycle @ Work* telephone hotline.

Other collaborations included:

- **South West Waste** - joint initiative to encourage Bunbury workplace recycling.
- **Moora Recycling** - a joint effort to encourage workplace recycling in the region
- **Direct Recycling** - advisory support to the operation and improvement of the Balcatta Transfer Station.
- **Merredin Lions** - provision of a baler to increase recycling participation in this under-serviced part of regional WA.

Partnerships & Collaborations With WA Businesses

- **Westralia Airports Corporation** - establishment of recycling services including paper, cardboard and glass for businesses operating on the Perth Airport site.
- **Westfield Whitford City** – a Recycling In Retail communications and educational campaign supported by services
- **Universal Sodexo** – development and implementation of recycling practices across catering businesses at all their mine site operations across WA

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Partnerships & Collaborations Outside the Industry

- **ABC Radio** Breakfast's 'Green Army' project
- **Community Newspaper Group** – media partnerships promoting workplace recycling.
- **Education Seminars** - presented free of charge to government departments and agencies such as Department of Industry and Resources and Western Power

Partnerships & Collaborations With Local Government

- **All Local Councils** - resources made available to support recycling initiatives
- **Midland Redevelopment Authority**
- **City of Swan** – ongoing collaboration and support for the City's SME cleaner production project.
- **City of Perth** - extensive support provided for a joint project between the Operations and Environmental Strategy teams on collection of recyclables from the CBD.
- **Shire of Dandaragan** - a collaborative initiative to increase recycling rates.
- **City of Armadale** - joint promotion during National Recycling Week saw significant increase to rates of recycling at the Hopkinson Landfill site.
- **City of Fremantle's 'Living Smart in the Workplace'** – provision of communication materials, workshops and presentations.
- **Town of Cottesloe's Earth Carers program** – materials and joint promotional activities
- **Mindarie Regional Council** - services provided to increase cardboard recycling at Tamala Park Recycling Resource Centre

Communications

Brand

A highly engaging brand was designed to communicate with the SME sector. The 'Do it @ Work' campaign was designed to achieve 'cut through', generated interest and goodwill.

Recycle @ Work co-branded with the Waste Management Board's 'Towards Zero Waste' branding wherever possible.

Website

An essential communications tool, the *Recycle @ Work* website provided easy access to information and service as well as allowing community members to choose their own level and scope of information. Free information, case studies, downloadable signage with links to the Department of Environment's Zero Waste website, other businesses, associations and local councils. Over 50 of WA's recycling industry organisations were listed.

Free Advice

An information hotline provided advice for over 70 recyclable materials commonly found in SME workplaces. A popular feature of the hotline was the "A-Z" recycling navigator that was free to customers and industry members.

Publicity & Advertising

Media support played a key component. This included a media partnership with the Community Newspaper Group as well as joint promotional activities with the ABC Radio's 'Green Army'. Competitions were designed to showcase businesses that were actively recycling to the wider community. *Recycle @ Work* also support environmental lift outs in *The West Australian* through paid advertising and advertorials.

Specific-market media such as industry, government/local government and peak body publications were also provided information and materials.

Celebration and Inspiration

As part of the *Recycle @ Work* Roadshow, local Mayors were invited to present Zero Hero Awards to local businesses at Roadshow events. Awards were presented to organisation with a proven track record of recycling leadership. Mayoral involvement provided a unique opportunity to keep recycling and waste on the agenda for Mayors as well as provide to local council's media department photographs and stories used to promote local businesses and their Mayor's involvement. Each Zero Hero was given an eye-catching framed certificate, which was displayed at their work premise. Zero Heroes promoted their achievements within their internal business through staff meetings, newsletters and website.

Recycle @ Work Roadshow - Visiting Business Groups

Recycling education and awareness presentations were held in conjunction with local business associations whose members were primarily SMEs. Working closely with individual Chamber of Commerce and Industries and Business Associations, a mutually beneficial relationship developed – *Recycle @ Work* provided guests speakers, articles and photographs for their Association's websites and newsletters.

Recycle @ Work Roadshow events included:

- The Malaga & Districts Business Association's
- Breakfast Club
- Stirling Business Association AGM
- Armadale Chamber of Commerce & Industry
- Eastern Hills Local Chambers
- West Australian Club Speaker Series held in conjunction with the Perth Chamber of Commerce & Industry
- Belmont Chamber of Commerce & Industry
- City of Fremantle

Support Materials

As the project was based primarily on individualized, it was considered essential to only provide a small number of actual materials but to ensure that those materials were as targeted as possible.

This included a comprehensive Getting Started Kit – an easy to follow, step-by-step guide to getting started recycling in the workplace. Colourful, unique prompts and give-aways were also developed and included:

- Stickers
- Postcards
- Magnets
- Pens
- Hats
- T-shirts

Special Events

As part of an emphasis on building personal involvement the project included an ongoing series of communication events. Predominantly directed at targeted business-related groups and community organisations, this involved activities such as sponsorship of seminars/conferences, hosting open house/plant tours and conducting seminars. It also included involvement in community based activities promoting recycling e.g. Recycling Week, Keep Australia Beautiful Week, Sustainable September, World Environment Day, Clean Up Australia Day, etc.

Chocolate Wheel

A popular interactive 'Chocolate Wheel' designed to highlight the number of recyclables in the workplace was used at special events. It was also available free of charge to business and community groups.

Maintaining Participation

Staying in touch with participants was vital to maintain motivation and keep recycling 'front of mind', communications included:

- A regular newsletter was developed and circulated electronically to participants.
- Items such as office recycling boxes, magnets, pens and recycled-content Christmas cards were distributed throughout the program to participants.

Leadership

Recycle @ Work initiated discussions with local government and planning agencies to consider offering alternative means of collection suitable for SMEs including high profile, centrally located drop-in centres.

WA Environment Awards

The team at *Recycle @ Work* were very proud to receive a WA Environment Award 2007. The award recognised the achievements of Amcor Recycling WA's small team in establishing the successful *Recycle @ Work* program

Summary of Measurable Project Outcomes

- An estimated 31 000 tonnes of recyclable materials have been diverted from landfill by Amcor Recycling customers or their direct suppliers. This does not capture the amount of material diverted by the estimated SMEs who accessed recycle @ Work information through the website or printed materials or hotline but which did not sign up for a service through Amcor Recycling.
- More than 2800 SMEs have been personally contacted during this project.
- The free hotline service has provided information to over 1500 callers.
- More than 750 SMEs have taken up workplace recycling with the Recycle @ Work project during the three years. Over 500 of these are still Recycle @ Work customers while others have made alternative arrangements.
- More than 800 SMEs are now on the Recycle @ Work mailing list.
- There have been more than 15 000 hits to the website
- Contact details of more than 30 other recycling-related organisations have been distributed through this project.
- More than \$200K worth of publicity has been achieved.

What Have We Learnt?

In carrying out this project, Amcor Recycling WA has learnt that:

There is much potential for a concept such as Recycle @ Work but that change takes time, especially when you are trying to create new social norms. Ideally a project such as this would be run by an independent body, such as an industry association, but this is considered unlikely in WA in the foreseeable future.

To make the most of the potential of a concept such as Recycle @ Work, significant funding and partnership commitments over several years is required.

- The marketing environment in which SMEs operate is demonstrably more professional than in the recent past, particularly in terms of production standards. To have any chance of achieving 'cut-through', a campaign or program must have very high production and creative standards.
- The internet is hugely important as a channel of communication with SMEs
- Not enough is known about what works. What keeps SMEs recycling? What is required for SMEs to recycle more? What conditions are required for recycling behaviour to evolve into other, more fundamental forms of waste prevention?
- Conventional local government waste management practices and approaches are seen by many SMEs as a barrier to greater recycling participation
- There is a clear increase in environmental awareness among SMEs but, for a large proportion of enterprises, there is still insufficient financial incentive (or disincentive) to enable the inertia against change to be overcome.
- The development of mobile phone and ink cartridge recycling programs has been positive in terms of building awareness of workplace recycling but much awareness still remains to be developed.
- One thing we would do differently is to not devote much time or resources to endeavouring to create Resource Rescue Centres or a CBD program. Although the project team's belief in the potential of these concepts remains strong, they were not effective for this project. We would also develop a closer relationship with the Small Business Development Corporation, the network of Business Enterprise Centres and would participate more in events such as exhibitions and the Royal Show.

SWIS Feedback

The SWIS Scheme seems to work reasonably well with enough information provided through the website and application form. Perhaps greater effectiveness of funding could be achieved by closer alignment with other sources of funds, such as the NPC system, and by focusing SWIS on the changes that grants are likely to be able to contribute to, and backing those concepts either in industry, government or the community sector, more seriously, consistently and long-term.