Developing and trialling new more resource efficient product offerings

Flexible Aluminium Containing Laminate Packaging Collection Trials Summary Report

Appendix 2: Communications protocol

March 2016
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1. Introduction

This Communications Protocol is for the benefit of the partners of the Defra funded project Sustainable Consumption and Production Environmental Behaviours Unit for research for ‘developing and trialling new, more resource efficient, product offerings’ - to scope out and trial recycling collections and behavioural change methods for flexible packaging.

The partners are:

- Defra;
- LRS Consultancy (LRS);
- Enval;
- SITA UK (“SITA”);
- Nestlé UK and Ireland (“Nestlé”).

Should further partners be incorporated into this project, they will be asked to also agree to this communications protocol.

The importance of maintaining good relations with stakeholders is understood, as is the need for a strict sign off procedure for all visual, written and verbal communication externally of the partnership.

This document states the required approvals procedures for media relations, social media, direct contact and customer service, crisis management, and the development of the trial’s communications.

The sign off timescales set out in this document are designed to enable the partners to effectively deliver the project. There may be circumstances when one organisation may not be able to meet these timescales. Under these circumstances, it is understood that the party requiring additional time will inform the others, by email, as soon as possible, and in any case before the stated deadline, as to the reasons for this and the additional time required. Extensions to the stated deadlines will not be unreasonably denied. There are times when an extension will not be possible, for example to meet a specific print deadline or commencement of service delivery.
2. Proactive communications

This section outlines the process to manage media relations for the project. It hopes to ensure that, where necessary, partnership organisations agree what is said to the media, clients, customers and the general public in advance, through agreeing the content, distribution and timing of press releases, statements and interviews. All proactive communications relating to the project will be passed through all partners for approval.

All press releases that partners issue, which do not directly relate to the project, but make reference to the project, must be passed to the main communications contact (as listed in section 5) at LRS and Defra for review and comment, before being issued. Responses will be provided by LRS and Defra within two working days from receipt of the press release.

Proactive communications generally includes press releases, correspondence (eg newsletter article or social media), or statements (eg website updates, presenting at events or exhibiting and networking). Having processes in place will also allow the partners to become more aware of the other’s online activities and enable them to engage, by ‘liking’, ‘sharing’, or commenting.

All partners can request to initiate a press release, correspondence or statement relating to the project. The party that initiates this should undertake the following processes, which will be managed by the communications contacts, listed in section 5.

2.1. Initiation from LRS

If LRS initiates the proactive communication, LRS will provide the idea to the partners, for comment. Should the partners have reservations concerning the idea, these are to be sent in writing to LRS and Defra within two working days of notification, for discussion.

Upon agreement of the idea, LRS will develop the idea, with input from the partners, if required.

LRS will provide a draft version to the delivery partners for comment.

The partners will respond with any comments within two working days and the draft will be sent to Defra for approval.

LRS will distribute the approved communication, including to the consortium of partners, along with information about where it has been distributed.
2.2. Initiation from a consortium partner

If Enval, SITA or Nestlé initiates the proactive communication, the partner should present the idea to all partners, apart from Defra, for approval. Should partners have concerns regarding the idea, these are to be sent in writing to the partners within two working days after notification for discussion.

Subject to approval, LRS will present the idea to Defra for approval. Defra will respond within two working days of notification.

Upon agreement from Defra, LRS will inform the partner. The partner will provide a draft version of the idea to all parties, apart from Defra, for approval.

Comments and amendments will be taken on board and, upon approval, LRS will provide the proposed communication to Defra, for final sign-off. Defra will either approve the communication or provide amendments within two working days. LRS will inform the partner.

The instigating partner will distribute the communication, including to stakeholders.

The instigating partner will provide all other partners with information about distribution and a file copy of it.

2.3. Initiation from Defra

If Defra initiates the proactive communication, Defra will present the idea to the consortium for comment. The partners will feedback in writing to Defra within two working days of notification, for discussion.

Defra will develop the idea, with input from the partners, if required.

Defra will provide a final version of the communication to the partners for comment.

The partners will respond with any comments, within two working days.

Defra will distribute the communication, including distribution to any project stakeholders, and provide information about its distribution.

Defra will provide partners with distribution information and a file copy.
3. Reactive communications

3.1. Enquiries

All parties should notify the others of any enquiry received from media, social media, client or the general public at the earliest opportunity and at the same time advise of the information or support needed to respond within the deadline and a proposed drafted response to the enquiry.

Defra will respond directly, or provide appropriate information for the partner to respond, to any enquiry relating to the funding of the project.

LRS will take responsibility for responding to enquiries received relating to the implementation of the funding, after discussing and agreeing a response with Defra.

LRS and Defra will approve the wording for the response, within the deadline set. If LRS or Defra cannot meet this deadline, they will inform the partner at the earliest opportunity and an agreement will be made.

The amount of time needed may depend on the enquiry and can be discussed and agreed on receipt, but often will depend on a journalist’s deadline, for instance. The partners will use all reasonable endeavours to meet these deadlines.

3.2. Social media

Each partner will monitor its own social media channels, as appropriate. Responding promptly is a key attribute to social media and may help quell any issues from a complaint. When responding to postings, partners need to be aware, be transparent and have consideration for what is being said. There are lots of online guides available to help understand the best course of action and type of response that should be used.

If a complaint or issue has been sent to one of the partners' social media pages about the project/trial, then the other partners should be informed, as soon as possible, to agree an appropriate course of action, following the processes below.

Positive engagement should also be highlighted to partners, allowing them to engage in conversations, if appropriate.
3.3. Customer service and events

Trial partners’ customer services teams and event staff will be briefed by the appropriate partner’s project manager to ensure they deliver a pre-approved message from the project partners.

3.4. Media interviews

All parties will advise the others when an interview request is received relating to the project.

Defra will decide whether the interview should proceed and whether they wish to be interviewed instead, or have a spokesperson interviewed as well.

Partners will not respond to interview requests in relation to the project without the agreement of Defra.

Once decided who will be interviewed, the partners will also agree the message and tone of the response to be given, within the appropriate deadline.

3.5. Media spokespeople

Partners will only put forward staff whom are competent and experienced with dealing with the media and thoroughly briefed about the project to conduct media interviews.

4. Branding, messaging and marketing materials

The branding, required messaging and all materials relating to the project’s trials that will be communicated to potential participants will be reviewed and approved by all partners, with Defra having final approval.

Any communications about the trials will need to follow the approval process outlined in table 1, below.

<table>
<thead>
<tr>
<th>Table 1 Production and approval of marketing and communications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implementation phase</strong></td>
</tr>
<tr>
<td>Design brief:</td>
</tr>
<tr>
<td>The appropriate partner will write a design brief for each piece of new communication material to be developed. The brief will detail what type of communications material is being produced, who the target audience is and</td>
</tr>
</tbody>
</table>
Implementation phase

what the purpose of the activity is.

Proposed text to be included in the communications will be written by the instigating partner. All other partners will be shown the brief and suggested text and will input into this stage.

A final version will be agreed before the work is commissioned with designers.

Once the brief is agreed, all parties will seek to minimise any further amendments to content during the later stages of design development.

Draft design:

Partners will seek to make all desired alterations in one phase, but may need to have up to two opportunities to make amendments to the design.

At each stage, the instigating partner will collate all required amendments to the material before providing this information to the designer.

Final sign-off:

Partners will be given a final sign-off opportunity to confirm that the previously agreed changes have been implemented.

Material circulated:

Following final comment and approval, the instigating partner will circulate the final communication/artwork to all partners, for reference.

Time allowance

The total time taken for partner review will be up to two working days upon receipt.

Note: this is dependent on the content of the material

Two working days

Same day

All communications materials (such as leaflets, posters) will comply with agreed branding and messaging.

Partners shall ensure that all communications materials meet the relevant and appropriate standards for Defra and all project partners, and meet any relevant policies (for example, in relation to equalities and diversity).

5. Project communications personnel

The partners listed in the tables below are essential to the sign off process detailed in this communication protocol. Each partner must ensure these details remain up-to-date throughout the 18 months of the trial to ensure efficient and effective implementation of the project. Any changes to personnel will be communicated by supplying updated information to LRS, who will then update and provide a revised copy of this document to all partners.

Table 2 LRS delivery team

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>Debbie Hitchen</td>
<td>020 7936 9759 07950 785 254 <a href="mailto:debbie.hitchen@lrsconsultancy.com">debbie.hitchen@lrsconsultancy.com</a></td>
</tr>
<tr>
<td>Project Manager</td>
<td>Ellen Struthers</td>
<td>07944 283 554</td>
</tr>
<tr>
<td>Position</td>
<td>Name</td>
<td>Contact details</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------</td>
<td>------------------------------------------------------</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>Tim Duke</td>
<td><a href="mailto:ellen.struthers@lrsconsultancy.com">ellen.struthers@lrsconsultancy.com</a> 020 7936 9767 07940 103 415 <a href="mailto:tim.duke@lrsconsultancy.com">tim.duke@lrsconsultancy.com</a></td>
</tr>
</tbody>
</table>

Media enquiries and communications development should go through Tim, with Ellen and Debbie cc'd into emails.

General project enquiries, unless otherwise advised, should go through Ellen.

Table 3 Defra delivery team

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Advisor - Resource Efficiency, Resource Security and Eco-innovation</td>
<td>Grace Davis</td>
<td>020 7238 4909 <a href="mailto:grace.davis@defra.gsi.gov.uk">grace.davis@defra.gsi.gov.uk</a></td>
</tr>
</tbody>
</table>

Media enquiries and communications development should go through xxx, with xxx cc'd into emails.

General project enquiries, unless otherwise advised, should go through Grace Davis.

Table 4 Enval delivery team

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Development Director</td>
<td>David Boorman</td>
<td>07545 921491 <a href="mailto:david.boorman@enval.com">david.boorman@enval.com</a></td>
</tr>
<tr>
<td>Managing Director</td>
<td>Carlos Ludlow</td>
<td>08452 997566 07866 250700 <a href="mailto:carlos.ludlow@enval.com">carlos.ludlow@enval.com</a></td>
</tr>
<tr>
<td>Director, Life Size Media</td>
<td>Alisa Murphy</td>
<td>020 3626 0009 07917 548 295 <a href="mailto:alisa@life-size-media.com">alisa@life-size-media.com</a></td>
</tr>
</tbody>
</table>

Media enquiries should go through Alisa, with David Boorman cc'd into emails.

Communications development and general project enquiries should go through David Boorman.

Table 5 SITA delivery team

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Development Director</td>
<td>Stuart Hayward-Higham</td>
<td>07970 233747 <a href="mailto:stuart.hayward-higham@sita.co.uk">stuart.hayward-higham@sita.co.uk</a></td>
</tr>
</tbody>
</table>

Media enquiries and communications development should go through xxx, with the project manager cc'd.

General project enquiries, unless otherwise advised, should go through xxx.

Table 6 Nestlé delivery team

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packaging Innovation Manager</td>
<td>Alison Ingle</td>
<td>01904 602 077</td>
</tr>
<tr>
<td>Position</td>
<td>Name</td>
<td>Contact details</td>
</tr>
<tr>
<td>----------</td>
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<tr>
<td></td>
<td></td>
<td>07920 286 426</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:alison.ingle@uk.nestle.com">alison.ingle@uk.nestle.com</a></td>
</tr>
</tbody>
</table>

Media enquiries and communications development should go through xxx, with the project manager cc’d.

General project enquiries, unless otherwise advised, should go through xxx.