

# eauc case study

CLASSIFICATION:  
**Leadership and Management**

SUB CLASSIFICATION:  
**Strategy**

TITLE:

## 'The Big Dump' - a de-branding exercise at Leeds City College



DATE: **November 2009**

### SUMMARY

A fun and engaging campaign meant that nothing went to waste when one of the country's largest colleges was created in Leeds. Partnerships with local charities and businesses and all-round team effort from the staff meant every last out-of-date item was reused or recycled, some as far away as Kenya.

### INSTITUTION PROFILE

Further Education College  
2,000 employees  
60,000 learners  
30+ sites  
Urban

### EAUC COMMENT

Leeds City College undertook an ambitious challenge that called for staff to go above and beyond their usual remit in order to ensure that the new college has a cogent and sustainability driven workforce. The EAUC commends the initiative and is happy to welcome Leeds City College to the Sector.

### PROJECT PARTNERS

Why Waste, Leeds Paper Recycling, Scrapstore

### THE PROBLEM

Leeds City College was formed on 1<sup>st</sup> April 2009 when Leeds College of Technology, Leeds Thomas Danby, and Park Lane College Leeds & Keighley merged. A strong new brand was created for the college, including a new logo. This left a large amount of materials branded with old logos at a number of sites across the city. The college was keen these materials did not end up in a landfill site.



It was of paramount importance that the new college be established and any remnants of the old colleges removed, not only in terms of marketing, but also so that a new 'whole college' feel was created. This platform would enable clear communication about the new college with staff and students alike.

### THE APPROACH

'The Big Dump' was the campaign created as a response to the problem with the aim of ridding the college of all branded materials but with none of this waste being sent to landfill. The Big Dump included both marketing and environmental strands and reinforced the college's environmental policy. The campaign made sure that everything was recycled or re-used, most of it in West Yorkshire. Nothing at all went to landfill.

Much thought was put into the timing of the campaign along with which locations could be included. Designated days at the end of term were chosen as staff would have more time and the college's five main locations were targeted.

Internal communication was the backbone of activity before The Big Dump, providing regular information to all staff about what they needed to do for the campaign. A set of FAQs was produced with the aim of reducing the amount of questions needing individual responses, so minimising the time spent addressing them.

The team also carefully planned the logistics of disposing of such large and varying amounts of waste. Working closely with their existing waste contractor, Leeds Paper Recycling, they sourced 10 wheeled bins which were large enough to leave in communal areas, but small enough to be wheeled outside to the larger skips to be decanted.

Many different types of waste needed to be accommodated including paper, plastic, clothing, banners, lanyards and key rings.

## OUR GOALS

- To collect as much old branded stock as possible.
- To divert waste from landfill. There was a risk that a lot of material would have ended up in landfill due to the different recycling capabilities of different waste contracts on each campus.
- To create a blank canvas for the new brand. Previous re-branding had not been exhaustive in removing old logos. It was imperative with the scale of this merger that the new brand was strong and a whole college atmosphere created.
- As the first 'cross-college' project, an underlying aim was to reinforce the re-branding of the college and the reality of the new college by creating a fun and pro-active campaign.
- To help unite new Leeds City College staff across campuses with a common and worthwhile goal.

## OBSTACLES AND SOLUTIONS

### Obstacle

- Staff not having time to carry out the activity
- Some 'old brand' materials continued to be used by departments instead of being recycled
- Staff mis-understanding or not realising why the 'de-branding' was necessary
- Overcoming the usual over-ordering of materials and unnecessary use of the logo
- Disengagement with or apathy about the campaign

### Solution

- The campaign was scheduled for the end of term when staff naturally had more spare time.
- The marketing team carried out an audit of any remaining materials kept or still in use
- More communication of the reasons why the clear-out was necessary through internal communications channels Such as newsletters, posters, emails, and using the college's intranet
- Clear guidelines included in both marketing and procurement strategies informed staff about when the use of a logo is inappropriate and guidance on sensible quantities to order for different types of items were given
- Regular information about the campaign and the reasons behind it was provided including statistical feedback on recycling outcomes i.e. "x amount of materials have already been collected". In extreme cases senior members of staff were approached to champion the campaign and to work directly with members of staff who were not taking part

## PERFORMANCE AND RESULTS

- Five tonnes of waste was collected.
- Effective partnerships with local companies and social enterprises were formed. Why Waste, The Scrapstore and Bradford Environmental Action Trust (BEAT) were all involved.
- Freecycle was also used to dispose of old marketing equipment.
- 100 sports tops were donated to Bradford City AFC's 'One in a Million' campaign and sent to Kerugoya in Kenya where 'One in a Million' sponsor children who live below the social and economic poverty line and have little sports clothing.
- Banners were donated to be used as liners at playgrounds or were to be turned into bags or nappy changing mats by a local small business.
- The local focus of the campaign meant it supported local charities and businesses which kept transport to a minimum, and invested in the local economy.
- Since the campaign, routine recycling rates have increased and many more enquiries are made about recycling non-standard items.
- Positive feedback from staff both on the initiative and on the success of the campaign to unite disparate staff in the new organisation.

## LESSONS LEARNT

- Use logos sparingly. It was emphasised to staff that internal documents and teaching materials do not need logos and, in this kind of example, would not then become obsolete if the college merged again or changed its branding in the future.
- Over-ordering is an environmental nightmare. A significant proportion of the materials recycled through this campaign were as a result of too much material being ordered. Prospectuses are a classic example of this, especially now so many people use the internet, and likewise letterheads and corporate stationery.
- Providing people with clear and simple instructions when asking for 'above and beyond' their usual duties will gain results for a project such as this. For long term efficacy, staff must be educated frequently about the why's and how's, and core business operations must reflect and support 'new' concepts such as recycling and sustainable procurement.
- Leeds City College is one of the largest FE institutions in the country so is heavily involved in external networking and representation on a sub-regional, regional, national and international basis. It is important for the college to forge partnerships - such as in this project - with local charities and businesses for mutual benefit.

## FURTHER INFORMATION

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Why Waste  
[www.whywaste.org.uk](http://www.whywaste.org.uk)

Scrapstore  
[www.scrapstuff.co.uk/donate.html](http://www.scrapstuff.co.uk/donate.html)

Leeds Paper Recycling  
[www.leedspaperrecycling.co.uk](http://www.leedspaperrecycling.co.uk)

Bradford Environmental Action Trust  
[www.beat.org.uk](http://www.beat.org.uk)



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