

## The Route to Successful Campaign Planning

**Why plan your campaign:** confidence in campaigning comes from being successful, and you are much more likely to be successful if your campaigns have been properly planned.

**How to plan your campaign:** a good campaign plan needs to contain all of the following elements:

Campaign Aim: this is what you ultimately want to achieve. It should be a broad, short statement of what it is you want to do.

Campaign Opportunities and Risks: this involves finding out what is happening on that issue at the present time, what has happened in the past and what may occur in the near future. This could lead to you discovering an opportunity you could take advantage of to help your campaign, or equally whether there is something that could derail your campaign or cause you difficulties. This is important as it will help to shape your objectives, and the tasks you use to deliver the objectives.

Campaign Objectives: this is where you break down your campaign aim into the smaller things you want to achieve. These are the things that will enable you to achieve your overall campaign aim. You should try to make each of your objectives SMART (specific, measurable, achievable, realistic and within a timescale)

Campaign Stages: it is highly unlikely that you are going to be able to work on all of your campaign objectives at the same time. A much better way of working is to look at your objectives, what they involve and what timescales you have set for them, and then to divide your campaign into different stages. Often, your objectives will follow-on from each other in a logical sequence so it will be quite clear in what order you should do things. But if not, look at what are the simple, easy things to do, start with those and build-up from there.

Campaign Tasks: for each stage, take the objective or part of the objective you are going to be working on, and break it down into the tasks you will need to do to achieve that. This will include things like doing research, contacting your MP, designing a leaflet etc. The tasks should be as specific as possible, and should include details of how they are going to be done.

Campaign Action Plan: having worked out what the first stage of your campaign is going to be, and the key tasks needed to deliver that, you then need to put this information into an action plan. Draw a table with the objective (or part of the objective) you are going to be working on across the top, the different tasks listed underneath, and then work out who in the group is going to do each task, and when. Remember to include a column in your table for monitoring, so you are clear how you are going to check that you are on track. Probably the best way of doing this is to set aside 5-10 minutes at each meeting for reviewing where you have got up to and whether the tasks have been met.

Campaign Contingency Plan: there will always be a chance that things will not go as planned. To ensure that this doesn't completely derail your campaign, it is better to be prepared with some clear ideas of what scenarios could occur, and how you would respond to these.

## **When planning your campaign, you also need to have the two things below:**

Campaign Rationale: this should be a statement about why you are going to campaign on this issue. Why have you picked that campaign aim, and why is it important? This will ensure you are all clear in your own minds about why you are going to run that particular campaign. This in turn will enable you to communicate effectively with the public and media when they question you about your campaign and why they should take an interest in it.

Campaign Message: this is a short, snappy statement that will be your key communication tool with the public and media. It should be a simple message about your campaign issue that you want people to remember, and which will encapsulate why the issue is important and why people should care about it. It should be the way in which you engage people in your campaign.

### **An Example of a Good Campaign Plan**

#### **Middleton Friends of the Earth**

**Aim:** to increase public awareness and understanding of recycling in Middleton

#### **Key Opportunities and Risks**

##### Opportunities

- The Council recognise that there is a problem with people not participating in the kerbside scheme, and are keen to address this. They seem to be looking for guidance on how to do this.
- National surveys have shown that people are keen to recycle if only it was made easier.
- The local media has recently featured several stories about the poor level of recycling in the area.
- Middleton has got to meet the Government's targets of 25% of waste being recycled/composted by 2005.

##### Risks

- The Council may well decide that it has priorities other than recycling.
- The Council is in budgetary difficulties, and so may not want to put any money into producing a recycling guide.

#### **Objectives:**

1. By June 2005, to have produced a recycling guide in partnership with the Council to promote the kerbside scheme and explain to people why recycling is so important. To have got the Council to distribute the guide to every household in the Borough.
2. By December 2005, to have run six stalls in Middleton, one in the town centre and five in each of the key suburbs, to promote the recycling guide, engage people in recycling and find out how many are/aren't recycling, and what would encourage them to do more.

3. By March 2006, to have worked with the Council on drawing up a plan to get more people recycling based on the results of the survey.

### **Campaign Stages**

The three campaign objectives follow-on logically from one to the other, and so will be tackled in that order. This means the campaign will have three stages, with each one referring to the relevant campaign objective.

Stage One: The Recycling Guide

Stage Two: The Stalls

Stage Three: The Public Survey and Way Forward

### **Campaign Tasks**

Stage One: The Recycling Guide

- Get hold of good recycling guides produced by other local authorities to use as a model
- Contact a couple of those authorities to find out how they produced the guide, how much cost, how long it took, who in the Council took the lead, how they distributed it and how successful it has been.
- Arrange a meeting with the Council to discuss the recycling guide idea, taking along all the information gathered to make a convincing case.
- If the Council agree to produce one, work out with them how the group can work with them on it, and when they are going to have it completed by (designate a member of the group to take the lead on liaising with the Council)
- Monitor the Council's progress with the guide, and ensure it is distributed to all households in the Borough.

Stage Two: The Stalls

- Identify what characteristics would make a good location for a stall. Using these characteristics, identify suitable locations for a stall in both the town centre, and in each of the suburbs of Middleton.
- Contact the Council about getting permission to run a stall in those areas.
- Decide on dates and times for each of the stalls and book the pitches (if appropriate).
- Decide on how we want the stalls to work; what will we need in terms of resources, materials, equipment, and make sure we get all of these well in-advance.
- Design and print the public survey
- Decide how we are going to publicise the stalls (ie in the local press, posters etc)
- Produce the publicity materials and get them displayed
- Do a press release and send out (if appropriate)
- Decide who is going to be involved in the stall, and who will do what

Stage Three: The Public Survey and Way Forward

- Analyse the results of the public survey, and put them into an effective visual format.

- Use the results of the survey to work out what we as a group feel needs to be done to get more people recycling (a list of things, in priority order, that we would like the Council to do)
- Do a press release about the survey results (include a photo)
- Present the results to the Council (either the Cabinet member for the Environment or the Mayor)- make it a photo opportunity for the local press
- Arrange a meeting with the council officers to discuss the results and work out the way forward.

## Campaign Action Plan

### Stage One- The Recycling Guide

Task	When it needs to be done by	How to do it	Who is going to do it	Date completed
Get hold of other Council's recycling guides	End November 2004	Look at FOE's recycling league table to find good Councils, and ring them to see if they have a guide or other recycling materials	Frances	Mid November

## Monitoring

At each monthly local group meeting, we will have a 15 minute slot on the agenda for looking at our action plan, reviewing where we've got to, discussing any problems/issues, and adding to/changing the action plan as appropriate. The chair of the meeting will lead on this.

## Contingency Plan

- If the Council **officers** decide that recycling is no longer a priority, lobby **councillors** and remind them that the Council will be penalised if it doesn't meet the Government's targets. If the **councillors** decide it's not a priority, get the council **officers** to remind them that the Council will be penalised for failing to meet its targets, and get members of the public to lobby their local councillors on the issue.
- If budgetary difficulties mean the Council decides it can't afford to produce the recycling guide, persuade them firstly to apply to central government for money to produce it. If that doesn't work, investigate whether the group could apply to the local Voluntary Development Agency for money to produce it (or at least for part funding which the Council would match). Remind the Council how much it stands to lose financially if it fails to meet its targets.

## **Campaign Rationale**

This is a very good time to be campaigning on recycling because the Council is under pressure to meet Government targets, and knows that despite having introduced a kerbside collection, without extra work to get more people to use it, they are going to fail to meet their targets. It's also an issue the local press have picked up on, so the Council do seem committed to doing something about it.

## **Campaign Message**

We need to drastically reduce our use of natural resources if we want there to be enough for future generations. Recycling is a brilliant way of doing this, as well as of minimising the amount we bury in landfill sites which pollutes the air, land and water. YOU can help protect the environment for your children and grandchildren simply by using your recycling bin.