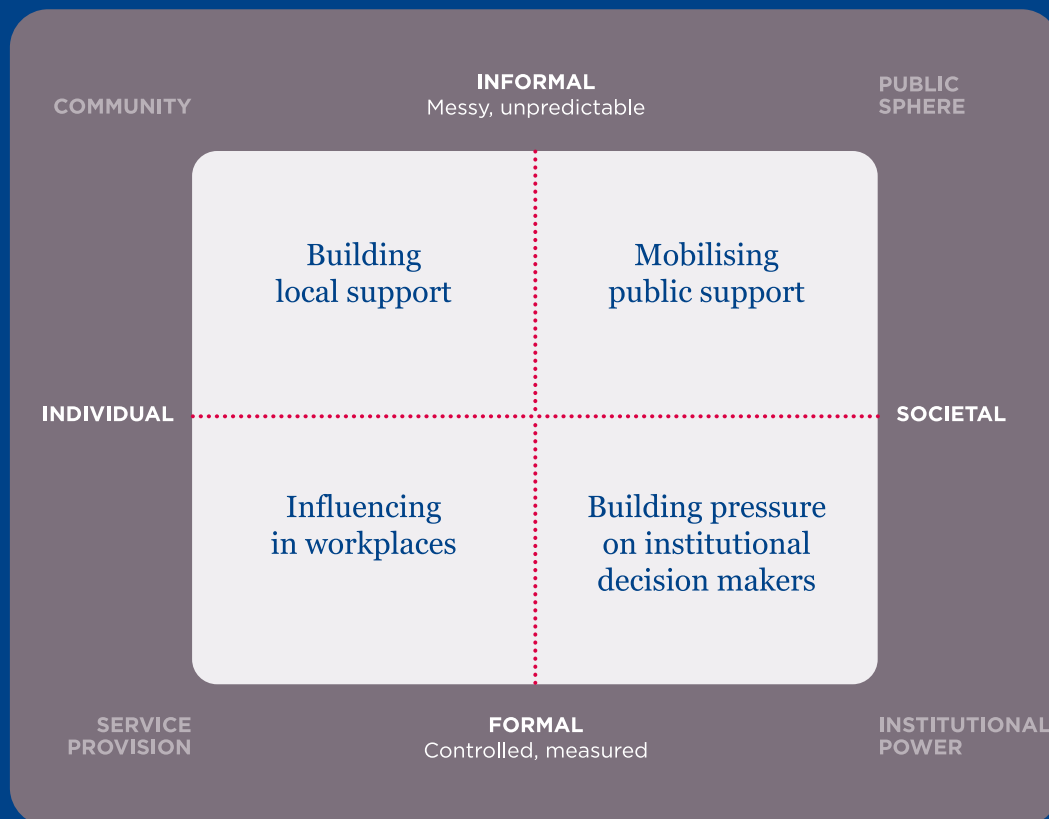


Part B:

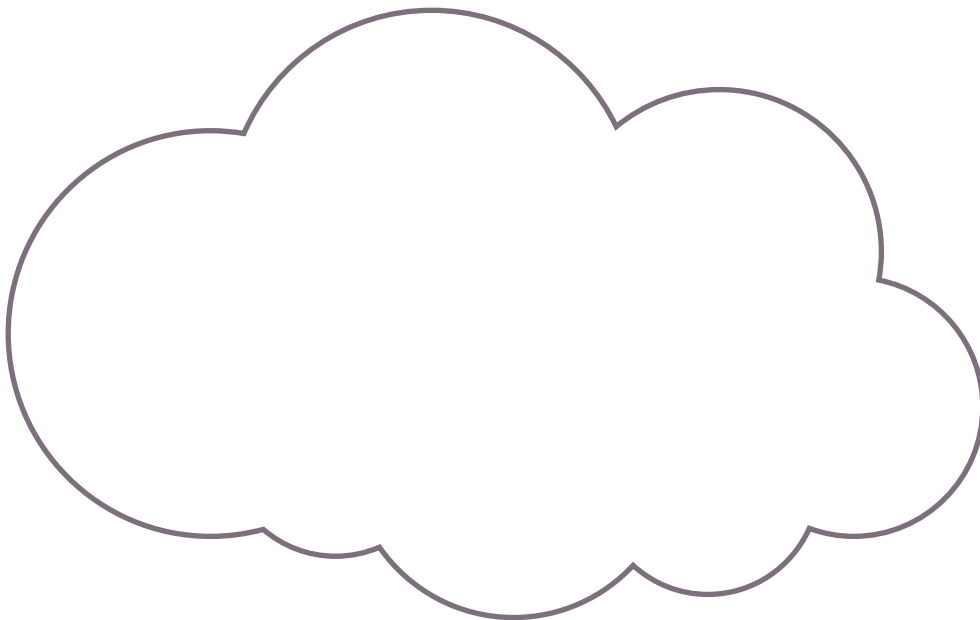
Developing your campaign strategy



1. Identify your target audience

When you are thinking about who you need to influence as part of your planned campaign, the cloud exercise below can be very helpful. The resulting diagram can be a very useful starting point in planning who to target to maximise your chances of success. For example, you may decide to focus on one very powerful, influential but negative individual, who can make a huge difference if they change their minds. Alternatively, you may decide to target a range of positive but less powerful individuals, who can be influential if they all work together in support of the campaign.

Figure 1: Cloud diagram exercise - mapping who you need to influence.



Using a black pen, write your agreed campaign aim in the cloud. Outside it, position the individuals you have identified as having a potential impact. Those close to the cloud are very engaged; far from the cloud are disengaged.

Using a red or green pen, draw a line from the cloud to each individual: red line – negative influence, green line – positive influence, thick line – powerful/influential, thin line – not powerful/influential.

A cloud diagram template is available as part of the campaigning resource pack at www.rcn.org.uk/repscampaing

2. Planning your activity

Campaign activity can take place in any or all of the four quadrants of the social change grid shown in **Figure 2**. Ultimately, your activity will depend on the issue you're tackling and the key decision makers you need to influence.

Consider where you feel confident to be active, alongside what is the best fit for you, the members you represent, and the issue. Think about how you can share the load with other reps and active members.

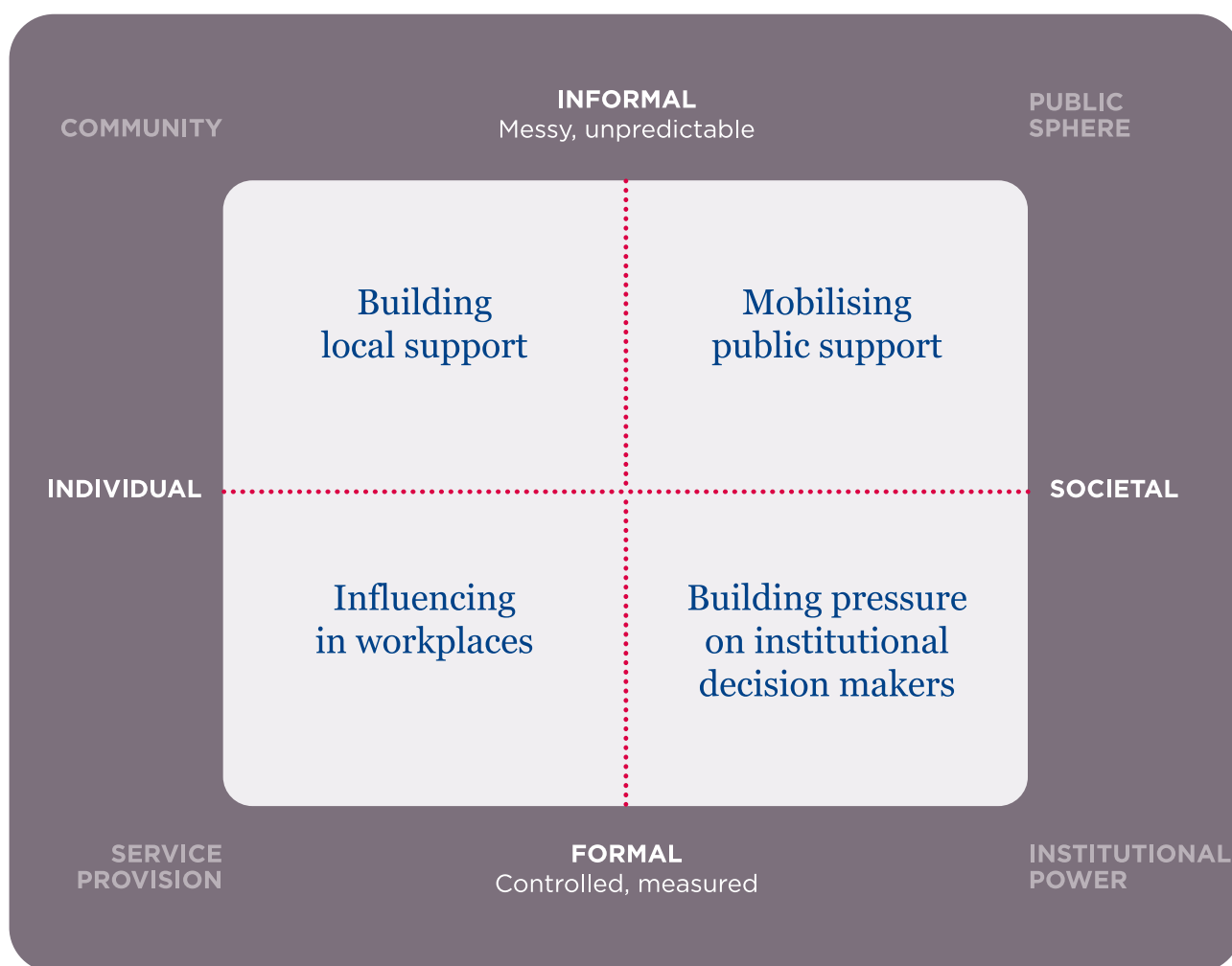


Figure 2: The Social Change grid

The Sheila McKechnie Foundation (2018) *The Social Power Report*.

Available at: <https://smk.org.uk/social-power-report/> Accessed 20 September 2019

2.1 Influencing in the workplace

As the campaign progresses and you move into developing and implementing your strategy, stay connected to your support base, drawing them into any planned campaign activity. As an RCN representative, you can facilitate meetings for members with key decision makers in the organisation; help them to prepare for those meetings; and progress the campaign through the formal structures and processes available to you as a rep.

When planning meetings with targeted individuals, take time to think through in advance what you want to achieve and what is key to winning their support. The Sheila McKechnie Foundation publication [Making the Most of Meetings](#) may be helpful.

It is worth thinking about who the key people are that you may need to influence around setting up a workplace-based event. Your Director of Nursing/Senior Nursing Lead will be important here and it is likely that you will need to negotiate with your Communications Department who will want to ensure that your event does not impact badly on the reputation of your organisation. It may be possible get support from other trade unions through your staff-side meetings or from key workplace leads around speaking up, health and safety or staff wellbeing.

If you are struggling to get agreement in your workplace to hold a campaigning event then your regional office should be able to support you in your negotiations. As a general point, events that are badged as learning events can often be easier to gain agreement for and may be an appropriate approach for some workplace campaigning activity.

If you are thinking of holding an event in your workplace, check out the guidance in Part A, Section 1.3 available at www.rcn.org.uk/repscampaigning



2.2 Building community support

Some campaigns need support from local people. As an RCN representative, you already have a community of RCN members, plus effective ways to connect with a wider network. Your members also have their own families and friends, who can be a great first port of call to build support locally. Various activities can help - including stands at local events, a demonstration, lobbying, and engaging with the media.

Campaigning within RCN branches

RCN branches can help you bring workplace issues raised by your members to a wider RCN community, many of whom will recognise the importance of the challenges faced by their nursing family.

Working with your local branch to run an event that includes learning provides opportunities to share your campaign ideas. You can also gather intelligence about issues that matter to members and what action they are prepared to take.

Campaigning in public spaces

Negotiate with your employer to have a presence at a range of events, or on an ad hoc basis. You can also attend public events, meeting local people. It is important to work with your regional/country office in planning any public campaigning. They can identify suitable opportunities and locations, alongside providing RCN branded resources and promotion materials. Link with other local action or pressure groups who are interested in working together to build awareness of your campaign.



Lobbying

Identifying those who have influence is the key to all campaigns. This includes trust/health board governors, local councillors, members of health overview and scrutiny committees or members of national parliaments. Lobbying influencers is done most effectively by those who are most affected by the issue.

Written lobbying

A well-constructed letter can be extremely powerful; many letters with a similar message even more so. Write to the person you are lobbying and encourage those around you to follow suit. Always check your facts and include your personal story.

If you don't get a response, chase it up. When the response arrives, reply, offering additional information, correcting any inaccuracies and pressing for action. If they offer support, thank them before asking what they intend to do, and what more you can do.

Requesting/attending a meeting

Your elected government representatives should be accessible. They can be contacted through their constituency office, with details listed on [“they work for you” website](#).

Remember you are the expert. You know your job, your workplace and how issues affect you, your family and your community. Some politicians are not focused on health and don't know detail. You do - and you can tell them. Consider how you might support members to engage with, and influence, local politicians and patient/user groups. RCN representatives play a key role in supporting members to initiate and execute high level opportunities to influence and communicate locally.

Support members to plan their questions and statements, identifying what they want to achieve from the meeting. Additionally, the RCN can signpost members towards appropriate evidence and resources to strengthen their case, enabling them to feel confident and authoritative.

See the RCN's resources [Making Our Voice Heard: the RCN Scotland Guide to Influencing](#) and [Political Leadership Programme RCN Wales](#).

There may be public meetings you can attend to gather intelligence about what local decision makers are saying about your campaign issue. To raise awareness, consider asking a question at one of these meetings. Be prepared. Should you meet someone of influence or have an opportunity to speak up at a meeting, always have a key message.

For help to approach government representatives or other influencers, contact your regional/national officer or regional/country communications manager. Contact them through your local office.

Working with the media

Media coverage helps build community support. But you can't control how the media will represent the issue, so it's vital to think about the wider implications. Ensure you are well prepared, with reliable information to present your case and challenge any counter-arguments.

Your regional/national communications manager can help you plan and present the story, and prepare for interviews. Generally speaking, the media prefers short stories with human interest. Consider whether someone directly affected by the issue would be prepared to speak.

Opportunities for media coverage

- Localise national press releases and position statements issued by the RCN
- Provide independent comment on stories about your organisation – for example, its performance or service, policy or staffing changes
- Respond to local media requests for information, comment and interviews
- Publicise local RCN events and activities
- Publicise the outcome of meetings with politicians
- Use social media, carefully and appropriately.

A checklist of suggested activities and ideas is available at www.rcn.org.uk/repscampaing to plan your next steps on building community support.



2.3 Mobilising public support

Public opinion can be a powerful influence on decision-making in healthcare. Nursing is important to everyone, and the public can provide a wealth of support if they're engaged in the right way.

Campaigns with a strong brand message are easily recognisable and memorable. For example, 'Scrap the cap' was well received and resulted in great visibility and support. Other campaigns such as 'Black lives matter' share their messages in a variety of engaging ways, including short videos, photos, home-made banners and events.

Activity in this quadrant may involve supporting centrally co-ordinated public events or stunts, supporting national or UK-wide campaigns. You also have an important role in collecting member stories to illustrate the impact of a specific issue. Additionally, you may know celebrities or influential individuals who support an RCN-wide campaign, putting them in touch with the RCN's communications team.

National/co-ordinated events or stunts

As an RCN representative, you are the link to local members who may be willing to take part in national events or co-ordinated action across the UK, in support of a wider RCN campaign. This type of activity will often be designed and co-ordinated through your local office and you will be the point of contact with members in your workplace, telling them about the opportunity to take part in collective activity, and liaising with the local RCN office to arrange transport and other logistics.

Types of activity will depend on the specific campaign, but can include attendance at a mass rally, co-ordinated regional 'flash-mob' type stunts, or a day of action.

A new world will not be won by those who stand at a distance with their arms folded.

Nelson Mandela

Collecting member stories

We know that member stories are an important aspect of bringing the public into a campaign. Often the voices of members sharing their experiences brings home an issue much more powerfully than any corporate messaging.

As an RCN representative, you can first identify and then support members to tell their stories in support of a specific campaign. This activity should always be carried out with the support of your regional/national communications team, as they are able to give advice on keeping members safe throughout the process. Stories can be shared through a variety of channels, from social media and national media, to Citizens' Assemblies and national rallies.

Celebrity endorsement

Either you or your members may have celebrity or other contacts and you can connect them with the local office and communications staff. Sometimes there may be reasons why a particular celebrity may not be a good fit for the RCN, in terms of their personal brand or other connections, so it's essential that any potential endorsement is checked.

Use the checklist of suggested activities and ideas available at www.rcn.org.uk/repscampaing to plan your next steps.

2.4 Influencing politicians and national decision makers

Activity here mainly involves supporting national or UK-wide campaigns. Your role may involve encouraging members to take part in a government/parliamentary lobbying event, sending emails to parliamentarians, signing petitions, or responding to government consultations. In all of these activities, you are a key link between members and the RCN's policy and public affairs teams, who can build a stronger case illustrated by submissions from members on the ground.

Government/parliamentary lobby or drop-in event

Events of this type are arranged and co-ordinated by RCN policy and public affairs teams, who set up the event, identifying the activity that attracts key decision makers. Meetings with elected government representatives in their local constituency are covered in section 2.2.

Your role is to connect members from your workplace to the event, liaising between them and your regional/national office. Where possible, attend the event with your local members, supporting them to get their messages across.

After the event, consider co-ordinating a constituency follow-up meeting with the relevant government representative to continue the conversation.



Co-ordinated e-mail/petition activity

Sometimes the RCN asks members to take part in co-ordinated activity, sending emails to their parliamentary representative or signing a national petition supporting a specific campaign aim. Promote the action to local members through all your networks – for example social media, the RCN notice board, and conversations encouraging them to take part.

Responding to national consultations

During some national or UK-wide campaigns there may be opportunities for members to respond to consultations, increasing pressure on national decision makers and policy influencers. Again, your role is to raise awareness of the opportunity, via your local networks, helping to achieve high response rates and adding members' voices to the RCN's message. In addition, you can encourage members to submit their stories or local evidence to national or regional evidence-gathering initiatives.

Use the checklist of suggested activities and ideas available at www.rcn.org.uk/repscampaigning to plan your next steps in influencing politicians and key national decision makers.

Never doubt that a small group of thoughtful committed people can change the world, indeed it is the only thing that ever has.

Margaret Mead