

Case Study 22

Manchester is my Planet Pledge Campaign Greater Manchester UK



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Energy behavioral changes



Changing Behaviour



Work package 2

Development of the conceptual model: Analysis of success factors, underlying models and methods in target group interaction

Case Study 22:

Manchester is my Planet Pledge Campaign Greater Manchester, UK

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Summary of the case

The Manchester is my Planet Pledge Campaign is an attitude and behaviour change programme that forms part of the wider Manchester is my Planet Climate Change Programme which has operated across the city-region of Greater Manchester since 2005.

The wide Manchester is my Planet Climate Change Programme evolved from the Manchester: Green Energy Revolution (M:GER) feasibility study which took place over 2004-2005.

The Pledge Campaign can be seen as having three distinct phases:

1) Initial Pledge Campaign, August - December 2005

The M:GER feasibility study identified a climate change pledge campaign as a 'quick win' to change attitudes and ultimately behaviour and build receptivity and support in the community for the changes needed to move towards a low-carbon economy.

This phase saw the development of campaign design, branding and guidelines led by an private communication consultancy Creative Concern, which utilized national climate change communications guidance produced by Futerra on behalf of DEFRA. Funding totaling £160,000 was secured from a variety of partners to run this intensive PR and events focused campaign designed to get 10,000 citizens to sign up to a climate change pledge, culminating in a celebration event.

Significant levels of media coverage were generated through this first phase of the campaign. Collateral was produced including the Manchester is my Planet website, pledge cards, posters, campaign resource packs for use by partners and guidance to support pledgees in meeting their pledge commitment to reduce their CO₂ emissions by 20% by 2010.

This phase of the campaign concluded on 1st November 2005 with a major event at Manchester Town Hall to report on the findings of the wider Manchester: Green Energy Revolution study. The event featured a photo-call to celebrate the achievement of the first 10,000 pledges. Follow-up surveys were conducted to assess the effectiveness of the campaign and provide recommendations for further development.

2) Development of Pledge Campaign, November 2005 - February 2008

In late 2005, the Manchester: Green Energy Revolution initiative was formalized as the Manchester is my Planet Programme and a co-ordinator and assistant appointed at Manchester: Knowledge Capital.

The pledge campaign was continued with much lower budgets. However additional project funding totaling £55,000 was secured from DEFRA's Climate Challenge Fund in September 2006, to undertake climate change communications work with new and existing pledgees.

This phase saw greater development of the website, production of new marketing collateral. Greater use of local authority partners, affinity deals with private sector businesses and some training of pledgees in climate change communications.

This phase was characterized by lower operating budgets, in-house co-ordination with reduced communication specialist support, and less intense PR activity. Pledge numbers increased from 10,000 to c.18,000 during this period.

Surveys of public attitudes to climate change were conducted during and after the campaign which demonstrated widespread support for local action on climate change and acknowledgement that individuals through their own actions at home and work had a part to play.

3) Move towards viral communications, March 2008 - present (August 2008)

The end of DEFRA's Climate Challenge funding, saw a further reduction in climate change communications activity and the development of lower-cost, higher output methods of increasing pledge numbers and wider communications work, under the banner of getting people 'Switched-on to Climate Change'.

A key change was the move away from paper-based to electronic communication, with a switch to solely e-newsletters. It also saw trials of a Facebook application, a new 'pledge widget' for installation in partners websites and a digital creative competition. Pledge numbers during this phase have increased from c.18,000 - c.20,300.

Evaluation

The effects of the Pledge Campaign 2005-08 and wider communications work on the energy related behaviour of the target group has not been evaluated. An estimate of energy savings, based on the assumption of the 20,000+ pledgees meeting their commitment suggests c.44,600 tonnes of CO₂ being saved annually.

Step 1. Context of the programme

National context

For many years UK domestic energy demand has been rising on average by 1% a year. The government has offered a range of demand-side interventions to address this, largely through the Energy Savings Trust (EST) and their network of Energy Efficiency Advice Centres. These centres have provided domestic energy efficiency advice, information on grants and subsidies, approved suppliers and installers etc. They have also worked closely with local authorities and energy suppliers in meeting their Energy Efficiency Commitment (EEC) and helping develop Affordable Warmth Strategies.

In 2005/06 DEFRA launched the Climate Challenge initiative and branding, combined with the Climate Challenge Fund (CCF) to support organizations undertaking climate change awareness raising activity. The CCF was strictly for increasing awareness of the scientific consensus on climate change and the need for action. It was not aimed at behavioural change activity.

In terms of Pledge Campaigns, the Energy Savings Trust ran a national 'Save your 20%' Pledge Campaign. This featured multiple task-focused pledges for each pledge, complete with on-line monitoring and reminders. Over 100,000 individual pledges have been made by the schemes closure in June 2008.

In 2007 Central Government through DEFRA launched the ActOn CO₂ brand and citizen focused website. The national one-stop-shop website features a CO₂ calculator where citizens can save their CO₂ footprint/action information and track their progress.

Specific context

In 2004 an informal grouping of regional and local sustainable development and knowledge economy specialists identified the need for a revolutionary approach to tackling climate change in Greater Manchester. In the context of the 2003 Energy White Paper the desire was to put Greater Manchester 'on the path to being the shining light on sustainable energy living and working, by substantially reducing its carbon footprint and emissions of other greenhouse gases.'

In doing so the ambition was to put Greater Manchester at the forefront of action on Climate Change amongst cities in the UK.

In late 2004 a scoping study was commissioned by Manchester: Knowledge Capital (M:KC) to identify how this might be achieved. Undertaken by Sustainability Northwest (SNW) this study identified project ideas under eight aspects of Manchester life, including Communicating Change.

The Study recommended that a more involved Feasibility Study should be undertaken by consultants. This was approved by M:KC and the Association of Greater Manchester Authorities (AGMA) Executive.

A consortium of consultants led by Quantum Strategy and Technology was appointed to undertake this feasibility study, formally known the Manchester: Green Energy Revolution (M:GER) study. The consortium included a range of organizations chosen for their specialist skills and experience in sustainable energy project development identified in the earlier scoping study. The Manchester-based communications company Creative Concern was one of the consortium members.

The M:GER study took for the form of :

- Undertaking a review of "exemplar" cities elsewhere in the UK and Europe to identify lessons learnt and to provide examples of successful sustainable energy initiatives and projects.
- Identifying current sustainable energy initiatives and projects in Greater Manchester through contact with the local authorities and other stakeholders.

- Working with stakeholders to identify a range of projects for implementation in Greater Manchester, for review and short listing.
- Developing an overall communications strategy and plan for the M:GER under the branding of Manchester is my Planet.

In the early stages of the M:GER feasibility work, a Climate Change Pledge Campaign was identified as ‘quick win’ project to be fast-tracked whilst the M:GER study was ongoing. This is featured as one of the projects within the overall Manchester is my Planet Strategy (see below).

Manchester is my Planet Strategy

Policy and planning				
Sustainable energy policies	Low carbon authorities	Buying for a low carbon future	Greening schools building programme	Carbon footprint and monitoring
Communications				
Overall campaign	Visible messages	Green energy map	Big green energy experiment	Website / brochure etc..
Finance and Funding				
Public sector grants	ESCOs	PFI/PPP/LFT	Community funding	Carbon offsets and trading
Sustainable energy supply	Built environment	How we live	How we work	Energy and transport
Biofuels	Greening the city	CO ₂ pledge	Low carbon industrial estates	Green badge parking
Wood Biomass	Streetscapes	Great renewables sale	Green office campaign	Arc of opportunity
Circle of Wind	Aeolian Tower Hotel	1000 homes		Making journeys more sustainable

Step 2. The focus of the programme

General issues, initiator and problem definition

In 2003 the UK government's Department for Trade and Industry (DTI) launched a new Energy White Paper, providing a roadmap for the development of a low-carbon economy to 2050. The four main policy areas concerned reducing the UK's CO₂ emissions by 60% (from a 1990 baseline) by 2050, maintaining the security of supply, promotion of competitive markets in the UK and beyond, and ensuring that all homes are affordably heated.

The Energy White Paper acted as a spur for all government departments to review their role helping to meet these goals. In 2004 DEFRA commissioned a major review of Climate Change Communications guidance and support mechanisms.

This review concluded in February 2005 when DEFRA published a series of research papers and reports prepared by the sustainable development advocacy consultants Futerra. This included a new UK Communications Strategy on Climate Change, which positioned itself very firmly as attitudinal change strategy. However, it identified that attitudinal change as valuable in generating support for policy changes, and use growing awareness of climate change to open the door to behavioural change.

This strategy launched spearheaded the launch of new climate change communications initiative that included a 'communicators toolkit' and a £12 million fund for local and regional communications programmes, entitled the Climate Challenge Fund.

It outlined the need for a 'Big Hairy Audacious Goal' or BHAG (pronounced bee-hag) to make any kind of success of a climate change communications programme. A BHAG should 1) have an extensive time frame ranging from 10 to 30 years; 2) be clear and compelling; 3) be consistent with the values and purpose of the organisation. According to the central strategy paper, a BHAG should 'express ambition and commitment to leadership, the urgent need to create a real and tangible difference and the aspiration that climate change can be dealt with through effort and positive change'.

A key guidance document supporting implementation of the strategy the 'Rules of the Game', produced by Futerra on behalf on DEFRA. It outlined a set of 20 guiding principles for effectively communicating climate change at national and local levels.

The Climate Challenge Fund had the principles espoused by 'Rules of the Game' embedded within its own messaging guidelines, and again restated its focus being on achieving attitudinal change.

Goals, objectives, targeted behaviours and target groups

The original Manchester: Green Energy Revolution study, and ensuing work programme, had the ultimate goal of making Greater Manchester a 'shining light on sustainable energy living and working'. In doing so it was hoped to put the city-region at the forefront of action on climate change in the UK. Communications were to play a central part in working to achieve this goal.

This goal was hugely ambitious and required the buy-in of a diverse range of organization and individuals who had never come together to work in this way before. It was identified early on that 'quick-wins' were required to demonstrate to partners and citizens that action was in hand and progress was being made.

The pledge campaign was conceived as such a 'quick win' that would bring together the partnership and focus on a simple objective of achieving the sign-up of 10,000 pledgees by November 2008.

Therefore the campaign's target groups can be identified as:

1) Citizens of Greater Manchester

The population of Greater Manchester totals some 2.6 million people. The area also draws in significant numbers of commuters and visitors from all across the north of England. All of these citizens formed the ambitious target group for the campaign.

It therefore was conceived as being a highly inclusive programme and to be designed to appeal solely to mainstream of public opinion and hence not the 'usual suspects' of the environmental activists and environmentally aware and active early adopters.

This segment group were targeted with the following aims:

- engender buy-in and affiliation with the new mainstream activity of tackling climate change
- Increase understanding of the need to take action locally on climate change
- Provide information on the simple actions that can taken at home and work to tackle climate change
- Stimulate behavioural change at home and work

It is the work with this target group that forms the main focus of this case study.

2) Partners involved in the Manchester: Green Energy Revolution project

As stated this campaign provided a focus for partner activity, yielding a 'quick win' to help build momentum and buy-in the more involved project work that was to be required .

3) The Media

The PR element of the campaign was to be a significant element in achieving the pledge target as well as delivering local and national profile.

4) The UK government

The ambition of the overall M:GER project, of which the pledge campaign was part, was to put Greater Manchester at the forefront of action on climate change in the UK. The pledge campaign represented the first large scale use of new national guidelines for climate change communication in the UK. It was hoped that this would be recognized by national government and help secure additional funding for future national climate change pilot projects.

Step 3. Design of the programme

What ideas informed the design of the programme (what lies at the foundation of the programme)?

The M:GER communication plan the Climate Change Pledge Campaign were designed using the principles espoused in the keynote publication 'Rules of the Game'.

These principles of climate change communication were created as part of the UK Climate Change Communications Strategy, an evidence-based strategy aiming to change attitudes towards climate change in the UK. The strategy was produced in 2005 by FUTERRA for the Climate Change Communications Working Group.

The research that went into these publications recognized that traditional marketing methodologies alone were not sufficient, as tackling climate change is as much more about selling an idea, as opposed to selling a product. The work drew together and built on a few key sources that form the bedrock of the principles, notably *The Impact of Sustainable Development on Public Behaviour* (Andrew Darnton), *Motivating Sustainable Consumption* (Tim Jackson) and *Personal Responsibility and Changing Behaviour* (Prime Minister's Strategy Unit).

These reports have already drawn together the majority of the evidence base on behaviour change and the communication of sustainable development issues. Rather than duplicate the effort and insight of these experts, Rule of the Game builds on these to create a applicable set of principles for changing attitudes towards climate change. Several very recent attitude surveys on climate change have also heavily influenced the development of the principles. Real campaign examples and direct learning from experience in the field completed the research process.

Principles of Climate Change Communication - Rules of the Game Futerra/DEFRA, 2005

Section 1: Blowing Away Myths

1. Challenging habits of climate change communication.

- **Don't rely on concern about children's future or human survival instincts.**
Recent surveys show that people without children may care more about climate change than those with children. "Fight or flight" human survival instincts have a time limit measured in minutes - they are little use for a change in climate measured in years.
- **Don't create fear without agency.**
Fear can create apathy if individuals have no 'agency' to act upon the threat. Use fear with great caution.
- **Don't attack or criticise home or family.**
It is unproductive to attack that which people hold dear.

2. Forget the climate change detractors.

Those who deny climate change science are irritating, but unimportant. The argument is not about *if* we should deal with climate change, but *how* we should deal with climate change.

3. There is no 'rational man'.

The evidence discredits the 'rational man' theory - we rarely weigh objectively the value of different decisions and then take the clear self-interested choice.

4. Information can't work alone.

Providing information is not wrong; relying on information alone to change attitudes *is* wrong. Remember also that money messages are important, but not *that* important.

Section 2: A New Way of Thinking

5. Climate change must be 'front of mind' before persuasion works.

Telling the public to take notice of climate change will only be successful when people realise (or remember) that climate change relates to them.

6. Use both peripheral and central processing.

Attracting attention to an issue can change attitudes, but peripheral messages can be just as effective.

7. Link climate change mitigation to positive desires/aspirations.

Traditional marketing links products to the aspirations of their target audience. Linking climate change mitigation to home improvement, self-improvement, green spaces or national pride are all worth investigating.

8. Use transmitters and social learning.

People learn through social interaction, and some people are better teachers and trendsetters than others. Targeting these people will ensure that messages are transmitted effectively.

9. Beware the impacts of cognitive dissonance.

Confronting someone with the difference between their attitude and their actions on climate change will make them more likely to change their *attitude* than their *actions*.

Section 3: Linking Policy and Communications

10. Everyone must use a clear and consistent explanation of climate change.

The public knows that climate change is important, but is less clear on exactly what it is and how it works.

11. Government policy and communications on climate change must be consistent.

Don't 'build in' inconsistency and failure from the start.

Section 4: Audience Principles

12. Create 'agency' for combating climate change.

Agency is created when people know what to do, decide for themselves to do it, have access to the infrastructure in which to act, and understand that their contribution is important.

13. Make climate change a 'home' not 'away' issue.

Climate change is global issue, but we will feel its impact at home - and we can act on it at home.

14. Raise the status of climate change mitigation behaviours.

Research shows that energy efficiency behaviours can make you seem poor and unattractive. We must work to overcome these emotional assumptions.

15. Target specific groups.

A classic marketing rule, and one not always followed by climate change communications from government and other sources.

Section 5: Style Principles

16. Create a trusted, credible, recognised voice on climate change.

We need trusted organisations and individuals that the media call upon to explain the implications of climate change to the average citizen.

17. Use emotions and visuals.

Another classic marketing rule: changing behaviour by disseminating information doesn't always work, but emotions and visuals usually do.

Section 6: Effective Management

18. The context affects everything.

The prioritisation of these principles must be subject to ongoing assessments of the UK situation on climate change.

19. The communications must be sustained over time.

All the most successful public awareness campaigns have been sustained consistently over many years.

20. Partnered delivery of messages will be more successful.

Experience shows that partnered delivery is often a key component for projects that are large, complex and have many stakeholders

Local Research and Development

The visual identity for Manchester is My Planet (MIMP) was created by Creative Concern in 2005, to a brief that required a design to appeal widely to Greater Manchester residents and commuters. Carving out an identity in a heavily populated climate change campaign market, MIMP visuals succeeded in being both eye catching and user-friendly, not making reference to a recognised location, political message or group. The emphasis throughout was on bold, empowering and enthusiastic visual messaging that shied away from gloom, doom and despondency.

Methodology

The brand development programme was based on a wide-ranging audit of the street-level "brandscape" across Manchester, with several hundred reference photographs taken of highly visible brands, colour schemes and signage regimes. The MiMP brand was constructed to differentiate as strongly as possible from this.

Open source and customisable

The main brand visual - a series of six circles made up of a differing range of concentric colour bands - was applied to an initial range of materials such as postcards, posters, stickers etc. The Helvetica typeface was chosen because of its wide availability, and all campaign artwork was made available to the network of campaign supporters. In many cases, other organisations - such as the local authority partners - took the campaign artwork and applied it to their own, branded, campaign materials. All artwork - and ten sets of customised posters and slogans for each borough across the city - were freely available as downloads from the campaign website.

Involvement of partner organisations

The campaign was developed within the context of the wider Manchester: Green Energy Revolution Study which was developing a wider Climate Change Programme for the city-region. This process directly engaged with over 200 climate change, energy, planning, communications and other contacts within the 10 local authorities, 4 universities, public utilities, private businesses and community/voluntary organizations. This provided the pledge and communication campaign to plug into an extended network enabling high gearing of communications activity. These 'transmitter' organisations were a key component of the methodology to achieve high pledge numbers.

What barriers, motives and capacities did the programme aim to target?

The primary focus of the pledge campaign was to change the attitudes of the target group of Greater Manchester citizens providing them with information and encouragement necessary to make changes in the energy use behaviour at home and at work.

The motives of this target group that were utilized were:

Alignment with a mainstream, cool and fun campaign

This was applied through the use of upbeat, modern, independent branding. All the messages employed were positive, inclusive empowering. The events targeted to gain new pledges were either festivals, sporting events or other leisure activities. The use of celebrities from sport and television was central to this fun and cool image. Political endorsement was sought from both national and local figures to provide gravitas to the campaign.

Saving Money

The personal financial benefits of reducing energy use were employed as a campaign message with a view to demonstrating the personal benefits of taking action.

Reducing the impacts of Climate Change

By showing how personal actions can reduce CO₂ emissions helped empower local people, and demonstrate that they could take positive local action in tackling the global issue of climate change

What instruments and activities were used?

Political Buy-in

Particular effort was exerted early in the campaign to seek endorsement from national and local politicians. This was secured from Prime Minister Tony Blair and the Chancellor Gordon Brown as well as several of their ministerial colleagues.

This was backed with support from local MP's and local authority leaders and chief Executives.

"I am delighted to send my congratulations to everyone involved in the Manchester is my Planet initiative.

It's a fantastic campaign which demonstrates a real commitment to improving life, not just in this community but across the world. It also recognises that tackling climate change can't be the work of governments alone

but requires action from all of us as individuals. More and more people understand this - and are ready to play their full part as the 10,000 pledges for your campaign have shown.

I can promise that this Government will continue working hard, both here at home and internationally, to reduce greenhouse gas emissions.

Your campaign will help us, help this city - and help the planet.”

Rt. Hon. Tony Blair MP, 2005

These endorsements with appropriate audiences and hence not typically in communication work with citizens to ensure that it wasn't seen as a political campaign.

Public Relations and celebrity endorsement

Being run by a communications consultancy, the campaign team had the skills and contacts necessary to deliver high quality media coverage in print media, on radio and in television. Television personalities from a leading Manchester-based soap-opera (Bill Roach from 'Coronation Street'), locally born actors with national profile (Christopher Eccleston from 'Doctor Who') and local television personalities (weatherman Fred Talbot) all endorsed the campaign. In addition a number of Sporting celebrities from Manchester City FC (including David James who was also the England goalkeeper at the time), Manchester United FC, Salford Reds (rugby) and the athlete Diane Modahl endorsed the campaign and participated in media-friendly photo-calls.

Media coverage included 3 local TV slots, 8 radio features and 32 print media articles. It reached an estimated audience of 4.7 million people and of £200,000 estimated value.

How could people sign-up to the Climate Change Pledge?

Citizens could pledge in one of 4 ways:

- On-line on the campaign website
- By texting their name and postcode to a dedicated number
- By completing a pledge postcard and returning it to a free-post address (supplied by Manchester City Council)
- By signing a pledge form, typically at staffed events

Events

A number of high-footfall public events were targeted by a branded team to collect climate change pledges. This was kick-started over three days at the Manchester (Gay) Pride festival. Which yielded over 3,500 pledges. Other events targeted included major sporting fixtures and local authority lead events.

Partner organisation direct contact

Over 100 partner organisations utilised direct emailing to staff (and in the case of Manchester University, students) as well as distribution of pledge cards for signing and return. Many of the local authority partners made use of the marketing collateral

Marketing Collateral produced for the Pledge Campaign 2005

In addition to the branding and media guidelines a range of marketing materials were produced to support the campaign.

- Dedicated website - manchesterismyplanet.com - featured the online pledge form, campaign updates and a pledgometer to show progress across the 10 districts
- Pledge Postcards - enabling citizens to pledge and return to a freepost address
- Pledge Forms - for citizens to complete, typically at staffed events
- Campaign Posters - these were produced for all 10 districts with tailored wording (Oldham is my Planet, Stockport is my Planet etc.)
- Campaign resource packs - a full set of campaign materials for use by partner organisations
- Campaign Banners - both pull-up banners and giant vinyl display banners were produced for indoor/outdoor events
- Top-Ten Tips sheets - these were produced for mailing to all initial 10,000 pledgees to provide simple information on energy savings actions they could undertake
- T-shirts - these were fully branded and used by staff at photo-calls at events
- Lollipops - These were given out at events and sent to all initial 10,000 pledgees and featured the slogan 'Let's Lick Climate Change'.
- Stickers - a set of fun, branded stickers were sent to all initial 10,000 pledgees and given out at events.
- Giant Pledge Boards - for signing by celebrities at PR events
- Giant 10,000 Pledgees Sheet - this was produced for the celebratory event on Nov 1st 2005
- Giant inflatable globe - used at the celebratory event on Nov 1st 2005

Instruments and activities used in Phase 2 of the Pledge Campaign, 2006-08

With support secured from DEFRA's Climate Challenge Fund, the Manchester is my Planet programme was able to continue the pledge campaign and develop its communication work.

'Planet Manchester' Newsletters

Over the period May 2006 - February 2008, six newsletters were produced and mailed to all pledgees who had given their mail address. These featured climate change myth-busting facts, news, campaign updates, competitions and discount offers. These were also sent out to pledgees by email and were supplemented by e-bulletins.

Affinity Deals

A number of companies offering environmental products and services offered discounts to pledgees in exchange for promotion by Manchester is my Planet. These featured green electricity, solar thermal systems, and car-club membership. Theatres offered tickets at climate change themed plays as prizes in competitions open to pledgees.

Local Authority Workshops

A number of local authorities help Manchester is my Planet branded events, making use of marketing material. In a number of cases showings of Al Gore's film 'An Inconvenient Truth' formed part of the event.

Climate Change Awareness Training

Three training events were offered to pledgees on Climate Change Awareness and Climate Change Speaker Training. Over 60 pledgees benefited from this.

Revamped website and collateral

The Manchester is my Planet website was significantly upgraded with new sections on the wider programme, on-line resources, campaign news, a shop featuring environmental products and embedded video clips.

Instruments and activities used in Phase 3 of the Pledge Campaign, March 2008-present

Switched-on Campaign PR

With PR support all 10 Greater Manchester Leaders and Chief Executives participated in separate photo-calls with the Programme Manager and featuring a giant electrical switch branded 'Switched-on to Climate

Change'. This assisted with reminding local leaders of the Manchester is Planet Programme and further aligning them with the pledge campaign.

Facebook Application

This was developed as a tool for people to install in their Facebook page. It featured encouragement to get friends to sign-up (and thus change their Manchester is my Planet 6 circles from grey to full colour) and share their energy saving actions/ideas with each other.

Digital Creative Competition

This was a competition for designers to produce a game, animation or movie that would attract the attention of the public and be spread virally, encouraging sign-up to the pledge.

Car Sticker 'MIMP my Ride'

This was conceived as a 'dissonance jamming' device, taking the form of a sticker for drivers-side car windows to remind them of alternatives to the car, and help those individuals meet their CO₂ reduction commitments. A competition was run to come up with a phrase for the sticker. 'Don't be careless, use your car less' was the winning entry. This was trialled with the MIMP Advisory Board, and Greater Manchester Leaders and Chief Executives. Distribution is focused on 'In Town Without my Car' day in September 2008.

Increased collateral gearing

New collateral was also commissioned which enabled greater pledges per unit. Downloadable pledge sheets encouraged collection of 10 pledges in return for a Manchester is my Planet lapel pin. The on-line pledge system was also amended to include a 'recommend up to 5 friends' element.

Participation and commitment

The participation of 100+ partner organisations as 'transmitters' of the campaign message were central to pledge campaign success.

Within the local authorities the campaign was promoted by their environment, energy management and marketing departments, making use of the collateral produced. Local authority publications such as community and staff newsletters featured promotion of the campaign.

After the first big push on the campaign in 2005, promotion by partners of the climate change pledge has operated in phases, reliant on resources from Manchester: Knowledge Capital and capacity within their own organisations.

Participation of the public has primarily been measured by those taking the climate change pledge. Whilst it took two and half months to reach the first 10,000 pledges (with a £160,000 budget and significant partner focus and assistance), it took two and a half years to reach the 20,000 pledges mark (with a project budget of £55,000 and less intense partner involvement).

Benefits offered to the target group

In Phase 1 of the campaign the primary benefit for the target group was participating in, and alignment with, a cool, fun and feel-good initiative. The aim of Creative Concern was to create a campaign 'buzz' which energised participants and media alike. The leadership and inspiration to participate was provided from the large partnership of organisations, the celebrity endorsement and internal advocates from within participating organisations. In this sense there was the subtle message of 'don't get left out'.

As stated previously the additional benefits for participants was the motivation to save money and reduce carbon dioxide. To support them in doing this a Pledge Pack was mailed to all of the first 10,000 pledgees supplying addresses. This included the campaign's Top Ten Tips for saving energy. These were simple actions such as only boiling the kettle with the water you need and turning appliances off rather than using standby. Also included in the pack were a further ten pledge cards and advice on how to sign up friends and

family so that together we can make Manchester the greenest, cleanest and coolest city on Earth. Additionally, the pack contained stickers based around the unique design of six colourful concentric circles that could be used to remind us of the places we need to save energy such as light switches, television remote controls and even the kettle, serving as a timely reminder of the opportunities to save energy and money. Finally each pledger received a "Let's Lick Climate Change" lollipop simply as a thank-you for taking the time to contribute to saving the planet... starting with Manchester.

Receipt of the Pledge Pack effectively marked the end of interaction between the Phase 1 of the Campaign and the participants, other than follow-up media articles and information available on the website.

Phase 2 of the campaign saw a sustained series of newsletters, e-bulletins and partner events over a 2 year period. The main benefits for pledgees was the printed / electronic newsletters. In addition to climate change myth-busting facts and news on the wider Manchester is my Planet Programme, the newsletters also marketed affinity deals which had been negotiated with environmental companies.

The affinity deals highlighted the promotional asset of a database of 10,000+ members. It enabled the offer of the marketing of an environmental product or service (and hence having affinity with the campaign ideals) in exchange for a discount for pledgees. Deals with Solortwin (solar thermal installers) for a 5% discount, and WhizzGo (car club company) for a 50% discount on the joining fee, offered something back to pledgees and helped create a more interactive feel to the campaign. Green Gold biodiesel also promoted with a discount to pledges. Climate change themed theatre productions also offered free tickets to the campaign for promotion of the production using the same methods.

Near the end of Phase 2, free training was offered to Pledgees, with over 60 individuals attending 3 training events, run the consultancy COIN (Climate Outreach and Information Network). This suggested a new way forward for Phase 3 of the campaign, that of going viral.

At the time of writing Phase 3 in the early stages of development, but is characterized by the lack of funding available for collateral and events. Therefore the redesign of the campaign has focused on producing tools that encourage pledgees to take action themselves in attracting additional pledgees and encouraging action.

As Phase 3 evolves it is expected that ownership of the campaign passes to a number of trained advocates, equipped with the collateral and support needed to further boost pledge numbers.

Learning, evaluation and monitoring

Phase One Evaluation

Following two months of campaigning on the Manchester is my Planet climate change pledge, a survey was conducted in October/November 2005 of the Greater Manchester population to examine the campaign's effectiveness to date, and to assess the possible future direction of the campaign. The polling was conducted from 4-11 November 2005, immediately following the end of the first campaign phase (1 November). The sample was a random selection of 350 residents across Greater Manchester. The format was a five question telephone survey (closed questions) and the surveying was carried out by independent social research company Vision 21.

The residents were randomly selected from the electoral register. The interviews were conducted during the evenings to capture a range of ages, working status and gender. Headline results:

- Just under 12% of those polled said that they had heard about the Manchester is my Planet campaign (MIMP). Extrapolated to the target population for the Manchester city region (3 million) indicating that the campaign has reached a total of 360,000 people.
- Of those polled, around 70% would consider taking a pledge to reduce their greenhouse gas emissions. Across the city region as a whole, this equates to a target population of 2.1 million potential "pledgers" for future campaign activity.

- When it comes to fusing global concern with civic pride - and backing Manchester's bid to take a leadership position on climate change - four out of five people questioned responded positively.
- In striking contrast to a number of national surveys, people polled by this survey felt a true sense of agency on climate change, with eight out of ten people claiming that they felt they could make a difference, compared to some national surveys that put the figure as low as 9%. It may be that the pre-question on a pledge implies to interviewees that there is something they can do.
- Interview respondents clearly indicated a desire for more help, assistance and advice on climate change and energy efficiency, with more than half stating that they felt there was a knowledge or assistance gap on the issue.

Monitoring of the Manchester is my Planet website, showed more than 12,000 individual hits with page views totalling over 245,000.

Phase Two Evaluation

Phase 2 of the Campaign was funded from DEFRA's Climate Challenge Fund with a view to change attitudes to climate change in the UK.

Four measures were to be reported on:

1. No. of householders that have greater understanding of climate change across Greater Manchester
2. No. of householders that believe that we can do something about climate change
3. No. of new MIMP Pledges
4. No. of local media stories on the project

For measure 3, some 3,500 additional pledges were made (Spring 06 - Spring 08) and for measure 4, media stories exceeded 30.

Measures 1 and 2 were assessed through a major survey which had a dual purpose, representing a baseline measurement of attitudes towards climate change and raising awareness of climate change to people across Greater Manchester. It was also identified as an excellent opportunity to raise the profile of the campaign.

The Manchester Evening News (MEN) was approached to see if they would partner MIMP, and act as a host for the survey. The survey was devised by MIMP, with input from the MEN and DEFRA, and launched online at the MIMP website, at www.manchesterismyplanet.com/survey.

Crucially, the MEN ran a full-page feature on the survey on Monday 5th February that announced the commencement of the survey. The article pointed readers to the survey online (via the MEN website), but also included a copy of the survey for readers to send in if they did not have access to the Internet. The survey ran for 2 weeks (ending on Sunday 18th February). Efforts were also made by the MEN to include details of the survey in local newspapers across Greater Manchester, and this resulted in the survey being published in at least one other local newspaper (the Rochdale Observer). Some 3,030 surveys were returned and analysed. This yielded valuable baseline data.

Headline results from the 2007 survey

The world's climate is changing

- | | |
|------------------------------|-------|
| • Agree | 96.5% |
| • Neither agree nor disagree | 2.8% |
| • Disagree | 0.7% |

I would like to see Greater Manchester taking a lead in tackling climate change in the UK

- | | |
|------------------------------|-------|
| • Agree | 90.0% |
| • Neither agree nor disagree | 8.1% |
| • Disagree | 1.9% |

I can help to limit the effects of climate change through my actions at home and work

- | | |
|------------------------------|-------|
| • Agree | 88.1% |
| • Neither agree nor disagree | 6.5% |
| • Disagree | 5.3% |

I am fearful for the well-being of future generations if we fail to act to tackle climate change

- | | |
|------------------------------|-------|
| • Agree | 80.4% |
| • Neither agree nor disagree | 10.6% |
| • Disagree | 9.0% |

In order to tackle Climate Change we need to take action

- | | |
|------------------|-------|
| • Immediately | 93.1% |
| • Next year | 0.8% |
| • Next decade | 2.2% |
| • In my lifetime | 1.2% |
| • Never | 2.7% |

In Spring 2008 a repeat survey was organised to measure shift in attitudes. Unfortunately the methodology had to be changed significantly due to the newspaper's new business model, which did not encompass free coverage of surveys such as this. This made direct comparison statistically unsound. However the 2008 results were broadly similar to those of 2007.

In support of evaluation of Phase 2 a Manchester is My Planet 'Think Tank' event was organised involving 12 volunteers selected on a first come first served basis. This event examined various aspects of the campaign and requested feedback from participants. The self selection process tended to yield a higher proportion of more active pledgees. The feedback was generally positive, with a desire to see greater levels of campaign activity. In particular participants were keen to take on campaign activity themselves with support from Manchester is my Planet.

A short video was taken of the event and can be viewed at:

<http://www.manchesterismyplanet.com/news.asp?action=view&id=70326>

Evaluation of Phase 3 is currently restricted to monthly updates of pledge number increases, new Facebook members and pledge widget uptake.

The effects of the Pledge Campaign 2005-08 and wider communications work on the energy related behaviour of the target group has not been evaluated. An estimate of energy savings, based on the assumption of the 20,000+ pledgees meeting their commitment suggests c.44,600 tonnes of CO₂ being saved annually.

Links to other programmes and policy

The Pledge Campaign has always been an integral part of a wider programme. In 2005 the pledge campaign was the 'quick win' project within the Manchester: Green Energy Revolution feasibility Study. On conclusion of the study a three year programme was initiated which took on the Manchester is my Planet title.

The Manchester is my Planet programme covered three main themes of Policies and Plans, Communications and Finance and Funding and also featured a number of pilot projects ranging from wind farm feasibility, energy planning and climate change agency development.

This wider programme gave real credibility to the Pledge Campaign which could be viewed in isolation as passive. This was particularly important as the pledge campaign was not set up to evaluate and evidence the behavioural change impact of climate change pledging.

Step 3. Process of the programme

Interaction between the different stakeholders of the programme

The partnership approach was critical to the success of the pledge campaign. These 100+ ‘transmitter’ organizations provided the major gearing which enabled face to face contact with more than 250,000 people.

This simple nature of the campaign, combined with strong branding, clear goals and timescale meant that the pursuit of pledges could be combined with a wide range of already planned events that could be fed with MIMP collateral. A range of media types produced by this partnership could again just be fed with MIMP Pledge Campaign material.

The table below gives a summary of the stakeholders involved and their role.

Stakeholders	Their role in the programme
Manchester: Knowledge Capital	Co-ordination Management of PR/Marketing contractors
Local Authorities	Marketing of campaign to staff and citizens
M:GER / MIMP Partnership	Marketing of campaign to staff, customers and citizens
Businesses in affinity deals	Promotion of goods / services with strong MIMP affinity at a discount to Pledges via MIMP newsletters/website
Pledges	Sign-up to pledge Attending events Action at home and work (not monitored)
Media	Promotion of the campaign to citizens Reinforcing success of the campaign

Issues arising and programme manager’s reactions

The Pledge Campaign was launched with very significant level of investment of DEFRA funding and professional support from a specialist communication firm.

This provided the wider M:GER/MIMP partnership with additional capacity, as opposed to demanding resources to enable delivery.

This created the dilemma for M:KC of how to continue the campaign when the initial resources deployed in Phase 1 were exhausted. Phase 2 was again funded by DEFRA, but at a significantly lower level; this phase also included wider communication objectives.

Therefore the co-delivery of this phase of the campaign was vital. In this respect partner local authorities had to align their activity or plan new activity to support the pledge campaign and communication work. This led to the need for greater co-ordination by M:KC and building of partnership support and action. This was hampered by the loss of key member of staff in November 2007, two-thirds of the way through the funding timeframe.

The limitations of funding for phase 3 has shaped a low-intensity, viral marketing approach to the campaign. Plans under development are to informally enlist the existing pledges to boost pledge numbers. A more formal network of trained advocates is planned to communicate climate change messages to citizens and act as a referral mechanism to domestic RUE/RES advice and grants support.

Step 4. Outcomes and results

Effectiveness

The Manchester is my Planet Pledge Campaign is widely cited as a successful example of its type. With over 20,000 pledges achieved it is one of the largest campaigns of its type in the UK and the largest such city-regional campaign.

This very fact alone has led to the campaign being perceived and promoted as successful. This has been backed up with significant progress on the wider Manchester is my Planet programme.

This has led to a high national profile for the campaign and wider programme. In 2008 Manchester: Knowledge Capital staff contributed to the development of DEFRA best-practice guidance on the formation of pledge schemes. The UK's Academy for Sustainable Communities has filmed and interviewed Manchester: Knowledge Capital staff for a web-based case study (due to be published autumn 2008). Manchester is my Planet also featured in an episode of Euronews in early 2008.

Where the Pledge Campaign greatly differs from other such initiatives is the lack of behavioral change evaluation. Many such schemes (EST's Save Your 20%, and CRED's Community Carbon Reduction Programme) involve multiple pledges by each individual and the tracking of progress making evaluation relatively simple.

However the Manchester is my Planet Pledge Campaign is targeted at a far wider demographic than those interested in pledging and tracking progress on small individual actions. In this regard the pledge campaign has been very effective in engaging with the mainstream of public opinion, and not just involving the usual already "converted" environmental activists.

Support for profile with wider programme + problem of it being viewed purely as a Pledge Campaign.

Social learning

The campaign title had both pros and cons in terms of how it was perceived by different stakeholders. For all cases it was highly distinctive, but many residents in Greater Manchester identify with their own distinct town (e.g. Bolton or Oldham) and not Manchester. Despite local branding for each of the 10 boroughs that make up Greater Manchester this clearly affected take-up in the 9 non-Manchester City municipalities.

Outside of Greater Manchester, the simple clear title enabled stakeholders to place the campaign in the required geographical context unencumbered with local distinctiveness issues.

Ultimately the campaign can be seen as a validation of the 'Rules of the Game' and demonstrates that deploying resources according to key principles, consistently, can move public opinion and action.

Step 5. Analysis and conclusions

SWOT Analysis on MIMP Pledge Campaign	
<p style="text-align: center;">Strength</p> <ul style="list-style-type: none"> • 20,300+ pledgees achieved over 3 years • Simplicity • High level support + endorsement • Cool, modern, independent branding • Built on sound theory ‘Rules of the Game’ + Extreme Visual Pleasure • Wider MIMP remit to ‘get on and do’ unencumbered by bureaucracy • Strong partnership working • Direct links to wider MIMP programme • Making use of the private sector where appropriate • People - committed, passionate and experienced staff and volunteers • Fun - MIMP has always been quirky and fun to be involved with (inc. MIMP branded entertainment events, competitions etc.) • External resourcing (money + consultants) meant few demands on coordinating body • Positioned within M:KC rather than a traditional environmental organization had advantages in addressing non-typical environmental audiences 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Reliance on DEFRA funding - no local mainstream funding • Pledge campaign dominated wider programme in stakeholders minds due to profile. Hence for many MIMP = the pledge campaign • No evaluation of behavioral change impacts • Not core activity to M:KC, therefore it didn’t have a ‘natural’ home • Pledge text (and hence pledge) loses its strength the closer we get to 2010.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • To utilize the pledgees in furthering the campaign informally and formally • To revise the pledge text during 2009 to ensure longevity • Development of Climate Change Agency will bring new opportunities and challenges for engaging with pledgees and GM citizens • Alignment with the domestic RUE/RES advice and grants support body strengthens the campaign and delivers measured behavioral change 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • The investment in the MIMP brand could be lost in the development of the Climate Change Agency • Funding of communications work • Personnel changes within M:KC / wider MIMP partnership may result in reduced support / funding / interest in the campaign. • Lack of evidence on behavioural change impacts may result in reduced support / funding / interest in the campaign.

Within the context of its aims, the Pledge Campaign has been a great success with over 20,300 citizens signing up. The local, national and international recognition of the Pledge Campaign, supporting communications and wider MIMP programme has been significant. This level of profile has provided a spearhead for engaging with a wider range of significant partners in the development of climate change mitigation strategy.

The campaign has involved a great number of partner organizations and through engagement activity touched many more. The contacts made, relationships built and goodwill generated through this work is of immeasurable value in ongoing climate change activity throughout the city region and beyond.

As part of the wider MIMP Programme, the pledge campaign has evidence a significant constituency of 20,000+ pledgees who recognize the role they have to play in tackling climate change, but also back strong

leadership and bold decisions required at city regional level to put in place meaningful climate change mitigation and adaptation policies.

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