



**Category:** Not-for-Profit Campaign

**Company:** The Wallich

**Entry title:** Reaching Out to Rough Sleepers campaign

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**Brief and objectives:**

Rough sleeping is increasing – our 2016/17 South Wales Street-Based Lifestyle Monitor found we supported 36% more people on the streets than the previous year. This has resulted in higher demand for The Wallich's resources and the need for improved provisions.

SMART campaign objectives:

**Specific:** the team needed to identify gaps in services, set a fundraising target and create a positive communications campaign which showed we, along with the public, could visibly do something about homelessness.

**Measurable:** the fundraising target is the main outcome. Communications targets demonstrate cost-effectiveness and profile-raising.

**Achievable:** our in-house communications team has experience in this type of campaign, creativity, can complete tasks under tight deadlines and ensure campaign consistency.

**Realistic:** we have a proven track record of raising money, working with longstanding corporate partners and engaging the public at peak times of the year.

**Time-Based:** we receive most donations in winter - the public instinctively reacts to cold weather regarding people sleeping rough.

**Rationale behind campaign, including research and planning:**

Identifying the need: consultation with frontline staff found they had been doing outreach work from personal vehicles and needed new vans to improve the speed, reach and quality of services. Calculating the running costs of five vehicles in our biggest areas (Cardiff, Swansea, Bridgend, Newport and Wrexham) for three years, we set a £75,000 target.

We do a winter campaign annually and have a set of established, but independent, events. Combining those audiences would offer a good ROI under one umbrella campaign.

The South Wales Echo has a charity partnership at Christmas every year. The partnership offered a 12-week advertorial-style campaign with a fundraising element. Digital coverage would reach across the country via WalesOnline. We decided to pitch:

- A fundraising campaign for a physical item
- Addressing a specific problem
- Strong content made-up of individual stories and a calendar of events.

**Strategy and tactics, including creativity and innovation:**

In securing the Echo partnership, the campaign needed a succinct identity (see supporting material). Design rationale: show collaboration with the Echo and be distinctly Welsh.

Phase one communications plan: fundraising campaign.

Key messages:

- Rough sleeping in Cardiff has doubled in the last three years.
- Help us raise £75,000 to help us get people off the streets and into safety.
- Help us fund a new homelessness Street Fleet for Wales.
- You can do something about homelessness - we created public-friendly price points explaining what each donation would fund.

Target audiences:

- Existing supporters
- Businesses
- Community groups
- Socially-conscious millennials and students
- Christmas shoppers.

Key partnerships and a calendar of events would keep-up momentum and allow creative communication to reach diverse audiences.

Content: CharityComms and the IoF teach us that telling the stories of the individuals we support is an effective mechanism for encouraging action. Client-led content with tangible calls-to-action were needed.

Phase two communications plan: show results.

Target audiences:

- Small-medium campaign donors: individuals, community groups
- Large donors: trusts, corporates
- Political decision-makers.

Content: Launch event after purchasing the vehicles.

## **Implementation of tactics:**

Phase 1:

Echo partnership: We secured 12 two-page features, online video, social media posts and 60 adverts. Each week would feature a client case study, a fundraising event and an ask via a text donate function or our website.

We explained how the Street Fleet would work and why it was needed through the voices of people who have used our services to transform their lives.

Case studies: we liaised with the Echo to facilitate interviews with our clients; reiterating the need for vital services and putting a human face to the fundraising ask. We identified clients with a range of backgrounds and had used a variety of services (see supporting material).

Events: seven news-worthy events kept the campaign at the top of the media agenda and engaged distinct audiences with fundraising.

October -Clash of The Corporates: we recruited businesses including Nationwide, Thomson Reuters and HSBC to raise funds and our profile across 50 days. This included a charity football match (former-Wales international Craig Bellamy competed) and an awards ceremony presented by BBC's Brian Meehan.

- Cardiff Half Marathon: capturing individual fundraisers and their supporters.
- FundRaver: targeting socially conscious millennials via well-known DJ.

November - St David's Centre Raffle: targeting Christmas shoppers and using direct marketing of our existing database.

- I Loves The 'Diff Crimbo Cards: targeting arts and creative communities. Limited-edition cards were designed by 10 Wales-based artists (including Pete Fowler) and aligned us with a strong brand.
- Q&A with Welsh stars Lee Byrne and Shane Williams: targeting rugby fans.

December -Cinema Screening at Tramshed: targeting families, couples and groups of friends.

Additional channels:

Social media: using our Twitter, Instagram and LinkedIn accounts to promote the campaign, publicise events and share coverage.

Website: dedicated campaign page with online donation form and Christmas e-card.

E-mail marketing: engaging with existing and new supporters.

PPC: using The Wallich's charity grant, Google Adwords directed to the campaign page.

Phase 2:

A launch event to thank the Echo and engage other media in locations where the five vehicles would be deployed.

We consulted with our outreach teams to name the vans in memory of those special to The Wallich; this maximised PR opportunities and helped us get staff buy-in to personally promote the vehicles (see supporting materials).

### **Measurement and evaluation:**

Outtakes:

Coverage: 22 pieces across Wales.

Total campaign exposure (Echo and The Wallich channels): 4,527,145 OTS

Launch event attendees of note:

- Welsh Government Housing and Regeneration Minister, Rebecca Evans
- Julie Morgan AM
- Corporates: Admiral Insurance, NHS Informatics, Le Gros Solicitors
- Individual donors from the public
- Media: Media Wales, ITV Wales News, Heart and Capital Radio

Outcomes: The campaign has created change. Since being in operation at the beginning of May, the Street Fleet has helped an average 114 homeless and vulnerable people on the streets every day across Wales. They've also transported clients to days out and volunteering opportunities.

The campaign ran over a six-month period from inception to the vans being in operation; an exceptional turnaround time.

### **Budget and cost effectiveness:**

Charity budgets are prioritised for frontline services. Our budget is always to spend as little possible on campaigns from our central budget. Our minimum ROI is 4:1.

In previous years, we allocate a spend for printed marketing materials and photography for each fundraising event and we spend circa. £10,000 on a Christmas advertising campaign. The Echo partnership allowed us to forgo the advertising spend, create a larger organic campaign and resulted in an impressive ROI.

Out-costs (exc. VAT): £4,453

- Social media advertising
- Printed materials including giant promotional Christmas cards, raffle tickets and pull-up banners
- Event costs
- Photography

Return: £92,651

Campaign ROI: 21:1