



Liberal Democrats

Pathway

Programme

Introduction Pack



Welcome to the Pathway Programme.

This programme is designed to help local parties at every stage of development to GROW.

We want to create a pathway towards success that campaigners and activists can follow. It's the most ambitious, comprehensive programme we've ever run. It will deliver training, mentoring, planning and campaigning materials to local parties across the country.

Back in March, our conference voted for a party strategy – which committed to:

- Create a political and social movement
- Win elections at every level
- Run campaigns that deliver change

This programme is designed to help turn those commitments into action. Over the coming months we will be developing and rolling out the programme across the country. It comes with an offer of support to every local party and also a challenge!

That challenge is to be ambitious – no matter whether you're Target seat, Moving Forward team or Development team. I want us to challenge ourselves to grow our membership, knock on more doors, raise more money and, of course, win more elections.

Britain needs a strong Liberal Democrats and this programme is our pathway to delivering it.

I look forward to working with you to achieve this goal.

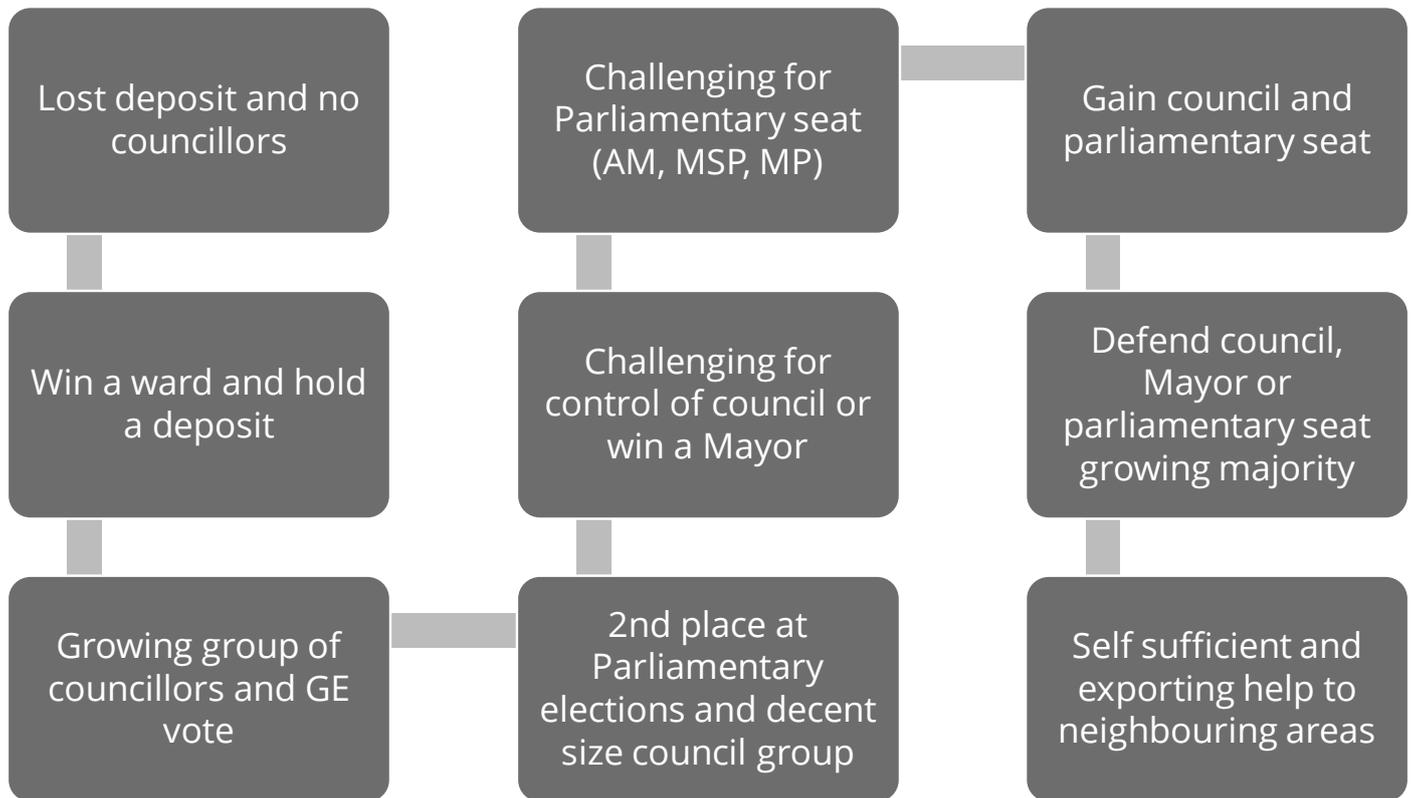
Best wishes

Shaun Roberts
Director of Campaigns and Elections

A pathway for every local party

Whether your team lost its deposit in 2017 and has no councillors, or your team runs the council and has the MP, the Pathway Programme will offer support specifically designed to help your team achieve your future goals.

All Lib Dem teams are somewhere on this pathway:-



Where is your team on the pathway? _____

Where on pathway do you want to be in five years? _____

What 3 barriers are preventing you from achieving your goal?

1. _____

2. _____

3. _____

What are your plans to overcome these challenges to get to the next step on the path? _____

Principles underlying the project

We believe that success in any election at any level starts with three simple things:

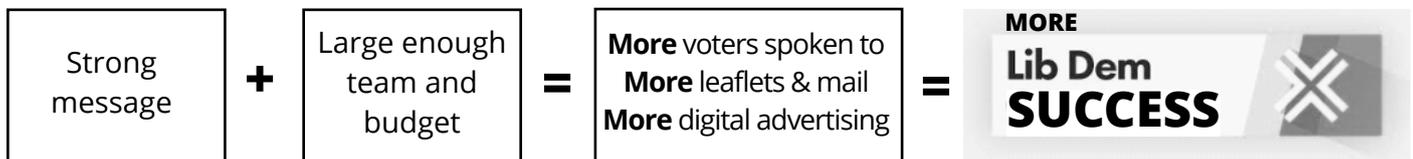
- **Values** – who we are, what we care about and the kind of society we want to see
- **Message** – a clear, emotional statement that can connect those values and deliver a compelling offer for voters
- **Capacity** – whether it's money to pay for digital advertising or volunteers to deliver leaflets or talk to voters

These principles are important because whether you are working to win a council ward of 500 houses, or a regional election across 5 million houses, the same basic principles will apply.

The only difference is scale.

Our winning formula

This is our winning formula. We believe that by helping local teams to develop a strong message, build a large enough team and raise enough money we have a winning formula which will lead to more Lib Dem success.



Different programme tiers

At the start of the programme each team will be placed into one of the following tiers. The initial tiers are based on previous election results as set out below:

Tier	Starting point
Target Seat	Already a held Parliamentary/Assembly seat or within 10,000 votes or 10% of winning
Moving Forward Team	Starting in 2 nd place at Westminster / Cardiff / Holyrood and/or challenging for or holding majority council control or Mayor
Development Team	Everywhere else

Managing the programme

As the programme develops local teams will have the chance to be promoted to higher programme tiers. The process for taking decisions is set out below and will be based on the data from the key six performance measurements set out on the next page.

	Who decides?
Target Seat	The party's Federal Campaigns & Elections Committee (FCEC) will decide which seats are target seats based on data and field reports.
Moving Forward Team	The Scottish Party, Welsh Party and English regions will decide who is a Moving Forward team, in consultation with FCEC. A review will take place annually.
Development Team	The Scottish Party, Welsh Party and English regions should monitor progress in this category and recommend potential teams for promotion.

Measures for the programme

Our Campaigns Managers network will work with Target seats to help them set and monitor targets for their own campaigning and development that deliver a winning campaign.

Qualified trainers and mentors will work with Moving Forward teams to help them set and monitor targets that help them achieve their goals.

The Scottish, Welsh Parties and English regions will be given regular reports on seat activity to help them identify seats that are growing rapidly and would be good prospects for Moving Forward status.

For all of this, the key measure is GROWTH

The six measures are:

- Member & Supporter numbers – are we growing?
- Doorstep contacts – are we speaking to more people?
- Leaflets & direct mail delivered – are we communicating our message?
- Email addresses on database – are we growing our list?
- Fundraising levels – are we raising more money?
- Election results – are we winning?

Example benchmark targets for Target seats and Moving Forward teams can be found on the next page of this document.

The next steps

Setting yourself achievable targets and then working to those targets is key to moving your team forward.

To understand what the next stage in your journey is we must first know where you are starting from. As a campaigns team or local party executive please use the campaign audit wheel in the back of this pack to undertake an audit of your current levels of campaign activity.

Depending on your tier of seat please then use this information to work with either your Mentor or LDHQ Campaigns Manager to develop your current campaign plan and develop a set of targets which will help you achieve your teams next goal on the pathway.

You will also find at the back of this pack a template literature plan for which templates will be provided on the Lib Dem Campaigners Google Drive throughout the year.

What good looks like

We recognise that what is needed to win can vary dramatically from area to area, however here are some example targets for Targets seats and Moving Forward teams.

Once the programme is fully up and running we will be providing a framework for your team to work with your Campaigns Manager (England and Wales) or Programme Mentor to develop targets which are in line with your teams aspirations.

Target Seat

- Seriously challenging for, or already have, control of the council and the parliamentary seat
- Have an paid organiser, an office and strong volunteer team
- Raising enough money to deliver the activity plan - and in most years make a surplus
- 25,000+ identified Lib Dem voters on Connect
- Delivering leaflets to the whole constituency at least 8 times a year outside of election time (plus 6 direct mail drops)
- 1000+ members and supporters
- Have more than 7500 email addresses
- Winning every election

Moving Forward Team

- Growing our council group fast or are already challenging/have control of the council
- Have a strong volunteer team
- Raising at least £25,000 a year
- 10,000+ identified Lib Dem voters on Connect
- Delivering leaflets to our target areas at least 8 times a year outside of election time (plus 6 direct mail drops)
- 500+ members and supporters
- Have more than 2500 email addresses
- Winning elections that we have targeted

NOTE – we recognise that not every electoral area is the same. The SIZE of what we need to do depends on where we start, what our opposition is and the make-up of the area. Therefore the actual measures for your seat or team might vary.

The offer from Campaigns & Elections Department	Target	Moving Forward	Development
Template plan		Y	Y
Individualised plan	Y		
Regular in seat support on strategy, message, planning, capacity building and communication	Y		
Allocated mentor (mostly volunteers) assigned to support		Y (when resources are in place)	
Volunteer led training programme delivering 3 cluster based sessions annually		Y (when resources are in place)	
Invitation to 6 skills based training sessions in target seats each year	Y (host events)	Y	Y
Monthly email tailored to seat type	Y	Y	Y
Regular webinars	Y	Y	Y
Access to online/offline templates	Y	Y	Y
Access to advocacy campaign materials	Y	Y	Y
Buy-in schemes for national leaflets, direct mail and digital advertising projects	Y	Y	Y
Training at Federal, State and Regional conferences	Y	Y	Y

The offer from Campaigns & Elections Department (Cont)	Target	Moving Forward	Development
Special briefing at Autumn Conference	Y	Y	Y
Intensive campaign support at key elections (as resources allow)	Y	Y (for key local elections)	
National direct mail and digital advertising at General/devolved elections (as resources allow)	Y	Y (for key local elections)	
Development and training for local staff	Y	Y	Y
Annual residential training event (could widen to MF Teams if resources allow)	Y		

Reviewing & planning your activity

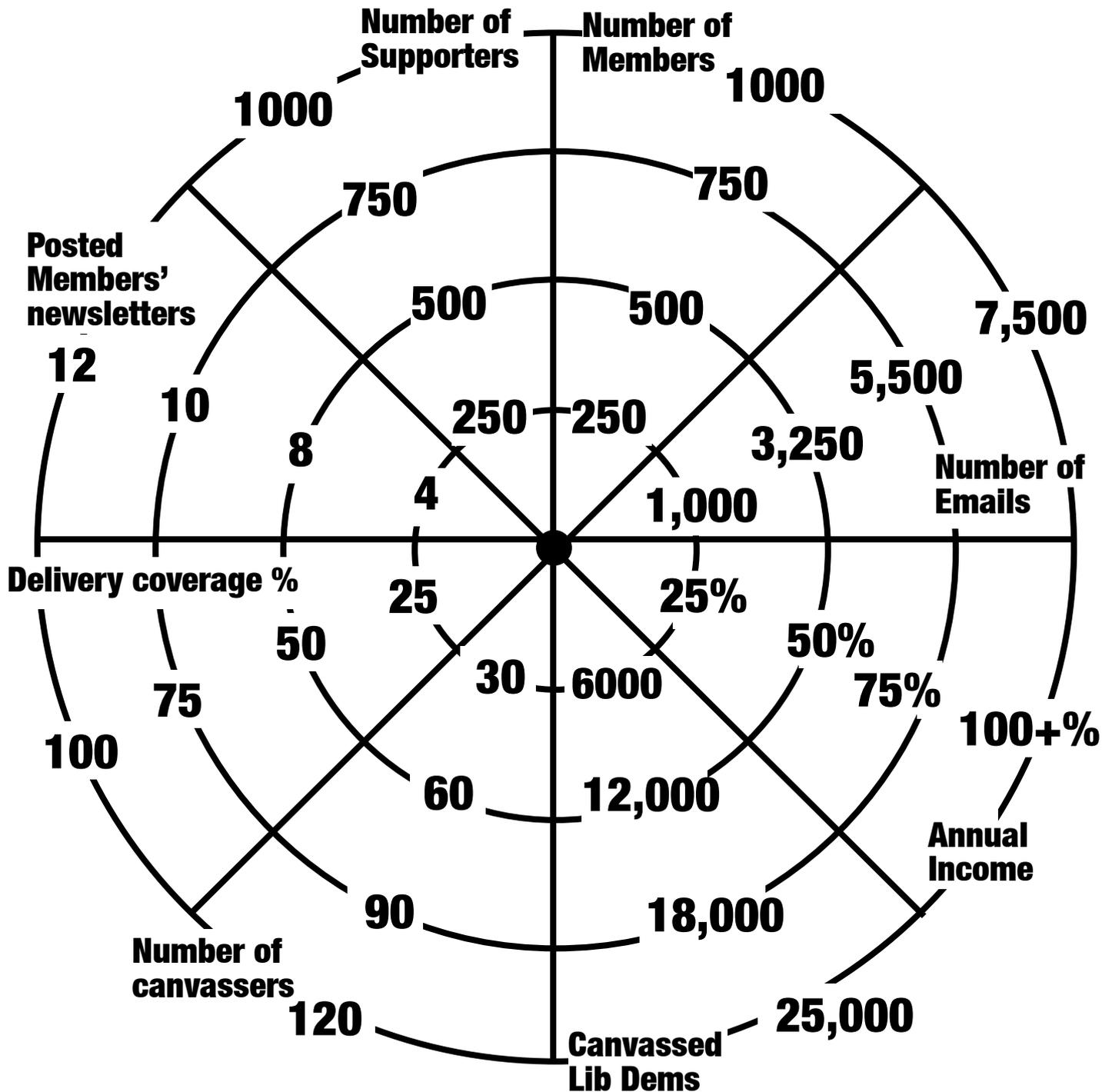
In this section you will find aids for planning your campaign through to May 2019.

The next few pages contain a campaign audit wheel, the template volume plan (for which templates are provided throughout the year) and a blank activity grid for the period until May 2019.

As a campaigns team or local party executive please audit your campaign to find out what your areas of strengths and weaknesses are.

Working with either your LDHQ Campaigns Manager or Mentor please review your audit and develop targets which will help you move along the campaign pathway.

Your campaign audit wheel



Number of (non member) Supporters

This is the number of people who actively help your campaign or donate but aren't members.

Number of posted members' newsletters

Ideally you should be communicating with our members via paper newsletters once a month.

Delivery coverage %

The percentage of your area delivered 10 times a year by a unique volunteer deliverer.

Number of canvassers

Number of local activists who will canvass.

Number of members

This is the number of members that live in your constituency.

Number of emails

The number of email addresses you store in Connect

Annual Income

The percentage of the budget you have fundraised in the current year.

Canvassed Lib Dems

Number of voters whose most recent canvass is definite or probably Liberal Democrat

BLANK POST OUTWARD ENGAGEMENT

	Member/Supporter Engagement			
	Posted Literature	Email	Global Literature	Squeeze Literature
May-18				
Jun-18				
Aug-18				
Sep-18				
Oct-18				
Nov-18				
Dec-18				
Jan-18				
Feb 19				
Mar 19 (Drop #1)				
Mar 19 (Drop #2)				
Apr 19 (Drop #1)				
Apr 19 (Drop #2)				
Apr 19 (Drop #3)				
Apr 19 (Drop #4)				
Polling week				
Polling Day				

