

Campaigning is OK!

they may not always like it,
but it gets things done

Titus Alexander

Your guide to support for community action and advocacy

Who is this guide for?


Campaigners, community groups, voluntary organisations and support providers such as

- Voluntary Action Centres, CVS's, umbrella bodies and networks
- Empowerment partnerships, networks and promoters
- Advice, information and resource centres
- Adult and community education providers
- Trainers and training providers
- Campaign charities, trainers and coaches
- Equalities, Race Equality Councils and human rights agencies
- Faith Councils and networks
- Take Part networks and active citizenship projects
- Community development workers and organisations
- LINks and expert patient projects
- Advocacy services and trainers
- Student unions and community action projects
- Local authority democratic services
- Policy makers and politicians

Full of useful
activities &
Information

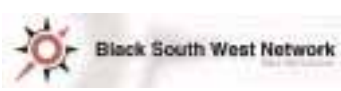
Contents

Why campaign?	2
Executive Briefing	3
Roadshows in YH, NE, NW	4
Network Accelerator	5
What is campaigning?	7
Campaigning outside and inside	8
Give people the support they really need	9
Roadshows in London, SE	10
Campaign capacity check	11
Training for campaigning and advocacy	12
Roadshows in East, EM & SW	13
How to plan a successful campaign	14
Learn how the system works	15
Resource guide	16-19
Regional contacts	19

 = learning activity



This guide was created through hundreds of conversations organised with



Why campaign?

Community and voluntary organisations can achieve their aims in three ways:

1. do it themselves, with their own effort and resources;
2. raise funds from donations, grants or contracts to employ people to do things;
3. influence others by campaigning and advocacy.

There is a lot of support for the first two routes, through volunteer bureaux, Councils for Voluntary Service, umbrella bodies, government funding and professional fundraisers. Fundraising is itself a form of campaigning, aimed at influencing people to give money for a cause. The third route, campaigning and advocacy, needs similar skills to fundraising with an added political dimension but it gets less support and can face active resistance.

Some people want to keep charities and community groups out of politics. Many groups are also wary of campaigning. They worry about being “political” or offending their funders. Most of these concerns do not arise if you know when and how to campaign effectively, which is what this guide is about.

The fact is, most effective organisations engage in campaigning and advocacy, even if they don’t use those words. The problems voluntary organisations deal with often need political action, as well as ‘good works’. Over 200 years ago there were charities for the welfare of slaves, but abolishing slavery was also necessary. More recently, the Jubilee 2000 debt campaign won more money for the world’s poorest countries than a thousand Christian Aid Weeks. The voluntary sector has also been effective in campaigning for public funds, the Compact and a voice in decision-making. In a recession it is even more important that civil society speaks up for the poor and disenfranchised. As Mike Worthington, chair of VONNE, said at the North East campaign roadshow, the private sector is quicker to demand government support than the voluntary sector.

Not all problems can be solved by campaigning. Sometimes it is better to provide a service, as a business, social enterprise or charity. But many problems are best solved by influencing an industry, public service or government rather than trying to fix them yourself.

Most campaigns are small, such as improving a play space, saving a post office from closure or getting a youth club. Some tackle very big issues, like climate change, world poverty and injustice. But they all add up to make life better.

Many campaigns don’t get anywhere. Some even undermine their own cause, because they turn people off or make mistakes. Influencing others takes skill and knowledge. Community organisations can learn when and how to campaign successfully.



Titus Alexander advocates learning for better campaigning

Campaigning is often challenging. On many issues people are divided – for or against abortion, fluoride, immigration, wind farms, you name it. Our democratic system provides mechanisms for resolving differences. But it depends on informed citizens making the case for different ways of doing things. Politics is too important to be left to professionals. Everyone has a right to have a say and take part in decisions that affect them. We all benefit as a result.

Wider benefits of campaigning

Campaigners are the entrepreneurs and innovators of our political system. They identify needs, problems and opportunities, propose solutions, build support and, if successful, bring about positive change. Society benefits from uppity citizens who promote a cause or challenge decisions. They

- Test decisions through public debate and scrutiny
- Identify problems that need attention
- Warn about potential risks or unintended consequences
- Increase opportunities
- Improve democracy and collective decision-making
- Enable people to be heard and get their needs met
- Create new solutions to social problems

Campaigns matter. Millions of people continue to suffer or die because campaigns against child labour, domestic violence, smoking, hunger, injustice and oppression make slow progress. Better campaigning helps society make better decisions, solve problems and increase opportunities for people to lead better lives.

Improving support for campaigning

Campaigning is a legitimate and often necessary activity for voluntary organisations to achieve their goals. If we want a flourishing and effective voluntary sector, then we also need to help people develop the skills, knowledge and confidence to campaign better.

This guide offers some suggestions and sign posts for support agencies to help others bring about positive change by campaigning better.

Executive Briefing

Action points from campaign roadshows

Early in 2009, eight regional events brought together over 600 people from community groups, charities and support providers to improve support for campaigning. Each event was led by a regional steering group, assisted by Titus Alexander, to ensure local ownership.

The events aimed to

- raise awareness of the benefits of campaigning
- promote training and support to make campaigning more effective (“capacity building”)
- develop regional support networks for campaigning

Each event was different. Most were chaired by a member of the regional voluntary sector forum and addressed by a local MP or civic leader, including the Chief Executive or Deputy in host cities, black activists, a disability campaigner, university professor and trade union leaders. One included a theatre performance and discussion about domestic violence, to show the role of arts in agitation.

Each event ran workshops on tools and techniques for campaigning, included in the resource guide on p16 with contact details. We are also putting information on tools onto Wikipedia as a public resource: go to en.wikipedia.org/wiki/Civil_society_campaign

This short guide is the outcome of these events.

“This needs to be acted on quickly, whilst people are enthused.”

Priorities for action

Taking all events together, the top priorities for action are:

1. **networks** for mutual support and learning among community activists and campaigners (see p5-6)
2. affordable, accessible **campaign skills training**, including media and communication skills (p12, 16)
3. learning **how the system works** (p15, 18)

Other priorities from more than one region include

4. funding issues
5. mentoring and coaching of and by campaigners
6. internet support for campaigning (see box, p18)
7. partnerships with the public sector
8. case studies of successful campaigns

Reports from each event are available online at www.novasscarman.org/campaigning/

USE THIS GUIDE TO

- Raise awareness of the benefits of campaigning
- Put support for campaigning on the agenda of relevant meetings
- Discuss these points with your members, supporters and local politicians
- Develop support for effective campaigning
- Find resources to support campaigning

Recommendations

Representatives from regional steering groups also recommended that:

1. **Local support providers** should include campaigning in strategic plans and funding bids
2. **Funders** should recognise the benefits of supporting advocacy and campaigning
3. **NAVCA** should do more to help local support providers show people how the system works and where to get support for campaigning at a local level.
4. **Capacity Builders** need to work through existing regional organisations, such as regional forums, empowerment partnerships and networks of learning providers
5. **DIUS, Local Authorities**, and community **learning providers** should increase opportunities for learning effective citizenship, campaigning and practical politics
6. **Colleges and universities** should offer training for trainers, teachers and facilitators of learning for effective citizenship, campaigning and practical politics
7. **Regional Empowerment Partnerships**, Take Part Path Finders, LINks (Local Involvement Networks) and initiatives to promote democracy, participation and active citizenship should work together at a regional and local level through independent ‘**democracy hubs**’ (see p 15)
8. **Empowerment initiatives** should concentrate on making the system more responsive (see p 15)
9. **Local authorities** should fund outreach and support for people to understand how the system works
10. **Local Government Association** and IDeA should actively encourage their members to welcome independent community campaigns and support their participation in decision-making and politics
11. **Campaigning charities** and pressure groups should share their campaigning skills and experience with community groups and small charities
12. **NCVO** could develop a network of campaigners in national charities to share skills with community support providers.
13. The **Government** should actively support learning by citizens to take part in decision-making and politics, particularly through Communities and Local Government (CLG), Cabinet Office of the Third Sector (OTS), Ministry of Justice (MoJ) and Department of Innovation Universities and Skills (DIUS)
14. The **Parliamentary Outreach Service** should be expanded to offer communities in all areas opportunities to learn how Parliament works
15. MPs should set up an All Party Group to support campaigning and advocacy by civil society
16. Community groups and support providers should prepare for the election by writing a manifesto for what they want from government. With spending cuts coming, say what you want to protect, what you want improved and what you would cut to pay for it.

Tell politicians what spending should be cut to pay for what you want

Reports from the roadshows

Yorkshire and Humber

Seventy people came to Old Broadcasting House in Leeds on 16 January, hosted by Leeds Met University and organised by the Regional Forum with 16 other organisations.

Priorities for the region:

Wide-ranging discussion and issues mapping identified these priorities:

1. Independent long term funding
2. Training in campaign skills
3. Networking among campaigners
4. Media training
5. Partnerships with the public sector

John Battle, MP made a passionate plea to challenge apathy and cynicism through campaigning: "There are thousands of alternatives and we should be confident and clear about stating them."



Activists from TIDAL (Trade Injustice and Debt Action for Leeds) described how they campaigned to end poverty in developing countries and against climate chaos, by working with the

media, lobbying MPs, demonstrations, direct action and a regular campaigners' forum.

Organisations involved in learning for active citizenship, campaigning and empowerment are working together through a regional network (RACLA). Contact COGS (Communities Organising: Growth and Support): Tel: 0114 268 7070 Email: mail@cogs.uk.net

For a report of the event and follow-up, contact: Yorkshire and the Humber Regional Forum, Tel: 0113 3942300 www.regionalforum.org.uk

Yes We Can in the North West

Over 130 people turned up at Manchester Town Hall on 9th March, 30 more than booked, for an intensive day of discussion and learning, run by a coalition of 12 local and regional organizations.



Local MP John Leech gave his top tips for campaigning:

1. **Keep your message simple:** make it memorable
2. **Get local support:** so the 'powers that be' take notice
3. **Take the media with you:** show how your issues affect real people
4. Nail your local MPs and councillors by meeting them in person

Nine workshops explored topics such as campaign strategy, direct action, evidence and research, Freedom of Information, human rights, new media and understanding the system at local, regional, and national level.

Priorities for the region:

1. Network for Activists
2. Funding
3. Communication skills development
4. learning how to 'make sense of the system'.
5. Case studies of successful campaigns
6. research support for campaigning
7. volunteer database to help campaigners find like minded volunteers
8. Influencing through LSPs and LAAs

Various organisations agreed to take forward each point.

For a copy of the report and further information, contact: Voluntary Sector North West (VSNW) Tel: 0161 276 9303 Email: margaret.mcleod@vsnw.org.uk Web: www.vsnw.org.uk

North East



Over 40 people met in the splendour of Durham Town Hall on 12 February, organised by Novas Scarman in the Region, VONNE and six other groups.

Mike Worthington, chair of VONNE, describe the region's successful campaign to meet a funding gap for voluntary organizations, *Invest 2006*. It succeeded because it

1. was the right issue, based on listening to people
2. with the right evidence, based on research
3. and the right people leading
4. was time-limited and targeted
5. communicated and kept everyone informed

Improving support for campaigning is essential to strengthen civil society and show that communities can make a difference in people's lives.

Priorities for the region:

- 1) Provide a One Stop Shop for campaigners
- 2) Gain political support for campaigning and advocacy
- 3) Facilitate networking and relationship building
- 4) Training and Tool Kits
- 5) Gaining support from the Media
- 6) Create an alliance of organisations that support campaign and advocacy
- 7) Developing leadership Capacity
- 8) Link NE campaigning with other similar NE programmes
- 9) Run campaigns called "do you want to be the last to hear?" and "Criticism is OK!" to encourage the public sector to welcome campaigning

VONNE is following up the events with training and support. Tel: 0191 233 2000 Website: www.vonne.org.uk

Network Accelerator

Mapping and prioritising issues for action

The format of the eight campaign roadshows was based on the “**Network Accelerator**” mobilising tool. This is a flexible format event for sharing views, setting priorities, strengthening networks and mobilising energy for action.

A Network Accelerator can be used with groups of up to 150 people to:

- develop an overview of an issue or topic
- brainstorm ideas and set priorities
- develop a shared vision and action plan
- build a coalition to carry out the plan.

It is particularly useful where there are lots of different views and possibilities. I have used this approach with groups supporting parents, citizenship in schools and on global issues.



The process loosely follows 10 steps:

1. form a steering group representing the main stakeholders involved in the issue, to plan and run the event and take responsibility for follow-up;
2. invite people engaged with that issue to run a workshop, provide an information stall or contribute resources;
3. invite key local figures to chair and speak at the event, to give it authority and credibility as well as get their support and involvement and hold events in civic spaces, such as town halls, community centres and universities, as most of the campaigning events were, rather than in commercial venues;
4. reach out to engage key groups concerned with the issue, particularly marginalised groups, service users and non-users, and make sure the venue and organisation is accessible and inclusive, to strengthen the range of voices and legitimacy of the event;
5. use cabaret style seating, so that people can work in small groups and invite participants to talk in round table groups about the issue and what action they want done about it;
6. pool key points onto a large sheet of paper in the form of a mind-map (“issues mapping” – see illustration);
7. invite people to prioritise issues for action (“dot voting”), then count the dots and list priorities;
8. allocate each priority to a table and invite people to work on one priority: define the priority more clearly (what does it really mean?), draw up action points and decide who is going to do what. If action is needed by another agency, someone needs to take responsibility for persuading them to do it.
9. encourage action groups to form round each of the priorities and, if needed, form a **policy focused network** to take the issue forward (see box on p 6)

10. Follow up the event by telling participants and key people (“stakeholders”) about the priorities and action groups, and use the network to build mutual support and learning round the issue.

This format is flexible. The event can be opened with grassroots activists (step 3) rather than prominent people; you can use Open Space or Knowledge Café to follow-up the priorities (8), and ‘speed dating’ or market place connect people for action (9)

The Network Accelerator was developed from *Future Search* and Open Space Technology, two other powerful ways of involving people in dialogue and action.

Future Search, Martin Weisbord and Sandra Janoff (www.searchnet.org), available from the New Economics Foundation, visions@neweconomics.org

For more on how to run a Network Accelerator, email: titus@cewc.org



Dot voting’ on priorities for Eastern Region, 31 March 2009

Connecting networks

Many networks took part in the roadshows, including:

- Advice networks
- Anti-poverty networks and alliances
- BEACON universities’ network
- Black activists network
- Community Empowerment Networks
- Equalities’ networks
- Faith Networks
- Local Involvement Networks (LINKs)
- Learning and skills networks
- NCVO’s Policy Forum and other networks
- Older people’s networks
- Regional Empowerment Partnerships
- Rural networks
- Together We Can networks
- Take Part active citizenship learning networks
- Voluntary Sector Regional Forums

And many more

The events gained strength when people from many different networks shared experience, skills and ideas about how to support campaigning and advocacy in their areas.

Network Power

Better networking was a high priority at most campaign roadshows, although the type of networks wanted were different in each area.

The main function of formal decision-making structures is public accountability and transparency. If networks oil the machinery under the bonnet, the driver at the wheel still needs to be visible and answerable for the direction of the vehicle. Campaigners need to deal with both the engine and the driver, and to oil their own engines with powerful networks.

Networking serves many purposes, including:

1. **community building** to sustain shared values, trust and bonds between members;
2. **information** sharing, filtering and signposting, to navigate the oceans of data;
3. **coordinate action** between people working in the same area, whether geographic, interest or issue;
4. **mobilize action** for an agreed policy or objective;
5. **mutual support** among people with common interests to help them become more effective;
6. **learning and development**, sharing skills, knowledge and methods;
7. **problem solving and innovation**;
8. **brokerage** between people with complementary interests, such as funders and projects;
9. **bridging**, to convene and connect people with different interests round a shared area, concern or issue to collaborate or create consensus;
10. **policy development** and mobilizing to influence decision-makers (see Policy Focused Networks)

All networks perform several functions at the same time, *but they cannot do them all*. For some functions it is possible to have different activities at different times, while other functions involve different people. To be effective, networks need to be clear about their membership, purpose and values, which need to be discussed and set out as guidelines for action.

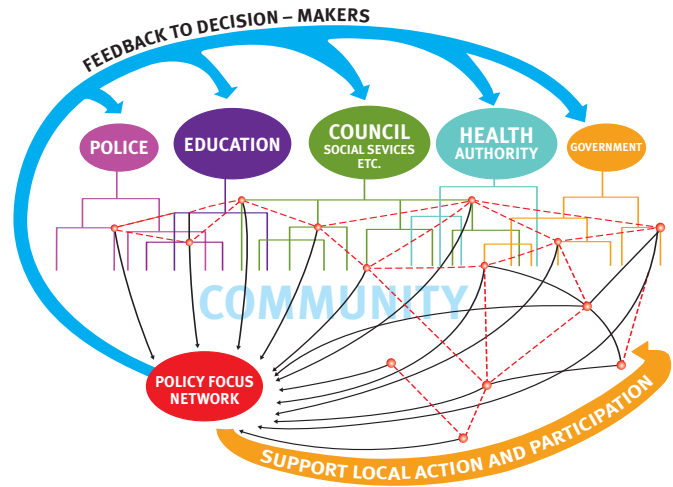
Effective networks also need clarity about roles and responsibilities, with someone responsible for core tasks, such as convening meetings or maintaining a website. Networks also work best when they have few staff and share responsibilities between members. When networks take on delivery or project management they cease to be networks and become a collective or hierarchy.

Many networks are exclusive, sharing information, power and influence among a select group. But networks can be inclusive, reaching out to increase collective power among diverse communities.



**What networks do you belong to?
What kind of networks do you need?
How can your networks become more diverse,
inclusive and powerful?**

Policy Focused Networks



Policy Focused Networks © Titus Alexander, from Learning Power (Scarman Trust 2007)

People at the frontline of public services – users, staff and local communities – often don't know who is responsible for what or how influence what happens. Most communities are fragmented while most services are organised in departments which may not communicate with each other. A **policy-focused network** can bring people together round a specific issue (such as disability, homelessness, poverty, parenting etc) from across the community and services to share information and experience, to support local action and to feed-back to decision-makers. When they work well, Local Strategic Partnerships and Local Involvement Networks (LINKs) could act as policy networks. Political parties are hierarchical policy networks (See *Learning Power p 24 -5* for more detail)

All decision-making relies on networks. The connections people make at school, university, work and networking events such as conferences can be more important than formal decision-making. Formal structures are necessary for public accountability, but they can never be more than the tip of an iceberg of discussion.

Knowing how to use networks and make them inclusive are therefore a core competence for campaigners.



Influencing local areas workshop in Bristol, 13 March

What is campaigning?



Representative democracy	Party politics
Information - Empowerment - Active Citizenship - Participation	Governance
Voice	Community & social action

At its simplest, campaigning means **organising to influence others to get what you want**.

Campaigning includes

- raising awareness of a problem, issue or opportunity, *such as rising damp on your estate, racism at work or the benefits of social enterprise*
- advocacy on behalf of an individual or group to get what they need, *such as a child with special needs*
- system advocacy to change the way a system deals with a category of people, *such as access for wheelchairs*
- lobbying decision-makers about something you want them to do, *such as create cycle lanes or improve a children's playground*
- or lobbying about something don't want them to do, *such as build super-casinos, close your hospital*
- influencing others to change behaviour, *such as practicing safe sex, eating healthily, stopping smoking, driving safely, buying fairtrade goods,*
- changing institutions, *to end discrimination or become environmentally sustainable for example*
- changing policy or law *eg RNIB ensuring blind people get help for mobility under Disabled Living Allowance*

"Nobbling" is forceful lobbying by people with the power to pressurise decision-makers behind the scenes.

Advocacy and lobbying are also known as "public affairs". Companies and large charities pay a lot for lobbyists to campaign on their behalf. This guide is about helping people with little power or resources to do it themselves.

Community action, voice, active citizenship and empowerment include campaigning, as do party politics and representative democracy. In a pluralistic democracy they are an essential counter balance to nobbling and lobbying by those with most power and resources.

Campaigning is about practical politics, influencing the way in which a group, institution or society is run. All institutions involve politics, both internally (office politics) and externally (public affairs). Campaigners need to be good at both. If you are part of a large organisation, you need political skills to mobilise your colleagues internally before it can influence others outside the organisation.

And if you are campaigning to influence the policies or behaviour of another organisation, you are involved in *their* office politics as well. So you could say all politics is office politics in the end, but that is too simplistic.

Policy support for campaigning

Community groups and charities should not worry about getting involved in politics – they should worry about being good at it. Guidance on charity law says that "charities may undertake campaigning and political activity as a positive way of furthering or supporting their purposes." They must not align themselves with a political party – but that would be bad politics, because they want all parties to compete for their support. Nor should campaigning be the only thing they do, but good campaigning depends on the credibility that comes from being involved in the issues they want addressed.

All main political parties and the government recognise the benefits of citizens getting involved in the democratic process. Some commentators attack charities for getting involved in politics, mainly because they don't want certain issues addressed (and sometimes because the charity is campaigning badly). But democracy benefits from the experience, knowledge and passion of community involvement and effective campaigning by charities.

Charities need to understand and follow the guidance on political activity in charity law. Read: **Charity Commission, CC9 – Speaking Out – Guidance on Campaigning and Political Activity by Charities**, www.charity-commission.gov.uk/publications/cc9.asp

The following policies and legislation supports political involvement by the voluntary sector:

- Human Rights Act 1998 recognises the promotion of human rights as a charitable activity. Human rights are also a powerful campaigning tool: see page 14
- In *The future role of the third sector in social and economic regeneration* (July 2007) the Government "recognises the value of the diversity of organisations in the sector in providing voice for underrepresented groups, in campaigning for change, in creating strong, active and connected communities, in promoting enterprising solutions to social and environmental challenges and in transforming the delivery and design of public services."
- The Compact between Government and the voluntary sector recognises voluntary organisations' right to campaign in its Key Compact Principles.
- Sustainable Communities Act 2007 encourages local communities and councils to improve the economic, social or environmental well being.
- Local Government and Public Involvement in Health Act 2007 gives communities a voice in health and social care. Local authorities have a duty to inform, consult and involve local people in running services.
- Take Part Pathfinder projects in many areas.
- Communities in Control White Paper and the Local Democracy, Economic Development and Construction Bill propose to extend the duty to involve to police, local arts, sports, culture and environmental bodies, and to

give local authorities duties to promote democratic understanding and respond to petitions, to give citizens greater power to hold local authorities to account and influence local services.

- The Department of Justice promotes capable citizenship through public legal education (see www.pleas.org.uk) and its Building Democracy programme Disabilities Discrimination Act 1995 and other equalities legislation on age, gender, race and sexuality Equalities Bill
- The Learning Revolution White Paper (2009) sets out a Government-wide strategy for informal learning, in which “our ability to take control of our lives and influence the world around us” is a core principle and “promoting empowerment, civic participation and engagement” are significant benefits (p17).
- The Department of Justice promotes capable citizenship through public legal education (see www.pleas.org.uk) and its Building Democracy programme
- Disabilities Discrimination Act 1995 and other equalities legislation on age, gender, race and sexuality
- Equalities Bill, now before parliament, will give all public services a duty to reduce inequality
- The Opposition Conservative Party also recognizes that “the executive must be held to account by strong, independent voices able to speak not solely for the sector, but for civil society as a whole” (*A Stronger Society Voluntary Action In The 21st Century* p72)

These laws and policies support citizens taking action to influence decisions that affect their lives or causes they feel strongly about. Voluntary sector support providers have a responsibility to enable people to do this effectively.

Francis Maude MP, Shadow Minister for the Cabinet Office, wrote “We must also engage with and encourage people to become more involved in the political process. ... After all, politics can make a positive difference to the world and it is in everyone’s interest to become involved. Because the more people that become involved in politics, the broader, stronger and more effective it becomes.



“Active citizenship in our country is the key because everyone has a view, everyone can make a difference. Instead of retreating and saying “politics is not my thing” or that “it doesn’t make any difference”, become involved and voice your opinion.”

So I welcome The Novas Scarman *Learning Power* Report. It contains innovative ideas not just for encouraging people to become involved in politics but it also raises one key point: interaction.”

To read the *Learning Power* Report go to: <http://static.novas.org/files/learning-power-262.pdf>

Campaigning outside and inside the system



At the London Roadshow, **Melba Wilson** spoke about her experience of campaigning from outside the system with the black feminist movement and Mind, and her campaigning from inside the health service.

‘Campaigning from the outside was easiest, because we had clear goals. Greater justice for black people meant campaigns against the stop and search ‘SUS’ laws, against ‘sin bins’ for black children excluded from schools, against female vaginal testing at ports of entry and the use of depo provera. Our campaigns were full frontal. We met, marched, wrote, discussed tactics and sought alliances within the women’s movement. We passionately believed in what we were doing. We were disciplined and didn’t worry about offending political interests. We had little money, lots of enthusiasm, lots of commitment – and by the 1990s we burnt ourselves out. In Mind, campaigning was the day job, aimed at influencing government policy and equalities within Mind. This achieved a lot and taught me how and when to be flexible to achieve a wider political game, as well as the limits of campaigning from a semi-autonomous position, since Mind was very dependent on government grants for much of its work.

A colleague encouraged me to take the campaign into the boardroom, through a local health service trust. I had never imagined doing this, but it brought a whole new world. Now I was one of the ones making decisions and had to weigh up the whole picture, not just issues of BME

communities. This taught me that often you can achieve more by weighing up seemingly competing interests to find common ground and bring about a greater good. You can find allies in the most unlikely of places. To be effective, you need to be open and willing to jettison entrenched views about people. These roles were not about overt campaigning, but about winning the hearts, minds and support of communities, staff, partners, politicians and the media. And it is about changing the status quo for the greater good.

My current role is about campaigning both from the inside and the outside to improve mental health services for people from black and minority ethnic communities, by influencing primary care trusts, mental health trusts and strategic health authorities. I use language which seeks to identify enablers; partnerships; collaborative ways or working and learning; and constructive approaches for change. This is a very different way of campaigning. It requires influencing skills, the need to maintain credibility, understanding issues from a range of viewpoints – users, carers, mental health professionals, the statutory sector, voluntary sector; being accountable, transparent and able to demonstrate probity in the use of public resources.

My final point is that you need to maintain your own personal integrity in the face of seemingly insurmountable and intractable circumstances, which are – inevitably – about shades of grey, and stay true to yourself.

More from London on page 10

Give people the support they really need

People come to support providers for many different things – information, help with funding, training or moral support. Sometimes the best way of achieving their aims is to change the policy or behaviour of an institution or group. Campaigning and advocacy are therefore essential parts of the voluntary sector toolkit. Community representatives on governing bodies, Local Strategic Partnerships, LINKs and other public bodies often have a campaigning role as well. Support providers need to know when and how organisations can benefit from lobbying or campaigning.



These questions can help support providers review their ability to support campaigning, as part of regular discussions and their strategic planning process:

1. What are the benefits of effective campaigning by the groups we work with?
2. What are the potential risks or dangers of campaigning?
3. What campaigns / lobbying activities are our members doing now? Remember that many people do not use the words campaigning, advocacy or politics.
4. What support for advocacy and campaigning do we currently provide? How do we include it in the events, information, newsletters, funding, training, evaluation and other support we offer?
5. How do we nurture our networks? Do we use a stakeholder contact list? – see Network Maintenance box.
6. What experience, skills and knowledge do we / our members have of campaigning? – Use the ‘campaigning capacity check’ on p 11.
7. How do we encourage campaigners and community activists to share skills and provide mutual support, and could we do more?
8. Who is responsible for leading support for campaigning in the organisation?
9. How can we improve support for advocacy and campaigning through our strategic plan?
10. How can we make people aware of the benefits of campaigning and advocacy?

You might like to include campaign support as a regular item on the agenda of team meetings and use these questions as a prompt.

Similar questions can be used to look at your ability to help groups involved in individual advocacy.

Be prepared!

Campaigning can bring out conflict between individuals and groups or with the authorities. Campaigners may be frozen out of discussions, spied on or intimidated. Campaigners need to think about how they will handle opposition. They need to be aware of and use the law, democratic processes and negotiating skills.

Your keys to a successful campaign



Three questions can unlock any campaign:

1. What is the result you want?
2. Who do you need to influence?
3. How?

The rest is imagination, knowledge, skills, contacts, experience and persistence.



Round table discussion at SE roadshow in Slough

Network Maintenance



Contacts and networks are a campaigner’s most important asset.

How do you look after the key people for your organisation or campaign (your “stakeholders”)?

Do you actively manage your networks?

- List all organisations and people who concern your work (contacts)
- Identify those you need to a) win over, b) keep informed, b) neutralise c) engage and involve (this is your WINE list)
- Identify who in your organisation is responsible for maintaining relationships with each contact
- Discuss how you cultivate relationships and share information as an organisation
- Review your contacts at least once a year: you may need to add new agencies or individuals, or change details

Remember the Data Protection Act if you are storing personal details. Check your responsibilities at the Information Commissioner’s Office: www.ico.gov.uk



Action-learning is a powerful way of sharing knowledge, skills, experience and contacts through peer-to-peer support. For a free taster of **Can Do Net.Works Campaign Support** anywhere in the UK, contact Cynthia Jimenez, Tel: 01273 234 854, Email: Cynthia.jimenez@novasscarman.org

Reports from the roadshows

London

Over 90 people came to the Voluntary Sector Resource Centre on 20 March to an event organised by Advice UK, LVSC and others.

Peter Lewis, **Chief Executive of LVSC**, described the voluntary sector's role in giving people a voice, working for social justice and winning the battle of ideas.



He told stories from his experiences as a campaigner for cycling and homeless people, showing the importance of

- planning and preparation
- getting accurate data
- staying in the official loop where policies are developed
- building a network of active supporters

Melba Wilson, Race Equality Director of the National Programme Lead Mental Health Equalities spoke about campaigning inside and outside the system (see p8)

Top priorities for the region were

1. Affordable campaign training
2. Networking and sharing resources
3. signposting of training and other resources
4. case studies of successful campaigning
5. campaign website with tools

Regional and national partners will work together to take these forward with LVSC.

And, a Declaration of independence of the voluntary sector (in relation to public funding). To include:

- Right to campaign and challenge
- Mutual respect
- Being open to influence
- Training and support for campaigning
- Duty to involve/promote democracy
- Whole systems approach to assessing outcomes, linked to Area Assessment
- Mediation – mutually accepted 3rd party

Patrick Cox, founder of Small Charities Coalition, told campaigners to “network like crazy”, get to know the key decision-makers, and influence them. “The key people are not necessarily government.” He called on big charities like Oxfam to support small charities, with expertise and volunteers. www.smallcharities.org.uk



Rachel Armstrong, from Cabinet Office, closed the day by saying that The Office of the Third Sector (OTS) champions the sector across government. “We value challenge from the Third Sector and try to remove barriers to address the needs of under-represented groups. The

idea of a “Declaration of Independence” for the sector is brilliant. We want the sector represented in Local Strategic Partnerships, in a formal, inclusive way, but the sector is very diverse, its voice is not homogeneous, and formal representatives do not represent the whole sector.”

South East

Over 40 people came to Slough on 23 March for ‘Use your VOICE for positive change!’

Their priorities for support were:

1. Work through umbrella bodies and CVS's
2. Learning networks and alliance building
3. information on funding
4. Training in how to use the media
5. Campaign training, mentoring and coaching
6. Knowledge of decision-making structures

Fiona Mactaggart, MP for Slough and former Home Office Minister, listened to what participants wanted from the day and responded with stories to illustrate her main principles for campaigning:



1st, campaign about things you really care about

2nd, recognise your own power

3rd, find allies, particularly unexpected supporters

4th, be flexible

5th, tell people when they make a difference

A powerful short film from Blue Jones, then a 14 year old, was inspirational. Blue currently works with police and education as well as sitting on the UK Youth Parliament promoting the rights of the Gypsy, Traveller and Travelling Showpeople community and their culture.

Eleanor Cryer, CEO of MENCAP Slough told inspiring stories of how direct action and personal commitment made things happen fast.

Using the Freedom of Information Act

The Freedom of Information Act (FOI) gives you the right to see information held by the government and public authorities. You can use it to find out about a problem affecting your community; to see how effective a policy has been; to find out about the authority's spending; to check whether an authority is doing what it says it is and to learn about the real reasons for decisions.

Authorities can only withhold information if the Act allows them, and even exempt information may be disclosed if it is in the public interest. If you think information has been improperly withheld you can complain to the independent Information Commissioner, who can order disclosure.

Information relating to the environment is dealt with under the new Environmental Information Regulations (EIRs). These provide a stronger right of access than the FOI Acts. Information about emissions to the environment cannot be withheld on grounds of commercial confidentiality.

For ideas on how to use FOI go to the Campaign for FOI Website: www.cfoi.org.uk

For help with getting information from public authorities, go to: www.whatdotheyknow.com

Campaign capacity check

Campaigning takes ability, knowledge and contacts. These questions can be used by staff teams and governing bodies to assess your capacity to support campaigning and advocacy.

Quick'n'easy campaign capacity audit

Ask people to list

- campaigns or lobbying they have done, what roles they played and what they learnt
- skills they have which could be useful for campaigning
- knowledge that is useful for campaigning
- organisations they are members of
- contacts that can help with campaigning, at a neighbourhood, local, regional, national, European or global level

These five questions may tell you all you need to know. To get more detail, use the checklist in the next column.



What is your ability to influence?

Axis of Influence is a discussion tool to improve confidence, skills and understanding for campaigning, advocacy and voice. For workshops go to: www.bassac.org.uk/our-programmes/voice/axis-of-influence-workshops. For more information, see www.changesuk.net/ or www.dosti.org.uk/influence

ECHO is a tool for public agencies, support providers and partnerships to see how open they are to community influence. Contact: www.changesuk.net/

Skilling Up for Stronger Voices outlines skills and abilities needed by third sector representatives on LSPs (and other representative bodies): www.navca.org.uk

For occupational standards for campaigners, go to: www.ukworkforcehub.org.uk/component/content/article/505

What experience, contacts, skills and knowledge do we have?

Rate yourself or your organisation on a scale of 1 – 5 (where 1 = low and 5 = high or expert) on four areas of campaign competence. For a more independent view, ask other people to answer these questions about you or your organisation:

1. Core competences:

How clear are your vision, mission, objectives and goals

1 2 3 4 5

How confident are you about speaking up for your beliefs

1 2 3 4 5

How good are your interpersonal skills

1 2 3 4 5

How good is your theory or model of how change happens?

1 2 3 4 5

How extensive are your networks and contacts

1 2 3 4 5

(where 3 = about 250 contacts across five different networks)

Are your values clear, and how well do you live by them

1 2 3 4 5

Do other people respect and trust you

1 2 3 4 5

2. knowledge of issues about which people want to influence policy or practice: List

- issues about which you / your organisation is knowledgeable
- experts / organisations on issues you can refer to

3. ability to use campaigning techniques

list all the campaign techniques you know about and rate your ability to use each one, 1 - 5

4. people & power structures ("Targets")

What decision-making structures are involved in issues your members care about? Who are the key decision-makers in each one?

For example, how relevant are each of the following to your members/users, and how well do you know them? (add more policy areas to the list, relevant to your work)

Decision makers	Relevance	Knowledge
Local authority, LSP and LAA	1 2 3 4 5	1 2 3 4 5
Health Trusts, PCTs, LINKs	1 2 3 4 5	1 2 3 4 5
Housing	1 2 3 4 5	1 2 3 4 5
Policing and criminal justice	1 2 3 4 5	1 2 3 4 5
Regional structures	1 2 3 4 5	1 2 3 4 5
National government departments	1 2 3 4 5	1 2 3 4 5
Parliament	1 2 3 4 5	1 2 3 4 5
Europe	1 2 3 4 5	1 2 3 4 5
Global	1 2 3 4 5	1 2 3 4 5

Training for advocacy, campaigning and practical politics

The second priority identified across all campaign roadshows was for affordable, accessible and appropriate training. People wanted many different kinds of learning, such as action learning, coaching, one-off workshops, short courses, mentoring, mutual support or materials for DIY workshops.

In many areas, people organised training following these events, such as a two day course on human rights in the North East, workshops on using Equality Impact Assessments in all regions, three workshops on using new media in Eastern region, and almost 30 sessions on how parliament works run by the Parliamentary Outreach Service across the country.

People *want* to learn how to campaign, when it is promoted in a way that is accessible, affordable and, above all, relevant to them. Large companies, charities and pressure groups can afford to employ lobbyists and campaigners to make their voice heard in the corridors of power. Most community groups and individuals cannot.

In a democracy, there is a strong case for enabling all adults to take part in practical political education, if they wish. This deserves as much support from adult, further and community education providers as literacy, information technology or enterprise.

Principles for learning campaigning and practical politics

Practical political education should be:

1. **pragmatic:** start from where people are and what they want to do
2. **pluralistic** in terms of funding, forms of provision, content and underpinning values, so that publicly funded political education is not used purely for propaganda
3. **participative**, learning which enables people to interact and develop confidence, communication skills and critical thinking while acquiring knowledge, methods and contacts
4. **practical**, including techniques, knowledge and analysis for active politics, with opportunities to try things out and engage in campaigning
5. **peaceful:** violence is a failure of politics. Practical political education may study the use of violence in politics by state and non-state actors, but recognise that it is counterproductive and rarely justifiable.
6. **pro-poor:** prioritise provision for people whose incomes are 60% below average (median).

(From *Learning Power*, p 37)

John Battle, MP told participants in Yorkshire that campaigners need

1. Passionate people
2. Patience
3. A Positive attitude, to take on the 'can't doers'

Other tips from John

- Do your homework
- Plan your campaign
- Build up a base of support through face to face contact
- Get to know who is involved in the decision
- Build relationships for the long haul
- Chase the chain of power!
- Use your MP, find out their interests and tie them down like Gulliver!
- Imagination is as or more important than information
- Small conversations are often as important as big ones.

www.johnbattle-mp.org.uk



Education in active citizenship, campaigning and practical politics is growing. See p 16

Trainer of Trainers

For a trainer of trainers course in campaigning, active citizenship and practical politics with Leeds Met University, email: inspiringchange007@googlemail.com



Esmee Russell, Age Concern, workshop on tools for campaigning, Eastern Region

Campaigns in collision

There are campaigns with opposing aims on many issues.

One of the most successful campaigns in history was by the financial industry for deregulation in Britain and the US in the 1980s. It eventually caused a global financial crisis in 2008. Sometimes success leads to disaster.

Global campaigns against poverty, such as Jubilee 2000, End Poverty 2015 for the Millennium Development Goals (www.endpoverty2015.org/) and Make Poverty History, have had much less influence or government support.

Campaigners can learn from them all.

Reports from the roadshows

Eastern Region – Voices for Change

Over 100 people came to Voices for Change at Chilford Hall, Cambridgeshire, on 31 March, the campaign event organised by COVER and Experts by Experience.



Many participants were from user-led organisations (ULOs). They enable service users and carers to influence health and social care services through Local Involvement Networks (LINKs), the Eastern Development Centre and advocacy.

Paul Jefford, Advice for Life Circuite Rider, showed how new media can support campaigning and networking, particularly relevant for this large, rural region. There were workshops on campaigning methods, partnership working, Local Strategic Partnerships and influencing parliament. For more see online report.

Top priorities identified by participants were:

1. Funding
2. Networking and working together
3. Rural transport to provide access for networking
4. Using the media, old and new
5. Skill sharing
6. Getting powerful people to open doors

COVER will make sure you get the support you want

East Midlands

Over 60 people converged on the Brite Centre in Leicester on 5th December, organised by the LeicestHERday Trust with support from the City Council, Educational Centres Association (ECA) and others.

Sheila Lock, CEO of Leicester City, urged the sector get its message across and influence services to reflect the diversity of local needs.



Susie Rabin of NCVO Campaign Effectiveness leads a discussion in Leicester

South West – Getting Heard

40 people came to the Watershed Centre in Bristol Docks on 13 March, at an event organised by Black South West Network and other organisations.

Top 6 priorities

1. Campaign skills training
2. Campaign mentoring
3. Knowledge of how the system works
4. Using Equalities assessment/impact
5. Mutual support
6. Using the internet for campaigning



Dawn Primarolo, local MP and Minister for Health, spoke about the importance of empowering people to have a voice at all levels, from the street and city to national and global politics. She described tensions between her role as an MP, representing constituents who want her to lobby the Government, and as a Minister who is part of the Government.

Her tips for lobbying MPs, councillors and officials were:

1. Focus on what you want them to *do*
2. Capture the imagination and support of your community
3. Be clear and positive about your aims

Nigel Costley, TUC Regional Secretary, reminded people that trade unions were a democratic voluntary movement, with 700,000 members in 60 unions in the Region. Unions have three main roles – as a collective voice; as a source of insurance and support for working people; and as a force for social justice and change. He described how unions had campaigned for pensions with the churches, for women's rights, the minimum wage and other issues. Union Learning Reps campaign to improve skills among their members. Campaigners should involve unions.

1. Social Cohesion
2. Discrimination & equalities issues (including mental health disabilities)
3. HIV/AIDS & SDIs
4. Specialist infrastructure support
5. VCS funding
6. Community sector voice



Local MP and former Secretary of State for Health, **Patricia Hewitt**, heard about fears that open tendering for contracts could squeeze out smaller groups by large national organisations, voluntary as well as private. She agreed to take this up with the Minister, Kevin Brennan.

She spoke about the Government's commitment to giving local residents more power over local services, through greater patient choice and involvement in designing or changing services.

How to plan a successful campaign

A 90 minute work-out

The following questions take people through the main steps in planning a campaign in about 90 minutes. Ideally you would spend at least 30 – 60 minutes on each question, but the 90 minute work-out gives you a basic overview of campaign strategy. For more information and support, see resources on p 16.

Questions can be done in pairs with brief sharing / discussion in a larger group after each one.

1. **What's your vision?** – what does success look like?

Can you express it in a catch phrase or vivid image?

A clear and compelling vision can be the most powerful part of any campaign.

There is no such thing as an unrealistic vision, only unrealistic time scales: the campaign for a minimum wage took over 100 years, ending apartheid took over 80 years. Effective campaigning brings about change faster.

2. **Define your goals** – what are the intermediate steps

To progress your vision you need to define specific achievable goals which attract support with each step. The following three points can help you clarify your goals.

3. **What's happening?** – what is the wider context and how is it changing?

What **systems** are at work on this issue?

Do a force field analysis to identify trends and forces for and against your vision or goal.

4. **What's your case?** – what evidence supports your proposal?

What problem does your campaign aim to solve, what solutions exist and why is yours best?

What “killer facts”, research evidence or case studies or pictures support it?

What's missing? – Why is your solution not being adopted?

5. **Concentrate on crunch points**: what are the key decision moments?

Draw a time line with dates of meetings, consultations, Bills, votes, elections, appointments or other events which influence the result you want.

What opportunities are there for quick wins by going with the flow of what's happening?

How can you position yourself to influence these as early as possible?

6. **Where is the POWER to make a difference?**

– Who are the key people?

You are the key person in your campaign: do not underestimate your power

Who cares? List stakeholders, allies & adversaries: who needs to be wooed, informed, neutralised or engaged (Your WINE list – see Network Maintenance on p 9)?

Do a power/influence map, of key decision-makers and who influences them.

Plot a power / interest matrix to identify priority targets
Engage in decision maker dialogue to change perception round your campaign.

7. **Communicate!**

– Internally, with supporters, allies and with targets

Can you make your campaign pitch in 30 seconds?

Stories, images & consistent, clear simple messages: “stand up and be courted”

8. **Persist**, but choose your tactics to fit your targets

9. **Action learning**: monitor, evaluate, reflect and review with every step

Create space for reflection and learning, about ways of working as well as outcomes.

What changes (indicators) would show progress towards your goal?

What information could you collect? How will you use it?

Build success through lots of small steps and celebrations

Treat attacks as gifts, complaints as feedback and set backs as learning

For workshops on campaign planning,
email: inspiringchange007@googlemail.com



Andy Cogan, CEO of COVER, Eastern Region

Using Human Rights for campaigning

Human rights language can empower campaigners and ordinary people fighting for change, because they set out positive standards which people can expect. Instead of calling for change on the basis of need or as victims, people can claim their rights in law. The state has a positive obligation to protect human rights, just as it has to enforce the law. Human rights are universal – they apply equally to everyone, including the most powerless and marginalised.

British Institute of Human Rights (BIHR) offers materials and workshops on how to use human rights – www.bihr.org.uk/Tel: 020 7848 1818

Women's Resource Centre offers support for the rights of women – www.wrc.org.uk/resources/wrc_campaign_publications.aspx

Equality & Human Rights Commission provides info, policy and support for rights and equality issues – www.equalityhumanrights.com/en/Pages/default.aspx
Tel: 0845 604 6610

Learning how the system works

The third priority from all roadshows was to learn how the system works, mainly at a local level. But decisions at a regional, national, European and global level, also affect local issues.

All roadshow had workshops on how the system works and the resource pages list places where you can find out more (see p 18). The Parliamentary Outreach Service and NAVCA ran workshops on this at most most roadshows.

Democracy Hubs

The Power Inquiry, chaired by Helena Kennedy QC, recommended setting up 'Democracy Hubs' in each local authority area to help people navigate their way through the democratic system. The 'hubs' should give citizens "information and support on how to raise issues of concern through the political system", to support collective political activity.

A 'democracy hub' would provide

- access to information on all aspects of the system, from local to global governance;
- workshops and short courses
- non-partisan support for people wishing to influence decisions
- outreach to local communities, pro-actively offering information and support

A great deal of information is now available through the web, but people still need someone who is sympathetic and knowledgeable to help them find and use what is available.

Our current political system is like television in the 1970s – three channels and little public involvement – without even a programme guide.

www.powerinquiry.org

"The system" is more than government and public services. Systems of belief, finance, markets, professions and global governance also influence our lives. But national and local government have democratic responsibility for the rules and conduct of the whole system.

"One of the optical illusions of government is that those inside of it think of themselves as drivers of change... Yet most far reaching ideas and changes come from outside ... usually from the bottom [up] ... Governments are more often vehicles rather than initiators."

Geoff Mulgan, *Good and Bad Power* (Allan Lane, 2007), former Head of Strategy for Tony Blair.

Systems thinking is a powerful way of making systems meet people's needs. Advice UK is using system thinking to challenge the way in which advice services are funded by government. Their work shows how government systems themselves create problems which people bring to advice services.

"The performance of anyone is largely governed by the system that he works in"
W E Deming

Systems thinking helps services to meet people's needs better. It cuts waste and increases satisfaction for staff and users.

It's the System Stupid!

Advice UK, the umbrella body and support service for independent advice services, fears that government plans for improving legal and advice services could actually make services worse. From experience, they knew that top-down targets, inspection and commissioning threatened the independence of advice services and undermined their ability to meet people's needs. Instead of responding to bottom-up demand from citizens, agencies were being forced to meet the 'top-down' demands of government commissioners.

With funding from the Baring Foundation, Advice UK commissioned Vanguard Consulting to look at the reforms from a systems thinking approach. Vanguard studied advice services in Oxford and Powys. This found that they:

- struggle to cope with demand caused by failings of the Department for Work and Pensions, HM Revenue and Customs and Housing Benefit Offices, yet win 90% of such cases on procedural grounds.
- are hampered by contractual restrictions, which limit the help they can give clients in order to meet targets.

In other words, advice agencies deal with problems caused by the 'system' (DWP, HMRC, Housing Benefit). Government reforms of advice funding also prevent agencies from meeting the needs of vulnerable people as effectively as they would wish.

Advice agencies could give public services useful feedback about where the system is not working. To do this they need to be independent and trusted by the public, so that they can respond flexibly to changing needs and challenge shortcomings in the system. This can benefit both public services and their own clients.

As a result of this study, AdviceUK is now working with local authorities to redesign advice services and put users at the centre. They are also lobbying the government to recognise systemic failings and rethink advice policy, strategy and funding.

Read *It's the System Stupid! Radically Rethinking Advice* at www.adviceuk.org.uk or email: policy@adviceuk.org.uk / for further information

Systems thinking means looking at what you want as part of a bigger system with lots of interacting parts. Focus on the **purpose** – the results people want from the system. Get rid of targets and look at **what's really happening** – how are people getting what they want and where is the system wasting time on paperwork, meetings, delays, frustration etc. Look at the **system conditions** – the behaviour, procedures etc which help or hinder people getting what they want. Engage the **leaders** – policy-makers, managers responsible. Change their **thinking** to bring about the results you want.

John Seddon, *Systems Thinking in the Public Sector*, Triarchy Press 2008, shows how systems thinking empowers people to improve services (and get rid of wasteful top-down command and control targets). www.systemsthinking.co.uk

Get help to campaign better

Books, Tools, Techniques, Organisations and Resources

Many people, books, courses and websites can help you campaign successfully. The best thing is to join a good campaign and learn from others. The next best is to ask people involved in successful campaigns for advice or to run a workshop for you.

How to use this stuff

It takes time to develop skills, understanding and contacts to campaign effectively. Doing the obvious things may not be the best way to achieve your aims. So make time for learning.

Here are 3 suggestions:

1. form a reading group and study books together
2. form an action-learning group to share experiences and solve problems
3. go to workshops, conferences and networking events (or run them yourself)

Try things out, experiment, have fun.

Many of the following resources were used or mentioned in workshops at the campaign roadshows.

About campaigning ...

Campaigning Effectiveness at NCVO provides information, materials, training and events for campaigners in the voluntary sector. NCVO also offer help and advice on monitoring the impact of your campaign, case studies, funding for campaigning and an ebulletin: www.ncvo-vol.org.uk/ce

Campaign Strategy is run by Chris Rose, who worked for Greenpeace. He offers 12 guidelines for campaigning and a guide to resources. Sign up to his enewsletter for lessons and observations on campaigning. His book on *How to Win Campaigns* is very practical and inspiring.

Campaign Creator is a short guide for people new to campaigning, produced with Friends of the Earth, available online at www.campaigncreator.org

Sheila McKechnie Foundation runs campaign workshops and annual Awards for campaigners, as well as case studies and campaign materials - www.sheilamckechnie.org.uk/

Seeds for Change run workshops and help campaigners organise for positive social change. Their website has many useful materials & contacts <http://seedsforchange.org.uk>

VolResource offers the voluntary and community sector links to a wide range of information, materials and support on all aspects of running a voluntary organisation, including campaigning, and a very useful enewsletter: www.volresource.org.uk/info/campres.htm

Knowhownonprofit.org is an online community for sharing all kinds of contacts, knowledge and expertise in the Third Sector, including campaigning.

Saul Alinsky *Rules for Radicals* (1946) is the classic text for community-based organising learnt by Barak Obama in Chicago

Tess Kingham & Jim Coe, *The Good Campaigns Guide* (NCVO 2005) and *Tips on good practice in campaigning* are practical guides to strategy, skills and tactics with case studies, from NCVO Campaigning Effectiveness

Mark Lattimer, *The Campaigning Handbook* (Directory of Social Change 2000) covers skills, strategy and knowledge for campaigning, including information on the law, internet, companies, local and central government, parliament and Europe.

Jim Coe & Ruth Mayne, *Is your campaign making a difference?* (NCVO 2008) a very useful guide to evaluating your campaign, which should be read at the planning stage

Carmel McConnel, *change activist: make big things happen fast* (momentum 2001) help for change agents in business or other organisations to take control of their lives and bring about social justice and responsibility



Paul Dunn, Equalities SW, and Rupert Daniel, Black South West Network, at the SW Roadshow on 13 March

Charles Miller, *Political Lobbying*, (Politico's 2000) shows how the political system works and make it work for you, focusing on practical aspects of lobbying, using case studies to explain and illustrate effective lobbying. Explains the working of decision making processes, how to gather information and identify targets.

Chris Rose, *How to Win Campaigns*, Earthscan, 2005, is packed with practical ideas, information and images for successful campaigning.

Trapeze Collective, Seeds for Change and others, *Do It Yourself: A handbook for changing our world* (Pluto 2007) tool kit, case studies and resources for non-hierarchical collective action for sustainable living with chapters on health, learning, food, culture, media and direct action.

Campaign training

A growing number of organisations provide training on campaigning, advocacy, influence, citizenship, empowerment and voice.

BOND training and information on campaigning for international development - www.bond.org.uk

Campaign coaching and training: Tel 0117 376 3934 email team@2qab.net web: www.2qab.net

Can Do Net.Works! is action learning for campaigners, using tried and tested method for rapid transfer of knowledge, skills and experience through peer-to-peer support. For a free taster anywhere in the UK, contact Cynthia Jimenez, Tel: 01273 234 854, Email: Cynthia.jimenez@novasscarman.org

Changes - consultancy specialising in community engagement, community development and active citizenship, who developed the Axis of Influence and handy guide on Voice <http://www.changesuk.net/> 01743 350198 admin@changesuk.net

Cdx (Community Development Exchange) promotes community development for equality and social justice, offering support, free publications and networking for empowerment, participation and community action www.cdx.org.uk - admin@cdx.org.uk 0114 241 2760

Bassac offers workshops on the Axis of Influence discussion tool www.bassac.org.uk 020 7336 9425

Inspiring Change - Campaign coaching, training & research www.titusalexander.com

Email: inspiringchange007@googlemail.com Tel: 07720394740
NCVO Certificate of Professional Practice in Campaigning www.ncvo-vol.org.uk/ce Email rosemary.frazer@ncvo-vol.org.uk 02075202449

The Parliamentary Outreach service provides free information and presentations. www.parliament.uk/about/visiting/

parliamentary_outreach.cfm Contact Hannah Roberts at robertsha@parliament.uk or on 07917488950

People & Planet: Free campaign training and materials for students www.peopleandplanet.org 01865245867

Seeds for Change: Free training for grass roots activists www.seedsforchange.org.uk 08454584776

Scottish Centre for Non-Violence Workshops in non-violent direct action www.nonviolence-scotland.org.uk

Turning the Tide (Quaker Peace and Social Witness) Workshops in direct action, media training, mobilising support & legal tactics: Email: denised@quaker.org.uk/stevew@quaker.org.uk/ Tel: 020 7663 1064/1061 www.quaker.org.uk/Templates/Internal.asp?NodeID=90168

Workers Education Association (WEA) Adult education for the community: ask your local tutor organiser about citizenship courses or setting up a course for your group www.wea.org.uk/

For courses in campaigning, citizenship, politics or issues:
www.ucas.ac.uk/students/coursesearch/ – mostly university
www.hotcourses.com/ – all courses

About influencing skills and strategies

Malcolm Gladwell, *The Tipping Point: How little things can make a BIG difference*, 2000, Little Brown, about mobilising social change by building critical mass of support.

Noah J Goldstein, Steve J Martin & Robert B Cialdini *Yes! 50 secrets from the science of persuasion* (2007) Profile Books, is a collection of research-based tips from marketing

Robert B Cialdini *Influence: the Psychology of Persuasion*, 1984: six core principles

Jo Owen, *Power at Work: The art of making things happen*, 2007, Pearson, how to recognise and use political intelligence in organisations

Frank Luntz, *Words that Work: It's not what you say, it's what people hear*, Hyperion, 2008, practical insights on the use of language by a successful lobbyist on the right

Kerry Paterson et al, *Influence: The Power to Change Anything*, 2008, McGraw-Hill, describes six sources of influence to make change inevitable.

About Tools for participation

Power Beyond the Ballot 57 varieties of democratic innovations from around the world: www.powerinquiry.org

Power To The People, report of the Power Inquiry: an independent Inquiry into Britain's democracy, 2006, www.powerinquiry.org/report/index.php

Power Tools offers a "how-to" guide for ways in which marginalised people and their allies can influence policy - www.policy-powertools.org/

People and Participation: how to put citizens at the heart of decision-making describes 17 participatory methods. It can be downloaded at: www.involve.org

Participation works! 21 techniques of community participation for the 21st century, produced by NEF and the UK Participation Network, www.neweconomics.org

Every Action Counts: tools for involving people in environmental issues - www.everyactioncounts.org.uk/guides

Support and training for advocacy

POhWER - helping people get services and their voice heard - www.pohwer.net

Action for Advocacy (A4A) www.actionforadvocacy.org.uk runs subsidised training for Advocates and Advocacy Scheme Managers

Advocacy Training www.advocacytraining.org.uk/

Speaking Up - advocacy, self advocacy projects and resources for people with learning difficulties, mental health issues and physical disabilities: www.speakingup.org/

Issue-based campaigning and training

Many campaigning charities and pressure groups offer materials, training and support for people campaigning on their issues. This is only a small sample. On many issues there are several organisations with different or opposing aims, beliefs and theories of change, so check out them before you commit.

Advice / welfare

Advice UK www.adviceuk.org.uk/DisplayPage.asp?pageid=7695
CAB www.citizensadvice.org.uk/index/campaigns.htm

Climate Change

Amber Links to contacts, information and websites www.amberlinks.org/

Oneclimate.net mobilises people worldwide, with postcode search & free webpage for campaigners Oneclimate.net

Criminal Justice

Smart Justice www.smartjustice.org/ Tel: 020 7251 5070

Howard League www.howardleague.org 020 7249 7373 or info@howardleague.org.

Drugs

Release www.release.org.uk/campaigns/current-campaigns

Transform www.release.org.uk/campaigns/current-campaigns

Elders / older people

Age Concern / Help the Aged (merged)

Pocket Campaign Guide www.ageconcern.org.uk

Email: campaigns@ace.org.uk

Environment

Friends of the Earth www.foe.co.uk/campaigns/index.html

Greenpeace www.greenpeace.org.uk/what-we-do

Green Alliance www.green-alliance.org.uk

RSPB www.rspb.org.uk

WWF www.wwf.org.uk

Health

Local Involvement Network (LINK)

LINK helpdesk email info@links.nhs.uk Tel: 024 761 50705

Mental health

Mental Health Foundation www.mentalhealth.org.uk/campaigns

MIND www.mind.org.uk/News+policy+and+campaigns/

[Campaigns/Campaign+resources.htm](http://www.mind.org.uk/Campaign+resources.htm)

Homelessness

Shelter http://england.shelter.org.uk/professional_resources

Homeless Link www.homelesslink.org

Crisis www.crisis.org.uk/

International development

Action Aid www.actionaid.org/

Bond www.bond.org.uk

CAFOD www.cafod.org.uk/

Christian Aid www.christianaid.org.uk/

Oxfam www.oxfam.org.uk/get_involved/campaign/activists/index.html

War on Want www.waronwant.org/campaigns

WDM www.wdm.org.uk/resources/index.htm

Poverty in the UK

The poverty site www.poverty.org.uk/ - key facts

End Child Poverty www.endchildpoverty.org.uk/

Get Fair www.getfair.org.uk/

Centre for Social Justice www.centreforsocialjustice.org.uk

Poverty Alliance www.povertyalliance.org

UK Coalition Against Poverty www.ukcap.org/

Rural issues

Action with Communities in Rural England (ACRE)

www.acre.org.uk

Campaign to protect rural England (CPRE) www.cpre.org.uk/

Countryside Alliance www.countryside-alliance.org/

Women

Women's Resource Centre www.wrc.org.uk/resources/wrc_campaign_publications.aspx

End Violence Against Women Coalition

www.endviolenceagainstwomen.org.uk/

And many more issues and organisations: search the web and ask people to find the campaign for you.

About how the system works

Anthony Sampson, *Who Runs this Place? The Anatomy of Britain in the 21st Century*, John Murray, 2005, the classic on power in Britain, recently updated

Michael Barber, *Instructed to Deliver: Fighting to transform Britain's Public Services*, Methuen 2007, the inside story of a campaigner for targets and social justice

John Seddon, *Systems Thinking in the Public Sector*, Triarchy Press 2008: how to get rid of targets, top-down command and control to empower people to improve services, an antidote to Michael Barber

Art Kleiner, *Who Really Matters: The Core Group: Theory of power, privilege and success*, Nicholas Brealey, 2003, on power in organisations – public, private or voluntary sector

David Rothkopf, *Superclass: The Global Power Elite and the World they are making*, Little, Brown, 2008: who are the 6,000 most powerful people, how do they work and how to deal with them

Titus Alexander, *Unravelling Global Apartheid: an overview of world politics*, (Polity 1996) describes how minority rule works in global governance, together with a 12 step plan of action still relevant today.

Know how your local area works

Contact your local CVS, voluntary action centre, public library or town hall for information

NAVCA guide to local partnerships, Local Area Agreements (LAAs), Strategic Partnerships (LSPs) and free training on representation for CVS's: www.navca.org.uk/localvs/infobank

For information on public services and government, including a list of local councils, government departments, citizens' rights and all sorts of useful things, go to: www.direct.gov.uk

Urban Forum produce briefings on government policies affecting local areas, including a guide on community engagement strategies: www.urbanforum.org.uk/

Find out how to influence **health & social care** from your Local Involvement Network (LINK)

www.dh.gov.uk/en/Managingyourorganisation/PatientAndPublicinvolvement/DH_076366

LINK helpdesk email info@links.nhs.uk Tel: 024 761 50705

To find your local LINK, contact your local authority or the NHS Centre for Involvement: tel: 024 7615 0266
web: www.nhscentreforinvolvement.nhs.uk

About working with parliament, MPs and Lords

Parliament offers many opportunities to raise awareness and influence to support your campaign: submit evidence to Select Committees, work with your MP on Early Day Motions, Parliamentary Questions and Debates or get involved with All Party Parliamentary Groups.

The Parliamentary Outreach service can provide further information and presentations to organisations free of charge. www.parliament.uk/about/visiting/parliamentary_outreach.cfm

Contact Hannah Roberts at robertsha@parliament.uk or on 07917488950

WriteToThem enables people to communicate with their MP, councillors, European parliament members.

TheyWorkForYou keeps tabs on activity in parliament - official statements, debates, committees etc.

About using the media

The 'old media' of print, TV and radio still matter. Use your local paper and radio to reach local people and politicians. Contact the following for advice, training and support:

The **Media Trust** provide a wide range of free support and information, including

- Media Matching: professional volunteers who offer services to VSC groups.
- Newswire service: help with writing press releases, supported by Press Association.
- Community Channel - opportunity to showcase content.
- Media / Communication: down loadable guides
- Media Communications Training

See www.mediatrust.org

Mediawise - media training by experienced journalists: www.mediawise.org.uk

Suffolk Association of Voluntary Organisation (SAVO) toolkit to learn how to contact the media and get publicity www.savoe-learning.org/MEDIA/toolkit.htm

Email: simon.waldron@savo.co.uk

Sounddelivery offers media production, training and expertise to charities and third sector organisations, including podcasting, audio and video production and training, workshops, strategic communications and campaign management.

Contact Jude Habib T: 020 8888 2951 | M: 07803 721 481
www.sounddelivery.org.uk

UK Press is a network for press and PR professionals which offers inside information and contacts: www.ukpress.org/links.html

The Strategic Communications Resource Library is a US-based consultancy to corporations, government agencies and large financial institutions, with lots of free tools on line



What we want in Eastern Region

About new media and internet campaigning

Campaigners can use social networking, mobile phones, blogging, wikis, twitter and other electronic media to increase impact. The 'new media' is interactive, creating dialogue and connections, not just information. Anyone can disseminate ideas on a scale previously available only to commercial media providers.

The **Media Trust's** booklet on *How to use new media* is available from www.mediatrust.org

NCVO Campaigning Effectiveness' New Media page: www.ncvo-vol.org.uk/campaigningeffectiveness/projects/index.asp?id=10362 NCVO's home for online campaigns: www.louder.org.uk

Sheila McKechnie Foundation offers information, advice and social networking tools to connect, inform and inspire campaigners: www.campaigncentral.org.uk

Chain Reaction www.chain-reaction.org/ connects campaigners and social activists, set up by www.community-links.org For discussion forums, links and ideas about campaigning, see: <http://knowhownonprofit.org/campaigns>

For new media terminology: www.slideshare.net/amittekale/new-media-terminology
www.alexandrasamuel.com/20060301/web-20-glossary

For an in-depth guide to using the internet for campaigning: www.fairsay.com/tools/campaigning-insights/articles

For stories of how others have run strong e-campaigns: <http://web.advocacyonline.net/resources>

For an e-group of experienced e-campaigners sharing their ideas: www.fairsay.com/events/ecampaigning-forum

Advocacy Online provides software to run e-campaigns, raise funds and grow online communities in any language or country, with useful casestudies and guide to e-campaigning from their clients: web.advocacyonline.net

Avaz.org a global web movement with a democratic mission to close the gap between the world we have and the world most people want: log on to find world-wide movements and networks

About personal development for campaigners

Relationships, connections and communication are the heart of campaigning.

Marshall B Rosenberg *Nonviolent Communication*, Puddle Dancer Press, 2003

Steven Covey *The Seven Habits, First Things First and The 8th Habit*

Jack Canfield *The Success Principles: how to get from where you are to where you want to be*, element 2005

Mark Butcher *Achieve! and Create!* – personal effectiveness and problem solving in the not-for-profit sector, Directory of Social Change

Find your Focus: a short course for clarifying aims, values and abilities to achieve your goals. Email: inspiringchange007@googlemail.com

About using research for campaigning

Your case will be strengthened with sound research: find out if your local university or student's union supports community action or use the following website to find sources of information on a wide range of topics:

www.volresource.org.uk/info/research.htm#resorg

Beacons for Public Engagement are university-based centres to help build capacity for public engagement across the UK.: www.rcuk.ac.uk/sis/beacons.htm Email: kerry.leslie@rcuk.ac.uk

About community action and the environment

Alex Begg, *Empowering the Earth*, 2000, Green Books, outlines ideas and strategies for political and social action for radical change.

Tony Gibson, *The Power in Our Hands*, 1996, Jon Carpenter Publishing, is about ordinary people using their strengths and skills to organising themselves.

Michael Norton, *The Everyday Activist: Everything you need to know to get off your backside and start to make a difference*, Boxtree (Macmillan) 2007, is packed with ideas for things you can do about local, national or global problems, including examples, case studies, websites and sources of information and support. www.365act.com/

Mike Pegg, *The Positive Planet*, Enhance, 1993, offers five steps to build a better world.

Peter Senge, *The Necessary Revolution: How individuals and organisations are working together to create a sustainable world*, Nicholas Brealey, 2008: strategies for getting organisations to change their ways.

Every Action Counts Changing for good: guide to sustainable planning – how to make your organisation environmentally sustainable, with lots of useful, money-saving tips: www.everyactioncounts.org.uk

Get help with funding for your campaign

Contact your local Council for Voluntary Service (CVS) for advice
NVCO Advice on funding and coping through the recession
www.ncvo-vol.org.uk/funding.asp
www.ncvo-vol.org.uk/recessionresources/index.asp?id=13230
Tel: 0800 2 798 798

NAVCA campaign to sustain grant funding www.navca.org.uk/publications/defendinggrants
www.navca.org.uk/localvs/recession/ Tel: 02075202449

Directory for Social Change produces directories and courses on funding: www.dsc.org.uk
www.dsc.org.uk/NewsandInformation/Newsarchive/FundingforSustainableChange

London Voluntary Service Council (LVSC) Guide to lobbying and influencing policymakers & commissioners on single group funding - has useful tips and contacts: [www.lvsc.org.uk/files/99691/FileName/Lobbying guideNovo8.doc](http://www.lvsc.org.uk/files/99691/FileName/Lobbying%20guideNovo8.doc)

www.knowhowprofit.org Top tips on fundraising
www.knowhownonprofit.org/funding/
Contact knowhow@city.ac.uk

Regional Contacts

Many organisations helped to make the roadshows happen. They may be able to put you in touch with follow-up work and local support.

Eastern: COVER: Eagle Stile, Rectory Farm Barns, Walden Road, Little Chesterford, Essex CB10 1UD, 01799 532880
office@cover-east.org www.cover-east.org/

East Midlands: LeicestHERday Trust,
www.leicestherday.org.uk/ Tel: 0116 257 5615

London: LVSC 356 Holloway Road, London N7 6PA,
Sandra van der Feen, Campaigns, Sandra@lvsc.org.uk
Tel: 020 7700 8107 / 8117 direct

North East: VONNE, 9th Floor, Cale Cross, 156 Pilgrim Street, Newcastle upon Tyne NE1 6SU Regional Infrastructure Consortium manager Tel: 0191 233 2000
Website: www.vonne.org.uk

Novas Scarman NE Group: Guy Nokes, Regional Director, Hudson House, 1 Moor Terrace, Hendon, Sunderland SR1 2JH – guy.nokes@novasscarman.org, Tel: 0191 514 6156
Mob: 07890 041909

North West: Voluntary Sector North West (VSNW)
St. Thomas Centre, Ardwick Green North, Manchester, M12 6FZ, Margaret McLeod | Sector Development Officer
Tel: 0161 276 9303 Email: margaret.mcleod@vsnw.org.uk
Web: www.vsnw.org.uk

Novas Scarman Group Manchester: 424-426 Royal Exchange, Manchester, M2 7FE, Tel: 0161 839 2613
www.novasscarmanmanchester.org/
www.novasscarman.org

South East: RAISE, Bridge House, 1 Walnut Tree Close, Guildford, Surrey, GU1 4UA Tel: 01483 885264
www.raise-networks.org.uk

Novas Scarman Group SE: Mike Holdgate, Regional Director, Community Base, 113, Queens Road, Brighton, Sussex BN1 3XG Mike Holdgate, Regional Director,
Tel: 01273 234 854 / 862, www.novasscarman.org

South West: Black SW Network, 5 Russell Town Ave, Redfield, Bristol, BS5 9LT, Tel: 0117 939 6648 /
www.bswn.org.uk/ reception@bswn.org.uk;

***South West Forum**, Unit 6, Cranmere Court Lustleigh Close, Matford Business Park Exeter EX2 8PW
admin@southwestforum.org.uk
www.southwestforum.org.uk

Novas Scarman Group SW: Sarah Minns
Sarah.Minns@novas.org 0117 9542958

***West Midlands:** Regional Action West Midlands, Waterlinks House, Richard Street, Birmingham B7 4AA
Tel: 0121 359 9100,

Yorkshire Regional Forum, Suite D10, Josephs Well, Hanover Walk, Leeds LS3 1AB, Alison Haskins, Deputy Director, Tel: 0113 3942300 www.regionalforum.org.uk

* not involved in the roadshows

Reports from all roadshows available at:
www.novasscarman.org/campaigning/

Improving Support for Campaigning and Advocacy

“Campaigning is critical to a healthy democracy. We are each of us not powerless individuals, campaigners bring people together and so have the power to change the world for the better.”

Rt Hon Gordon Brown MP

Campaigning is an essential part of a healthy democratic society which allows people the freedom of expression to speak out and actively challenge the status quo. The role that individual campaigners can play in calling politicians to account and highlighting otherwise overlooked injustices should not be underestimated.

George Osborne MP

“Campaigning is the means by which people get involved in their local community and in the issues that they care about, be it campaigning against local property developments or campaigning for the local fire station to be kept open.”

Nick Clegg, MP

“Campaigning is the key to engaging people in the political system and bringing about genuinely positive change. Many of the freedoms we all enjoy today are the result of powerful civil campaigns and grassroots mobilisation. I hope this report inspires more people to campaign for social justice and a cleaner, greener, fairer future – and give them the support they need to campaign effectively”

Caroline Lucas, MEP

Campaigning helps society make better decisions and solve problems faster. For civil society to flourish, people need skills, knowledge and confidence to campaign successfully.

This resource guide shows where and how you can get support to succeed

For more campaigning tools and techniques, go to
en.wikipedia.org/wiki/Civil_society_campaign

Created through thousands of conversations at the grassroots



Do not underestimate your power to make a difference. Most people have more power than they think.



LOTTERY FUNDED



Titus Alexander is author of *Learning Power* (2007); *Unravelling Global Apartheid: an overview of world politics*, Polity 1996; *Citizenship Schools*, Campaign for Learning, 2001; *Family Learning: Foundations of effective education*, Demos 1997, and campaigns on climate change, citizenship, practical political education and family learning. He provides workshops, coaching and research on how to campaign, find your focus and global citizenship.