

don't just complain... campaign

Your guide to running a community campaign



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introduction

Have you ever wanted to have your say on a local issue but are unsure how to go about it?

Do you want to change something in your community but don't know where to start?

CampaignCreator has been developed with you in mind. It gives you the information you need to launch, organise and publicise a credible community campaign.

This guide forms the 'offline' part of CampaignCreator. Once you have read it, you will be fully armed to get campaigning. You can also go online at www.campaigncreator.org to find out more and access some tools that might help you.

Contents

| | | |
|------------|----------------------------------|------------|
| 1 | You can do it! | 5 |
| 2 | Getting started | 11 |
| 3.1 | Strengthening your case | 14 |
| 1 | | |
| 3.2 | Working as a team | 35 |
| 3.3 | Time and money | 47 |
| 4.1 | Reaching the right people | 59 |
| 4.2 | Using the right tools | 81 |
| 5 | You've done it! | 109 |
| 6 | Appendices | 115 |
| | CampaignCreator | 14 |



“Never doubt that a small group of committed people can change the world. In fact, it is the only thing that ever does.”

Margaret Mead

1 You can do it!

This guide has been designed to show people who've never run a campaign before how they can do it.

Why are we doing this?

Because good campaigns run by local people can make things better.

All the time, decisions are being made that affect your life. From climate change to speed bumps, from globalisation to school meals. If you care strongly about anything, there's something you can do.

Every issue is one where you could have your say – there are lots of opportunities to get involved.

In fact, you have incredible power, but only if you choose to use it.

You can do it! 1

It's worth doing. After all, if your voice isn't being heard, then whose is?

- You don't need to be a politician.
- You don't need millions of pounds.
- You don't need a huge organisation.
- You don't even need to have done it before.

You need an idea and you need to care enough about something to want to make a change. But it can be hard to know where to start.

1 You can do it!

That's the point of this guide. It's a starting point.

It doesn't contain everything you'll ever need to know about campaigning, but it does point you in the right direction. We want it to inspire you to start and run your own campaign.

Read it and learn about the experiences of other people, like you, who had an issue and decided to play a part. Some of them have done extraordinary things, but started with nothing more than a concern.

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Find out how to do all the things that make up a good campaign. Learn how to find the people who make the decisions. Use it to get in touch with people who can help you make your case.

Once you get started, you'll find there are many places where you can find out what you need to know.

You can make a difference. You can change things.

So what are you going to start a campaign about?

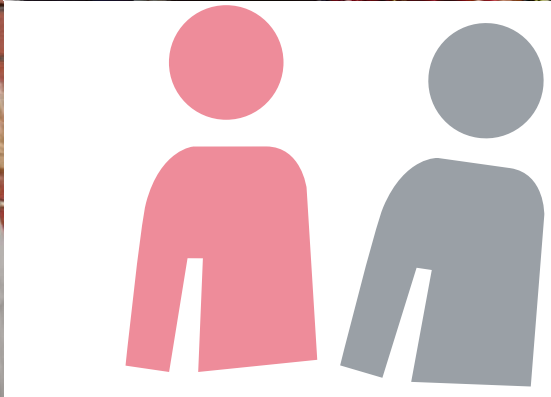


campaigncreator
your community campaign kit

There's a website that accompanies this guide at www.campaigncreator.org You'll find more information about campaigning, as well as access to an online tool that will help you set up your own campaign. Read more about it on page 115.

You can do it! 1





“Vision without action is merely dreaming. Action with no vision is just passing time. But with vision and action you can change the world.”

Nelson Mandela

2 Getting started

When you decide to start a campaign, you'll have lots of energy and enthusiasm. You want to get started – phoning people, writing to your MP and organising a petition.

But by spending some time planning your campaign you will lay strong foundations for future success. You don't need to spend ages on this, but you do need to consider a couple of questions if you want your campaign to be taken seriously.

“What do we want to change and how are we going to do it?”

Getting started 2

2.1 “What do we want to change?”

Before you start your campaign you have to work out what it's for. As a first step, try to describe your campaign in simple terms. If you can't explain it to yourself, you'll struggle to explain it to others. Imagine how you would describe it to a friend if you met them in the street.

- What would you say was your goal?
- What are you going to do to reach that goal?

2.1 Getting started

- What would you say to get them to join in?

Spend some time thinking through the goals of your campaign in detail, so that:

- other people can sign up to it
- it will focus your energy
- you can work out what you need to do
- you will know when you've done it!

With this approach you can tackle even the largest issues, no matter how daunting they might seem.

A good example of goal setting comes from a Friends of the Earth group in Bishop's Castle. They wanted to do something about climate change.

They set themselves the goal of finding out about carbon use in their town and establishing projects to reduce it.

They conducted some research and found that carbon use in their town was much higher than average.

They then set up a range of projects to deal with this.

Their projects to reduce local car use, and to promote energy saving and local renewable energy were realistic, meaningful and achievable, but they contributed to a major global issue.

They were clear and simple and allowed people to say they supported them. They also knew when they were done and ready to start the next campaign.

For example, we often look at huge global issues like climate change and think that there's nothing we can do. We think these problems are just

Getting started 2.1

the responsibility of governments and politicians. They're just too huge for us to deal with.

But every global issue has a local perspective.

Setting clear goals will help your campaign tackle even the largest issues.

2.2 “How are we going to do it?”

Once you've decided what you're going to do, the obvious next question

2.2 Getting started

is to think about how you're going to do it. You need a campaign plan.

Think about:

- what your targets are
- what you need to go and find out
- the team that is going to do it
- how you are going to find the time and the money
- how you are going to get your message across
- who you need to work with to make it happen
- what success will look like.

What you do in your campaign will be driven by the goals you have set yourself.

Looking at the Bishop's Castle group again, their goal "to reduce climate change by reducing carbon use in Bishop's Castle" can be broken down into a very simple outline plan:

"Put together the team and the plan".

A planning phase. In our example, the group found that the Energy Saving Trust were interested in the same

issues. They helped with funding and expertise.

"Research local climate change".

A research phase. This helped them understand local carbon use. It gave them valuable information for their publicity materials and helped them focus on the most important stuff.

"Promote the findings of our local research".

A publicity phase. This built support in their community, helped them meet

the right people and get support (and more funding) towards their goals.

"Design and run local projects".

Local projects to reduce carbon emissions, properly researched and locally supported, contributed to the goals the group set for themselves at the start.

"Review where we are".

Looking at their work gave them hard evidence to prove that they made a difference. This will make it easier next time!

Your campaign plan will probably follow a similar structure.

We've divided the rest of this guide into sections that deal with each of the main areas of campaigning.

The simplest way to make a campaign plan is to go through this guide and try and work out which of the things you need to do and when you need to do it

The elements of campaigning

Making a strong case

- Putting together evidence.

- Learning about how decisions are made.
- Developing your message.
- Conducting of your campaign.

Working in a team

- Recruiting a team.
- Managing roles and responsibilities.

Finding the time and money

- Managing your time.
- Understanding why you want to raise money.
- How to raise money.

- Fundraising ideas.

Getting your message across:

- to the right people – politicians, civil servants, your community and other decision makers
- with the right tools – using the right communication method for the right situation.

Wrapping up

- Take a break!
- Review, congratulate and share.
- What next?

Section Summary

A well-planned campaign is more likely to be successful.

In order to develop a strong plan, ask yourself two questions:

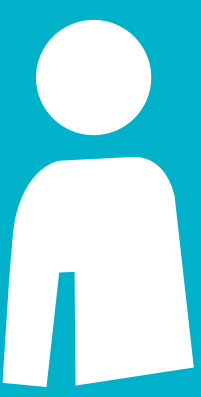
- What do we want to change?
- How are we going to do it?

A good campaign involves:

- setting goals.
- making a strong case.
- working in a team.

- time and money.
- getting the message across.

Make sure your plan covers all of these things.



“Convincing yourself doesn’t win an argument.”

Robert Half

3.1 Strengthening your case

Campaigning is about convincing other people to support your point of view.

The more you know about your cause, how campaigns work and how to get your message across, the more successful you will be.

This section covers the foundations of a strong campaign:

- Learning the “rules of the game” – understanding how the system works.
- Building your case – making a strong argument, backed up by facts.
- Developing the right message – using the right research.
- The right values – conducting your campaign in the right way.

Strengthening your case 3.1

3.1.1 Learning the rules of the game.

Successful campaigning depends on learning the “rules of the game”.

This means finding out how decisions are made, who makes them and how to influence them.

When we talk about the “rules of the game”, we mean:

- the relevant law – this sets the context for your campaign
- the relevant organisations – knowing who has responsibility for what

3.1.1 Strengthening your case

- the process – knowing the way decisions are made.

This can seem complicated, but there are plenty of people out there who know these rules and can help you to understand them. They might be in local government, pressure groups, citizens’ advice bureaux and elsewhere.

You might find out that the most important person isn’t your MP, but an official in a government agency.

You might find the way forward isn't a poster campaign in your neighbourhood, but an official submission to a public consultation.

You might start out knowing about none of this, but finding out means your campaign will be more effective.

Smart campaigners use the rules to their advantage, knowing when to force a public consultation, or how best to present evidence to a decision maker. The law can also work in your favour. New legislation, such as

the Freedom of Information Act can be used to get information to support your case.

Jilly is part of a group that has been campaigning effectively to open a birth centre in Bristol. She says that once they knew how their Local Health Authority operated they found it very responsive when approached through the appropriate channels. Knowing the rules of the games made a big difference.

Strengthening your case 3.1.1

Educating yourself and finding guides to help you understand these rules should be one of the first things you do.

When you first start to meet people, ask them what they know about organisations involved in the issue, the way decisions are made and whether there are any legal issues to consider. It's a good way to start a conversation and it will give you important further information.

3.1.2 Strengthening your case

3.1.2 Building your case

Building your case means finding the facts that will prove your case. This section looks at what sort of research you can do and how you can do it.

The reasons you think are most important might not convince a decision maker. Try to put yourself in their shoes. Think about what they are concerned about. This will affect the research you do and the facts you try to prove.

When a Sainsbury's opened in Oswestry, the local Friends of the Earth group were concerned that an increasing number of people would drive to the town centre rather than walk; especially as the footbridge connecting to the supermarket was old and unsafe.

Thorough research was key to the success of their campaign. They spent a day counting the people crossing the road at the point where they wanted the zebra crossing. They also

counted the people crossing the footbridge and noted how the bridge could be repaired. As a result, they presented some very precise statistics to an impressed Sainsbury's team.

For example:

- businesses will be interested in the impact on customers, profits and their reputation
- a local authority will be interested in local development, jobs and services
- a health authority will be interested in the effect on patients

Strengthening your case 3.1.2

- politicians will be interested in campaigns that have widespread public support
- increasingly, all groups are interested in environmental impacts
- most people will be interested in whether you can show them savings, or improved services.

Types of research

The research to build your argument can be broken into three types:

- **Public opinion:** what do people think about your issue?

3.1.2 Strengthening your case

- **Lessons from similar situations:** what has happened before?
- **General statistics and background:** what other evidence supports your case?

Research: public opinion

Try to find out what other people think about your issue. If you can draw a picture of local opinion, you are more likely to be trusted as the voice of your community.

Conduct your own research. Do surveys and opinion polls in the

street, or put questionnaires online. Ask people how they think the issues will affect them. Collect quotes from local people.

Look for other surveys that have been done on your issue. Use those statistics in your presentations.

Research: lessons from similar situations

Have there been other campaigns like yours? What lessons can you learn from them?

Try to find out what has happened in similar situations. If you can find people who have done it before, they can give you:

- advice on how to run your campaign
- data to make your case more persuasive
- pointers on the best people to approach.

Evidence from similar campaigns can go a long way to proving your point.

Research: statistics and background information

Think about other data that can support your position.

There are lots of sources. The internet is a good place to start. Government statistics are kept at www.ons.gov.uk and you may find relevant information at Direct Gov www.direct.gov.uk. Also, check out university research departments and campaign group websites.

More and more public services (like councils and health authorities) are

required to publish their performance data online. This can give you great data for building your case.

For example, if you can show a public service how you can improve their performance figures, they are likely to be very responsive to your claims.

Where to do your research

More and more, the internet is the best place to do research work. However, just because it's online doesn't make it true! Make sure you check the sources of claims. Follow up

leads found online with an email or phone call – not only will this check your data, but you might make important contacts.

Offline, the best places for research are your local reference library and local newspaper archives.

Ask around. Try the local citizens' advice bureau, council offices, politicians and campaign groups. They might have information you can use, or be interested in helping you do your own research.

The stronger your argument and the more facts you can bring to your case, the more likely people are to take you seriously. Think about what facts and figures will persuade your target audience. Present your research in a way that's interesting to them.

3.1.3 Developing the right message

When you have worked hard to assemble a lot of research, the temptation can be to use it all.

Strengthening your case 3.1.3

You have to use the research in an effective way.

You will need different evidence in different situations. A press release will normally focus on one impressive statistic, whilst a submission to a public consultation might be a long document with most of your evidence.

Try to keep focused. Ask yourself:

- who am I trying to persuade?
- what is the most important thing I have found?
- what is the best way to present that?

3.1.3 Strengthening your case

Think about when you use numbers and when you use examples:

- Use graphs, charts and headlines to illustrate the most important points.
- Use quotes to illustrate how it will affect people.

Think about the impact from different perspectives:

- What would be the financial impact?
- What would be the impact on the community?
- What would be the impact on different organisations?

3.1.4 Conducting your campaign in the right way

Campaigns, naturally, will come across people with different points of view.

Base your campaigns on:

- respect
- fairness
- facts
- working within the law.

Treat everyone with respect and try to understand their positions. Think about what it will take to change their minds.

Be polite and patient. Use facts. A campaign that can point to strong, well presented evidence is hard to ignore!

Don't associate your campaign with people who incite hatred in others.

Working within the law

Your campaign will be subject to the law in a number of different ways, especially if:

- you are planning demonstrations or public events

- you are writing posters and campaign materials
- you are raising money.

Don't let worries over legal matters put you off. The law is there to protect people and usually supports common sense. But it's worth asking a few precautionary questions. Legal action is expensive and you don't want your campaign sidelined by distractions in the courts.

You might not have had to deal with these challenges before. Very few

campaigners start off with a deep knowledge of the relevant law. There are lots of people out there to help you.

Conduct your campaigns with respect for others. Be fair and base your opinions on fact. Make sure you work within the law – most of the law in this area is common sense, but breaking the law will seriously undermine the credibility of your campaign.

Section Summary

Your campaign needs a strong foundation. This means:

1 learn how the system works:

- The relevant law.
- Who's responsible for what.
- How decisions are made.

2 research your argument:

- Look at public opinion, previous examples, government and other statistics.

3 develop the right message:

- Keep it simple.
- Think about your audience.

4 conduct your campaign in the right way:

- Maintain respect, fairness and facts.
- Work within the law.

5 Fundraising, events, publicity materials.

“The act of playing for the team makes every individual stronger.”

Arsene Wenger

Strengthening your case Summary

Three stylized human figures are positioned at the bottom of the page. From left to right, they are colored blue, grey, and white. Each figure has a circular head and a rectangular body with a small notch at the bottom. They are standing on a dark teal background.

3.2 Working in a team

Most campaigns are run by teams. Working in a team means:

- you will have more time to spend campaigning
- you can get more done, faster
- you will be able to draw on a wide range of skills
- the campaign will be less stressful, more inspiring and fun!

This section gives you tips on teamwork:

- How to recruit members
- Setting the foundation for good team work
- The roles and responsibilities of team members
- How to manage a team.

Working in a team 3.2

Fern was shocked when he found out that kids thought eggs came from supermarkets and not chickens, so he decided to campaign for new a public city farm. The campaign attracted lots of volunteers. Fern believes that a lot of his success was down to having a strong core team, where everyone had a clearly defined role. This made pulling all the volunteers together a lot easier.

How you work as a team can make the difference between a successful and unsuccessful campaign.

3.2.1 Working in a team

3.2.1 How to recruit team members

To attract new members, think about what taking part in a campaign can offer them:

- The chance to make a difference.
- The chance to develop new skills (like organising events, doing research and dealing with politicians).
- The chance to meet and work with other members of their community.

Think about where you could find people with similar views and skills.

Use all your campaign's publicity materials (like your website, events and posters) to recruit people. Make sure to say that you are looking for supporters, what they could do and who they should contact.

Look online. Websites like Pledgebank www.pledgebank.com, the BBC Action Network (www.bbc.co.uk/dna/actionnetwork) and Meetup (www.meetup.com) can all help you find and recruit like-minded people.

The most powerful recruitment tool is word of mouth. Tell as many people as you can about your campaign. For example, perhaps you can draft an email which people could send out to their friends?

Think about who you would like to recruit and how you could best reach them. Don't forget to use all your publicity material as a chance to recruit new members.

3.2.2 Setting the foundation for good teamwork

A strong team is one where the members really work together to achieve their goals.

But working in a team isn't easy, because there are always lots of ways to achieve your goals. You will all have different ideas. Do you demonstrate, seek a meeting, draft a petition, or do you decide to take more direct action?

Good teams need to agree:

- what a successful outcome for the campaign would be
- how you're going to campaign – what will have the most impact and be the most fun
- how you all work together – how you take decisions and how you share responsibility
- simple stuff – how, when and where you meet.

Take these decisions together. It's important that all members of your group have a chance to have their say. In a strong team, people will feel like they are really part of the campaign.

Write down what you've agreed, refer to it regularly and use it to introduce your campaign to new members.

A group isn't necessarily a team. Involve all team members in setting the goals and the objectives of the campaign. This will give people a real sense of ownership.

3.2.3 The roles and responsibilities of a team

Everybody needs something to do. If there aren't enough roles to go around, split them or share them between people. Just because you are in charge doesn't mean you have to do it. It's about taking responsibility for making things happen.

Avoid doing everything on your own. It may be easier for you to just "get on and do it" rather than involving your team. But it's important for your team that you try to get others involved.

Working in a team 3.2.3

Anna from Friends of the Earth in Oswestry says that the single most important thing that a campaigner should think about is allocating tasks to those skilled in that particular area. But this doesn't happen automatically: "people need encouragement to work together and to play to their strengths".

Some of the key roles on a campaign are:

- co-ordinating the campaign
- making meetings work
- making events happen

3.2.3 Working in a team

- looking after the money
- looking after the publicity
- getting new people involved.

Co-ordinating the campaign

There can be more than one person doing this. Their job is to:

- ensure that the team is working towards its campaign goals
- follow the campaign plan and timetable
- share out campaign roles to all team members. Some roles will be

more popular than others. Work together on this. Make sure everyone realises the importance of each role to the success of the campaign, and try to get people to volunteer.

Making meetings work

Well-run meetings are important. This is when information will be shared, decisions will be made and disagreements will take place!

If you are running a meeting, your job is to make to the meeting run well.

This means:

- **admin** – let people know about the meeting. Draft and send out an agenda
- **breaking the ice** – when people are new or when a team is faced with a difficult obstacle people may be reluctant to talk. Get people talking in order to get a discussion going
- **focus** – keep the discussion on the agenda. Make sure everyone has the chance to have their say. You may also need to cool the discussion down if it gets too heated

Working in a team 3.2.3

- **taking notes** – write down decisions, new ideas and points to follow up.

Making events happen

You might decide to draft petitions, to demonstrate, or to run an event. Any of these will be a lot of work and someone needs to be given responsibility for organising them. They should check:

- that everybody in the team is involved
- that the event runs smoothly
- the event is advertised to the public,

the press, and anybody else you are hoping will come along

- what you have decided to do is legal.

Looking after the money

Most campaigns have a tight budget. Somebody should be in charge of your finances. This means:

- you have a working budget
- you have enough money to meet your targets and goal
- events don't become too costly

3.2.3 Working in a team

- taking responsibility if you decide to apply for funding.

Looking after the publicity

Someone should look after the public face of your campaign. They should:

- get to know journalists, local politicians and other potential supporters
- write press releases
- write to your local newspaper
- design and distribute posters and other campaign materials.

Getting new people involved

It makes sense to have somebody responsible for attracting people to your campaign. This person would:

- think about how people could be recruited
- be available to talk to potential joiners
- welcome new members to the group.

There are many roles that need to be performed during a campaign. You may choose to have one or several people for each role.

The important thing is that the roles

are being performed and that everybody in the team is involved.

Section summary

A well functioning team is key to the success of your campaign.

Spend some time thinking about how you could recruit members to your campaign:

- How would you target people that are likely to be committed to what you are campaigning for?
- Does your group need members

with key skills – where can you find them?

- How would you use your campaign resources to attract new members to your campaign?

It is important to get your whole team involved in setting the goals and the objectives of the campaign. Get everybody to agree to:

- what a successful outcome for the campaign would be
- your campaign's main objectives
- how you as a team work together.

There are lots of roles to perform in a team:

- Campaign co-ordinator.
- Events co-ordinator.
- Treasurer.
- Meeting facilitator.
- PR person.
- Recruiter.

It's up to you to decide whether you want to have several people per role or several roles per person. Do think about involving everybody in the team.



“Money will buy you a pretty good dog, but it won’t buy the wag of his tail.”

Henry Wheeler Shaw

3.3 Time and money

**Running a campaign needs time and money.
You need to be aware of what you've got available.**

**Having lots of both is no guarantee of success.
Well-funded campaigns can fail and campaigns on a shoestring can achieve everything they set out to do.
It's about making the best of the resources you've got.**

This section looks at how to make best use of your time, how to think about money and some fundraising ideas

3.3.1 Time

Your time is valuable. You and your fellow campaigners will have lots of other commitments.

Make sure your team is realistic about the time you have.

Time and money **3.3.1**

Then share out the tasks you want to do against people's available time. If you find yourself with too little time to do all the things you want, you've got a simple choice:

- Don't do it – cut down on the number of events and actions you've got planned.
- Get more people involved (see section 3.2 for tips on recruitment).

Once you have allocated enough time to each of the tasks involved in your campaign make sure to:

3.3.1 Time and money

- set deadlines – it is essential to have them if you are going to plan ahead
- draft a detailed timetable – break down each action into smaller jobs. This will give you a good overview of where your time is being spent.



*Use the CampaignCreator diary.
You can access the CampaignCreator application free at*

www.campaigncreator.org to track important events and deadlines.

It may seem like a hassle, but mapping your time against tasks in a detailed timetable will allow you to make the most of your resources and ensure that no time is “wasted”. It will also minimise the number of campaign setbacks you’ll suffer as a result of time shortage.

3.3.2 Money

Don’t let money decide the shape of your campaign.

Look at your campaign plan and go through the things you would like to do. If something is going to cost you more money than you have, then there are three alternatives:

- 1 Do it for less. (eg print in black and white rather than colour).
- 2 Raise the money.
- 3 Question if it is really necessary.

In order to decide between the two, ask yourself the following:

- How important is it to our overall goal?
- Will it meet your objectives?
- Will it be fun?

If the answer isn’t a clear cut “YES!” perhaps you ought to decide to go with the cheaper alternative or leave it out altogether.

If the answer is “YES!” there are five main ways to get the money you need:

- Put in your own money.

- Do some public fundraising.
- Get sponsorship.
- Apply for grants.
- Team up with a campaign partner.

Put in your own money

After all, if you and your team are not willing to fund your campaign, it will be difficult to ask others to give money.

A word of caution, don’t be tempted to fund the whole thing yourself, or contribute more than you can afford. Only put in your own money to “get

the ball rolling”. Public contributions are a good way of judging the level of interest in your issue. If no one wants to put anything in, ask yourself why.

Public fundraising

Use fundraising as a way to get the community involved. Make sure to be:

- **factual** – be clear where the money is going. Link fundraising to campaign information. Offer people the chance to sign up to a newsletter so that they can follow your progress.

- **fun** – there are lots of events you could organise to raise money.

You could:

- **organise pub quizzes**
- **run a raffle** (this will require you to register with the Gaming Board of Great Britain, www.gbgb.org.uk)
- **organise an auction**. Approach local groups and celebrities for donations
- **run a car boot sale**
- **run a marathon**

- **hold a street collection** – check what permission you need for this with your local council.

Use online donation sites, like www.justgiving.com which allow people to donate using their credit card online.

Sponsorship

See if businesses and individuals are willing to sponsor specific parts of your campaign (perhaps you can get a printing company to foot the charges of the colour printing).

- Target people most likely to support your cause.
- Think of the reasons why they should sponsor you and what you could “offer in return” – most of the time it will be publicity or they might have similar goals to yours.
- With any partnership or sponsorship, your partner’s goals might not be the same as yours. In these situations, you might have to make compromises. Be aware of this and talk through in your group what you would all be happy with.

Grants

If you are looking for a substantial sum you might want to research available grants.

You can research grants online using these sites:

www.grantsonline.org.uk

www.funderfinder.com

www.cafonline.org

Spend time on your application.

Make sure you write in clear, simple English and include all the information they ask for. Cover things like:

- who you are and for what you are campaigning for
- your budget
- your current activities
- how you will spend the money.

If you are successful, the funders will be interested in your progress:

- Invite them to your events and send them press cuttings.
- Keep a close tab on your spending.
- Measure how successful you are so that you can keep them informed.

Time and money 3.3.2

Team up with a campaign partner

Another source of funding can be other campaign and community groups.

There is a whole family of organisations whose job is to build strong communities among volunteer and campaign groups. See if they can help you with contacts, know-how and funding. These organisations include:

- **NCVO** – The National Council for Voluntary Organisations
www.ncvo-vol.org.uk
- **CSV** – Community Service Volunteers www.csv.org.uk

3.3.2 Time and money

- **BCTV** – is a large volunteering and environmental charity www.bctv.org
- **NACVS** – The National Association of Councils for Voluntary Service
www.nacvs.org.uk/

In addition, your campaign might overlap with the interests of other campaign groups. Contact them to see if you could work together. They might contribute volunteers at crucial moments in your campaign; they might have strong links with sponsors or the media.

Once you have identified a group, think about why they would want to work with you. Prepare before you approach them:

- Research their campaigns.
- Think about how you can present your campaign to them.
- Think about how co-operation will help you both.
- Think about what you can offer them.
- Think about what you would like help with.

When working in partnership with other organisations, make sure that there is shared understanding of the objectives and goals of your campaign.

The Recycling Consortium in Bristol has been working closely with two other partners, and Martin, who is leading the project, believes that being on the same wavelength and sharing common objectives has been key to ensuring a successful partnership.

Don't let money limit your campaign. There are plenty of examples of

Time and money 3.3.2

people who have run really innovative and successful campaigns on a shoestring. If you decide to apply for funding make sure that you are well prepared.

Section summary

Time will be precious – to make the most of it draw up a timetable for events and actions and set deadlines.

You won't need much money to run a successful campaign. But if you think more money would improve

Summary Time and money

your campaign try these sources to raise money:

- Contribute your own money to fund your campaign.
- Do some public fundraising.
- Get sponsorship.
- Apply for grants.
- Team up with a campaign partner.



“We need not accept the paradox that gives us more ways than ever to speak, and leaves the public with a wider feeling than ever before that their voices are not being heard.”

Robin Cook

4.1 Reaching the right people

No matter how strong your argument is, it's important that it's seen by the right people.

This section is about the different types of people you might want to reach, what they can do and how to contact them. It covers:

- your community
- politicians
- civil servants
- other influencers (like unions, campaign groups, business and the media).

Reaching the right people 4.1

The Bristol Birth Centre group campaigning for the opening of a birth centre in Bristol has had to engage the NHS frequently throughout their campaign. Key to getting anywhere with these big organisation she says is to be well informed, go through the right channels, and most importantly don't give up – 'tell them 11 times, tell them 12 times, tell them a million times!'

Getting your message out there takes time, patience and persistence, but once the ball is rolling, word of mouth will help you build momentum.

4.1 Reaching the right people

In fact, your profile may take on a life of its own – as other people start to talk about you and your work.

Your community

If you're trying to persuade a decision-maker, popular support will always have a big impact.

It means you can point to a mandate for your point of view.

Think about how you can build public support and how you can ensure you are representing the views of your community. Think about how you

can communicate detailed, complex arguments in simple terms.

Look at events, petitions and publicity to draw people into your campaign. All of the communication tools in the next section can be used to make your case with the public.

Make sure you communicate with them – directly through newsletters and the internet, and indirectly through the media.

The rest of this section looks at decision-makers and influencers.

Whenever you communicate with these people, stress the public backing you have built up.

The more support you can get from your community, the better. It will give your campaign momentum and make you feel part of something bigger, rather than a lone voice.

Politicians: members of parliament

Members of parliament are often the first port of call we think of when we have an issue. There are 659 MPs,

each representing their own constituency and elected once every four or five years.

You can find out who your MP is by going to www.locata.co.uk/commons and www.theyworkforyou.com

A letter is often the best way to start a communication with your MP, as they have staff in their offices to deal with correspondence. Some will also accept email, though this is a bit hit-and-miss. MPs also run surgeries, which are meetings where they can

meet constituents and listen to their issues. Details of MPs' surgeries are normally held at public libraries.

In the first instance, you should contact your local MP, as some MPs are reluctant to take on cases that do not concern their constituents. However, some MPs are known for campaigning on specific issues and can be encouraged to support your campaign. The Register of Members' Interests shows what sort of things MPs are interested in. www.theyworkforyou.com also keeps

account of the things MP's vote in favour of and against. You could also look at the local press to see what position an MP has taken on an issue and try to work out what sort of things will interest them.

The best time to contact an MP is when the issue you are interested in is:

- being considered by parliament
- an issue that is the responsibility of central government

You can ask your MP to do a number of things:

- Offer you public support – by attending your events or taking part in your publicity.
- Offer advice on people you should contact.
- Write letters on behalf of your campaign.
- Go to see the relevant minister or department.

On a local level, an MP can be an important ally. Although they don't have a formal relationship with local authorities, it will put a lot of

Reaching the right people 4.1

pressure on them if an MP decides to support your cause publicly.

Politicians: local councillors

Councillors, like MPs, are elected once every four years.

Their job is to represent their community and oversee the running of the local council. Local councillors are normally a good first contact for a community campaign, as local government can be complicated and councillors will normally have a good idea of how the system works.

4.1 Reaching the right people

Councillors are elected in wards, so you will have one for your area. You don't have to contact this particular councillor though, you can also contact councillors who have an interest in your issue, or who sit on the relevant committee. Some councils are organised in cabinets, so each main area of responsibility will be looked after by a specific councillor.

Councillors, like MPs, will often run surgeries where the public can meet them. Your local council and public library should have details of these.

What sort of things do local authorities do?

Local authorities are responsible for handling local issues and services. If your campaign has anything to do with the following list of issues, chances are that your local authority will be involved at some stage.

- Social services.
- Education.
- Housing.
- Planning applications and development.

- Leisure, recreation and arts.
- Libraries.
- Environmental health.
- Trading standards.
- Highways and transport.
- Waste collection.
- Revenues and benefits (eg council tax and housing benefits).

The way that local authorities divide their responsibilities can be quite complicated and is different from area to area. As a rule of thumb there are two main types of setup.

In **areas run by unitary authorities** (typically larger towns and cities), there is one local council that is responsible for delivering all the services on the list.

In **two-tier areas** (typically the more rural areas), there are two authorities – a county council and a district council. From the list of services, county councils are normally responsible for education, social services and transport and leisure whilst districts are responsible for housing, benefits, planning and environmental health.

London, Bristol, Birmingham and other big cities are made up of unitary authorities. In Wiltshire for instance, there is a mixture, there is one unitary authority (Swindon), whilst the rest of the county is covered by a two-tier system with Wiltshire County Council and smaller district councils (Salisbury, West Wilts, North Wilts and Kennet).

There are exceptions and complications to these rules, especially in London, Scotland and Wales. In London, the mayor has powers over transport,

whilst in Scotland and Wales, the Scottish Parliament and Welsh Assembly have additional powers.

What is a public consultation?

A public consultation is when a government body – it could be your local authority or it could be a department in Whitehall – asks the public for their opinion on an issue.

They are a good opportunity for you to get your views across.

Check with your local authority to find

out what consultations they are currently running. Look at www.consultations.gov.uk for all the consultations being run by central government.

The government recommends that submissions to public consultations are concise, submitted as early as possible and refer to evidence you have collected. If they ask for specific issues, try and answer the questions.

In return, the code of practice on

consultations (<http://www.cabinet-office.gov.uk/regulation/Consultation/Code.htm>) says that consultations will be conducted in a realistic timeframe, with a clear purpose and a wide distribution of documents. They also commit to “carefully and open-mindedly” analysing the responses and giving their reasons when they finally make a decision.

Finding the right person or department in a local authority can be hard work, but council websites and customer

service staff are often good places to start. People who work for local authorities are called officers and will often be helpful if you try and contact them directly. If you get to know them, they will help you get access to public consultations, policy decisions and the right people in the council to talk to.

Local government can be very complicated. Most campaigns will come across local government at some point, so it's worth learning about how yours is organised.

Politicians: members of the European Parliament

The role of the European Parliament is to look at new European laws. It has 732 members from all 25 member states.

The UK sends 78 members to the European Parliament. For European elections, the UK is divided into twelve regions. Each region has between three and 10 MEPs and each MEP in a region represents each person living there. For example, if you live in Bristol, all seven South West MEPs

represent you and you can contact any or all of them. Since all the MEPs in a region represent you, you are more likely to find one sympathetic to your cause.

Many political decisions, especially in trade, consumer rights, working conditions and environmental protection, now have a European element, so it's worth contacting your MEP to see if there are any decisions being made that could be helpful in your campaign.

Whilst the European Parliament meets in Brussels and Strasbourg, it's best to try and contact your MEP in Brussels. Visit www.writetothem.com to find out who your MEPs are.

MEPs, like MPs, can be useful if they decide to support your campaign publicly. Whilst they don't have lots of formal power, they have influence and credibility. Often MEPs are more independent than MPs and can be persuaded to make a statement in support of your campaign.

Other politicians

Scotland, Wales and London have additional layers of government.

They all have different areas of responsibility and influence. To find out more about them, visit their websites:

- **Scottish Parliament**
www.scottish.parliament.uk
Responsibilities include education, health, agriculture, justice and prisons.
- **Welsh Assembly**
www.wales.gov.uk Responsibilities include economic development,

transport, finance, local government, health, housing and Welsh.

- **London Assembly and mayor**
www.london.gov.uk Responsibilities include culture, sport and tourism, health, planning and transport.

Visit www.writetothem.com to see who your representatives are.

Like MEPs, politicians in these bodies tend to be more independent than MPs, so could be good targets for campaigns.

Civil servants, government departments and agencies

Central government civil servants

Civil servants carry out the policy of a government and deliver public services.

The civil servants who work in central government – often known as “Whitehall” – are organised into departments (such as the Department of Health and Ministry of Defence) and if your campaign is a national issue, there will be someone dealing with it in central government.

Each department is organised in a different way. If you want to find the right person in the Civil Service, a good place to start is the DirectGov www.direct.gov.uk website. Alternatively, phone the main switchboard of the department you are interested in and ask them who is dealing with your issue.

Remember, the civil service is politically neutral, so if you want to persuade them to support your cause, you will have to do so with facts, figures and research.

Public bodies and government agencies

As well as the Civil Service, there are many semi-independent government organisations (often called quangos) that have responsibility for public services and spending public money, but aren’t officially part of the Civil Service. There are 839 “public bodies” ranging in size from the Environment Agency and the BBC down to temporary committees and task forces looking at specific issues.

In total, the 839 public bodies in the UK spend £139bn a year!

Often, it will be these agencies that are taking the decisions, or running the public consultations before making recommendations to politicians. They will be the focus of lots of community campaigns because they are responsible for regulation, new developments and carrying out new policies.

For some campaigns, getting the attention of the right public agency will be more important than the attention of elected politicians.

These are the sorts of agency out there that community campaigns might come across:

Highways Agency – operates and maintains all motorways and trunk roads

Environment Agency – responsible for environmental protection and regulation

Primary Care Trusts – plan and buy health services for a local area

Regional Development Agencies – these are involved in regional economic development.

Reaching the right people 4.1

It's sometimes difficult to know where to start with public bodies, but councillors, MPs and council officers will often be able to help. Also, there is now a searchable database of the public bodies online (<http://tinyurl.com/axy5e>). This will help you find out if there are groups that you can get in touch with.

Other influencers

Trade unions

Trade unions have historically been members' organisations interested

in negotiating and representing their members. However, increasingly they are experienced campaigning organisations. They will be able to offer you advice on how to run your campaign and may be able to offer your group support. They tend to be especially interested in issues about workers' rights, free trade, training, employment and public services, but they have been known to get involved in a wide range of campaigning activity.

To find out more about unions, go to www.tuc.org.uk

Business

Many large businesses now have teams dedicated to community relations.

Businesses can be an influential voice in your campaign. You can also ask businesses to support your work financially, maybe by sponsoring an event or printing costs.

Large businesses talk about “corporate social responsibility” which includes working in the community. If a business is a large local employer ask to talk to the person who deals

with community relations. If they don't have such a person ask to speak to their press office.

Pressure groups

Pressure groups are campaigning organisations, so they can be very useful for the first-time campaigner. Not only will they have the skills to make a campaign work, but established groups (like Friends of the Earth) may be able to help you work your way through the complicated bureaucracy of the political system.

The larger pressure groups have teams of people who might be able to support you in your campaign. Check that they have a compatible point of view with your group and that you can agree to their way of doing things.

Look at section 3.3 for more ideas on working with campaign groups.

You might be surprised at who else is interested in your campaign, but you'll never know unless you ask them. Businesses, unions and campaign groups can all be useful allies.

The media

Getting the media interested in your campaign can have a big impact. It can draw more supporters to your campaign, as well as raise the profile of your issue with decision makers.

Above all, be clear. A journalist will take you more seriously if they know that you are always able to give a good clear quote that you can back up with evidence.

Local radio is a useful outlet. They can often be encouraged to cover local events and demonstrations.

There are thousands of magazines in the UK, covering every subject of interest. Chances are that there is a magazine that covers your industry. *Willings Press Guide*, available in most reference libraries, is a directory of all the newspapers and magazines in the country. It's not available online, but it does have a thematic index. Call or write to the editors of the relevant magazines and try and get them interested in your story.

Finally, look on the internet for

websites that cover your issue and send them details of your campaign. Small websites on a specialist topic, often written by enthusiastic amateurs, can get you access to a passionate community of people who can offer support to your work.

The key with the media is to target them with specific stories and interesting “hooks”. Think about what part of your campaign would be most interesting. Don't flood them with every little thing you do.

Reaching the right people 4.1

Section Summary

Getting to the right people is vital. So is building support in your community. Think about all the different types of decision makers and influencers:

Politicians:

- MPs.
- Councillors and local government officers.
- MEPs.
- Other politicians: Scottish Parliament, Welsh Assembly and London Assembly.

4.1 Reaching the right people

Civil Servants:

- Central government.
- Public bodies.

Other influencers:

- Trades unions.
- Businesses.
- Campaign groups.
- The media.

You might be surprised at who's interested in your campaign, but you'll never know until you ask!

6 Appendices

CampaignCreator: your “campaign in a box”

CampaignCreator is an all-in-one online tool that helps first time campaigners set up a successful campaign.

It’s been developed alongside this guide to encourage you to raise a local campaign and have your say on issues you care about. Wherever you see the CampaignCreator logo in the guide, it means that CampaignCreator can help with that part of campaigning.

It helps you to do a lot of the things that will build public support, give you a professional image and give your campaign credibility.

Campaigners can use the tool to:

- create posters and leaflets
- send out email newsletters
- build a high quality campaign website
- manage a mailing list of supporters
- keep a campaign diary
- host polls and surveys.

It’s easy to use and all members of the campaign team can have access.

Using the tool will keep your campaign focused, help you to build your profile and make time for you to do all the other things in your campaign plan.

Find out more at

www.campaigncreator.org

Case studies:

Bristol Birth Centre campaign

Jilly Rosser has co-run an inspiring campaign to get a birth centre opened

in Bristol. The group was concerned about the quality of care and the lack of options available to pregnant women in Bristol. The campaign has been very effective to date with the local health authority currently reviewing all maternity services in Bristol - all of the options being put forward to the Bristol Health Services Plan include birth centres

Jilly is quite confident about what it was that made their campaign so effective:

- **The right people** – The initial group was fortunate enough to assemble a good and dedicated team. The campaign was faltering initially but when Sue, a lawyer, came onboard the team was able to set more realistic targets and to engage decision makers at all levels. The campaign group was also inclusive including members of the public, mid wives, and GPs, which gave the group “a reasonable and moderate” image. Four MPs went out publicly in support of the campaign

Appendices 6

- **The right message** – The team did lots of research and was able to say how a birth centre would affect the targets the local health authority had to meet ie they managed to speak to the local health authority in their own language.
- **Persistence** – wrestling with the NHS was never an easy task and even though they were taking to them in their language change was slow to happen. Jilly’s advice?: “tell them 11 times, tell them 12 times, tell them a million times!”

Appendices 6

With Love from Bristol

“With Love from Bristol” was set up to do something locally in Bristol to support the survivors of the Boxing Day tsunami. The campaign encouraged people to use the resources of a specially designed website (www.lovefrombristol.org.uk) to organise their own fundraising, and to persuade businesses to donate or fundraise. Overall, the aim was to raise £50,000 between 10 January and 15 February. By 15 February a fantastic £33,500 was raised.

Trish, who started the campaign, went through her contacts and managed to set up a team that allocated tasks, eg calling schools and businesses etc and to build a website, which was up and running within a week.

Trish thinks that the key to success was:

- acting quickly and making the most of the climate – lots of people were keen to do their bit to help
- the people involved using their existing skills for the benefit of the campaign

- all members of the team used their networks “shamelessly” to get support
- getting the media involved at an early stage.

Friends of the Earth Oswestry

When Sainsbury’s moved into town, the local Friends of the Earth (FoE) group was concerned about the environmental impact. Specifically, they were concerned that an increasing number of people would start driving into the city centre rather than walking.

The team contacted Sainsbury’s who, keen to play a role in their new community, assembled a group to liaise with the FoE team.

It was important to get the facts right when meeting with the Sainsbury’s group. To prepare the FoE team undertook some essential research:

- They counted the number of people crossing the road to get to the supermarket to show Sainsbury’s that there was a clear cut case for a zebra crossing.

- They proved the poor state of the bridge and made a persuasive case that unless the bridge was refurbished, people would start to drive to the supermarket.

They further used this knowledge by contacting the local press with well-written press releases and pictures of the two sites. This put extra pressure on the supermarket to act.

Redland School Now!

Redland School Now! used modern technology to campaign successfully for a new school in their area.

The campaign quickly grew from a small core group of members to more than 500 people. To keep such a large group involved and up to date, www.redlandschoolnow.co.uk was set up. It covered the history of the campaign, the latest news and told people what they could do to support plans for the school. Supporters signed up to a mailing list and could also email the team with their questions and comments.

The group found that email and a

website can be extremely effective campaigning tools:

- When a traditional ‘paper’ petition was organised for presentation to the planners, the team collected 1800 signatures in just eight days.
- Prior to the Council meeting that finally approved planning permission for the school, emails were sent around encouraging people to write statements in support of the Redland campaign – 222 statements were received in favour of the new

Redland school, compared to only 27 against.

For those keen on following how the school is progressing, visit the new website set up by the LEA and the school’s temporary governing body (a group that includes a number of the original campaigners):

www.newnorthbristolschool.org

St George’s City Farm

The campaign to open St George’s City Farm was launched after it came to light that some local children

thought that eggs came from supermarkets and not chickens! The organisers thought that the unused “brownfield” land in the area could be converted into a city farm.

Despite receiving lots of support, the farm did not open in 2005 as originally hoped, primarily because of local opposition from private homeowners nearby.

But the campaign has decided to keep going. In November 2005 the campaign will become constitutionalised and the campaign to open the city farm will continue.

Fern, who set up the campaign, has some advice to would be campaigners:

- Be open minded and don't let your means limit your campaign. "Believe in yourself, go for it and you will be successful!"
- Accept that things often take a longer time than expected, and when things finally happen it is often suddenly and sporadically. "Be patient and be prepared for the long haul!"

- A good team is essential. People have to be co-operative and work together. A committee is essential to control and organise the members and harness local support.

The Recycling Consortium

The Recycling Consortium (TRC) is based in Bristol and promotes the Three R's: reduce, re-use, and recycle. A recent campaign to promote Mini-Recycling Centres (MRCs) for use by local residents that live in flats was launched in June 2004.

Martin, who runs the campaign, thinks the important things to think about are:

- **getting good advice** – communication channels, publicity, and funding sources are all important but it can be tricky to know how to use them. Community sector umbrella groups and the voluntary service council (VOSCUR in Bristol) are good sources of advice

- **the risks** – campaigners should also be aware of potential problems before the campaign is launched. In Martin's case the campaign did not think that there would be as many problems through working with local residents as there were
- when working in partnership with others set clear ground rules. Campaigns that involve partners need more organisation. It is important to make sure that all partners are on the same wavelength

by agreeing the “ground rules” at the start. You also need to be extra clear about your objectives, sure that your desired outcomes are realistic, and that your targets aren’t too high for you to recognise successes!

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