



GUIDE TO THESE TOOLS

1 PLANNING A CAMPAIGN

This sheet will guide you through the first steps in setting up a campaign, thinking through the key questions you need to answer to know what you want to achieve and how you're going to do it.

2 GETTING ORGANISED

Most campaigns fail because the teams working on them didn't think about how they'd work together. This section gives you the steps for making sure you are organised as a group.

3 FINDING OUT

The research behind a campaign is essential to making sure you can achieve the change you want to see. This section will help you think through the key areas you'll need to research.

4 REACHING OUT TO OTHERS

No one is an island! To achieve the change you want to see you'll need to reach out to other people. This section will help you take the first steps in finding other people to support your campaign.

5 HOW THE SYSTEM WORKS

This section looks at how political decisions are made in the UK and how you can influence them.

6 PUTTING PRESSURE ON PEOPLE IN POWER

Once you have planned your campaign and started organising a group it's time to turn the heat up and start putting pressure on those in power. This section will help you take steps to put pressure on those with power to help you achieve your change.

THE ONES WHO BELIEVE THEY CAN CHANGE THE WORLD ARE THE ONES WHO DO

This is a set of information, inspiration and activity sheets, based on the experience and knowledge of people who have fought for change. They are designed to help people who need to make change happen in their communities to achieve it.

The essentials we cover in this Campaign Starter Pack include:

1. Planning
2. Finding out
3. Working well together
4. Reaching Out to Others
5. How the System Works
6. Putting Pressure on People in Power

As a set of tools we hope these resources will help you to use your experience, energy and resources to maximum effect, and to support you to achieve your goals.

We wish you every success in Campaign Bootcamp and in trailblazing change throughout your communities.

Step One: Identify the Problem

Most people who make change happen are successful because they had a plan. This sheet is designed to help you make a plan to fix what you want to fix. It uses tried and tested activities that have been helping people make changes in their community for decades.

Knowing exactly what you are trying to fix is the starting point for making it happen. This activity may help you to see the problem clearly and work out what to do about it.

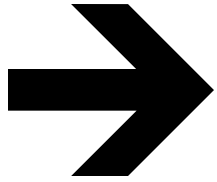
1) What is the problem that needs to be solved? Be specific and give details.

IDENTIFY THE PROBLEM

2) Why is this problem happening? What are the root causes? Why is it not fixed yet?

PLANNING

3) How does this problem affect people/communities? What is the harm?



Step 2: Decide what your goal is

Looking at your “problem analysis” above, you can see many ways you could work to make a change. You could decide to take action to attack the problem itself, to get rid of one or more of the most serious consequences, or, you may decide to beat the root causes once and for all. You may decide to do all three!

When you’re deciding what your goal is you may want to check that it is:

Very clear: What exactly are you going to achieve?

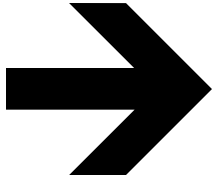
Results driven: How will you know what has changed?

Possible: Could this actually happen?

Do-able: Do you have the time, skills and and ability to make it happen?

Well timed: When will it happen? Is that in good time for it to matter?

What is your goal?



Step 3: Setting your objectives

You know what needs to be changed and you are going to change it - but what will you do to achieve it? There are probably a hundred ways to try and make a change - but what will be the best plan?

Objectives are the steps you need to take to make your mission happen - they are the steps that lead to victory. An objective is the specific thing you will do to help achieve your goal.

Here are some examples of making objectives to achieve a goal.

Example 1.

Goal: To make people feel safer to walk around the streets in my community by three months time.

Objective: Persuade officials to act and make the changes

Example 2.

Goal: Challenge how acceptable it is for women to be seen as sex objects in the media

Objective: Get The Sun to drop page 3

Example 3.

Goal: To protect and preserve the environment

Objective: Get politicians to enact a ban on fracking in national parks

Know your what, when, where, who, how.

For each activity you plan you also need a more detailed plan which shows all the tasks you will need to do to make it happen.

You could use the guide of the 4 w's to help you plan your actions. What, When, Where, Who and How. You will need extra paper, or you may want to use an app or computer database, to do this for each of your objectives.

Start your plan! It helps to discuss progress after each action, to learn from experience, and to see what steps need to be added or changed to achieve your mission.

Nearly no plan goes exactly to plan, but keep focused on your mission, be ready to make changes, and you will be on the road to winning!.

What will be done?

When will it be done?

Where will it be done?

Who will do it?

How will it be done?

SET UP A PETITION

It's easy for people to ignore one voice - but when many many voices come together to say they want to see something done about an issue - those with power will start to take notice.

Having many people supporting your campaign gives it credibility, influence and power, and it can be a great tool to back-up other activities you are planning.

There is an art to getting petitions right. Here are some tried and tested tips!

1. GET YOUR FACTS RIGHT

Make sure you know the issue inside out and have done your research. Your petition needs to ask for a specific action that will actually help, is possible, and that people can understand. Cross check all information before you launch your petition to the world.

Know and show facts about your petition e.g. when it needs to be signed by, how many people need to sign it, what will happen next.

2. GET YOUR CAPTION RIGHT

Captions (the headline of the petition) should be short, powerful, and inspirational to capture the support of busy people. Captions that say what's going on in a few words are gold dust.

3. GET YOUR PETITION TEXT RIGHT

Your petition needs to tell people the most important facts

- 1) What the problem is (mixing personal experiences and hard facts),
- 2) What needs to be done by who and when. Make it urgent!
- 3) Who you are, why you care, who is supporting you already, and how people can help. This is a recipe for success.
- 4) Keep the petition text short, people lose interest quickly when they are reading online.

Write your petition well and in a way everyone can understand. Be positive. Bullet points are better than long paragraphs. Get a few people to proof read your words before you launch.

change.org

38 DEGREES
people. power. change.

AVAAZ
THE WORLD IN ACTION

care2

4. GET YOUR IMAGES RIGHT

Pictures can show the issue get people involved instantly - they are essential. Your picture has to help people understand the problem and want to read more.

5. GET YOUR DECISION MAKER RIGHT

Make sure you address your petition to someone who can actually fix the problem. The “how the world works” section will help you find the right person.

6. GET YOUR PROMOTION RIGHT

Talk to people wherever you can find them: online and in the community.

Using posters, email lists, social media, badges, stickers and local and national newspapers/radio will help you raise awareness and make a louder noise.

Always be polite - people don't support people who are rude, and remember - the person you are petitioning is likely to read what is written.

Plan updates for supporters but not so many you turn them off.

Make a space where they can ask questions, find out what's happening and see what other people are saying (this could be a blog, social media page etc).

Always carry a paper copy of the petition with you.

If you can get lots of people to sign at once it builds momentum and your petition might be featured on the site - this will help you get even more sign ups!

7. USE A PETITION PLATFORM

Search some of the successful petitions on these sites. Why do you think they were successful?

Search one of these petition sites for petitions being run on your issue. Look at the petitions and decide:

Is the aim of the petition clear and realistic?

Does the caption and picture grab your attention?

Are there any groups or people supporting their campaign that might help you?

There is lots of extra guidance on the petition sites and they talk you through the process. If you need some support with language or technology don't be afraid to ask for help.

8. OFFLINE PETITION BUILDING

You can also collect signatures in person and on the street, this can help you start a conversation and build allies in the community, though it is much slower.

GETTING ORGANISED

PREPARING FOR SUCCESS

Knowing the different strengths, experience and skills that you have and that your team has, will help you plan what to do, and make you more likely to succeed.

You have the skills you need

The skills you use to manage everyday life - like looking after someone, dealing with public services, sorting activities for kids, dealing with neighbours and work colleagues, or managing a household budget are exactly the skills that are needed to run a successful campaign.

Play to your strengths

If everyone in your team is good at talking to people, but everyone is less confident on social media, work to your strengths and build your plan around meeting people in the real world.

If everyone in your team hates talking publicly - you might try an action that lets you communicate without feeling stressed, or, you could do training to build confidence and skills



GETTING ORGANISED

What are your skills? Look at the list below and rate yourself honestly from 1-3. If you struggle, ask someone who knows you to give you some help.

- | | |
|--|---|
| I'm a practical hands on person | • |
| I'm a planner, organised and into details | • |
| I'm confident, I can talk to anyone | • |
| I'm a thinker - I can work through problems | • |
| I'm good at supporting the people around me | • |
| I'm creative and have lots of ideas | • |
| I'm trustworthy, reliable, dedicated | • |
| I know a lot about 'our issue' | • |
| I know a lot about campaigning | • |
| I'm determined, I'll help others get things done | • |
| I'm a social media whizz | • |
| I'm flexible and calm when things change | • |
| I'm respectful of different ideas and views | • |
| I'm good with money - nothing will be wasted | • |
| I'm a performer, entertainer or public speaker | • |
| I'm good at working with technology and computers | • |
| I'm good at handling disagreements | • |
| I'm artistic, I can make beautiful things | • |
| I'm well connected in the community, I have influence on decision makers | • |

GETTING ORGANISED

Are there any other skills or experience you have, or things you struggle with, that are not on the list?

Write down other skills you have that are not on the list above:

NEXT STEPS

People do best when they work on tasks they like doing. Thinking about the types of jobs above, is there anything you really enjoy doing and anything you would rather never do again?

1 Draw a line through the ones you would rather never do, and put a mark next to the things you'd really like to do

2 Next time you meet up with your group, share the things you are good at and enjoy, the things you are good at but enjoy less, and the things you find difficult / hard to do. This info sharing should help you make better decisions.

3 If you find you have some gaps in important knowledge or skills in the group, you might want to find people who can help you with training or support. Creating a local "resource map" is a good activity to do - not only does it mean you will know who to call, but it means other people will find out about you, your work as you go round. Bonus.

WHY DO YOU CARE?

Personal experience? Know someone affected? Something wrong? Why do it?

It's important for you and your team members to know why you care when you are working for change. Knowing why you care helps you to:

- Decide on the change you are going to make
- Make good plans and decisions
- Stay motivated on the hard days
- Bond as a group
- Increase your own passion and determination
- Avoid problems or conflict
- Inspire others to support your cause

Everyone cares for different reasons. It's good to find out why the people in your campaign group care enough to be involved, and explain openly why you do.

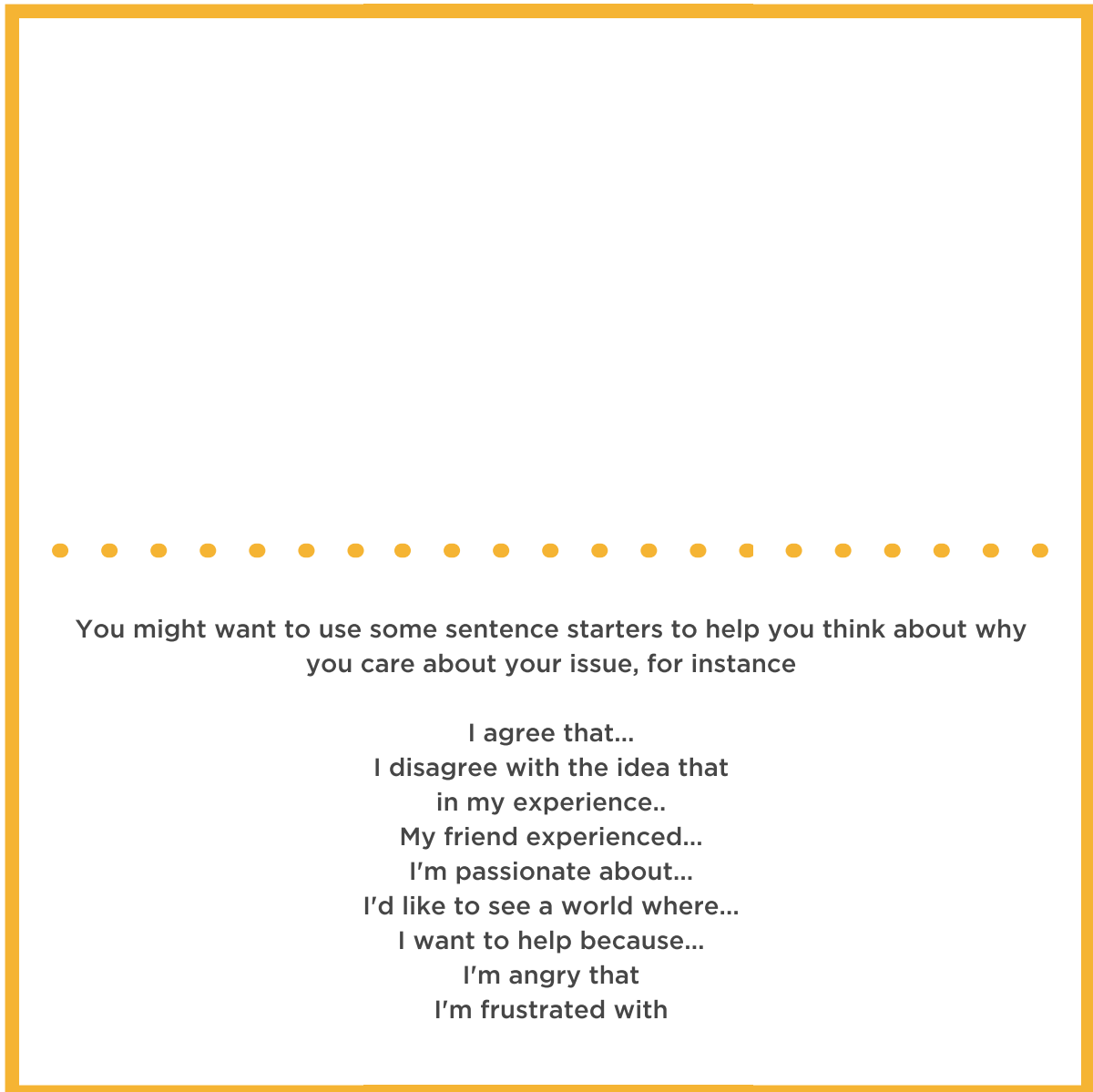
Not only is this a great chance to connect with people, but it means you will be able to agree shared goals and roles for the campaign.

Knowing why people care will give you different ways to explain the importance of your project to others and help you to get them onside.

Example: Some young people in Leeds came together to provide information on drugs to their friends. Everyone had different reasons for getting involved- some wanted work experience, some saw their friends getting sick because of drugs, some believed people had the right to information.... Knowing why each other was there helped people to connect to one another and understand that the project was more important than they could ever have imagined. By sharing their motivations, everyone became more passionate, more knowledgeable and more skilled in their campaign.

GETTING ORGANISED

About You. Use this space to express why you care enough to work for change. Try to explain it as you would to someone who knows nothing about you or the campaign. If your reasons are personal please write only what you are comfortable for people to know.



You might want to use some sentence starters to help you think about why you care about your issue, for instance

- I agree that...
- I disagree with the idea that in my experience..
- My friend experienced...
- I'm passionate about...
- I'd like to see a world where...
- I want to help because...
- I'm angry that
- I'm frustrated with

Next Steps: Take some time to understand why some of your campaign mates are involved.

How can you use your motivations to build your campaign?

HOW WILL YOU COMMUNICATE?

If you want to work with people to make a change, good communication is everything. Your group will need to communicate in all kinds of places and spaces and with different people and each other in order to succeed.

It's not always easy to communicate well together or with others when;

- People are from different backgrounds
- People have different experience and skill
- People have different amounts of time and live in different places
- Everyone feels very strongly, but maybe differently about the issue.
- Some people aren't used to speaking out, and some are very used to speaking out and being listened to all the time.

Working out the best way to communicate in different situations, for example in your group, with authorities, in formal places, with the public, with potential supporters and on social media, will help you to achieve your goal.

Books have been written on how to communicate well in campaign groups, but it doesn't have to be a huge issue. Simply thinking about and agreeing how you will communicate at the beginning of a campaign will set you on the right track.



GETTING ORGANISED

Think of a group you have been in where you really enjoyed a conversation, or really felt a conversation was productive. This could be at a party or in a workplace or learning environment. What made the conversation positive?



Usually people will say things like: it was relaxed, everyone could talk, people were listening to each other, I could hear different points of view, everyone could hear and understand, the conversation had a point, it was positive, respectful and interesting.

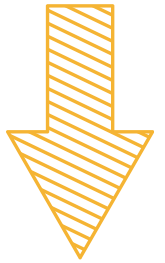
If you can recreate these good elements of communication in your group and in your campaign you will find achieving your mission easier and more enjoyable.

Communication is about getting things done. Different conversations need to be planned for a group to succeed. For example, the group has to communicate to make decisions, share ideas and updates, or to revise a plan, and also endless communication has to be prevented to avoid being “all talk and no action.”

GETTING ORGANISED

Each group will find a way that works for the people in it, and there is not one right way to communicate - the key is to agree what, how and when your group will communicate during your campaign. Here are some questions to get you started, or to help you build on what is already working.

1. How often does your group need to meet to make this change happen?

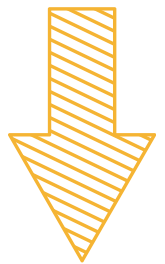


Be realistic for the time people have

2. Can your group meet regularly face to face or do you need to find another way to communicate?

Try to find a way, place, that is possible and comfortable for everyone

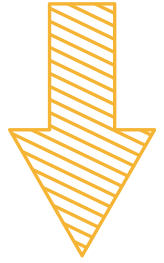
3. What does the group need to be able to communicate with each other?



Maybe you will consider a quiet space, interpreters, someone to “chair” the conversation, a contact list, someone to make notes, wifi, a feeling of safety, advance notice of the topic to be discussed

GETTING ORGANISED

4. How can you make sure everyone is confident to speak up in the group and that no-one is taking over the communication?



Think about what different methods of communication you are using (in person, email, phone etc) and how these might help you all to have ways to contribute.

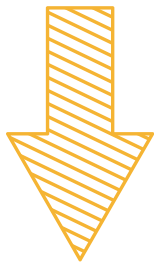
5. How will you record decisions and ideas to share with others?

Keep a record of all important information whilst avoiding heaps of paperwork!

6. Who needs to be involved in big decisions / discussions?

It's easy for people to have important conversations privately but these leads to confusion and mistakes. Some groups choose to meet regularly but out hand out tasks to smaller groups of people to work on in between meetings.

7. How will those decisions be made so that everyone is involved?



8. What will you do to make sure people have a chance to communicate what's going well for them and what's not working for them?

It's better to ask people how things are going for them before they get upset and choose to leave.

The Perfect Group

PREPARING FOR SUCCESS

Have you ever been part of a really good group or team? What were the things that made this group work well, or made it work?

There's no such thing as a perfect group, but there are some things that happen in nearly every group that succeeds. If your group works towards (or has) these things - you will be more likely to succeed and have a healthier time in the process

1. A CLEAR GOAL

Everyone is working towards a clear and agreed goal that they believe in.

Could you explain what you want to achieve with your campaign to a stranger in 60 seconds?



2. A CLEAR ROLE

Everyone knows their part in making THE GOAL happen - there is a clear plan. People have a role to do that they can do, or a way to learn how to do it. Can you describe your role and other people's roles in the campaign clearly?

3. COMMUNICATION: The group has a way to communicate that works for everyone involved, so people have the info they need, when they need it. They make time to share, hear and try to understand different ideas and perspectives. Communication about what they are doing is honest, appropriate and accurate.

How do you communicate in your group?

How do you communicate outside your group?

What could be done to improve?

5. TRUST

Everyone feels trust with each other and a commitment to what you are doing.

Everyone takes responsibility to get things done.

The the group relies on each other and everyone is appreciated for what they do.

4. A CLEAR HOW TO

Everyone knows how decisions are made, what's going on and what they are expected to do in their role.

The group prevents confusion, people feeling lost, and brings the best out of people, which helps people to stay committed and use their precious time and energy wisely.

When does/will? your group speak about "how things are done"



5. SUPPORT

People are able to share ideas and concerns, disagree with each other, and make mistakes.

Activities and discussions happen at a time, in a place, and in a way that means everyone can take part. People have the chance to ask for help and offer helpful feedback. The group knows the work can be emotionally hard and people can burn out- people don't put too much pressure on each other.

What are the ways your group will support people?

6. RISK AND CREATIVITY

People feel safe enough to suggest unusual or daring ideas, and take risks on trying new things. The team talks about which risks are worth taking.

Has your team said no to any new or risky ideas? How did you make that decision?

Does your group respond well to new ideas?

What risks do you think are too big to take?

7. REFLECTION, CELEBRATION & SETBACKS

The group handles difficult days and mistakes positively - growing stronger by admitting, talking through and learning from mistakes.

Everyone has a chance to say how things are going and to give suggestions as to how things might be done more efficiently or happily.

Achievements are celebrated together

Has your team made any mistakes? How did you handle it?

GETTING ORGANISED

THREATS: people, issues, practicalities that stand in your way.

How can you reduce the threats to your success?

OPPORTUNITIES

What can you do to make the best of the opportunities you have?

STRENGTHS: what skills, contacts, experiences does your team have?

How can you play to your team's strengths

CHALLENGES: skills or resources you don't have as a team.

How can you overcome the challenges your team faces?

Being a community leader

Anyone who puts their time, energy and heart into making a positive change is already a community leader. As someone who has taken the first step to create change, that includes you!

As you continue your journey to create change, people will most likely start to look to you as a spokesperson for your cause, and feel inspired by what you're doing.

How do you think it feels to be a community leader? Either in how you have experienced it or how you think it would feel!



Aderonke Apata is an LGBT and human rights activist. Her work as a community leader has involved building a movement of people challenging the injustice in the UK asylum system and the rights of LGBT people in the UK and internationally. She has started petitions, written blogs, and organised locally to stop the deportation of LGBT asylum seekers to places where their lives will be at risk.

Can you think of someone you respect in your life, who you see as being a leader? What helped that person earn your respect?

BEING THE BEST COMMUNITY LEADER YOU CAN BE

There are so many ways to be a great community leader, we've collected some top tips from people with a lot of experience of being community leaders that we think are helpful for you to bear in mind as you take on the role of a leader in your community.

Keep meeting with people and including them. Listen to people in your community and the other people who have power in it. Understand who they are and what their hopes and fears are.

Be honest. People need to trust you. It doesn't matter if your words aren't always great, or if you aren't a natural performer, what matters is that you say things based on facts. People need to know they can trust you, and that your actions and words are in sync. Treat everyone with respect. If community leaders show respect to some and not others they aren't believable. Only make promises you can keep.

Be clear about the change you want to see. Know what your intentions are. Your energy and time is limited so know how you want to spend it. As you practice talking about what you care about, this will inspire others to think about what they really care about and want to change.

Be human. Good community leaders are just people trying to make change. You don't have to be anything other than yourself, you don't have to pretend to be anyone else.

Show that you care. Try to understand other people in your community and all the people you encounter, whether you agree with them on certain things or not. Showing that you want to understand people's experience builds bridges, and they are much more likely to want to understand and help you.

Learn and adapt. No-one is perfect, and even the best leaders make mistakes. A leader learns from mistakes, has the ability to say sorry, and then learns and adapts from their experience.

Ask for help. No leader in history did things alone. You don't have to know everything, feel strong all the time, or have all the answers. You can ask others for help, advice and support - it is a sign of strength.

Get a mentor. Maybe you know someone who has already made a difference in your community, ask them if they might be able to support you to create change too.

Help others to lead. Look for leadership in the people you meet, and remember that anyone can be a leader. Telling someone they have the potential to be a leader can have a powerful effect on their life.

Look after yourself. Being a community leader can take over your head, heart and mind. It's important you look after yourself, take breaks, look after the important things in your life that keep you going. Sometimes the battle for change is long - we have to look after ourselves to stay in it for the long haul!

WHAT DO YOU NEED TO KNOW?

We all start with what we know, but, even when that is a lot, we are often still only experts in our own experience of the problem.

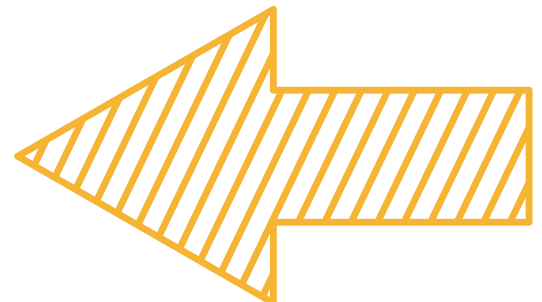
Checking our knowledge is up to date and finding out about the issue from other people's point of view is essential. There may be other information out there that can help your campaign.

For example: Someone who has tried to get counselling for a long period of time might be an expert in knowing how hard it is to get counselling. They may therefore spend a long time writing a petition and holding street stalls about how we need to petition the NHS for more counsellors.

If they had done some fact finding, they might have known that their local NHS was already willing to hire more counsellors and want to - but there are not enough qualified staff in the area.

Had the group known the root causes of the problem, that there were not enough trained people to apply for jobs, and that the local NHS were already in agreement with their cause, they may have decided to spend their time in a different way.

**The more we know
the reasons the
problem still exists,
the better chance we
have of making a real
difference. We have
to clearly know the
problem to be able to
start fix it**



Researching these questions will give you the information and power you need to create change



- Who has the power to make a decision, make the change you want to see, and what do they currently think about the issue?
- Who else is already trying to fix the problem? Why have they not fixed it yet?
- What has caused the problem? Find out from as many viewpoints as possible.
- Who agrees this is a problem and who is affected by it?
- Who is trying to make a change now?
- Who is out there who might join you to make a change?
- What resources are available to help you? There may be funding, technical assistance at your local library or community centre, and other activists who can help you.
- What exactly needs to happen change to fix the problem?
- Why is your solution the right one, over another solution?
- What are the laws, politics, and history that are relevant to this situation?
- Are there any risks about having anyone in your team photographed / quoted / identified in the campaign?
- What are the arguments people make against your idea for change? How can you respond to these criticisms or judgments?



PEOPLE TAKE YOUR CAMPAIGN MORE SERIOUSLY IF YOU HAVE TAKEN TIME TO BE SURE OF THE FACTS

What's already out there?

There are a number of ways to find out what people are thinking and doing about your issue.

It's helpful to know who is on side, who is already involved in trying to make a change and who could cause you problems.

For example, we may think that if we are running a campaign on young people's mental health services only young people with mental health problems would have an interest. In reality we may find there are other groups really concerned and wanting to help: e.g. parents and grandparents groups, teachers, youth workers, employers etc.

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- Look in newspapers, journals and books to see if the issue is being talked about
 - Run questionnaires and surveys online or in the community
 - Ask questions on social media
 - Search social media and online to find out what people are saying about the issue
 - Talk to people! People you know, people you don't, MPs, councillors and local organisations
 - Search the issue alongside your area on the internet
 - Look for official policy documents or plans that are published by the government or councils on your issue
 - Visit [theyworkforyou.com](https://www.theyworkforyou.com) and look at what people in power are doing about your issue
 - Contact local and national charities, citizens advice and community groups
 - Be open minded about who might be interested in your issue
-

Your Stories Matter

If you have experienced a problem, or support someone who has, you know the problem well. You can talk about it and see the solution better than anyone else.

Your knowledge and experience is gold dust. You could use it to explain to other people why things need to change.

If you have ever got involved to help someone else change something, the chances are you did it because you connected personally to someone's experience and pain, or shared that experience, and you just wouldn't accept what was happening.

You can use your real experience and the experience of others to power change.

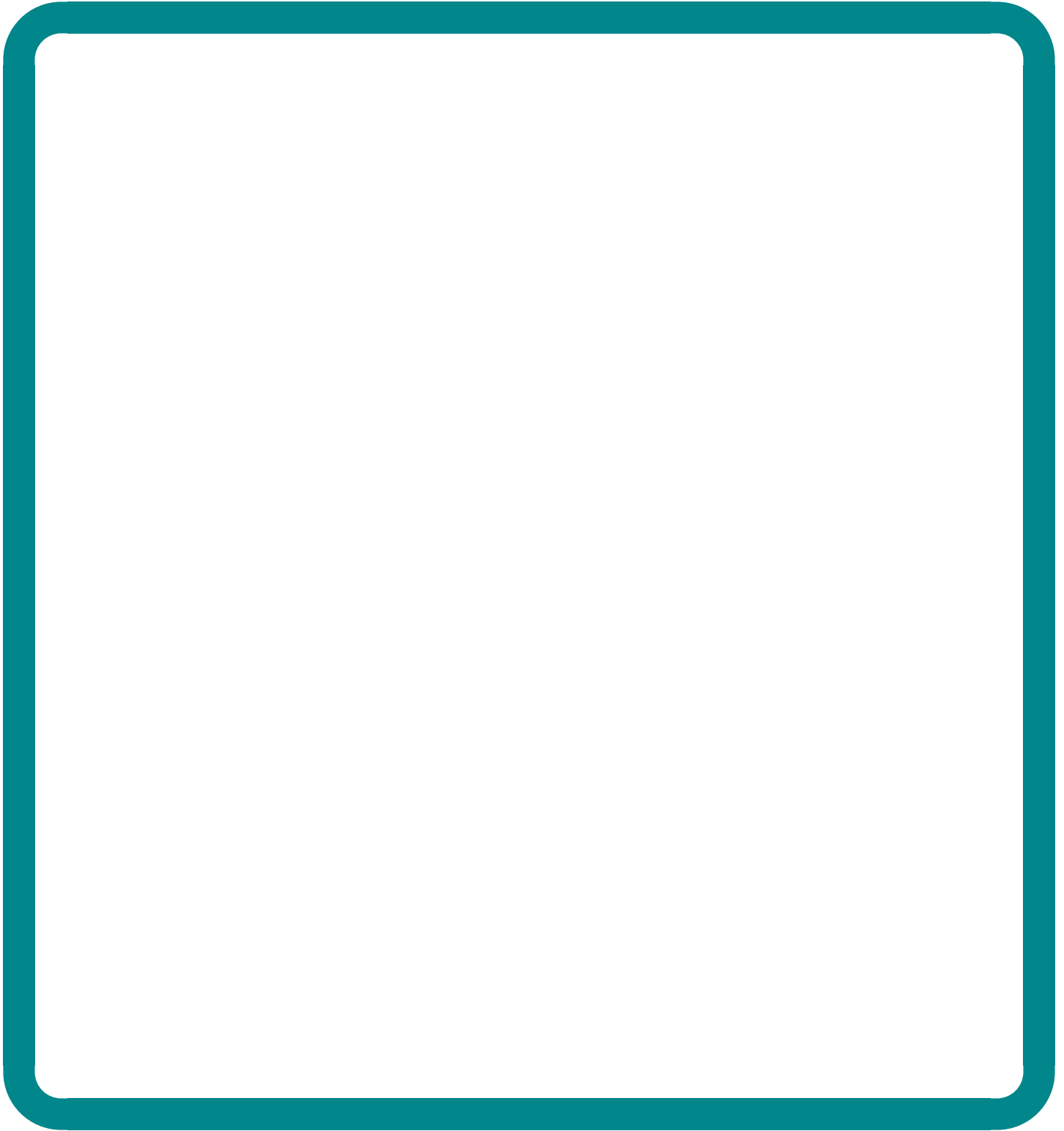
Your stories have the power to make people feel something.

Sharing the experiences of many people is one of the most powerful things you can do to help you win your battle.

People in power can ignore all sorts of arguments, but it's very hard for them to tell someone that their experience is wrong.



Can you explain why you want to make a change? Why is this important to you?



It's good to collect stories and experiences from people who are close to people affected by the issue e.g. friends, family members, teachers, neighbours etc. This shows how the issue hurts many people in the community and shows that many people care about the issue and want to see a change for different reasons.

If you can gather stories of what is happening you can use them as powerful evidence that something needs to change, and as inspiration for people to get involved in your cause. Real words from real people capture people's' attention and inspire them to act.

Make sure that stories are safe to use for yourself and other people involved.

Ask people if they are happy, for example, for a photo to be used or for their story to be shared and ask them to consider any problems they might have if they speak up about personal experience.

Using fake names for sharing stories, or changing some unimportant details can make it safe for you to share a person's experience without putting them at risk.

Your stories can be used in many ways to help you make a change. You can present them in an exhibition, you can use them as a way to talk to people, to raise awareness or to get media interest. How could you use your stories to help you get the change you need?



Next Steps



Gather some stories about how your issue is affecting people - you might decide to record different types of information on paper, on video, or in some other way e.g. collecting poems, stories, artwork, getting people to comment on Facebook or use a Twitter # etc.

Things that may be useful are:

Facts e.g. how many people you have met that couldn't get a doctor's appointment when they needed one.

Feelings e.g. how people feels when they can't work because they can't get affordable childcare.

Showing the impact. e.g. people who are unable to visit their families because of immigration rules are experiencing high levels of depression.

Photos: that show the issue, or show the people directly affected by a situation.



Who can help me?

Making a change is easier with others. There are many people who can help you to succeed.

Winning a result is more often about working with people who do care, and inspiring people “who don’t know they care yet” than battling with an enemy or someone who strongly disagrees with you.

There are lots of different people, groups and authorities in the community who may want to support you.

Choosing wisely who you spend your time on will help you to succeed fast without getting burnt out quickly.



Reach out to people who are harmed by the problem and people who are already working hard on the issue you want to address.

There are people who have experience of the same problem as you, or who agree with you, and who are already working hard to make the same change. These could be people living with the problem, MPs, community groups or charities. They could be people you know, or people you are yet to meet

You can help your campaign by joining up with other experienced people.



People who are affected, who care, but don't know how to help.

There are people who are harmed by the problem or agree with your campaign, but don't know how to get involved. They have friends who can help too! These people and organisations can be found in your community, in the real world and online.

Ask them to help!



People who don't know they care about your issue (yet).

There are people who don't know that they care yet - either because they haven't themselves faced the problem or because they don't know that other people are hurting. This could be anyone!

Tell people why your campaign is important, how they can help, and that they are wanted and needed. They might support you.



People who generally disagree with you or who don't care

There are people who will disagree with your campaign, or don't have the same experience, but they don't care enough to cause problems. For now, it is probably easiest to agree to disagree and save your energy. However, knowing what these people think can help your campaign.

Use the internet to start finding out about other views.



People who disagree and will block your campaign

Some people will disagree with you and argue against you strongly. They will not help you, and it could be a huge waste of time arguing with them, and worse still, by making them aware of your campaign, you could inspire them to act against you.

Avoid combat with these people. This is an energy sucking group

Next Steps!

Who do you think might be affected by the same problem as you?

List the people that might already be living this problem, be affected by it, or care about it and any ideas you have about how you might contact them.

Make a list of things people could do to help. Keep it simple. People say YES when the request seems do-able.

Keep your ideas safe for people who might be currently stuck in or affected by the problem.

Make your own list:

Working with others

Working with others is the best way to achieve your win. These are tried and tested ways of getting the most out of working with other people.

Starting a partnership or joining forces with another group will go more smoothly if you agree some critical things.

Writing down what you agree helps other people see what has been agreed, and also helps you to be sure you are working well together.

1. Common Ground: What do you care about? What is the change you want to see?

It's amazing how much difference there can be between groups campaigning on the same issue. Working with other groups is often essential for success, but if you are going to work together with others, it is important you work out if you have enough common ground.

For example, two groups might both be campaigning to get a change in the law to help young people who are self harming. Some might want websites which encourage young people to harm themselves to be banned, whereas another group might be more concerned with getting education about self harm in schools.

In this example the groups could maybe work together to raise awareness of the problem of self harm, but their campaign is about two very different wins and it's probably going to be very difficult for these groups to work together consistently.

2. What can you bring to the table?

It's good to share what skills, resources, connections, experience and plans each of the groups has.

Once you know what each group can offer, you can make commitments to each other about what jobs and roles each team will be working on.

3. What are your red lines?

Some groups will be working towards the same aim but care very strongly about how it is done.

For example some people will not want to work with authorities, some people will not want to talk at all about personal experience, some people will not compromise on certain outcomes no matter what.

Set out your expectations: how will you speak about each other, how will you work together, and what will be your red lines?



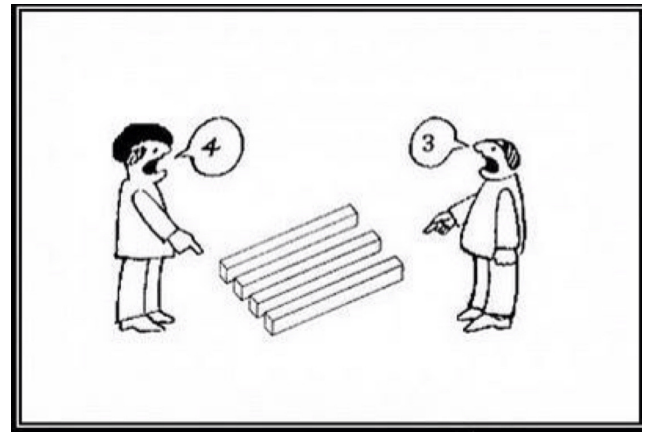
Write out your own answers
to 2 and 3 here:

4. The Credit

Does it matter who gets the credit for a win? If you can discuss honestly what really matters to you in terms of who is seen as the organisers and leaders, then you will more likely to stay strong and undivided even in the face of challenges. Does it matter who gets the credit if the change happens?

5. Conflict and Problems

How will you sort out things that go wrong? In campaigning things sometimes change fast, and many people are involved.



If something is going wrong or a group you are working with disagrees with how something has been done, would that be the end?

If you plan ahead for how you will deal with conflict you can avoid the whole action falling apart.

You may want to bring in an outside facilitator to help you resolve an issue, or have a written document that sets out how you will deal with any major disagreements.

How have you dealt with conflict in the past? Was there a time it worked well?

6. Teaching and Sharing

Each group can teach the other based on their experience and knowledge. Each group can share their resources so both teams can do better in the campaign.

If one group is more established and has a positive reputation they might also be willing to share their name.

7. Agreement

Write down all you agree between different groups down on paper and get everyone to re-read it and sign. Though it seems formal, it helps all groups and people to know and remember what has been said.

It's so very easy to forget, or for people to have a different understanding of what was said - having a shared agreement keeps things as simple as possible.

COMMUNICATING WITH PEOPLE OUTSIDE YOUR GROUP

Though your group will find a way to communicate that works for them, as soon as you communicate with the outside world the rules change! Sometimes we have to “fit in” to other people’s ways of communicating. How the group is perceived and judged has an impact on how they will be supported (or not).

It may be that you have people in the group who are better in communicating in certain places - so you may want to pick a spokesperson for different roles including for example;

Someone who can communicate in meetings

Someone who can deal with media

Someone who can communicate with the general public

Someone who can communicate with authorities / officials

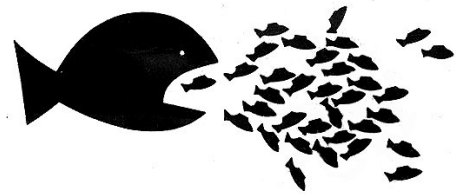
- Know what you want to say (and what you don’t want to say)
 - Be strong and positive
 - Know your facts
 - Know in advance how communication will work, for example,. what amount of time can you have in a meeting? how should your idea be presented?
 - Ask people for questions in advance so you can plan the best answers
 - Don’t communicate until you are ready
 - Prepare information on paper to hand over to back up what you say
 - Plan social media posts: the right time, the right language - no knee jerk reactions!
 - Practice with each other how you will deal with difficult questions or questions you don’t want to answer
 - Don’t be afraid to say that you don’t know
 - Agree what the group is happy to say to the outside world, and how they want to be seen. Also agree what is “private” in the group
 - Make sure written material is spell checked and professional if that’s going to be important to your audience.
 - Be sure the conversation can have a positive impact for the group - otherwise it’s just stealing your time (e.g. dealing with trolls or talking to someone who can’t help you)
 - Support each other and learn as you go!
-

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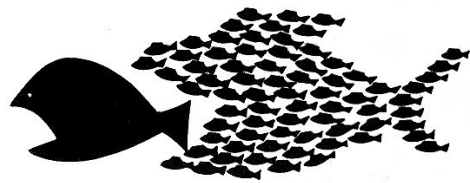
***IF YOUR WORDS OR
ACTIONS INSPIRE
OTHERS TO DREAM
MORE, LEARN MORE,
DO MORE AND
BECOME MORE, YOU
ARE A LEADER.***

“

HOW THE SYSTEM WORKS



We live a life that's managed, affected and controlled by elected and unelected leaders and politicians, big and small businesses and employers, and the local, national and global societies we live in.



Together, these people and groups make decisions and laws affecting every part of our lives and deaths. Chances are whatever issue is affecting you, these people, groups and organisations have a hand in it.

Who works for us and what do they do?

In the UK we elect our politicians or representatives mainly through a democratic system, where (most) people have a right to vote for the leaders and politicians they think will do the best job for them.

A person who wants to get and keep power has to persuade the people voting to support them, and if elected, they have to be seen to work for them or they may soon be out. Depending on their position, they may also need to keep the people who give them money on their side.

Everything they do is on public record and we can call them out on what they do, don't do, what they plan and what they say.

There's lots of different elected representatives responsible and accountable for different things. If you can find out who has the power to help you - then you can work how to get them to act.

HOW THE SYSTEM WORKS

COUNCILLORS

There are different types of local councils elected to make decisions for the people in their local area on issues like education, transport, planning, fire and public safety, social care, libraries, waste management, trading standards, community services and local facilities.

They have a responsibility to talk with communities and find out what they want and need. Some places have a Unitary authority or a metropolitan borough council with even greater power as they are also responsible for services like fire, police and public transport



The House of Commons seen here is where Members of Parliament discuss and debate new laws, political issues and promises they have made.

MEMBERS OF PARLIAMENT (MP'S)

There are 650 UK MP's elected to make laws and represent people from their area in the House of Commons (London). MP's come from different political groups or "parties" that have their own idea about how the UK should work. The party of MP's who wins the most votes at the election become "the Government" and MP's from other parties become "the opposition", whose job it is to keep checks on the government for what they do.

MPs usually try and push the ideas that their party believes in, however, they can also bring up things that matter to people and groups and they should not forget they work for us! MPs can also have influence on other countries, businesses and communities around the world. You can email, call or visit your MP about an issue or idea - if they are not the right people to help - they should tell you who is.

HOW THE SYSTEM WORKS

PRIME MINISTER AND CABINET

The Prime Minister is the leader of the government, an MP and also the person who gives extra responsibility to about 20 MPs to lead on issues such as education, law, health and immigration. This group of senior MPs and the Prime Minister are called "the cabinet". The Prime Minister has to answer to other politicians, e.g. the opposition, and to the public.



HOUSE OF LORDS

The people in the House of Lords are given their jobs by other politicians, or are there because their role is a "family right". The Lords can accept or reject laws the government puts forward, and also act to keep the government in check. Lots of the people in the Lords are experts or care about particular topics - they can be helpful and influential. The House of Lords and the House of Commons together are called the UK Parliament.



MEMBERS OF THE EUROPEAN PARLIAMENT

73 MEP's are elected to represent people from different areas of the UK in the European Union (based at Brussels in Belgium). They make laws and decisions on things like human rights, employment, business, the environment and more for 28 countries in the European Union. The UK is still a member for now, despite the Brexit vote.

ORGANISING A STUNT!

If you want to run a stunt it needs to be simple, engaging, well timed, planned, and it needs to make sense to the people that see it! Here are some tried and tested tips for planning a stunt:

1. Take time to find something that is original and creative. It's got to show your issue and the solution in a way people can connect with - if you are not sure it's the right thing to do - keep working until you are all confident you have the X Factor.
2. Use images, words, and stories people can connect with and understand.
3. Be cheeky, brave, shocking, funny, or powerful - but be strong in your message.
4. Make sure the stunt shows people what they can do to help, how they can join in.
5. Ask yourself what could go wrong. (is it safe? Do you have the right equipment? Will the weather affect it? Is anything else happening in that place on that day?). Ask people who know nothing about your campaign if they get it, and what their questions would be.
6. Make sure you have checked your facts - and have more information ready for people who want to help you or ask questions
7. Plan it and rehearse it. A great stunt in the wrong place or at the wrong time is not a great stunt. The right people have to be there to experience and notice it, and the timing has to be right for the stunt to work. Also, you have to be sure you can pull it off well, so it's super sleek on the day.
8. Create a buzz - put up posters, send out press releases, use social media and talk to people. Let people know something is going to happen and inspire people to join in, but, don't give away all your secrets if there is a wow factor involved. Maybe there is a local artist, band, filmmaker, photographer, or a celebrity, or other groups who can help you make your stunt sparkle.
9. The issue might be shocking and it might play on people's emotions. Think about how different groups might react and consider if it could cause harm (bringing negative attention to you) and think about how you might respond to people who are heckling, causing an interruption, or trying to argue with you.
10. Be positive. To pull this off, all your team need to know the plan, agree with the plan, and be clear on and committed to their roles

Who are your representatives?

You can find out who these people are by looking up your postcode on <https://www.theyworkforyou.com/>

Who is your MP?

How can you contact them?

Who is your local Councillor?

How can you contact them?

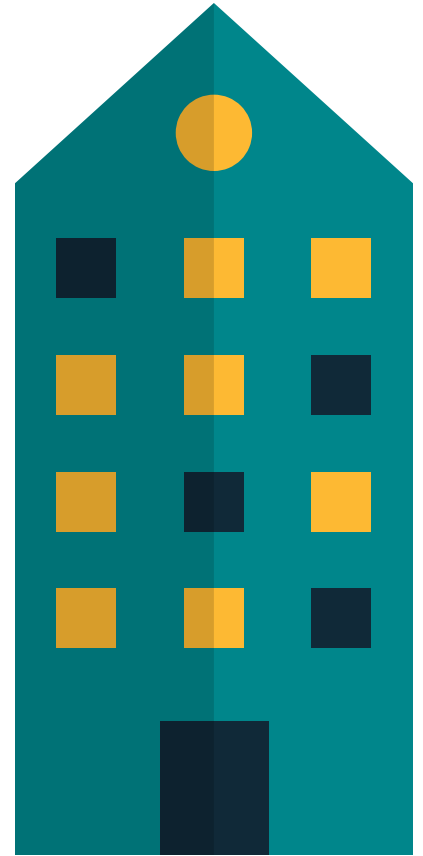
Who is your MEP?

How can you contact them?



HOW THE SYSTEM WORKS

Who (if anyone) has responsibility for your issue or problem within the Government, Local Authority, or in Europe?



What is their current thinking about your issue? How have they voted, spoken or written on matters relating to your issue?

How are laws made? There are two ways to make or change laws in the UK - through Parliament and through the courts.

HOW LAWS ARE MADE IN THE UK COURTS



Proposal and Vote

A new idea for a law can be put forward by any individual or group in the House of Lords or the House of Commons.

Firstly the person introduces their idea and says why they think it is important. Members of the house can then ask questions, suggest changes, and say if they agree or disagree with the idea for the new law.

If enough people vote to say they think it is a good idea, it moves on to the next stage. If most people vote against the idea, it is thrown away.



Amendments and Consultation

A group of MPs and Lords meet to go through every word and detail in the new law, and they can make changes or amendments discuss the idea. There are votes on all amendments and changes.

Once a bill is acceptable to everyone in one of the houses, it then goes to the other house to start the same process again. If any changes are made then the bill has to be looked at again by both the houses of parliament until everyone is happy with the wording and can make a final vote

At this point there is often a period of consultation where individuals and groups can get their voices heard - either by using the consultation tools the government offers, or by making some noise.



The Final Vote

Both houses of parliament make a final vote on the new law. If both houses vote to say they agree with the new law it will move to the final stage. If most people disagree with the law and vote against it, it is thrown out. If the two houses cannot agree on a law, the House of Commons get the final say as they are elected.

Note: Usually people from different political parties vote the same way as the other MPs in their group, and this can make it difficult for a government to get new laws passed, especially if they won an election, but not by so many voted. Then, they have to persuade people from the other parties to vote with them.



Royal Assent

The final stage is that the new law, called a bill, is sent to the Queen for Royal Assent. When she signs the bill, the law becomes active.

How does the law affect your issue?

You may want to start looking at what the law says about your issue. For instance if you are campaigning to stop trees being cut down in your town - you could look at what legal environmental protections there are in your area and if there have been legal cases in the past to protect nature and wildlife where you live.

How are laws made through the courts?

When a legal case is brought to court, a judge or team of judges has to decide what the law means in a particular situation. When the judge makes a decision in a case, their judgment and reasoning can affect decisions in future similar cases - this is called case law.

In new situations, where new laws are being used for the first time, or something has happened that has never happened before, the court case is known as a test case. What happens in that situation, and how the judge interprets the law has an impact on future cases.

Case law and test cases can be very useful to campaigners.

How you can get involved in making, shaping or changing laws:

- You can show there is public support or opposition to a new law
- You can take part in consultations on new laws and say how you think it will affect you and people in your community
- You can write to any MP or Lord and ask them to propose a new law or change an existing law
- Depending on the situation you can work with others to take a case to court (a test case) or to start a judicial review



Know your power!

We all have power as people and as part of our communities, families and groups. Understanding our own power, and understanding the power others have, can help us to win our change! People have all kinds of power and influence - sometimes we just don't realise how much.

Power Over Others: Because of who we are, we can often get people to do things. For example adults have the power to decide what their kids wear, bosses can decide what their workers do, politicians can decide who gets healthcare, houses, or visas, and people giving money to organisations can say what it can be spent on.



Power With Others: We are all part of communities and groups.

Workers in a union can strike, parents can influence headteachers, people in a community can look out for each other and keep the place safe, people with friends at a club can ask them for help, and people can come together and vote, or have an influence in different ways

Power To Do Things (or not):

We all have the power to decide what we do, how we spend our money and time, how we think, and what to participate in. We have the power, for example, to be nice to others, the power to refuse to spend money on something, and the power to do or not do what's being asked of us.

HOW THE SYSTEM WORKS?

Power inside ourselves

When we realise we have power and that we can do something, we feel different and stronger. Knowing we can make a change can bring extraordinary energy to help us act and change the world. We can always become more powerful by joining others, learning new information and skills and by finding ways to make sure our voice is heard.

'They' have power too.

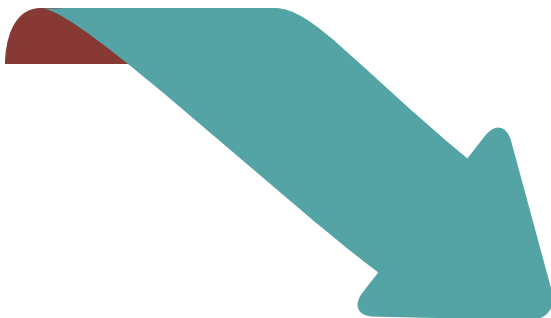
'They' might be people in the groups, businesses, political positions and organisations where we need change to happen. Understanding how their power works helps us to find the best way to use our own power to make a change.

Power can be obvious, like the power your employer has, but it can also be invisible. Sometimes, for example, people make decisions for groups without talking to them or hearing their views.

This can happen a lot in politics, like when councils have a certain number of people who make decisions for the whole community without letting them be part of the meeting or decision.



One way to identify a person's power is to make a Power Map



Mapping out who has power

A Power Map is a drawing which maps out all the connections and influences a person has. The power map could be centred on you, someone in power you want to influence, or on your group or community.

To start a power map, draw a circle in the middle of a page and put the name of the person, community or organisation whose power you are trying to “draw out” in the middle.

Around the person make circles for all the people, businesses and communities who influence or have have power over them, or who they are “linked to”. This may include a person’s partner and family as well as people in their social, religious, business or political community. (try to give specific names and details)

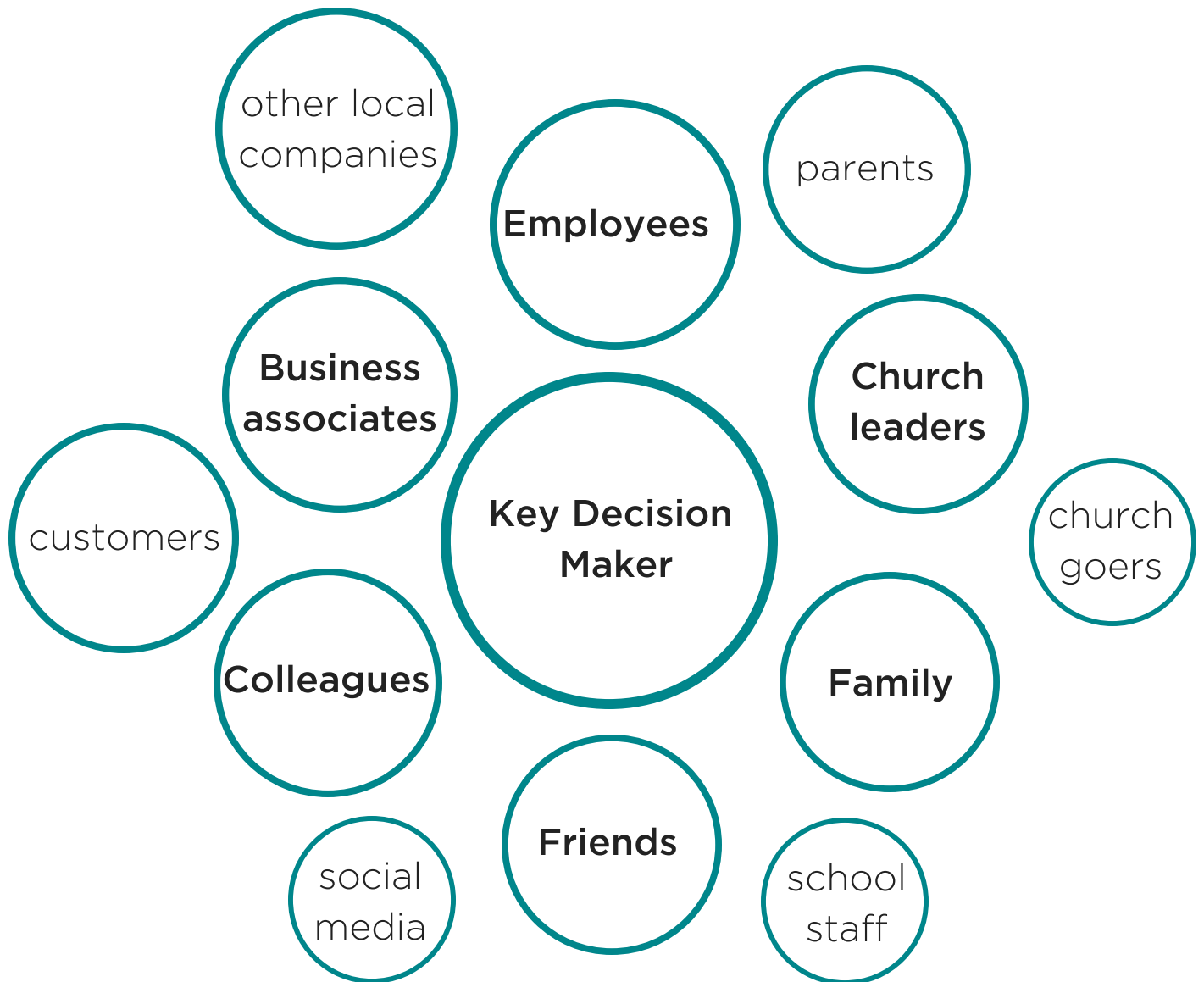
Then, around all those people, add the people who influence or who are connected to all the people you have just written down.

Eventually everyone in the world could be connected somehow to the person being mapped!

Once all the people and places that can influence someone are drawn out, it’s easier to see who we can “use” to find a way to influence a person we need to act for change.

In the power map below the person may not know the “decision maker”, or there may be barriers to them talking to them directly, but maybe they could put pressure on that person by influencing someone in their “inner circle”, e.g. by getting the church on board with their cause.

DRAWING A POWER MAP



Next Steps:

It may help you to draw three power maps for your campaign.

1: A power map that has your group in the middle, and that shows all the people and places that you are connected with - where you have some contacts and power.

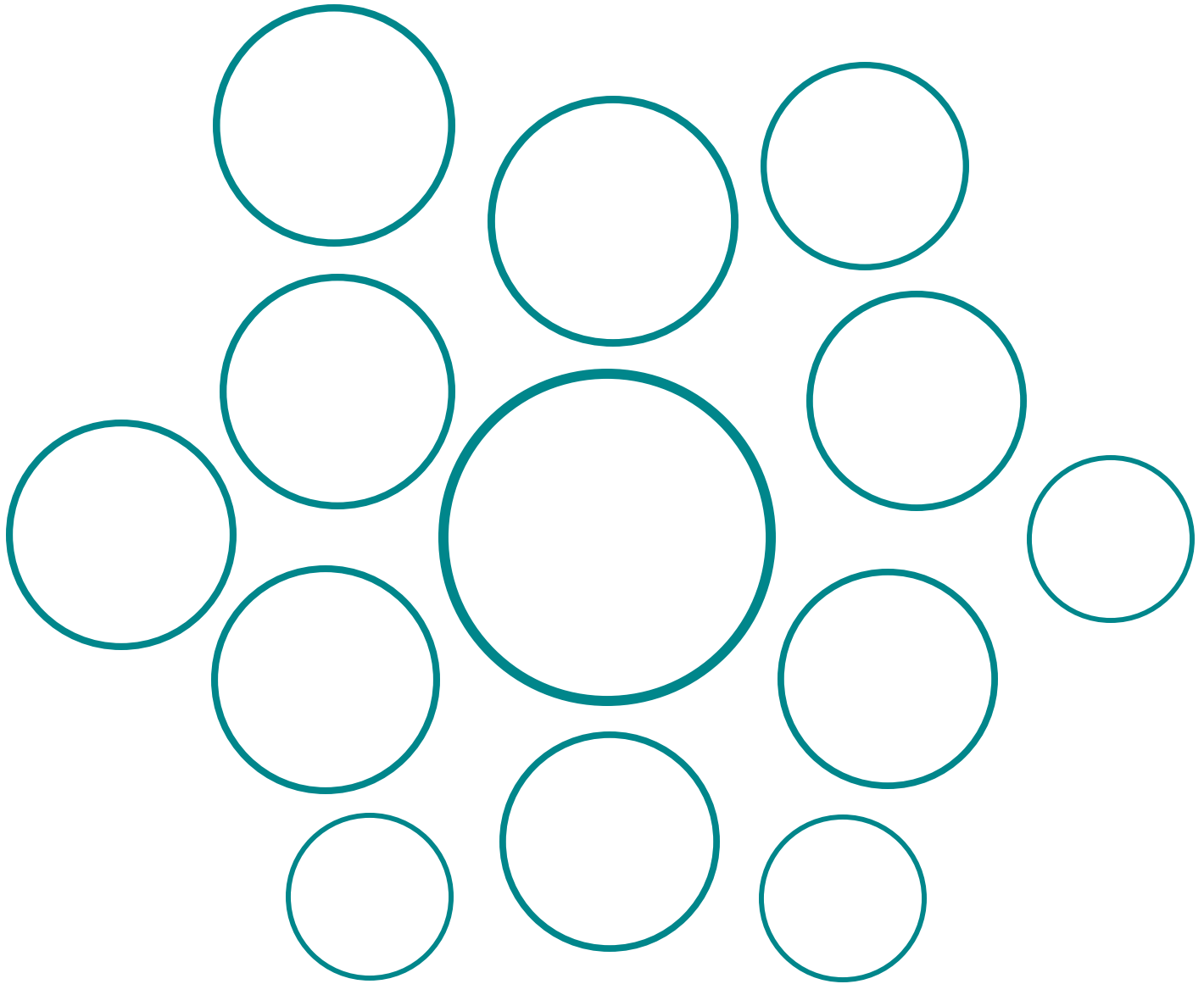
2: A power map about the person or organisation you are targeting with your campaign. Take some time to get to know them, what they are involved in, who they know, and carefully draw out all the groups and people that have an influence on them.

3. draw a power map with your issue in the middle. Then draw around it everyone who is linked to that issue, and everyone who influences all those groups and people.

Look through your power maps and see if you can find any connections in common, or any routes that your group could follow through the connections to force a change.

If you can't see a route, the next step is to make a plan to place your group as a powerful influence in their circle. You might push your way in by starting to affect a persons workforce, supporters, or by connecting yourself publicly and stating your wishes though the media.

DRAW YOUR OWN POWER MAP



Putting pressure on people in power

You can make change in so many different ways. There's official routes and way to do things on your own and with others outside the system. Here are some ideas of how you can apply pressure.

Vote and talk about your vote

If your problem is being caused by elected representatives, or if they are responsible for your issue. one way to achieve change is to use your vote. Your vote can get people in power or people who want power to listen to you.

Tell people and political parties that you can and many others will vote for them if they listen and make a change. Though politicians are meant to listen to everyone in their community, you may find they are particularly open just before an election and more open to groups they think will vote in big numbers.

While voting is powerful, it doesn't happen that often - so you might want to put pressure on your existing representatives to stick to their promises and responsibilities while you wait for an election.



Use public information

Everything representatives say, do and plan to do is publicly available for you to see. You can look up what meetings, decisions, votes and plans have happened or are happening about your problem and how you can raise your problem at them.

If you can't find the information you need, you could make a 'freedom of information request' to get it.

Knowledge is power: your experience plus insider information = dynamite for change!

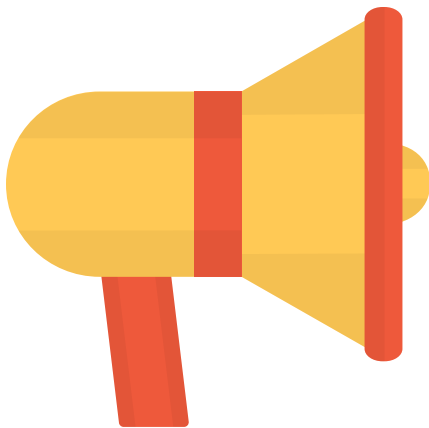
Do it yourself

People often start to deal with the problem by contacting the person or people with power to point out the problem, say what harm is being caused, and to let them know what needs to change. Often people don't listen or act, or they try to make it impossible for you to make progress.

Maybe they are happy with what they are doing, don't care, or they think they can get away with it.

You can raise the pressure, and act outside of the system by finding a DIY way to create the change you want to see.

Call them out!



If no one else will fix your problem you can often ignore the authorities and fix it yourself. For instance you can stop kids being injured by blocking the road, you can stop people being lied to about a service by going with them and taking notes.

If you really need someone in a position of power to do something, then you can publicly call them out, disrupt their power, disrupt their profit stream through boycott or disrupt their comfort by challenging them.

PUTTING PRESSURE ON PEOPLE IN POWER

Here are just some of the ways you can put pressure on those in power without going down the official routes.

Organise a protest
Get your story in the media - call, tweet, write to journalists and news desks
Block or occupy space thats important and relevant to your issue
Boycott, stop buying or using services to reduce profits
Show that change is possible with positive examples
Stop people doing harm through direct action
Take legal action
Show support for your cause through petitions or other means
Show the alternative
Get someone well known involved
Work with a trade union
Create a stunt that's interesting
Get creative and make things that express your views
Make it impossible for people to ignore you!



Are there are other ways you've seen people put pressure on people in power?
Write down some of the things you could do:

Tip: Sometimes acting outside the system means that you might meet difficulties with authorities or the law. Know the law in advance if you choose to do something that might be breaking rules or breaking the law. Always know the risks you are taking in advance and make sure everyone involved knows too.

You can get legal advice from a group called the Green and Black cross who can also provide legal observers at protests or actions.

www.greenandblackcross.org

ORGANISING A STUNT!

Sometimes you need to get a lot of people, or just some of the right people to hear your problem and to act, especially when you need an urgent result.

One of the best ways to achieve this is to pull off a stunt! A stunt can set your problems in the minds of the public or people in power, in a way they can't ignore.

A stunt can help you show the human face of your issue, bring in others having the same experience and show people in power the support you have. It can also help people get excited about the solution.



Sisters Uncut occupy an empty council home to highlight lack of access to housing for women fleeing domestic violence.



Protesters block Westminster Bridge to draw attention to cuts to vital NHS services. Some are dressed up as doctors!

These are just a couple of examples of the many stunts that campaigners and activists are organising across the country. They were effective because they highlighted the issue or problem very clearly and caught the attention of the public and the press, which got people talking about and caring about the issue.



Tactics, tools and tricks

You know your goal, and the steps you need to take to achieve it, but there are many ways or “tactics” you might try to make each objective happen.

A tactic is something you do to try and influence your target.

For example, if your objective includes raising awareness you might go door-to-door and talk to people in your community, you might organise “a stunt” or you might make a video to share on social media.

Different tactics work for different issues, different teams and at different times.



List some ideas you have for tactics you might use based on your objectives and the skills you have:

1.

2.

3.

Take each of your tactical ideas above and judge whether they are easy to do / hard to do and whether they will have a big impact or small impact towards your goal. Make a cross to show your decision in the boxes below.

In thinking about how hard it is to do, consider the cost, the time your group has, the skills in your group and any practical or legal issues to do with your idea.

In thinking about impact - consider how likely it is that the action you are thinking about is going to make the change happen.

Tactic Idea	Easy to do	Hard to do	Small impact	Big impact
1				
2				
3				