2018/19

CAMPAIGN TOOLKIT

STUDENTS'
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University of
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MAKE CHANGE
TAKE ACTION

CAMPAIGNS

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Campaign Toolkit

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WHAT IS A
CAMPAIGN

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CAMPAIGN INFORMATION
Campaign Toolkit

The purpose of this toolkit is to provide you with information on campaigning, empower you to run your own campaign to make real change.

Campaigning at Manchester Students' Union means working with others to make the lives of students better. With over 40,000 students we have a strong and powerful voice which together, can make real change.

Campaigning is about identifying the source of a problem, and who has the **power** to **change** it, then **mobilising** people and organising **actions** to **influence** or **force** the change you want to see.

What is Campaigning?

Campaigning is NOT just about raising awareness.

Campaigning is about a tangible change to law, policy, behaviour or practice.

'[Campaigning is] the mobilising of forces by organisations or individuals to influence others in order to effect an identified and desired social, economic, environmental or political change' - NCVO 2010
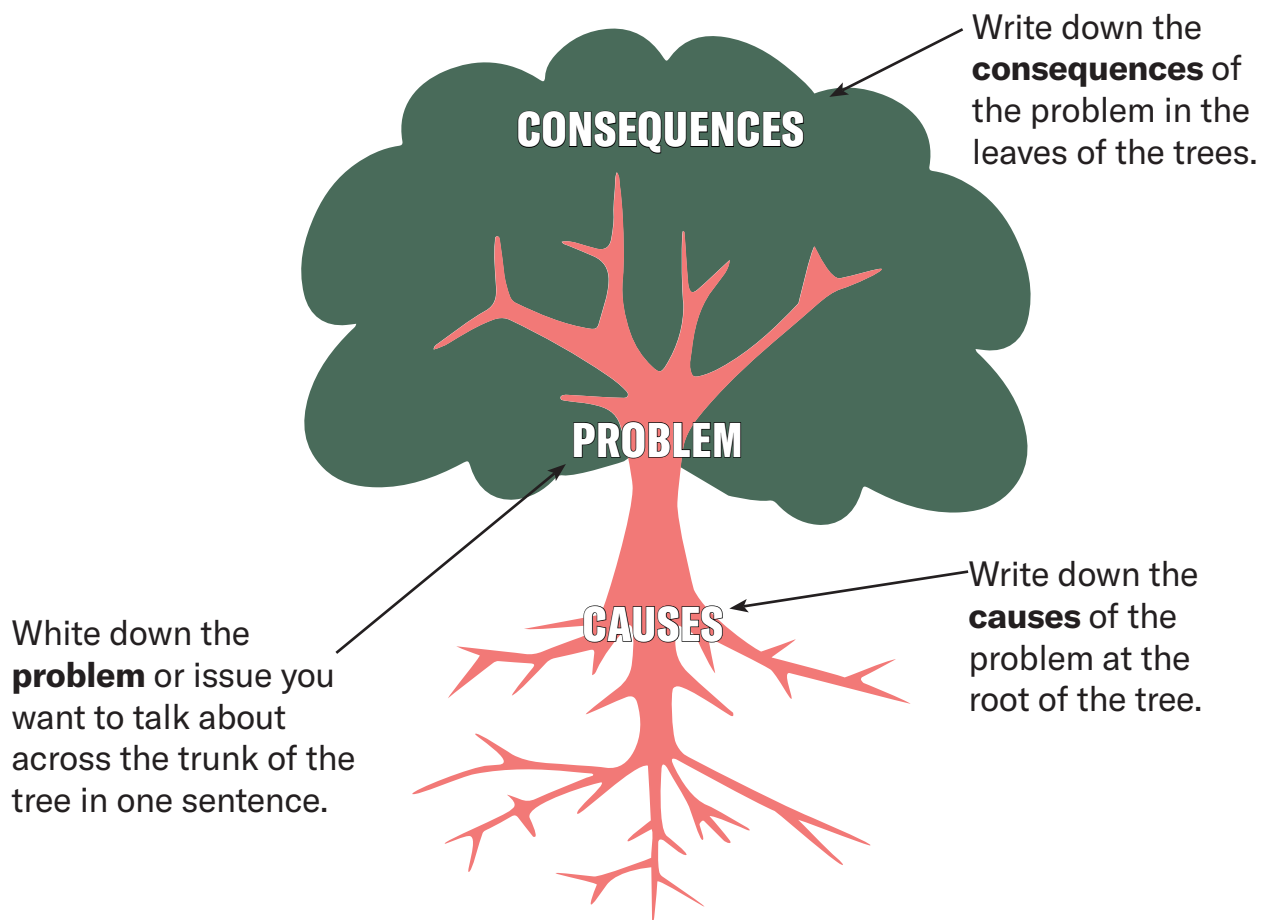
PLANNING
YOUR CAMPAIGN

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WHAT IS THE ISSUE?

Before starting your campaign, you should pinpoint exactly what you want to change. Think **what is the issue** and **why is it a problem?** A way of thinking about this is using a problem tree.

CONSEQUENCES

PROBLEM

CAUSES

Write down the **consequences** of the problem in the leaves of the trees.

Write down the **causes** of the problem at the root of the tree.

White down the **problem** or issue you want to talk about across the trunk of the tree in one sentence.

Once you have identified the root causes of your problem, you can turn them around and find the solutions which can start to form the basis of what you want from your campaign.

Top Tip: Using evidence of the issue you are tackling will help build the case for your campaign and will also be useful when lobbying key stakeholders!

ESTABLISHING YOUR AIM & OBJECTIVES

Your campaign **aim** is the overall, general statement that sums up the change you want to make. Your campaign **objectives** are a number of smaller specific, steps along the way to reach your campaign aim. Your campaign objectives should be **SMART!**

S M A R T

Specific

Measurable

Achievable

Resources

Time Based

What do you want to achieve? You should be able to sum up your objective in one sentence.

How will you measure your success? Success should be visible.

Is it realistic? Remember to start small and build up and take possible barriers into account.

What do you need to make it happen? This could be from staff support to banner materials & funding.

Think about how realistic your timescale is. Again, including all possible barriers.

Example-
Campaign Aim: to get the university to provide cheaper food on campus
Campaign Objectives:
1) Freeze the cost of meal deals for the next three years
2) Lower the cost of hot drinks to £1.50 by the end of this semester
3) Get the university to submit a yearly report on the cost of food around campus for the year ahead
All of these campaign objectives are SMART!
The amount of objectives can be as many as you feel are necessary for your campaign aim

WHAT IF MY CAMPAIGN IS RAISING AWARENESS OF AN ISSUE?

If this is a concern, it's actually likely your campaign is aiming to make tangible, behavioural change. It might not seem so clear how to measure the impact. Why not think about ways that you can? For example, if you're aiming to 'raise awareness' of student safety, perhaps something as simple as asking people what they know before and after an event you're running. If there's been an increase in their knowledge, you've made tangible change!

POWER
MAPPING

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POWER MAPPING

Power mapping is working out who your targets and allies are; who you will focus your attention on and who can help you along the way.


Direct Targets: The person or other entity that has the power the grant your demands - the decision makers.

Indirect Targets: The person or other entity that can influence or persuade the direct target to grant your demands, can influence decisions and raise awareness.

Ally: Another person, or group that shares an interest with your campaign issues. They can influence, or persuade, a target to grant your demands. Some people may share these interests but not be active; it is up to your campaign group to call them to action!

The more people supporting and backing your campaign, through being active allies, the more influence your campaign can have.

Power Mapping is a method of plotting out your direct and indirect targets, allies and opponents of your campaign as well as how supportive they are of your cause.

More power/influence

Opposes change ← → **Supports change**

Less power/influence
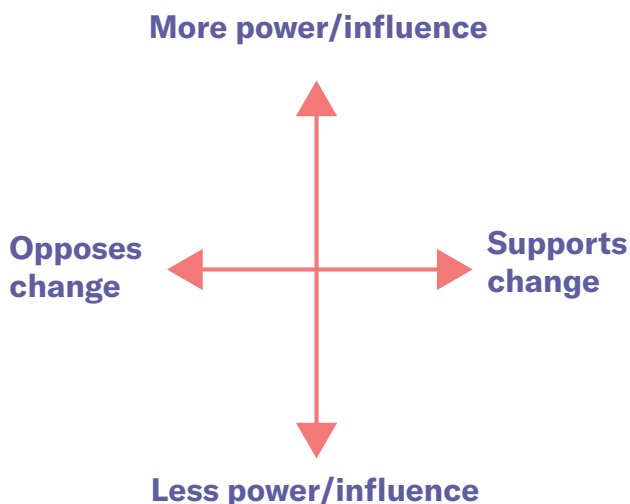
- **If you can get someone on your side that has more power/ influence to make the change you want to see and they support that change, you're onto a winner!**

- **It may be that your campaign has to focus on changing the mind of someone that has more power / influence that opposes the change initially.**

- **You should ignore anyone that opposes change and has less power / influence, they're not important in your campaigning.**

Want to book a guest speaker for a campaign event?
Just email **campaigns.su@manchester.ac.uk** to complete the form remember you have to do it at least three weeks before your event.

LOBBYING

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LOBBYING

To lobby is to 'seek to influence (a legislator) on an issue'. Basically, getting your direct target to make the changes you want to see!

Insider Lobbying

- *Collaborative* - working together with those in power to achieve something
- Based on established shared goals
- Mutual compromise
- Evidence-based arguments
- Less reliant on public opinion
- More reliant on political environment
- Less publicly focussed
- Often based on 'who you know'
- Direct-Access to decision makers

The do's of lobbying:

✓ Be respectful to your direct target that you are lobbying

✓ Don't be afraid to challenge them

✓ Listen to what they have to say

✓ Follow up your engagement

✓ Make your lobbying relevant to them

✓ Work for a mutual benefit

Outsider Lobbying

- *Oppositional* - fighting to make your viewpoint heard or change opinions
- Based on Pushing a particular goal
- Consistent stance on issues
- More emotion-based arguments
- More reliant on public opinion
- More publicly focussed
- Open to everyone creative and changing methods
- Indirect access to decision makers

The dont's of lobbying:

✗ Pester them

✗ Be aggressive and confrontational

✗ Be boring

✗ Take up too much of their time

✗ Ask for generic support

For example, pushing something through senate is likely to be insider lobbying as you may work alongside the exec, part-time officers and committees that sit on the exec.

Outsider lobbying is likely to be if you want something changed at Parliament, you'd have to rally a lot of public support to make change happen.

Want to book a room in the Students' Union to plan your campaign?
Want to book a space in the foyer to promote your campaign?
You just have to email **activities.su@manchester.ac.uk**

DIFFERENT CAMPAIGNS WILL HAVE DIFFERENT TARGETS OF WHO THEY WANT TO LOBBY.

YOUR EXEC TEAM: Your exec team are voted in by students to represent your voices at the Students' Union as well as the University.

It may be that a member of the exec are campaigning on similar issues to your campaign and you can collaborate. All of the exec's manifestos can be found on the website.

Your exec team sit on senate, as well as a number of University committees and boards, it is worth getting them on side with your campaign for greater influence and attention.

SENATE: Senate is responsible for representing students, helping determine the policies of the Students' Union and holding democratically elected representatives to account. It is comprised of the exec, part-time officers, committees and a number of randomly selected students.

You may want to think about passing a policy through senate, mandating the Students' Union to act on the policies which may support your campaign.

Just like your SU, the university also has a number of committees that sit on a decision making senate. It may be worth finding the committee that is most closely tied to your campaign aim and contact someone that sits on it.

Every programme across the Faculty elects students to represent the entire programme to your department/school on academic issues. Student Reps are the voice of the students on their course. They are a vital link between the student body, the University, and the Students' Union. You can find more information on student reps on the website.

When it comes to lobbying the University, your exec team are **active allies** as they sit on different committees/meetings and also have good connections with different staff across the University.

MANCHESTER 1824
The University of Manchester

If your campaign is focussing on changing something in your local area, you may want to lobby your local council.

Manchester Council consists of 96 elected councillors, whom are elected to represent the voices of locals.

Members of Manchester council can be found on the Manchester City Council website, where you can find their contact details and where/when they may be holding local surgeries you can attend.

Your campaign may be a national issue and you may decide you want to lobby Parliament directly. Your first action should be contacting your local MP, you can find more information and contact details on the Parliament website.

How to contact an MP:

- Write to them or email them
- Arrange a meeting or approach them at a surgery
- Contact them on social media

An MP can - ask a question to Parliament, voice opinion on a bill as it passes through, contact people for you, submit a 'Private Members Bill', gain media attention for your campaign.

You may want to consider a petition if you don't get your desired response.

MANCHESTER CITY COUNCIL

UK Parliament

Top Tip! When lobbying Council and Parliament especially, the more active allies you have behind your campaign, the greater impact your lobbying will have!

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ACTION

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ACTION

Putting your campaign into action isn't limited to just lobbying, activities can also include boycotting, stunts, demonstrations/rallies/demos and public meetings.

Did you know - if your campaign directly impacts students, you can apply for funding to help support your campaign!
We can also help promote your campaign by paying for printing or boosts on social media. You can find more information at
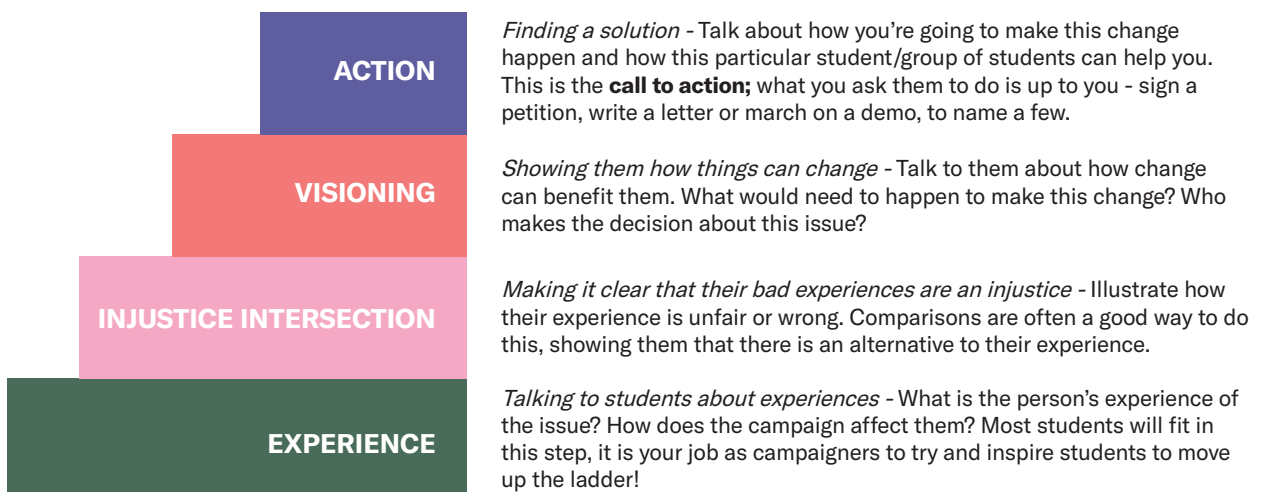**https://manchesterstudentunion.com/campaigns** or by emailing **campaigns.su@manchester.ac.uk**

Generally it is a good idea to start small and build up!

Start by lobbying a key decision maker → If that doesn't work → **Try a letter writing campaign/ petition** → If that doesn't work → **Mobilise thousands of students to march/do a stunt!**

Top Tip! Good tactics can often involve humour, stark messages and humanising stories.

It may seem daunting mobilising students in your campaign but it's incredibly important to get a good amount of active allies behind your campaign. Don't worry too much about gaining loads of students support at the very start of your campaign, as you go along students will naturally become more involved

A way to think about gaining support is by using the 'Apathy Staircase'.

ACTION

Finding a solution - Talk about how you're going to make this change happen and how this particular student/group of students can help you. This is the **call to action;** what you ask them to do is up to you - sign a petition, write a letter or march on a demo, to name a few.

VISIONING

Showing them how things can change - Talk to them about how change can benefit them. What would need to happen to make this change? Who makes the decision about this issue?

INJUSTICE INTERSECTION

Making it clear that their bad experiences are an injustice - Illustrate how their experience is unfair or wrong. Comparisons are often a good way to do this, showing them that there is an alternative to their experience.

EXPERIENCE

Talking to students about experiences - What is the person's experience of the issue? How does the campaign affect them? Most students will fit in this step, it is your job as campaigners to try and inspire students to move up the ladder!

COMMUNICATION

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Communicating your campaign not only helps raise awareness, it will also build more momentum and encourage those passive students to become active allies, helping you to make the change you want to see.

PUBLIC SPEAKING: May seem daunting but it can be really effective in your campaign! It may be especially important if part of your campaign in action is a demonstration or rally.

- Decide on the aim of your speech: is it to inform? to instruct? to persuade?
- Break your speech into themes before working out how to present them

SOCIAL MEDIA:

Not only is social media a good way of raising awareness of your campaign and keeping people up to date, it can also be used to lobby the direct target that has the power to make the change that you want to see.

Making the most of social media:

- By 2019, 80% of internet traffic will be videos
- Some of the most successful videos have just been shot on smart phones, it's a really effective way to engage people with your campaign on a low budget
- Put all the important information at the start of the video if you're unsure if people will watch the whole thing
- Use your video as a call to action!
- It's recommended that you show people how they can help/be involved instead of just telling them - if you want them to sign a petition, include someone doing this in the video
- Consider also using streaming and Facebook live at different campaign events

Some more top tips:

- Jump on hashtags or create your own
- Use visuals
- Find journalists/social media influencers who cover similar things to your campaign
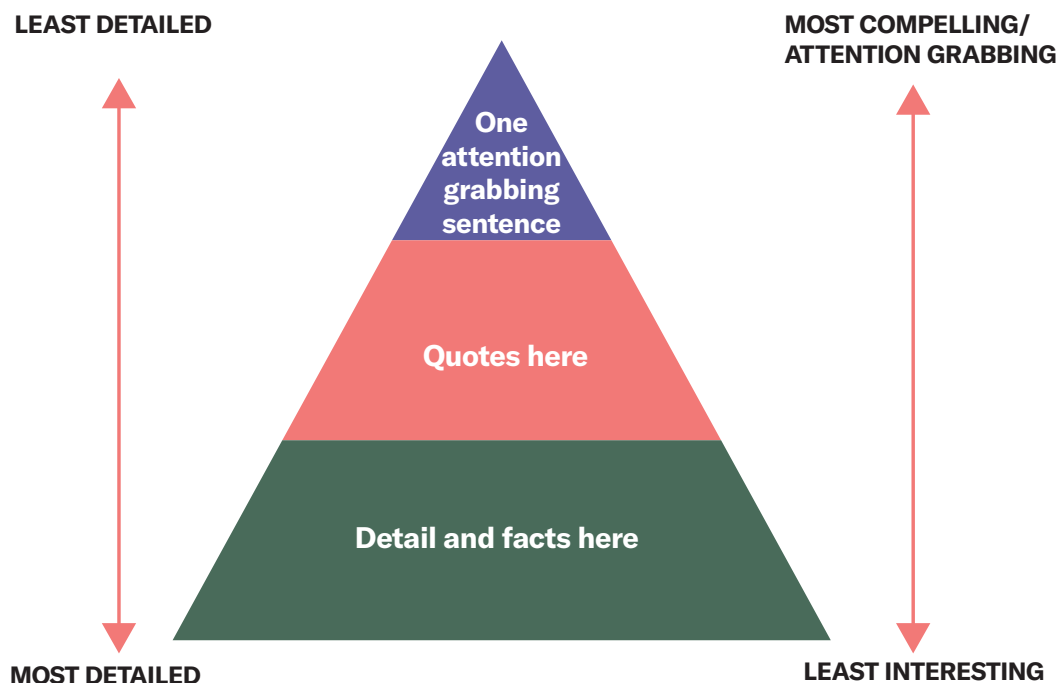- Think of the time of day you're posting

COMMUNICATION

THE PRESS: Just like social media, the press can be an effective way of raising awareness of your campaign, gaining momentum and lobbying your direct targets.

Think about how your campaign is news worthy, e.g. what's the scandal/injustice/human interest?

As well as this, it may be worth contacting your local or student newspaper first, however that is not to say that national press coverage isn't achievable!

Writing a Press Release: A press release is an official statement issued to newspapers giving information on a particular matter.

- Explore all the information and look for the best possible angle
- Include relevant quotes which bring the story to life
- Reference sources and facts
- Attach hi-resolution photos
- Anticipate negative responses (top tip: address them with a quote!)
- Target specific journalists
- Host the press release online and share links to it

LEAST DETAILED

MOST COMPELLING/ ATTENTION GRABBING

One attention grabbing sentence

Quotes here

Detail and facts here

MOST DETAILED

LEAST INTERESTING

You want it to start with an attention-grabbing sentence to get people interested, then you want to have a section containing quotes relevant to your story before moving on to the heavier stuff of more detail and facts.

EVALUATION

EVALUATION

Evaluating you campaign is incredibly useful, even when you think you've achieved your aim! It can help you look at things you think went well and look at how you can repeat such activities for furthering your campaign or perhaps, you can evaluate where you didn't get the result you wanted and look at how it can be improved for next time.

Top Tip! To find out if you got the reaction you wanted, you may want to ask representatives of the people your campaign targeted (the public, the press, the University academics, other students, decision-makers or officials). The effect is best assessed by the people your campaign is trying to help!

Think of these three things:

1. Did your action get the reaction you wanted?

2. Did the reaction get the result you wanted?

3. Did this **result** have the desired **effect**?

When evaluating your campaign you may also want to consider the following questions:

- Did your campaign achieve your aims- if not, why not?
- What was good about it?
- How can you increase this element in future campaigns?
- Was it fun?
- Did your campaign stimulate further/other debates?
- Did it have effects that you didn't intend it to?
- What was the media reaction?
- What next?

ACTION
REACTION
RESULT
EFFECT
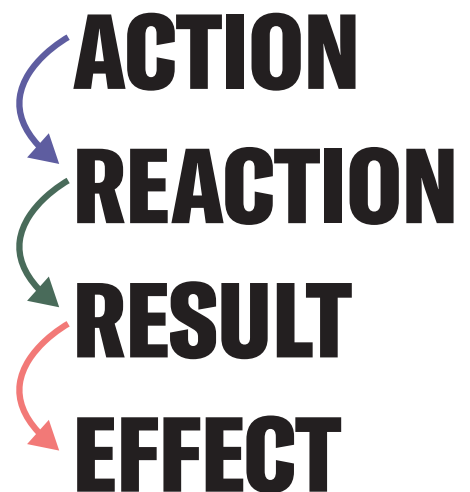
Don't stop campaigning too soon! For example, if you're trying to change something at the Students' Union, you haven't succeeded until your idea has become union policy, that has been acted on and the intended effect has been felt.

The 7 deadly sins of campaigning:

1. Unclear aims and objectives- remember to use SMART

2. Lack of evidence- remember this in the planning of your campaign

3. Going it alone - the more people supporting and being **active allies** the better!

4. Targeting the wrong decision maker- remember, your direct target should be the person or entity that has the power to make the change you want to see

5. Not starting small and building up - remember to try lobbying the decision maker directly before you try to mobilise loads of students to march

6. Not communicating well - don't campaign in your own echo chamber, try and use social media to reach different audiences

7. Forgetting to evaluate your campaign - this is essential to make future campaigning more effective