



# HOW TO CAMPAIGN & LOBBY

A GUIDE FOR VOLUNTARY AND  
COMMUNITY GROUPS



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## SO WHY CAMPAIGN?

Campaigning is about changing things for the better, by identifying a problem, bringing the problem to the attention of decision makers and then persuading them to take action to resolve the problem.

Examples of some things you might campaign about could be stopping the closure of a local amenity, or health and safety issues, such as campaigning for the installation of a zebra crossing on a road.

Campaigning can take time and you need to be committed, plus things won't always go to plan. So before you or your group launch into a campaign, you need to ask yourself a number of questions:

1. Is this issue really important to me?
2. Does it affect my family, my friends and me, or where I live or work?
3. How will I feel if I do not try to do something about it?
4. What can I do about it?

You also need to make sure that there is a real need to set up a campaign. For example, are there definitely plans to build a large factory on the local beauty spot, or is it just a rumour? Do your research (see section on Research). There are also times when a matter or concern can be resolved without the need for a campaign; for example, the local authority or developers might be happy to talk to you about your concerns and amend their actions accordingly.

The earlier you start a campaign, the better your chances are of influencing the final outcome. Although it is not impossible, it is harder to make a change once an official decision has been made.



## SETTING UP A GROUP

If you have decided that there is a need to go ahead and campaign, there is a strong possibility that someone else will have similar opinions. To find fellow campaigners to join you:

- Talk to your friends, neighbours and family. Find out if any of them are prepared to take action with you, see if any of them know anyone else who might be interested.
- Look at getting publicity for the group. If people hear about you, they may contact you to see how they can get involved (see section on Publicity).
- Check to see if there are any groups already in existence challenging the same cause. If that is the case, why not join forces? It is easier to join an existing group than starting from scratch, plus this will save you time.
- Holding a public meeting is another way to get more people involved and to gauge the feeling of the local community. The next section gives you some tips on this.

## HOLDING A PUBLIC MEETING

**Organising a meeting:** Make sure the meeting has a clear purpose and a clear agenda. Decide on a date, time and venue for the meeting, then publicise it throughout the neighbourhood (see section on Publicity), for maximum reach.

**Choosing a venue:** Where you hold the meeting is very important. It must be easy to reach, with good public transport links and parking. A room in a local community centre, church or school are often available for booking. A function room in a pub or club is somewhere else you might consider, but be mindful of who you expect to attend, as not everyone will want to go to these venues. The room should be big enough for the numbers you expect to attend.

**Keeping a record:** Appoint a note taker to record any decisions and proposals that are made, plus any actions and who is going to be responsible for them.

Use of a guest speaker: At your public meeting it is essential that someone is prepared to make their voice heard and state their case. This could be the founder member of the group or the Chair (see below), rather than an invited guest. Although you can invite a guest speaker (for example, your local councillor or MP), they may not be as well informed on the issue as a group member. Having a speaker attend your meeting has a number of benefits: it could inspire and gain new support, build morale amongst existing members and be a good way of presenting your case in official quarters.

See CNet's booklet 'How to Set Up a Community Group' for further information on chairing and recording a meeting.

## GETTING THE GROUP ORGANISED

When you have held your first meeting and recruited members, the next task is to give the group a name. Be creative, use an acronym or a play on words, as this will help put your message across, and could also make people curious and want to either join you or find out more about the group.

You will need to set the objectives for the group and draw up your constitution. Community Action Bradford and District (CABAD) can help you to put together your constitution: [www.cabad.org.uk/development-officers](http://www.cabad.org.uk/development-officers). CABAD can also help with other aspects of setting up a group, plus you can find information in CNet's booklet 'How to Set Up a Community Group'.

Give members specific roles: a group can disband if the workload is not distributed evenly. Look at the roles your group needs and divide them amongst the members. Try to match the roles with members' skills. The actual roles will depend on who is in your group, but you could include the following:

- Campaign co-ordinator: to organise the campaign and oversee the strategy.
- Publicity officer: to liaise with the media and potentially represent the group at external events and meetings.
- Membership secretary: to coordinate the membership, by recording members' details and collecting any subscription fees.
- Treasurer: to look after the finances for the group.

Make your group contactable: make sure people can find and contact you. Set up an email address, Facebook account, X (formerly Twitter) account, Instagram account, WhatsApp account (or all of them). If you have got the know-how you might want to set up a website as well. If you are able to use a room or an office in a community centre, you may want to use their address as a point of contact. Seek permission from the centre manager first, so they are aware that post may be sent there.

A bank account: this is essential if money is coming into the group, speak to CABAD for advice on setting one up:

[www.cabad.org.uk/development-officers](http://www.cabad.org.uk/development-officers).

Further information can also be found here:

[www.resourcecentre.org.uk/information/bank-accounts-for-community-and-voluntary-organisations](http://www.resourcecentre.org.uk/information/bank-accounts-for-community-and-voluntary-organisations).

Campaign timetable: plan dates and times of your meetings and events. Find out dates for other meetings that may affect your campaign, such as council meetings and deadlines for funding applications.

## PUBLICITY

Effective publicity goes a long way to help you gain more members, can lead to better relations with others in the community, and can help ensure that your group is seen as more legitimate or professional. Be creative, the most effective publicity campaigns are the ones that stand out in the crowd. Decide on your audience; if you are campaigning in a village, an estate, or neighbourhood, then posters and leaflets would be effective. If you are campaigning across the district, then as well as posters and leaflets, look at getting articles in newspapers and interviews on local radio and television.

Social media is now part of most of our daily lives, but it requires a careful approach. Below are some tips on what to include on a Facebook site (source: Resource Centre

[www.resourcecentre.org.uk/information/facebook-for-community-groups](http://www.resourcecentre.org.uk/information/facebook-for-community-groups)):

Always include something other than just text in your posts

- This creates visual impact and makes your post stand out.
- You can share photos, videos, links, Facebook Events, Facebook Notes, and Facebook Polls.
- Use hashtags (#) to help people find your content.

Each post needs thought, preparation and personality

- You can switch between posting as your Page (for your organisation) or as yourself personally.
- Use first person: “we” if posting as your organisation, “I” if posting as you.

Don't post too often

- 4 – 6 posts per week is ideal.
- Try not to post more than twice per day, and spread these across the day.

Think about the timing of your posts

- Evenings and weekends generate more engagement from people.

Engage with other Pages and Groups

- Like other organisations' Pages, as your Page.
- Post, as your Page, in relevant Groups run by others. This will help people know your Page exists.
- Share other organisations' posts and events. When mentioning other organisations in your posts, tag them by typing @ and then their group name.

Reply to messages and comments quickly

- Acknowledge comments as soon as possible, by liking or replying.
- People can send direct messages to your Page. These won't be published, but are a way for people to contact your organisation directly. Make sure you reply promptly. Have a few people who can do this - don't leave it all up to one person.

Make sure your contact details are published on the Page

- Make sure people can find them easily.

## HOW TO GET PEOPLE TO USE YOUR FACEBOOK GROUP

### ACKNOWLEDGE PEOPLE

- Reply to them / like their comments.

Ask open questions to get discussions started

- If you want to consult on a specific issue, you could use a “Poll”.
- Tag people / Pages that you think will be interested in getting involved in the discussion, by typing @ followed by their name.

### ENCOURAGE PEOPLE TO INVITE OTHERS TO THE GROUP

- For example, if it is a neighbourhood group, write posts now and again reminding people to invite their neighbours.

### HAVE A FEW “MODERATORS”

- These are people who keep an eye on the group and make sure everyone is playing nicely!
- Don't leave it all to one person.
- Have a way of communicating between moderators, so you can sort things out together. This could be a separate, closed group.
- Have a Code of Conduct that your group has agreed about how people will speak to each other, and pin this to the top of your Group.

### TRY TO AVOID MAKING IMPORTANT DECISIONS OVER FACEBOOK

- If there is a decision to be made, remind people when your next meeting is and how they can get involved. Don't try to have important discussions on Facebook.

### IF THERE IS A CONFLICT, INTERVENE EARLY

- If people get into a disagreement, intervene early to avoid a long thread with lots of comments.
- Remind people about the Group's Code of Conduct, if necessary.

## REMEMBER

Whatever information you produce as part of your campaign it needs to be checked and double checked, you need to get your facts right; do not make claims or accusations that you cannot prove. If you write something that cannot be backed up, the credibility of your campaign could come into question and it could land you a very large lawsuit. There is no legal aid for libel cases and in such cases it is up to you to prove what you have written is true.

## BUILDING LINKS

Effective networking is a key campaigning skill and it is something that can give a boost to your group and gain you useful contacts. It can also raise your profile and make your group more credible because you will represent a more diverse cross section of the community.

## PLANNING A CAMPAIGN

Once you have a group with active members, all wanting to 'change the world', you need to come up with a 'cunning plan' to achieve your aims. The best way to do this is break your ultimate goal into smaller chunks; don't start by staging a mass protest through the streets, start with putting a petition together (see section on Petitions). The progress of each campaign is different and not always predictable; expect the unexpected, however, there are a number of things you can do as part of your campaign to help it run as smoothly as possible. These are outlined in the following sections.



## RESEARCH

In order to run a successful campaign, you need the right information and you need to know how to use it effectively in reports and any other publicity you produce. You should know everything there is to know about your issue, including all the background information, the major players, the relevant government policy legislation, and if necessary, any planning guidelines. The more information you have, the better the chance you will be listened to. It is also useful to have a list of groups, organisations and key people who are connected to your cause, whether they are affected, involved or like-minded.

Information can come from numerous places. If your campaign is local, your council will hold a lot of information. Council meeting diaries, agendas and minutes are available for public view. Bradford Council meeting papers can be found here: <https://bradford.moderngov.co.uk/uuCoverPage.aspx?bcr=1>.

Councils also run local consultations and host scrutiny panels on a range of issues, such as road safety or the siting of new businesses (see section on Public Consultations). These panels call on councillors, council staff and on other people related to the issue, to give evidence about the issue under scrutiny. They collect the relevant evidence and give their recommendations. All this information is available to the public. The council also has a number of departments that cover education, environment, housing, leisure and recreation, the community, and social services, and these departments will have policies, reports and statistics, which could prove useful in your research.

Trading standards for the Bradford District is the responsibility of West Yorkshire Joint Services. More information can be found here:

[www.wyjs.org.uk/trading-standards](http://www.wyjs.org.uk/trading-standards).

Bradford Council has information on food safety:

[www.bradford.gov.uk/environmental-health-and-pollution/food-safety/food-enquiries-and-complaints](http://www.bradford.gov.uk/environmental-health-and-pollution/food-safety/food-enquiries-and-complaints),

and consumer rights is the responsibility of Citizens Advice:

[www.citizensadvice.org.uk/consumer](http://www.citizensadvice.org.uk/consumer).

If your group is campaigning about a product or a service, it would make sense to get in touch with the relevant regulatory body. Here are some examples:

- Advertising Standards Authority holds information on advertising standards: [www.asa.org.uk](http://www.asa.org.uk)
- British Standards holds information on the required standards and specifications on a whole range of products: <https://www.bsigroup.com/en-GB/>
- Companies House is the government's company registry and information source. One of its roles is to provide information to the public about a company's status, annual returns and accounts. It also holds information on companies that have dissolved and on directors that have become disqualified. You can find the names and addresses of companies and for a small fee get hold of key documents and reports, and company director's details: <https://www.gov.uk/government/organisations/companies-house>

Government departments are another source of information. They have news on the latest government initiatives, legislation, publications, reports, statistics, as well as information on any up coming consultations. A list of government departments, agencies and public bodies is available here:

[www.gov.uk/government/organisations](http://www.gov.uk/government/organisations).

Other sources of research that you could tap into could be from charities, pressure groups and think tanks. Groups such as Age Concern ([www.ageuk.org.uk](http://www.ageuk.org.uk)), The Children's Society ([www.childrenssociety.org.uk](http://www.childrenssociety.org.uk)), Friends of the Earth ([www.friendsoftheearth.uk](http://www.friendsoftheearth.uk)) and Greenpeace ([www.greenpeace.org.uk](http://www.greenpeace.org.uk)) can offer help and advice in their subject area. They also produce useful downloads on a range of subjects from campaigning to fundraising.

This research can be done in many ways. If you do not have internet access, contact your local community centre or visit your local library, as these usually have public computers that are free to use. Many newspapers and magazines have features and opinions as well as in-depth accounts and details. Media UK has an extensive list of contacts for newspapers, magazines, radio and television: [www.media.info/uk](http://www.media.info/uk).

## USING OFFICIAL LEGISLATION TO HELP YOUR CAMPAIGN

Doing your research and familiarising yourself with legislations could increase the impact of your campaign. An example of this could be that you discover a long forgotten local by-law that prohibits development of a particular piece of land you are trying to protect.

Councils produce many documents, from planning reports, to local history information as well as council and committee minutes, statistics, reports, research studies, policies and guidelines, by-laws and tourist information.

To find out information on central government legislation, such as bills and acts of Parliament, go to the Houses of Parliament website: [www.parliament.uk](http://www.parliament.uk). Also on this site are transcripts of debates that happen in the Houses of Parliament, which are updated every day. This could be useful when trying to identify an MP or Minister who could help your cause (see section on Lobbying your Political Representative).

## PETITIONS

A petition is a formal request made to the government (central or local), to someone in authority or an organisation. It is used to show the strength of feeling on an issue by getting as many people as possible to add their signature to the request. They are a good way of gaining extra support as well as building a network of followers, they can also influence a decision. However, they have no legal force and no one is legally bound to do anything requested in a petition, no matter how many people sign it.

When you are thinking of putting a petition together you need to decide who you want to receive it, as different organisations and institutions have different wording requirements. If it is going to a council, keep it short and direct and make sure to include the following:

- Address of whoever you are petitioning;
- A short statement outlining the problem;
- Use the phrase: 'we the undersigned';
- Clearly request what you want doing;
- Include the name and address of everyone who has signed it;
- Each sheet should have the request written on it.

Petitions going to the Houses of Parliament should follow a different format, which includes the following:

- The petition should be clearly addressed to the House of Commons and indicate who it is from.
- It should then contain at least one paragraph stating the reasons why you are petitioning the House.
- It should then contain a clear request to the House, which is within its powers to grant.
- The petition should then be signed off.

## PUBLIC CONSULTATIONS

Public consultations are a way you can influence national and local policies before they are put in place. If there is a consultation on the issue you are campaigning about, it would be worthwhile participating in this.

Local Consultations: most major changes to council provisions and services, as well as other organisations that provide services, can not go ahead before they first consult with the public. These would include:

- Education - Local Education Authorities (LEA) have to consult on school closures and individual schools would have to do the same on issues around the sale of school buildings or land.
- Planning - Every proposal for a local development has to undergo a period of public consultation. The council's planning department is responsible for this.
- Health - new strategies for mental health care and closure of hospital units have to be put forward for public consultation by the local NHS Trust.

- Transport - any changes to the local transport plan, such as major road works or changes in public transport provision, have to have a consultation process before they can proceed.

Bradford Council's current consultations can be found here:

[www.bradford.gov.uk/consultations/current-consultations/consultation-and-engagement](http://www.bradford.gov.uk/consultations/current-consultations/consultation-and-engagement).

National consultations have become an important part of the policy making process. Despite this, there is no obligation to consult on everything, as sometimes the government needs to respond quickly to certain issues, particularly if they think national security is at risk. However, when the government publishes a green paper (see section Using Official Legislation to help your Campaign), it begins the formal period of consultation on the proposed policy and then has an obligation to follow certain procedures, which include:

- Have a reasonable timeframe for the public to have their say;
- Clearly set out the questions they wish to address;
- Publish the relevant documents in a concise and simple form;
- Distribute the documents and information as widely as possible;
- Analyse the results fairly and record the decisions finally taken.

You can find out about up and coming consultations by going on the Houses of Parliament website: [www.parliament.uk](http://www.parliament.uk).



# LOBBYING YOUR POLITICAL REPRESENTATIVE

Politicians have an obligation to represent the interest and concerns of everyone in their constituency, so it could strengthen your cause if you get their backing. Remember, without your vote, they don't have a job. Theoretically, your concerns are their concerns; they want to be kept informed, and know how good a job they're doing, because they need your vote in the next election. They have access to policy makers and committees and they can:

- Speak in City Hall or Parliament during debates to highlight your cause;
- Influence council or government policies;
- Influence the law.

A politician voicing support for a cause is, more often than not, considered newsworthy by the media and because politicians have obligations to their constituents, they might support your campaign by either speaking at a public meeting, writing a public statement, or both. There are a variety of politicians whom you can lobby; each have different powers, so make sure you check what those powers are before you contact them.

## WHAT AN MP CAN DO FOR YOUR CAMPAIGN

If your campaign is something local to your area, contact your local MP. Bradford is divided into five areas, or Constituencies: Bradford East, Bradford West, Bradford South, Shipley and Keighley (information correct December 2023). MPs are elected for five years; to find details of your local MP and how to contact them, visit <https://members.parliament.uk/members/commons>. Local libraries also hold this information.



## WHAT A COUNCILLOR CAN DO FOR YOUR CAMPAIGN

Bradford Metropolitan District is currently divided into 30 wards, each of which have three sitting councillors who serve for four years each (information correct December 2023). Within some of the wards, such as Clayton and Ilkley, there are also town or parish councils. Your local library will have information on who your local councillors are and how to contact them, alternatively go to <https://bradford.moderngov.co.uk/mgMemberIndex.aspx?FN=WARD&VW=L IST&PIC=0>.

A simple guide to the role of councillors can be found here: [www.bradford.gov.uk/media/4774/what-is-a-councillor.pdf](http://www.bradford.gov.uk/media/4774/what-is-a-councillor.pdf).

## MEETING A REPRESENTATIVE

Before your meeting, do your homework; make sure you know what their role is, as well as what party they belong to, what position they hold, what other campaigns they are involved with, and if they are members of any council or parliamentary committees.

Put together a pack explaining what your campaign is about, which you can hand to them at the beginning of the meeting. Think about the arguments against your case and try to prepare responses and include them in the pack. It is also a good idea to bring another member of your campaign to the meeting; they can take notes whilst you speak, so you've got a record of anything that is agreed.



# ORGANISING A PROTEST

So you've set up your campaign, done your research, contacted councillors and/or MPs, done a petition; your next step might be to organise a protest. This could strengthen your campaign, raise funds and attract media coverage. It doesn't need to be confrontational, plus it may help to start a dialogue between your opposers and your campaign. However, give it some thought before you decide to organise a protest, as the timing may not be right, it may put people off or may not be appropriate.

Here are some other pros and cons to think about:

## Pros

- A sizeable march demonstrates strength of feeling.
- Large numbers are not needed to make stunts and vigils effective.
- A vigil can be held anywhere, for example, outside the offices of the developers you are opposing.
- A good speaker at an event can influence people to support your campaign.

## Cons

- A protest might attract troublemakers seeking an opportunity to cause disruption.
- If the weather is bad, people may not turn up.
- If there is a poor turnout, people may assume that you only have limited support.
- There could be opposition if you are demonstrating or holding a vigil outside the offices of the developers you are opposing.
- You may need police permission to demonstrate and they may refuse.
- If you organise a rowdy demonstration, it may put moderate supporters off, or it could give you bad publicity.
- The media coverage you get for your protest may not be complementary.



## TYPES OF PROTEST

There are numerous ways to protest in the interests of your campaign. When deciding which ones to choose, consider the following points:

- What do you want to achieve by holding a protest?
- Do you want to influence decision makers, show the strength of your support, or raise awareness of your campaign?

When you are clear what you want to achieve, look at the following forms of protest:

**A vigil:** this is when people stay awake during the night to highlight a cause. They work best when:

- It is carefully organised in advance, so there's no confusion when the vigil is actually happening.
- There is a core of people.
- It is held in a high profile and well-chosen public venue.
- It lasts for several hours.

**A sit-in:** this is when a group enter a space (for example a road, runway or field) or a building and sit down for a period of time in protest. Often this would be until the problem is addressed, for example, until a meeting is agreed between the campaigners and representatives of the party that the campaign is aimed at.

**A demonstration:** this is an outdoor gathering which is used to show the support for a campaign. It is a very effective way of protesting, if it is well publicised in advance.

**A stunt:** this is an eye-catching one-off gimmick or event that is designed to gain maximum attraction from the public and the media, to highlight your cause. They need a lot of careful planning; if it goes wrong you may gain the wrong sort of publicity from the media and it will harm the reputation of your campaign.

A march through your neighbourhood, town or city can give you a bigger audience than many other forms of protest, however, it is the one form of protest that you need to give the police advance notice of (six days), and you need to let them know the following information:

- If you are demonstrating support for or against the views of another group.
- If you are publicising a cause or a campaign.
- If you are marking or commemorating an event.
- The date of the march.
- The time the march is intended to start and where the meeting point for it is.
- The route.
- The name and address of the organiser.

The police do have the power to impose conditions on the march, but you can challenge them if you wish.

Most marches and demonstrations pass off peacefully and without incident, however, sometimes individuals may join a march with the sole purpose of causing trouble. You need to keep an eye out for this; if the march or demonstration gets out of hand it can affect the reputation of your campaign.

## THE LEGISLATION REGARDING PROTESTS

Under the Human Rights Act you have a democratic right to protest, however, your protest may be subject to conditions set out in a number of measures and laws and may also be affected by police powers and standards of public order. So again, it will be worth your while doing a little research into your rights and responsibilities.

The Acts you need to be aware of include the Police & Criminal Evidence Act of 1984 and the Public Order Act of 1986. For the most up to date information on Acts of Parliament check the following website:

[www.parliament.uk/business/bills-and-legislation/acts-of-parliament](http://www.parliament.uk/business/bills-and-legislation/acts-of-parliament).

# TAKING LEGAL ACTION TO WIN A CAMPAIGN

Before you decide to go down the route of taking legal action, you need to ask yourself whether or not this is the best use of your resources and will such a case help achieve your campaign objectives. It can be very costly, with limited prospects of success, as well as being extremely time consuming and emotionally draining.

Reasons for taking up legal action:

- Sometimes legal action is the only way to make the local council, government or developers listen; a solicitor's letter could let them know you are serious.
- A legal action is local news, so could result in increased media coverage for your campaign.
- It's a last resort after everything else has been tried.

Reasons for avoiding legal action:

- Low prospect of success.
- Can be very expensive.
- Diverts campaigning resources away from other group activities.
- Very time consuming.
- It can be exhausting and emotionally draining for those involved.

## TYPES OF LEGAL ACTION TO TAKE

There are a number of paths to take, depending on what your campaign is about. These could include criminal prosecution, civil litigation or a judicial review. Most campaigns are aiming for a judicial review. This is an opportunity to ask the courts to examine and hopefully quash the decision of a public body.

## HOW TO PAY FOR LEGAL COSTS

Before you decide to go down the road of taking legal action, make sure you have a good idea of the costs involved. There are two main sets of costs: your own legal costs for expert witnesses, barristers and solicitors, and the costs of the other party or parties, which you will usually have to pay if you lose your case. The other party's costs will often amount to a lot more than your own, especially if the other side is a large company with a big legal budget.

If you win, although you won't have to pay the other side's costs, you'll still have to pay 25% of your own costs.

The costs can vary considerably. A full judicial review may cost in the region of £10,000 to £15,000 for each party, so if you were challenging both a developer and the local council, you may have to foot a bill of £45,000!

## WAYS TO FUND LEGAL ACTION

There are a number of ways you could look to fund your legal action. These include:

- Public funding: this is known as Legal Aid. More information can be found here: [www.gov.uk/legal-aid](http://www.gov.uk/legal-aid)
- Conditional fee arrangements: also sometimes known as a 'no win, no fee' arrangement.
- Insurance: even if you go for a 'no win, no fee' arrangement, you are still liable for the other side's costs if you lose, so one way of dealing with this possibility is to take out an insurance policy.
- Setting up a fighting fund: to help raise money and the campaign's profile.
- Being part of a group: and share out the costs between the members.

So don't rush into taking legal action. Weigh up all the pros and cons and if you do decide to go down this road, do your research (see section on Research and section on using Official Legislation to help your Campaign) and make sure the information you are acting on is reliable and accurate, otherwise you might find yourself subject to a law suit (see section on Publicity). If you do think of taking legal action, it might be worth contacting Bradford Law Centre on 03442 451282 or Citizens Advice Bradford and Airedale and Law Centre to get some advice before you actually embark on that route. More information can be found here: [www.citizensadvice.org.uk/local/bradford-airedale](http://www.citizensadvice.org.uk/local/bradford-airedale).



## 5 KEY POINTS FOR CAMPAIGNING

Every campaign requires a different approach; this booklet has looked at the numerous generic elements that make for a successful campaign. Summarised below are five key points that make for a successful campaign, for any cause.

- **Aims:** Decide whether a campaign is really necessary; there could be times when a matter can be resolved without the need for a campaign. The council or a developer might be happy to talk to you and amend their actions. If this is not the case and you decide a campaign is necessary, set your objectives from the start and make sure everyone in your group agrees these objectives, so you are all singing from the same song sheet. The main reasons why campaigns fail is that that people are not clear what they want to achieve, or they set unrealistic objectives.
- **Information:** Get accurate information and evidence to support your cause. You need evidence that will convince people of your argument. It is vital that information you gather is what the media, the public and the decision makers want and understand.
- **Audience:** Decide who you need to influence and think about which campaigning methods will be the best. When you have done this, you need to consider who will make the decisions that will make your campaign successful; will it be the health authority, the local council or central government, or is it a combination of them.
- **Timing:** Make sure you know when key decisions will be taken, such as council scrutiny or committee meetings. Make sure people you are trying to influence are properly briefed well before the date of any vote.
- **Partnerships:** Involve other people and groups who share your views and may be able to support and help your campaign. It is more likely you'll succeed if there are a lot of people working towards the same goal. The decision makers will be more likely to listen to your concerns if they see that a number of different interests are represented. It might be worthwhile approaching local figures such as politicians, or celebrities for their support. These people will make it much more likely that you get media coverage as well.



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