



**Sheila McKechnie Foundation/The Good Agency  
People Power 2013**

24<sup>th</sup> April 2013

**Campaigning on the outside or the inside?  
Discover how to deal with decision makers**

**Richard Bate, *Green Balance***

***Providence Cottage, Upper Green Road, Shipbourne, Kent TN11 9PL***

***Tel./fax.: 01732 811456***

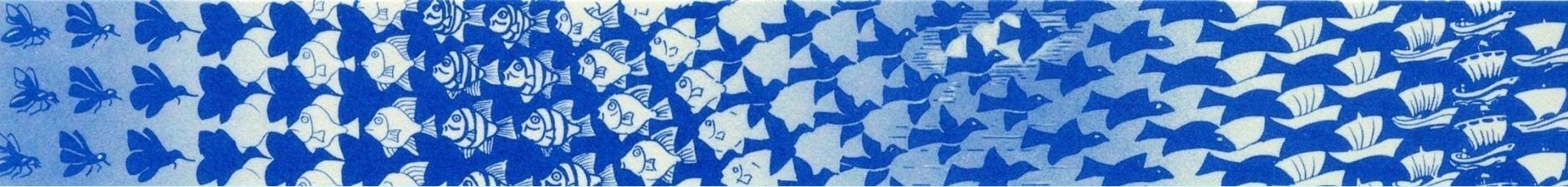
***Email: [batesmk@greenbalance.co.uk](mailto:batesmk@greenbalance.co.uk)***

***Web: [www.greenbalance.co.uk](http://www.greenbalance.co.uk)***



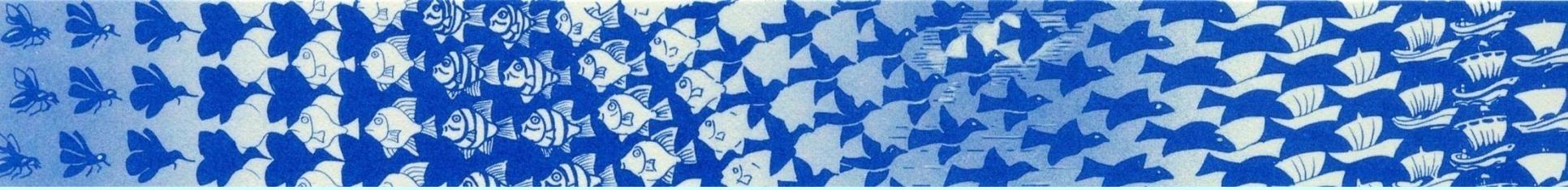
## Five campaign basics before you start

1. Know what your objectives are: how will you know when you have won your campaign?
2. Have you got compelling evidence to support your case: independent & addresses counter-arguments?
3. Do you know your own capabilities? What are your campaign strengths & weaknesses, and the wider opportunities available and threats to it? (SWOT test)
4. Can you step back from your campaign to monitor it?
5. Can you communicate well with supporters/the world?



## Five widely applicable campaign tips

1. Most campaigns spend too much time on action, not enough on thinking
2. Run your campaign through a small committee rather than an individual; welcome offers of help – no cliques
3. Act early rather than leave things until the last minute: be in control of events rather than responding to them
4. The media are a fickle friend: journalists have agendas
5. Plan for the long haul: most campaigns take a long time



## Campaign route map

Plan how to get from where you are to your objective:

- Which organisation takes the decisions you need to influence?
- How? Initiation, consultation, decision forum
- Which individuals are involved?
- Is there an appeal process afterwards?

Write it all down



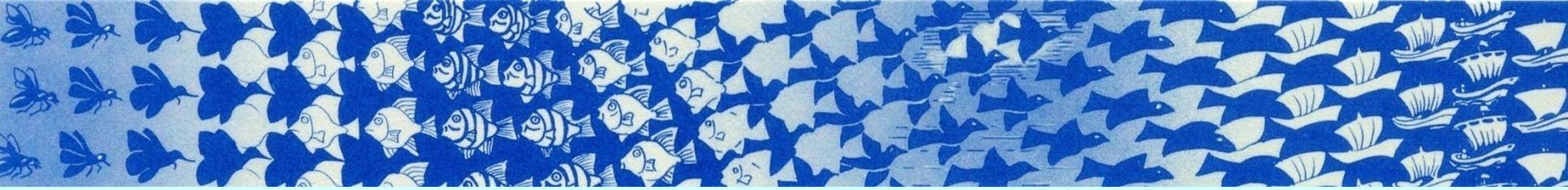
# Where does the power lie?

Inside the target organisation:

- Key players: how sympathetic are they?
- Whose advice do they seek? Can they help?

Outside the target organisation but with influence:

- Supporters, opponents, undecided/not engaged
- Who would lose or gain?
- Which statutory agencies have a say in the matter?
- What influence do each have on the decision maker?



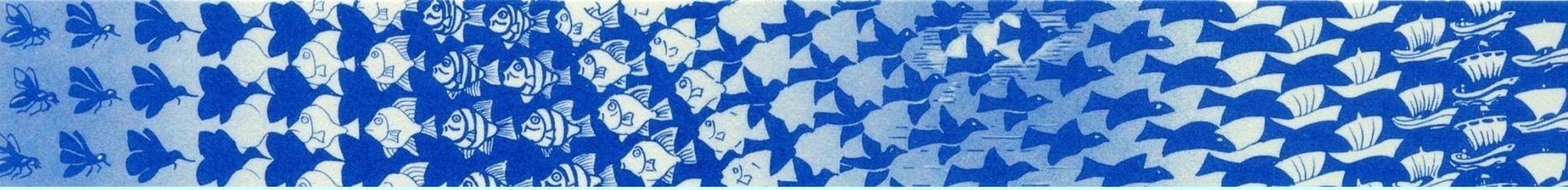
## Who do you approach and how?

For most purposes start near the top of the target body:

- Lower grade staff will then help more
- Senior people can express views for the target body

Use the contacts available to you to open doors, e.g.:

- Ward councillor
- Staff within the organisation



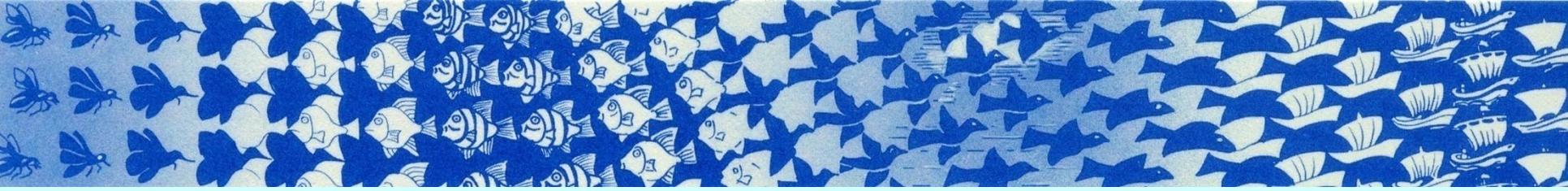
# Why should they pay any attention to you?

Large organisations have inertia (esp. government):

- There are limited funds for discretionary spending
- There are other significant calls on their staff time
- They didn't have the idea themselves/don't want it

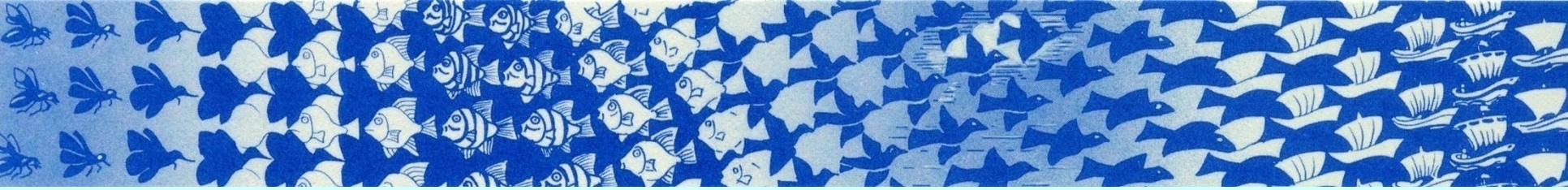
Once you get to a meeting:

- Decide exactly what to say
- Be clear about the outcome you want
- Write notes and send them across for confirmation



## Don't make enemies unnecessarily

Talking to people gives insight, if you behave reasonably.  
Don't use information against people: you'll get no more.  
How would you react if you were on the receiving end?  
Can you make the campaign seem in their best interests?  
Most organisations have no obligation to assist you.  
Alternative campaigning methods take more time/effort.



# Control the agenda

- Plan the sequence of steps in your campaign
- Always take the initiative

Distractions and difficulties are inevitable:

- The target organisation can put hurdles in your way
- Delaying mechanisms are frequent
- Groups with opposed views can counter-lobby

Try to get the target body to list all its concerns at once



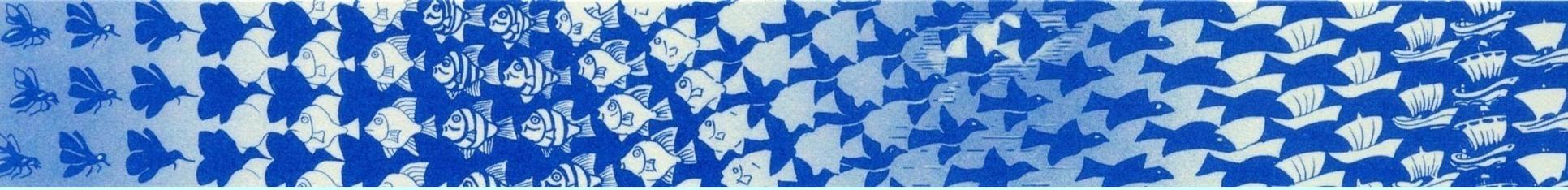
## Do you want to join a working group?

Join if the group will help resolve the issue, noting:

- This will constrain media work at the same time;
- If you withdraw there will be a bust-up & hiatus; but
- If the target body is unreasonable you can advance.

Beware:

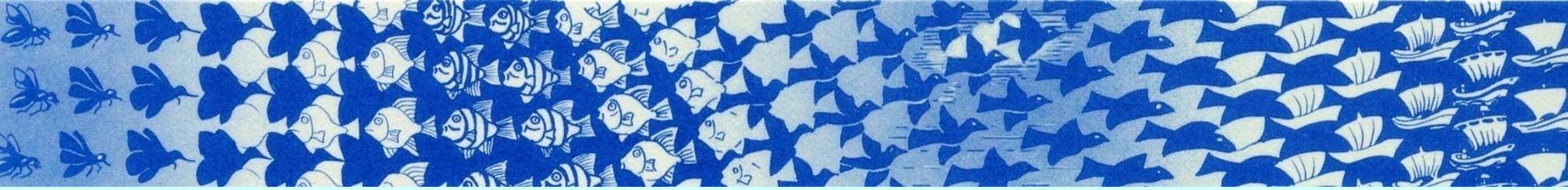
- How will the results of the group be used?
- Will the other membership be loaded against you?
- What are the terms of reference?
- Will you have a neutral Secretary & access to officials?



# The target body has different priorities

Politicians do not approach issues from a technical view

- You will probably have to address their concerns too
- Emphasise different points of your case as necessary
- They may want to test the water before taking a view
- Avoid becoming a party-political football



## KEY MESSAGES

- 1. Put yourself in their shoes: how would you react?**  
If you can predict reactions to a set of stimuli, you are well placed to manipulate the outcomes you want.
- 2. Achieve as much as you can by negotiation.**  
Confrontation can increase the size of the hurdle you have to jump; external pressure on your target takes more effort.
- 3. Meet people face to face.**  
Communication is what changes people's minds.