



Campaigning Handbook

SCOPE
FOR
CHANGE

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About Scope

We use our collective power to change attitudes and end injustice.

We campaign relentlessly to create a fairer society. And we won't stop until we achieve a society where all disabled people enjoy equality and fairness.

Scope for Change

Scope for Change is our flagship campaign training programme for the next generation of young disabled activists. We work with Scope for Change campaigners like you over six months to develop the skills, tools and confidence you need to make change happen.



This handbook

This handbook offers practical advice on how to plan, run and talk about your campaign and sets out the key steps to making a campaign a success. Not all the advice here will be relevant to every single campaign, but we hope you'll learn a lot and use it to help make everyday equality for disabled people a reality.

If you're not taking part in Scope for Change and you've used the handbook as part of your own campaigning, please get in touch with us at campaigns@scope.org.uk

We'd like to hear what change you're working on and how this guide has supported you.

Disability activism

There is a long history of campaigns run by disabled people for disabled people.

Thousands of disabled people mobilised to campaign for their civil rights in the 1990s — using tactics such as Parliamentary campaigning, public protests and civil disobedience. As a result, the Disability Discrimination Act (DDA) was passed in 1995.

This was the first piece of legislation in the UK that recognised that disabled people experienced discrimination and made it unlawful. For the first time, businesses and the state had a duty to treat people equally.

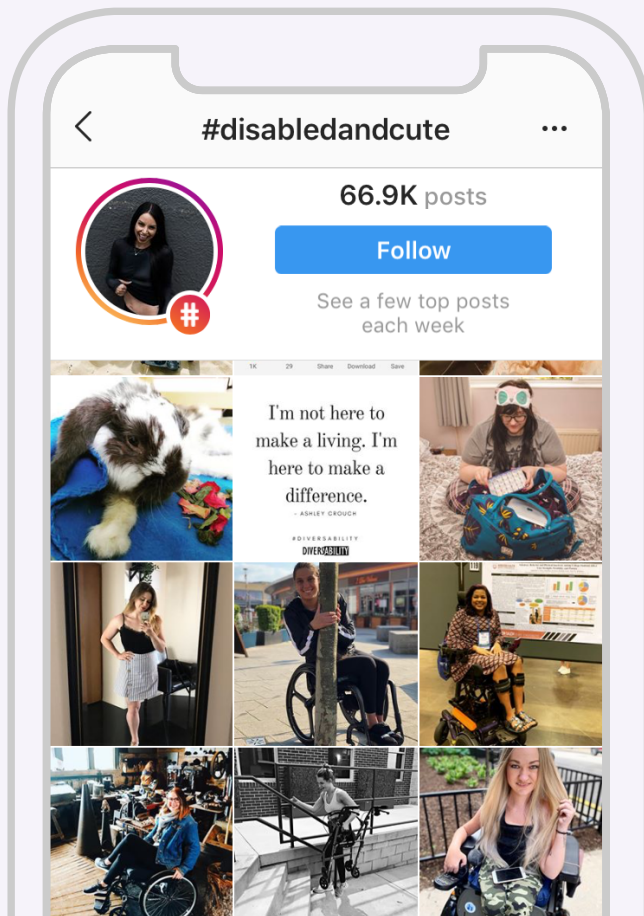
It also inspired a new generation of campaigners to continue fighting for change.

More recent campaigns have helped change attitudes and break down barriers that disabled people face.

The **Changing Places** campaign for fully accessible, safe, clean toilets with the right equipment has led to **over 1,000 facilities being created in the last 10 years**. This has enabled more disabled people to **access public spaces and events with dignity**.

Online activism has also taken off for disabled people. The **#DisabledAndCute** hashtag, created by disabled American journalist **Keah Brown**, has showcased disabled people across the world feeling empowered and proud of their appearance.

The campaign and hashtag had over **65,000 posts** in support on Instagram and has been active since 2017, with disabled people positively advocating for and showcasing themselves.

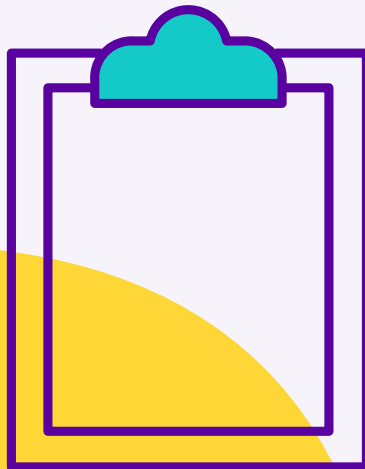


Creating a winning campaign strategy

Deciding **what you'd like to change** and **how you're going to make that change happen** requires planning. Taking the time to plan your campaign means you'll have a clear idea of what you want to achieve and the steps it will take to get there.

There aren't hard and fast rules for how to plan a campaign from A to B, but broadly speaking your plan should follow these key steps.

The next sections give a bit more detail about how you can use this structure to plan out different stages of your campaign.



Start



1

Problem

What's the issue?

Solution

What do you want to change?

2

Audience

Who needs to hear about this to make the change happen?

Messaging

What are the key messages?

3

Tactics

How to get your message heard?

Activities and timescales

What are you doing and when?

4

Resources

How will you make it work?

5

Evaluation

Did the campaign work?

1 Problem and solution

Find your focus: what's the issue and what do you want to change?

Every campaign has an aim. It's the overall statement of what you want to change and the solution you want to achieve. When you have an idea for an aim, try to summarise it in just one sentence to make it clear and easy for other people to understand.

You then need to decide the steps you need to take to bring you closer to achieving your aim.

For example, if the aim of your campaign is to get more disabled people into employment, your specific objectives might include getting the Government to commit to a specific set of actions, or targeting big businesses to get them to report how many disabled people work for them.

Keep your objectives **S M A R T**

Specific

What do I want to achieve?

M

Measurable

How will I know if I'm making progress?

A

Achievable

How will I make my goal a reality?

R

Realistic

Is it feasible for me to make it happen?

T

Time bound

How long will it take me to achieve my goal?



Audience and messaging

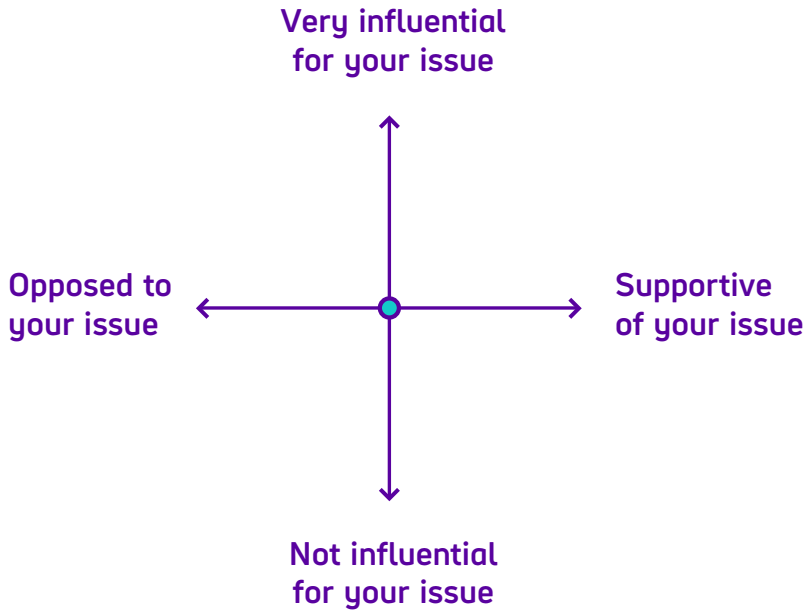
It can be helpful to map out the different groups of people who have an interest in your campaign or who you need to target. This is called an **influence map**.

An **influence map** shows the influence a group or a person has to make change, versus how much they support your campaign. The influence map can help you see which targets and what tactics might work best to help you reach your campaign goals.

You can then identify your target by mapping out who has the power to make the change you want to see. It's often more useful to target a person who has responsibility for a specific issue rather than someone who is seen as having a lot of power over many broad issues.

For example: if you are campaigning to get more support for disabled students in your college, your **target** might be the **leadership of the college** and the **audience** will be **people directly involved in the college like other students, teachers, and support workers**.

Your influence map



2



Creating your message

Your **audience** are the people who you want to hear about your campaign in order to make change happen.

People have different interests, beliefs or experiences which affect how they respond to different messages and arguments. It's helpful to consider how you talk about your campaign with a range of audiences.

Aim to frame your evidence and stories in ways that will encourage other people to support your campaign. Try out a few different ways of explaining a point to see which is the most effective, using your **audience** and **influence map** to guide you.

It's important to **give your supporters information and ways to help your campaign**. Provide them with updates on how the campaign is going, show the progress you've made with their help, and ask them to take part in different activities that help your campaign.

There is more detail in Section 4 about communicating your campaign.

- Your aim: What are you campaigning for?
- Who's your audience?
- What do they care about?
- Who are the people who have an interest in your campaign?
- How much impact could they have on your campaign?
- What influence do these people have to make a change happen?





Tactics

What are you going to do?

Once you've decided what you want to change, why you want to do it, and who you need to target, the last piece of the puzzle is how you are going to campaign.

Your **tactics** are the things you want to do to reach your objectives. They are the core activities of your campaign.

Some common campaign tactics include:

- Petitions
- Digital and social media campaigns
- Letter writing
- Freedom of Information requests
- Public meetings and events
- Formal complaints
- Private meetings or lobbying
- Legal challenges
- Protest or direct action

Activities and timescales

Different tactics will work for different campaigns, depending on who the decision maker is and how supportive (or not) they are of your campaign.

It's important to bear in mind that very few campaigns are won using only one tactic, and it usually takes a range of different actions to achieve the change you're after. Tactics will also have **varying timescales.**

Writing an email to your MP or councillor will take less time than submitting a Freedom of Information request or arranging a public meeting.





Resources

How will you make it work?

Many activists push ahead with their campaigns without considering how they will make things work in practice. Deciding how much time to put into a campaign, how much money you can spend (if any), and who else you need to get involved are called your **resources**.

Resources can be broken down into the following: skills, people, time and money.



Skills: Think about what skills you and the people you know have. You can use those strengths to support your campaign. For example, if you are creative, then you can could produce things to visually support your campaign. Maybe you have the skills to create a website for your campaign.



People: It can be tempting to try and do everything by yourself. Think about the people you know or could reach out to. Other people in your community are likely to share your aims.



Time: Be realistic about what can be done and when - there is only one of you after all. Running a campaign at the same time as studying or working means you need to be careful with your time to avoid 'burn out'.



Money: You may need some money to run your campaign. Two ways of raising money are through **fundraising** and **crowdfunding**.

Fundraising activities, like selling something, completing a charity event or having a sponsored activity are a great way to bring in income to fund your campaign if you need to. These can also be great opportunities to tell people about your campaign face-to-face.

Crowdfunding is when you ask people to donate directly to fund a campaign. Online fundraising platforms like GoFundMe or Kickstarter are popular. Remember that crowdfunding sites often take commission, and you need to be specific about what people's donations will go towards.



Evaluation

5 Keeping track of your progress

Make sure you keep track of your campaign by **measuring your success against your goals and objectives**.

By taking a step back and looking at what you've achieved, you can see the impact that your campaign is making and where you still have room to make change.

Evaluating your campaign throughout can also help you reflect on the changes you would like to make to your messaging, tactics or audience targeting.





Bal Deol's story

“Since moving out of home and becoming a student, taxi drivers have been a thorn in my side. I soon discovered that I was being charged significantly more for taxi journeys around the city than my friends who don't use wheelchairs. This moved me to act.

I led a campaign to highlight the disgracefully high taxi fares that disabled people often face.

The first step was to get the media involved. I took part in undercover

filming with BBC's Inside Out which highlighted the problem. The next step was to take a taxi driver to court because he refused me service.

I then worked to get the law changed, and used this amended law by reporting the driver of a wheelchair accessible taxi to the local council's Licensing Department for refusing to take me to the train station. The driver was successfully prosecuted and fined by the Magistrates Court.”

Influencing governments and businesses

The way you campaign will vary depending on who you are targeting.

UK Parliament

Parliament is a common target for campaigns that aim to make change on the national level. Parliament is where the laws and legislation that govern the whole country are made. Members of Parliament (MPs) raise issues brought to them by constituents, scrutinise the work of the Government, and shape laws.

If you're able to get your MP to support your campaign, they can also do a number of things in Parliament such as ask questions of Government and the Prime Minister, put forward draft laws, speak in debates and arrange meetings.

You can find more detailed information about who your MP is and how Parliament works at www.parliament.uk



There are a range of ways to influence Parliament:

Your local MP

You can contact your local MP to raise an issue. They can then do things like ask questions in Parliament or write to Government Ministers.

Parliamentary Petitions

You can set up a petition at petition.parliament.uk and ask others to sign. If you get 10,000 signatures, the Government must respond. If it reaches 100,000 signatures, it will be considered for debate in Parliament.

Select Committees

These are groups of MPs from different political parties that investigate the work of Government, and run inquiries to learn more about a topic. You can submit evidence to raise your concerns on a specific issue. The Government usually responds to the reports that Select Committees produce.

Freedom of Information Requests

Freedom of Information (FOI) requests can be made to public sector organisations, including Government departments. They can be a helpful way of establishing evidence for an issue and help you demonstrate the need for change. Information about FOIs is available on the Government website:

www.gov.uk/make-a-freedom-of-information-request

Welsh Assembly

If you live in Wales, issues like housing, education, health and social care, and local government powers are the responsibility of the Welsh Assembly rather than Parliament.

There is also a slightly different system of representation, with 40 constituency and 20 regional Assembly Members (AMs). But as with MPs in Parliament, AMs are elected by local people, raise issues brought to them by their constituents, and scrutinise the work of the Welsh Government.

You can find more details information about the Welsh Assembly and how it works at:

www.assembly.wales



Local government

Your local council has oversight for the things that happen in your area. This usually includes services such as libraries, local schools, social care, and refuse collection.

But, in some areas the responsibility for certain things can be complicated. This is because there are lots of different types of local authority, such as district council, county council, unitary authority, metropolitan borough and London borough. And the areas they cover can overlap.

Spend time getting to know how your local government works and who has the power to make a difference on local issues in order to enable change to happen.

If your area is part of two different councils, such as a county council and a district council, then it is worth checking your postcode to find out which council has responsibility for what issues:

www.gov.uk/find-local-council

Businesses

Not every campaign requires political change. Sometimes persuading a company or business to do something differently can be the best way to achieve change.

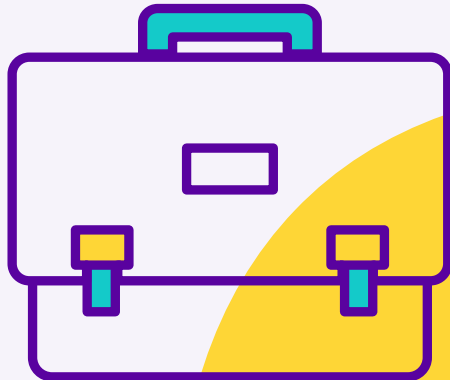
If this is the case for your campaign, start by finding the person most able to make change within the company and approach them politely and constructively. That could be someone who has responsibility for customer service, a facilities manager, or someone responsible for diversity and inclusion. As well as thinking through your case for change, try to anticipate the reasons why the company may not support your campaign and prepare some counter-arguments.



Also consider how you can talk about your campaign in a way that will appeal to their interests and goals. For example, many businesses might not think that having an accessible toilet is important. You could persuade them to install one by talking about the financial benefit it could have on their business.

A financial argument can often be more convincing to a business than an argument based purely on equality and fairness.

Other customers or the trade bodies that represent the business may also be supportive of your campaign. They could be targeted as one of your audiences to help your call for change.



Communicating your campaign

It's important to have clear communications for your campaign. It will help people to understand what you are trying to do and how they can show support.

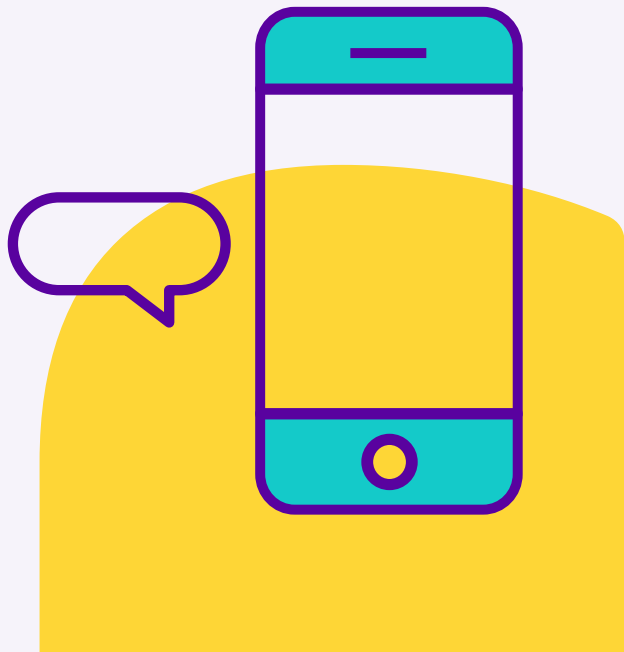
Be clear, concise and confident in your communications to help you get your message across. If possible, have a name for your campaign that makes it easy to find when searching online.



Social media

Bear in mind that different groups of people use social media differently. Consider who might see your messages and how they might respond to content depending on where they see it.

For example, Twitter is a good way to engage with political decision makers and journalists, while Instagram and Facebook are more effective platforms for building public support and keeping people up to date with your campaign.



Social media tips

No matter what social media platform you're using, there are some key things to bear in mind:



Be conversational: Social media works best when you are having real conversations with people – it's meant to open up discussion, not be a notice board. It's good to express your opinions authentically, but make sure you keep your tone respectful.



See what other conversations are happening: Find and follow people who talk about the topics you're interested in and try to talk to them and share what they are saying. You could become a part of an online community or search a relevant hashtag to find others with a similar interest in an issue.



Make it engaging: Photos or video help people to see what you're working on. They also catch people's attention. Try to use relevant photos or videos to show what you're talking about. You could even make graphics to illustrate the messages for your campaign.



Use hashtags: Hashtags let other people find your content on social media and can also become a unifying feature of your campaign. Try to stick to just one or two hashtags per post.



Storytelling

By using your story, you can personify an issue. This will help people to understand the real impact of what you are campaigning for. A good story is authentic, clear and engaging.

Your story should include information like who you are, where you're from, your experiences and why those experiences have led to your campaign. However, you don't need to include every fact about your life, or anything that you don't want people to know about.

You can also ask other people for their stories to support your campaign. Just note that it's important that they know how their story will be used and that you gain their permission to use it.

Emily's story

Emily started her own campaign, called **#FailedByTheSystem**, because of her negative experiences in education and experience of being placed into Pupil Referral Units (PRUs). She wanted the Government to recognise the detrimental effect of placing disabled pupils into PRUs.

Emily reached out and was interviewed by BBC Radio York about her experiences in education and how she feels that many students placed into PRUs are pushed out of education instead of

receiving the support they need. This led to Emily meeting with her MP to discuss the issue. She asked him if he could write to the Government about the campaign. **Her MP instead asked the Education Minister to meet Emily in Westminster to discuss her campaign.**

Emily got to meet her MP and the Education Minister in Westminster where she shared her experiences and called on the Government to make change.



Self-care

Lots of people start campaigns extremely fast, but then end them after a relatively short time without much change being achieved.

Pace yourself, set small achievable goals, and take a break when you need it. Campaigns are rarely won in a week, so think about how you can help keep your campaign going.

Looking after yourself is important especially at busy stages of a campaign. Many people run on adrenaline or excitement, which can be a lot of fun, but isn't sustainable long term. Make sure you take regular breaks, even if you feel you don't need them.

Plan out campaigning activities and try to bring more people into your campaign who can support you and share responsibilities. If you're not able to complete something on a certain day, someone else could follow your plan to do it in your place.

Don't forget to take care of the essentials like food and any medication you need to get through a busy campaigning period.

It might sound pessimistic right now, but something may well go wrong at some point.

But remember that most problems can be worked around. It's not a reflection on you, problems occur in every campaign. Being prepared and putting things in perspective will help you to bounce back.

Most of all though, keep it fun!

Campaigning doesn't always have to be too serious. Build a campaign that you enjoy running.



Other ways to get involved with Scope

We hope this handbook helps you with your ideas for change and how you'll run your campaign.

Alongside Scope for Change, there are lots of ways you can get involved with Scope. We have loads of campaigning, volunteering, fundraising, storytelling and research opportunities available.

Find out more at



scope.org.uk

Contact us at



campaigns@scope.org.uk

SCOPE

Equality for disabled people

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We use our collective power to change attitudes and end injustice. And we campaign relentlessly to create a fairer society.

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