Welcome to the start of your campaign journey...

Members of KCLSU have a long history of campaigning to make change. From former King’s President, Sir Ivison Stevenson Macadam, who helped set up the National Union of Students, to our nursing students fighting to keep nurses bursaries in 2016. KCLSU members have fought hard to change our University and wider world for many years. Now it’s your turn.

This guide is designed to offer tips and advice to support you through the campaigns process, from picking the issue you want to change, identifying who has the power to make your change and picking the right tactics to celebrating campaign wins.

Don’t forget, as a member of our union you have a whole heap of help and support on offer. To find out more, contact our campaigns coordinator who is on hand to provide you with help and resources along the way. Just get in touch at campaigns@kclsu.org.
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Introduction

So, what is campaigning?

Campaigning can appear to have lots of different definitions depending on who you ask. One definition comes from NCVO who say:

“Campaigning is... the mobilising of forces... to influence others in order to effect an identified and desired social, economic, environmental or political change.”

Fundamentally, campaigning is about trying to change things for the better. Whether that’s getting people to change their behaviour or getting institutions to change their policy and practices.

Campaigning at KCLSU is our members coming together around a view or issue that effects them and others as students, with the aim to make change in KCL and wider society.

Campaigning through our Union gives you the opportunity to receive the guidance, skills, resource and platform that will support you in delivering your campaign and reaching your aims.

why is it important?

“Never doubt that a small group of thoughtful, committed citizens can change the world: indeed, it’s the only thing that ever has.”
Margaret Mead

Good campaigns have the power to change people’s lives. Campaigns allow people outside the traditional centres of power a chance to make change.

However, the best campaigns take planning, time and dedication. Following the process outlined in this guide should help you create and deliver a hard-hitting and impactful campaign.
Campaigning at KCLSU

What does it mean to campaign as a member of KCLSU?
Every student at King’s is automatically a member of KCLSU, which means we have a membership of around 27,000 students. Together, we have a strong and powerful voice, that when united can bring about big changes.

Recent campaigns have seen the University and Government change their practices. For example, Freeze the Fees saw the University agree to not raising tuition fees for home students in 2017/18 and the Boycott the NSS campaign sent a powerful message to the Government about their position on the Teaching Excellence Framework.

Campaigning at KCLSU means working together with other members to transform the University or wider world to make the lives of students better. When you campaign as part of KCLSU, you have access to resources and support and the ability to communicate your campaign to thousands of our members. If you want to find out more about the support on offer, contact campaigns@kclsu.org.

How do you campaign as part of KCLSU?
We have a diverse membership, with lots of different viewpoints so from the outset it’s important that when we campaign as part of KCLSU, the campaign has democratic legitimacy that proves our members support the campaign.

There are three ways this can happen:

- If the campaign is on an elected officers manifesto - If a campaign is on one of our six full time sabbatical officers or one of our seven part time association lead officers manifestos then it is automatically supported when they are elected as our membership has voted for them and their manifesto pledges.

- If a campaign idea reaches a threshold of online support – Any student can submit a campaign idea through our website – then it becomes a legitimate campaign when it has the backing of 150 KCLSU members, who sign the online petition. If the campaign is supported by an association, 75 members of that association need to sign up to show their support. You can vote as both a KCLSU member and as part of an association, if you self-define as being part of an association. If you have any questions about our associations, email campaigns@kclsu.org

- If it is previous student council policy - Up until September 2016, an elected Student Council set KCLSU campaign policy. If you want to pick any of these up, you can find out more by emailing campaigns@kclsu.org

Who is responsible for making the campaign happen?
Ultimately, students are responsible for making campaigns happen but you will supported along the way. The person who submits the campaign idea is usually considered to be the lead student.

What does it mean to be a lead student?
Being a lead student doesn’t mean that you have to be responsible for leading the whole campaign, if you don’t want to. Rather, it means that you are the main point of contact between KCLSU staff and the campaign team. You are also responsible for making sure that the campaign is run within our agreed boundaries.

What are the stages of the campaigns process?
Submitting your campaign is the first step in getting your campaign off the ground. Campaigning can be a long process but we want to get the set up as quick as possible. The process below sets out the different stages so you know what to expect.

Step One: Submitting your campaign
Once we receive your campaign submission, we have to make sure that it is in line with our charitable objectives so your submission gets sent to the President of KCLSU. You should hear back within 4 working days. Whilst waiting to hear, you’re responsible for signing the student agreement that the campaigns coordinator will send to you. The campaign cannot go ahead until we receive that.

Once we have got your signed agreement and the sign off from the President we will then create the campaign webpage which again should take no longer than four working days.

**Stage Two: Getting support for your campaign**

Once your campaign petition goes live, it will last for 100 days. There will be a countdown on the page to let you know how long it has to go. The campaigns coordinator will get in touch with you with guidance and support about how to collect signatures and the KCLSU marketing team will publicise the campaign too.

Once your petition is launched, you can also have access to banner making materials and a megaphone.

**Stage Three: Developing your campaign**

Your campaign becomes officially supported when it passes it’s threshold.

The key things to do are to organise a team of people who want to be involved, start planning your strategy and get your campaign out there. You will receive support, training and guidance from the campaigns coordinator in order to do this.

**What if someone disagrees with a campaign that is supported by KCLSU?**

If people feel that a campaign shouldn’t have backing from the membership, and the money and resources that comes with that, then a campaigns support can be overturned by calling a referendum.

If you want to find out more about calling a referenda or overturning a campaign, please contact campaigns@kclsu.org.

**Additional Resources that are available to you:**

Our website has an ever-growing wealth of resources including our campaigns guide and tactic sheets. We also have a full time campaigns coordinator to help with any questions or queries you have. Just email campaigns@kclsu.org if you have any questions.
Identifying the Issue

It’s often easy to realise that ‘something’ has to change, what’s harder is to pinpoint ‘what’ exactly has to change.

There are lots of different ways to find out what exactly you want to campaign for. It could be simply sitting down and asking yourself some important questions:

- Who does the problem affect? Who cares about this issue?
- What’s the problem people are facing? What do you want to achieve?
- Where will you be campaigning- at King’s, at Westminster?
- When will you be able to achieve the things you want to? When are there key times you might be able to build momentum around?
- Why is the campaign important?
- How will your campaign make a difference? How much resource will it need?

Another way to help you identify the issue is to use problem and solution trees, like the ones below:

**Problem:**
Write down the problem or issue you want to talk about across the trunk of the tree in one sentence.
Example Problem: Not enough core text books in the library

**Effects:**
Write down the effects of the problem in the leaves of the tree
Example effect: Not doing as well in the course, feeling let down, frustration, having to spend money on books

**Roots/Causes:**
Write down the root causes of the problem at the root of the tree
Example root: Not enough money being spent on investing on books, budgets being spent elsewhere

Once you have identified the root causes of your issue, you can turn it on its head and identify the solutions which can form the basis of what you want from your campaign.

You can draw a brand new solution tree, or just stick things over the problem tree to deal with each point on your tree.
**Vision:**
Write down what you are trying to create over the trunk to replace the problem
**Example vision:** Mandatory minimum number of core books in the library

**Effects:**
In the leaves, write down what the effects of your vision would be
**Example effects:** Students feel more supported in their course, Students do better in their courses

**Solutions:**
On the roots, write down the ways the causes can be tackled.
**Example solutions:** More money invested in core books, a book sharing

Once you have got all your solutions identified, you can use this to form the basis of what you want to campaign for!

You can use what you wrote for your vision as a template for your campaign aim and the solutions you identified as a basis for your campaign objectives.
Gathering Evidence

Once you have identified what you want to campaign on and thought about what your campaign should be calling for, it’s important to find out as much as you can about your issue.

Whilst it might seem obvious to you why everyone should care about your campaign issue, not everyone will feel the same way. That’s why it’s important to know all the arguments on both sides and have as much information at your fingertips as possible. This will help to get people to come around to your way of thinking.

One tool you could use to gather evidence and information is to conduct a PEST analysis around your issue. That means looking at the Political, Economic, Social and Technological context around an issue.

The below is an example of some of the questions you might ask when doing a PEST analysis:

**Political context:** What Government/KCL policies or actions are likely to impact any campaign? What changes are likely in the priorities of government/KCL at different levels e.g. local, national, European/ Course, Department, Faculty? What department’s does this issue sit in? Who is the lead on this issue? Where/How are decisions made about this? Are decision makers friends or foes? What relationships do you have with decision makers? Are there any political developments pending that could influence the outcome of this campaign?

**Economic context:** How will economic conditions affect decisions made about this issue? Will the economic climate influence Government/KCL spending to benefit or threaten the outcome you want? Are there any economic trends that are favourable to the campaign? How volatile is the KCL economic outlook?

**Social context:** What key influences are affecting peoples’ attitudes and behaviours that might impact the campaign? Are there any trends discernible in particular groups that have implications for the campaign? What demographic changes within key populations might have implications for the campaign? Where is public opinion – for or against the campaign? How does the media cover this issue- Positively or negatively? Or not at all? Who else supports the aim? Do any key opinion formers or high profile individuals stand with or against you?

**Technological context:** Is there any scientific evidence stacked for or against your argument? Are there any recent developments in communications technology that might have a bearing on how you might conduct the campaign? Will any changing technologies have an impact on political or economic events, which will have implications for the campaign?

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**Research sources**

There are lots of places you can go to find out information but some you might want to try are:

- Looking at websites of campaign groups that are campaigning on the same issue
- Independent media such as indymedia.org.uk
- Fact checking websites such as fullfact.org. There are also some suggested websites in the ‘Resources’ handout.

Don’t forget to chat to experts too. Think about any people at the University who you could get in touch with to find out more information.
Deciding aims and objectives

Once you are fully prepared with all the information you need about your issue, it's important to define your campaign aim and objectives.

Your campaign aim and objectives are two different things:

**The aim** is the overall, general statement that sums up the change you want to be brought about by your campaign. This can be quite broad.

**Campaign Objectives** are smaller steps along the way to reach your campaign aim. You should only really have one campaign aim, but could have a number of campaign objectives. These should be quite specific.

For example, the campaign aim of the *Freeze the Fees* campaign was ‘To stop King’s College London raising tuition fees’. However, the campaign objectives were:

1) **Stop King's raising tuition fees from £9000 year on year for returning undergraduate home students**
2) **Stop Kings raising tuition fees from £9000 year on year for incoming students**
3) **Get King’s to commit to a fee freeze for international students**
4) **Get King's to commit to a fee freeze for postgraduate students**
5) **Get King’s to publish a student focused yearly report about spending of money raised fees**

By breaking up your campaign into smaller objectives helps you to plan your actions and see the wins along the way to campaign success.

Don’t forget to make your objectives SMART! That stands for:

- **Specific** – Is your objective well defined? If it’s general, it will harder to achieve and could lead to confusion and frustration about whether or not you’ve actually done what you hoped to do.
- **Measurable** - Can you measure if your objective has happened or not? Again, if you can’t, it might be difficult to know if it’s actually taken place and be counted as a campaign win.
- **Achievable** - Can you actually do it? It’s good to set yourself a challenge but setting yourself something that you’re going to be unable to do will lead to disappointment and disillusionment.
- **Realistic** - Even if you are able to do it, is it realistic for you to do it in the time and with the resources available?
- **Timely** - Have you given yourself a timeframe to meet your objective? This can help with planning and helps you be realistic with when things should be achieved.
Identify your target and find your allies

Hopefully, as you have done your research it’s started to become apparent who some of the key people are that will have an impact on your campaign.

The best thing to do now is to organise all those people connected to your campaign into groups so you know who you need to focus on to make the change you want and who can help you do that.

<table>
<thead>
<tr>
<th>Stakeholders: Who are you trying to influence?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core target: Who can make the change that you want?</td>
</tr>
<tr>
<td>e.g Vice Principle (Education)</td>
</tr>
<tr>
<td>e.g members of University committees</td>
</tr>
</tbody>
</table>
Once you have identified all the relevant people to your campaign, you can plot them on a stakeholder map like the one below:

Doing this exercise should help you to understand where you should focus your time and energy. It’s not effective to focus on all your stakeholders with the same intensity.

For example, it can be great to hold demonstration and events where you bring along your supporters (those who might be supportive but not necessarily that ‘powerful’). However, you need to make sure spend time attracting new people who can help you to make inroads to your target.

One way to do that is to focus on the people who influence your target and try and get them on board and move them into the upper right corner of the stakeholder map. Lots of environmental campaigns have used this tactic by targeting supermarkets customers and asking them to boycott products to get stores like Tesco and Sainsbury’s to change their practices.

Top tips from the co-founder of Demilitarise Kings, 2016/17

1) Build your campaign as a collective; get everyone involved!
2) Do your research! For example research the role of militarisation in investments, fundraising, scholarships, research and crucially, the narrative on campus.
3) Set yourselves monthly, yearly, and end campaign goals.
4) Celebrate! Celebrate your successes, however ‘small’ they may seem.
Developing key messages

Key messages is about working out what you want people to know about the campaign. Campaigning is all about mobilising people, getting them invested and interested in the cause, so it’s really important to be able to communicate the campaign.

You never know when the opportunity will arise when you have the chance to speak to someone who could bring about the change you want. Make sure you think about all the different people who you might meet as you campaign.

**Remember** you might want to change what you say according to who you are speaking to.

People have different motivations so try and think about how you can talk about your campaign with each of the different stakeholders you have identified.

A good way of testing your messages is to see if they pass the TEA test;

- Does what you say **touch** people? Will people be moved by what you’re saying? Will it strike a chord and make them take notice? Personal stories and strong statistics can really help here.
- Does what you say **enthuse** people? Are you describing what the solution is to the problem you have highlighted? People want to feel like if they get involved, they can actually make a difference.
- Are you giving people an **action**? It’s great to get people interested and excited but if you don’t give them anything to do, their interest will be lost.
How to communicate your campaign

There are lots of ways to get your campaign messages out there. Here are a few ideas to get you started:

Social media

There are lots of social media platforms available i.e Twitter, Facebook, Snapchat and Instagram. These are all used by people for different reasons. Facebook is still the most popular so is often a good place to start.

Think about which platforms you want to use and why, which platforms do your target audience use? Whilst there are lots to choose from, you don’t want to spread yourself too thinly. Posting once a week on lots of different channels won’t be as effective as posting regularly on one or two.

Also, think about what time you post. Think about when most lectures are held, because people are likely to check social media between classes. We know from our own social media channels that more people at King’s are online after 10am and the busiest time is between 9pm and 10pm. Make sure you use your campaign’s social media accounts for stuff that’s relevant to what you do – you don’t want your followers to lose interest.

Don’t forget to mention @kclsu in your posts so our marketing team can support you in sharing your message with our members.

Student Media

Our student media groups have a big following amongst our members. They might not be able to publicly support and back your campaign but they could be a great way to get the message out about the campaign. You can find out their details at kclsu.org/studentmedia

Activity groups and student led events

We have hundreds of activity groups who might be interested in your campaign and be able to share it with their networks. There are also lots of events our student groups put on that you could speak at- but make sure you contact the organiser first. You can find out about them at kclsu.org/events

Officers

Our officer team might be able to share your campaign through their networks or on their social media channels. They are all experienced campaigners so might be able to provide some tips and support. You can find out their contact details at kclsu.org/ourpeople.

Posters and Flyers

Posters and flyers are a tried and tested way to get your message out there. Think about the footfall in our student spaces and where might be best to flyer or put up posters.
Designing campaign materials

Think carefully about what content you need to include. You want to avoid writing an essay on flyers and posters. Before you start designing anything you need to know exactly what it is that you want to say.

The key information to include on posters and flyers is a summary of the ‘what’, ‘when’, ‘where’ and ‘why’ of your campaign. Identify the most important things your campaign needs to communicate and what the order of importance is.

Layout

Once you’ve decided the priorities of what you’re trying to communicate, you can think about the layout of your materials. You can make the most important information stand out by considering how you align and size the text.

You may want to give the most important point the most space, but make sure it works together with the rest of the information you’re communicating and that everything looks in proportion.

Make sure you know what size you need your design to be, otherwise essential information may get cropped off when you print or upload it.

Commonly used sizes

Making sure there’s white space can improve readability and helps guide the viewer’s eyes to focus on what’s important, so try not to overfill the page with information (this includes pictures, graphs, logos etc).

<table>
<thead>
<tr>
<th>Digital</th>
<th>Print</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook cover photo: 851px x 315px</td>
<td>A2: 420mm x 594mm</td>
</tr>
<tr>
<td>Facebook profile picture: 160px x 160px</td>
<td>A3: 297mm x 420mm</td>
</tr>
<tr>
<td>Facebook event image: 248px x 295px</td>
<td>A4: 210mm x 297mm</td>
</tr>
<tr>
<td>Twitter profile picture: 400px x 400px</td>
<td>A5: 148mm x 210mm</td>
</tr>
<tr>
<td>Twitter header photo: 1500px x 500px</td>
<td>A6: 105mm x 148mm</td>
</tr>
<tr>
<td>Instagram photo: 612px x 612px</td>
<td></td>
</tr>
</tbody>
</table>
Text

San Serif fonts (e.g. Arial, Veranda and Helvetica) are clearer to read from a distance and on screen and are also more accessible for those with reading difficulties or visual impairments.

Serif fonts (e.g. Times New Roman) are said to work better in print but are not as accessible so try to avoid this.

Font size 12 is acceptable for A6 flyers and a good minimum to ensure accessibility. The size of the font may reflect the importance of the information and is also a way to make the focus of your message stand out.

Stick to a maximum of two fonts to a page. If you have too many typefaces on one document, it can start to look messy and make text hard to differentiate. You may want to use one font for the body of the text and another for headings to give them a little more impact.

Images

Be aware that images pulled from the web may turn out pixelated on a print document – try to go for 300 dpi and set your file to CMYK for print.

If you’re going to be printing or photocopying flyers or posters, make sure the images you use have some contrast and are clearly defined otherwise you may not be able to make out the image.

Make sure you test out what your printed materials look like before doing a large print run, or you might end up with posters you can’t use.
# Developing your tactics

## Taking action

Once you have figured out who you want to target and what you want them to do, the fun part begins as you try and build momentum and get more people involved to get those in power to listen. Below are just a few ideas to get you thinking:

<table>
<thead>
<tr>
<th>Start a petition</th>
<th>Hold an event</th>
<th>Organise a stunt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petitions are a great way to get big numbers of people involved. You can start one at kclsu.org.</td>
<td>This could be an open meeting or even a film screening. Get people along to find out more about your campaign.</td>
<td>Holding a stunt can be a great way to capture the public’s attention.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Write to decision makers</th>
<th>Meet with your target</th>
<th>Hold a demo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get everyone to send a template letter to your target outlining your campaign.</td>
<td>If you can speak directly to your target, make sure you’re armed with the facts to make them listen.</td>
<td>Get out on the streets and show your target how much support you have.</td>
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</table>

<table>
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<tr>
<th>Write to the press</th>
<th>Stage a walkout</th>
<th>Make a video</th>
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</thead>
<tbody>
<tr>
<td>Make sure your student media know about your campaign by sending them a press release.</td>
<td>This can make a powerful statement so make sure it’s advertised and reported in the best way.</td>
<td>Videos are a great way to share your campaign messages and very shareable on social media.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Create good visuals</th>
<th>Write a blog</th>
<th>Hand out flyers</th>
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<tbody>
<tr>
<td>Get your supporters to take pictures with a prop and use your campaign hashtag to raise awareness.</td>
<td>Blogs are great at sharing personal stories about campaigns and really useful to keep people updated.</td>
<td>Go to where you know there will be lots of people and hand out flyers so people can learn more about your campaign.</td>
</tr>
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</table>

There is more detailed support about campaign tactics at

Activist Gene Sharp came up with a list of 198 methods of non-violent action which might inspire you. You can find the web address of where they are in the Useful sites and Resources section at the end of this guide.
Tactics

There are lots of different tactics you could use but it's vital that you pick the ones that are right for your campaign.

Use the tactics star to think about what you want to do and what impact it might have on your campaign and your intended targets.
Planning
Planning is important in making sure your campaign is successful.

It’s important that everyone in your group knows what they are supposed to be doing and when they need to do it by.

Use the table below and the answers to your tactics star to help you plan out your campaign tactics.

<table>
<thead>
<tr>
<th>Target, timing, location: Who are you targeting? When and where will it take place?</th>
<th>Goals and strategy: How does this support the campaign aim?</th>
<th>Relationships and Organisation: Who is doing what? Who do you need to collaborate with?</th>
<th>Resources: What are the things you need? Do you have the capacity to do it?</th>
<th>Tone and message: What’s the tone of the action—fun, angry? What are you trying to communicate?</th>
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Campaigning tips from Rachel, VP Welfare and Community 2015/16

1) Always check in with your team or the people you are representing. For your own self-esteem as much to be sure you are on the right track.
2) Be true to yourself and don’t be afraid to express how you feel. If you think that something is wrong, say it.
3) Don’t doubt your cause. Campaigns exist for a reason!
Recap and Evaluate

The amount of time a campaign takes to get its wins depend on the campaign. Some can be over in a few months, others take years.

It’s really important to take time out to reflect on your campaigning activity, not just to see what you could do better but to also take time to celebrate your wins.

Sometime it might feel like a small thing but all steps along the road need to be celebrated.

It’s also important to stop and think about how the campaign is going. Make sure you build in time for you to take stock and ask yourself some important questions:

- What’s worked well during the campaign?
- What could have been done better?
- Have we achieved our aims and objectives?
- If not, do we need to look again at them to see if they are SMART?
- Are we engaging enough people and in the right way?
- What campaigning tactics have been successful? What tactics haven’t been? How do you know- have you asked for feedback?
- Have we used our resources efficiently?
- What do we need to do next?
- Have you recognised when you have had a campaign win? How have you marked this?

Asking yourself these questions will help you to take stock of the campaign and, if your campaign is successful, will help you to see what has worked well and what you can do in the next campaign you start!
Useful sites and Resources

Freedom of Information Guidance

www.ico.org.uk/for-organisations/guide-to-freedom-of-information
Provides information about what FOIs are and how to submit one

They Work For You

www.theyworkforyou.com
Provides information about who your MP is, MPs voting records and their stance on issues.

38 degrees

home.38degrees.org.uk
Petition website

Sheila McKechnie Foundation

www.smk.org.uk/campaigning-training/good-practice-and-advice
An organisation set up to support grass roots campaigners with lots of advice and resources including working with the media

Change.org

www.change.org
Petition website

Survey monkey

www.surveymonkey.co.uk
Free survey website

NUS Connect

www.nusconnect.org.uk
NUS website that provides material and information about events and campaigns

Activists Legal Project

www.activistslegalproject.org.uk
A not-for-profit collective which provides information about the law

Seeds for Change

www.seedsforchange.org.uk
Provides information and support for campaigns and consensus decision making

198 Methods of Nonviolent Action- Gene Sharp

www.aeinstein.org/nonviolentaction/198-methods-of-nonviolent-action
Provides suggestions for non-violent direct action as originally described the activist Gene Sharp