

LSESU

CAMPAIGNS

TOOLKIT



TABLE OF CONTENTS

01	<u>Campaigning at LSESU</u>	3
02	<u>What is an LSESU Campaign</u>	6
03	<u>How to start an SU Campaign</u>	7
04	<u>Building & Managing a Team</u>	9
05	<u>Mission Statement & Strategy</u>	13
06	<u>Targets & Allies</u>	16
07	<u>Aims & Objectives</u>	18
08	<u>Tactics, Strategy & Timeline</u>	20
09	<u>Risk Assessment & Action Plan</u>	23
10	<u>Check In</u>	24
11	<u>Resource Bank</u>	25



CAMPAIGNING

AT LSESU

01

What is a campaign?

A campaign is a collective effort to achieve change through mobilising people and power. This change can be big or small. For example, someone could campaign in their family to introduce meat-free days, however a campaign can also include nation-wide goals such as the Decolonising the Curriculum campaign that spans across all of the UK, affecting secondary and higher education.



Am I a campaigner? Why should I start a campaign?

As a student, **LSE is your community**, and you are in the best position to know about issues affecting students or notice where change needs to happen within the university and its community.

Campaigning is about **shaping the world around you** and creating change regarding an issue that is important to you, **no matter how small or big**. You might have already engaged in campaigning without realising it – for example, by advocating for yourself and others, whether that is in a small setting such as a friend's or family circle or within your school, social clubs, or local community.

Campaigning can not only be a great way to create the change you want to see in the world, but also help you learn some **valuable skills** such as: project management, event planning, marketing and communications skills, team building skills and stakeholder management skills.

Anyone can be a campaigner no matter their reach, background, or knowledge on the subject matter they want to campaign about – all you need is passion and dedication to make a change.

Through campaigns you can **make your voice be heard, affect positive change** for you and your fellow student community as well as potentially have the **power to influence national and international politics**.

As an SU campaigner you would also **join a network of activists and fellow campaigners** at LSE and become part of a **long-standing tradition of successful campaigns** that have been organised in the past at LSE.



TIMELINE OF PAST LSESU CAMPAIGNS

Student Riots

1960s

From 1966 - 1969, huge demonstrations known as “the LSE troubles” characterised the LSE experience.

Gay Liberation Front

1970s

The group grew from a handful to hundreds of students. They threw parties, made their own magazines and newspapers, hosted conferences, organised marches and gave their members a sense of community, pride and self knowledge.

Student Occupations

1983

Student occupations at LSE to secure the LSE Nursery; We changed the name of ‘President’ to ‘General Secretary’, for the leading student representative of the Union; Raising and Giving (RAG) week activities were set up.

1960s - Today

Investing and receiving ethically

Campaign for LSE to divest from companies complicit in Israeli apartheid and end relationships with institutions that contribute to the oppression of Palestinians. And, campaign for fossil fuel divestment – campaigning for LSE to reduce carbon emissions by accelerating the adoption of the renewable energy transition.

1983 - 2017

Resits

Campaign to introduce these started in 1983. Year after year, while every other universities introduced resits, the LSE resits campaign intensified, with surveys, petitions, postcards, videos. Finally, on the 3rd of May 2017, the LSE Academic board agreed to implement autumn resits.

1993 - 2002

Tuition Fees

1990s: students strongly opposed to tuition fees introduction in universities.

Petitions were signed, postcards sent to LSE directors, open-letters sent to newspapers, marches and demonstrations organised.

In 2001/2002, LSESU launched its Fee-Fighters campaign. A human chain was organised to protest against their introduction, followed by a petition, demonstrations and materials urging students to write to their MPs.

JUSTICE4CLEANERS

HANDS OFF

LSEX

PHD ACTION NETWORK

UPLIFT BLACK STUDENTS

THE MENTAL HEALTH COLLECTIVE

TODAY

Here at the LSESU, we believe that it is our job to help you create actionable social change. We want to empower you to improve your time at LSE, advocate for your community, and make your student voice become even louder! This could be through running events, stalls, campaigning tactics, community-organising and engaging with (student) media.

WHAT IS AN LSESU

CAMPAIGN

SU campaigns should aim to achieve tangible change in policy, practice and behaviour within communities, which means they are not just about raising awareness on an issue. This can be through running events, stalls, campaigning tactics, community-organising and engaging with (student) media. Have a look at the table below to find more information on what SU campaigns are/are not.

A campaign is:	A campaign is not:
<ul style="list-style-type: none"> • Student-led • Run by more than one student • On an issue that affects members as students • Runs over a minimum of 3 months • It combines events with community-organising • Aims to make structural change at LSE • Doesn't duplicate an existing campaign 	<ul style="list-style-type: none"> • A one-off event • Fundraising • A week of talks organized by a society • Sole aim of 'awareness-raising' • An academic project • Service delivery

If you are unsure if your group should be a society or campaign, please have a look at the [document here](#), which lists the key differences.



HOW TO START A STUDENTS' UNION CAMPAIGN?

1. Contact [SU campaigns](#), letting us know what you would like to campaign about. This can be as detailed or as brief as you like depending on where you are in your planning – just have an idea or an issue is fine! However, useful information for us to have, if you know, include: other people interested in your campaign, what your goals are, any ideas you have to make change
2. A Campaigns & Policy Coordinator will set up a meeting with you to come up with a Campaigns Plan and ensure your campaign meets the criteria for becoming an SU campaign.
3. If your campaign plan is deemed to be contentious, your campaign plan will be sent to the Students' Union executive for a democratic decision to approve or reject your campaign.
4. If your campaigns plan is non-contentious, you will receive immediate approval and be able to get started!



What is a contentious campaign?

A contentious campaign meets one of the following criteria:

- **It is perceived to curtail the rights of those protected under the 2010 Equity Act.**
- **It will significantly change LSE's and/or LSE SU's strategic priorities outside of regular SU democratic processes.**
- **The aims or tactics of the campaign may polarise the student body.**
- **It will deeply impact a large number of students.**
- **It will endanger the safety of students at LSE.**

If there is already an existing campaign that you would like to join, visit the [Current Campaigns](#) page and click on the campaign you would like to join to find more information.

Starting your own campaign can seem intimidating, you might already have a concrete idea of how you want to run your campaign, or you might not be

sure which exact issue your campaign should address. No matter at what planning stage you are at, we have compiled this guide to help you with your first steps.

The exercises in this guide are entirely optional and here to help you think through some of the first steps in your own time. However, please feel free to contact a Campaigns and Policy Coordinator at any point! You do not have to finalise the points in this guide before contacting someone for support.

BUILDING &

MANAGING A TEAM

Why do you need a team?

It's not the leaders that drive change but the people. Effective campaigns have a full and complete team to ensure that all goals are achieved. Having a team of people with different skills and strengths is important to building a winning campaign.

Before you develop your campaign ideas and objectives you first need to build a campaign team.



Campaigns Committee:

Appointing roles can help meetings run more smoothly, you can always rotate roles during the course of the campaign or a role can be shared between two people! Ensuring a relaxed feel to your discussions and establishing ground rules can keep conversations flowing and productive.

We recommend having at least 5 people actively involved in the campaign.





We recommend the following positions but we recognise each campaign is different so do what's best for your campaign:

CAMPAIGN LEAD

The Campaign Lead is the head of the campaign. In most cases, the lead takes ultimate responsibility. They, with the rest of the campaign, essentially shape the aims of the campaign. They will usually chair meetings (if absent a Vice Lead or Secretary can do this) and support the work of other campaign members.

VOLUNTEER MANAGEMENT

This position is responsible for the administration of the campaign, arranging meetings and dealing with any administration regarding the campaigns plan and volunteers.

SOCIAL MEDIA

The Social Media Coordinator will be responsible for working with external comms (LSESU comms, LSE comms, other Universities, Charities) to advertise your campaign events and message. They will also be responsible for all internal communications, posting on the campaign Tiktok, Instagram, Twitter etc. and make sure that the campaign messaging is consistent and clear.

ENGAGEMENT LEAD

The Engagement Lead is responsible for booking event space, catering (if applicable), and liaising with the internal comms and LSESU events team to ensure that they have full support for the event.

BUDGET LEAD

The Budget Lead's remit is to provide the campaign with sound financial administration so that all aspects of the campaign's budget is properly managed and accounted for.



You will need to have a full team before you can become an official SU Campaign. We have provided advice below on how to recruit members for your campaign but we are happy to help if you're struggling.

Please send this table back to the Campaigns & Policy Coordinator.

Name(s)	Email Address(s)

How to find your team:

YOUR FRIENDS

The easiest way to fill positions in your team is to find like-minded, committed individuals. It is likely that these people may be your friends but maybe they don't know how to start campaigning or how to create change — give them the opportunity and ask them to get involved.

YOUR COURSE MATES

If you're feeling brave, share your campaign strategy in your lectures or seminars and invite people to reach out to you on social media or after class to learn more. This is a great way to get people you don't know very well involved and diversify the voices in your campaign.

STUDENT SOCIETIES

If you identify a society, Sabbatical Officer or Part Time Officer who shares interest in your campaign, reach out to them to see if they want to get involved this could be by email or setting up an meeting to raise your ideas.

[Students Societies](#)

[Sabbatical Officers](#)

[Part Time Officers](#)



PETITIONS

Some petition websites will enable you to get people's contact details and follow up with them to invite them to get more involved. Petitions also encourage interested people to share them with their circles, possibly increasing your reach.

5 Top Tips for running an effective meeting:

1. PLAN A MEETING AGENDA

What do you want to achieve from this meeting, remember to make SMART goals

2. CHOOSE A DATE, TIME & LOCATION

Think about what will be most convenient for the people you want to attend.

3. CHOOSE A VENUE THAT IS ACCESSIBLE AND EASY TO GET TO

Make sure to promote your meeting and its location well in advance!

4. APPOINT A MEETING CHAIR

It's the chair's job to keep the meeting to time. They should be confident to ask people to wrap up if they have gone beyond their time limit. This way everyone gets a chance to participate and you can stick to your agenda!

5. HAVE SOMEONE TAKE NOTES!

Have a volunteer keep notes of any key themes, arguments, ideas or actions. This way you won't forget all the ideas you come up with in your meetings!



MISSION STATEMENT

& STRATEGY

A good mission statement is able to sum up a product, project or initiative succinctly, communicating your purpose to new audiences.

WHAT WILL YOU DELIVER?

WHO WILL BENEFIT?

WHY DOES IT MATTER?

WHAT IMPACT WILL IT HAVE?



In order to figure out how you best achieve this change you need to write a **campaign strategy**. This includes:

1. Identifying your aims and objectives;
2. Who your team members are;
3. Which tactics you want to use;
4. What resources you will need;
5. And a timeline for your campaign.



THE ISSUE TREE



Once you have an understanding of the issue you want to work on, you can use a problem and solutions tree to help you develop some clear campaign aims.

This is an exercise that is useful to guide a group discussion toward developing a shared understanding of an issue and some clear solutions. It can also be used by an individual student, but we would encourage you to get friends or fellow students involved and start building your campaign team!

For example, this is how an issue tree would look like for one of the current SU campaigns, Justice 4 Cleaners:

Justice for LSE Cleaners is a collective of students and cleaners who work with the trade union UVW to end the exploitation of LSE's cleaning staff.

The issue they decided to successfully campaign around was bringing LSE cleaners in house, meaning they would be employed directly by LSE.



CONSEQUENCES

Their labour rights were not directly controlled by LSE, which meant that they were exploited more easily, especially regarding fair pay.

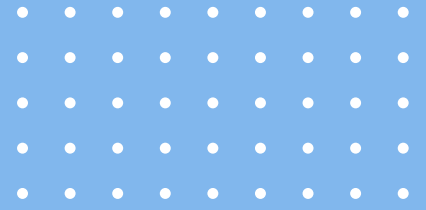
ISSUES

Cleaners were not employed directly by LSE but outsourced from external companies.

ROOT CAUSES

Low paying occupations are disproportionately filled by migrants and marginalised groups of people as they face added obstacles within the labour market due to language barriers, harsh immigration policies, lack of support and information on their rights.

CREATE YOUR OWN ISSUE TREE



CONSEQUENCES

A large, empty white rectangular box intended for users to write down the consequences of an issue.

ISSUES

A large, empty white rectangular box intended for users to write down the issues.

ROOT CAUSES

A large, empty white rectangular box intended for users to write down the root causes of an issue.

TARGETS & ALLIES

In order to get your campaign started it is important that you think about who the important stakeholders are regarding the issue you want to address. This means any people who are affected by the change you want to make, people who hold the power to make this change or potential allies or opponents to your cause.



BREAK DOWN YOUR STAKEHOLDER GROUPS

Breaking your stakeholder groups down will help you when it comes to planning your outreach, as you can think more specifically about societies, networks and communication channels that can help you reach out to these communities.



- Who does this campaign impact?
- Who is your natural ally?
- Who are key decision-makers?
- Who influences the key decision-makers?
- What drives these decision-makers?

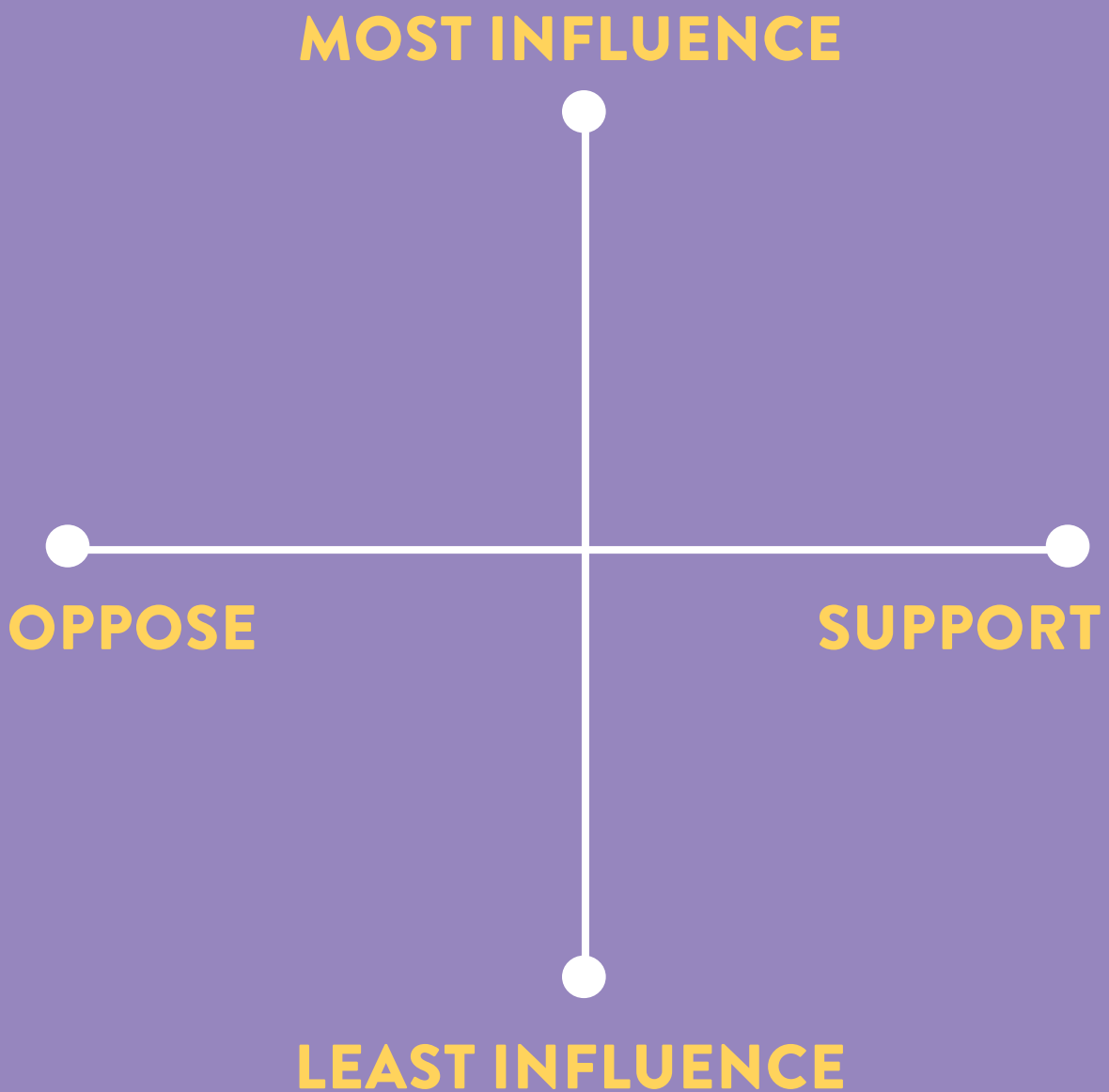
POWER-MAPPING YOUR STAKEHOLDERS

Sort your stakeholders into this table based on how much influence they have and how supportive they would be to your campaign.

Activity: Think about any person or stakeholder group who has some relationship to your campaign's issues or solution.

Draw a four-quadrant graph on a large piece of paper.

The X axis represents the scale of support for your aims, and the Y axis represents the scale of influence over your aims (i.e. ability to take action or make decisions that will result in the changes you want).



AIMS & OBJECTIVES

SMART TARGETS

SPECIFIC

Gives a specific target / identified change.

MEASURABLE

It's important to have measurable goals, so that you can track your progress and stay motivated.

ACHIEVABLE

Your goal also needs to be realistic and attainable to be successful. In other words, it should stretch your abilities but still remain possible!

RELEVANT

Is your goal going to help make a difference? Does it matter to you and to the groups you represent?

TIME BOUND

Every goal needs a target date, so that you have a deadline to focus on and something to work toward.

Example of a current campaign's aim:

Hands Off LSE is a current SU campaign, working with the School to improve the process of reporting sexual misconduct and improving support for survivors.

Examples of a SMART objective:

Hiring a Sexual Violence Advisor for students for the new academic year (Specific, Measurable, Achievable, Relevant and within a Time Frame)



WHAT IS YOUR CAMPAIGN'S AIM?

Blank space for writing the campaign's aim.

WHAT ARE YOUR OBJECTIVES?

1.

2.

3.

4.

5.

TACTICS,

STRATEGY & TIMELINE

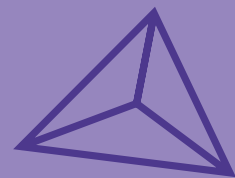
What tactics will you use to achieve your objectives and why?

When deciding on your tactics think about how this impacts key stakeholders and what resources are needed for each tactic.

What resources are needed for each tactic?

Tactic	Supplies	Funding	Marketing and Communication	Labour
Student March and Teach-Out	E.g. Banner material, paint, stationary	E.g. for events, speaker costs, refreshments, handouts	E.g. Social media promotion, posters, pamphlets	E.g. LSESU staff labour Your team labour LSE teaching staff labour

Rank your tactics according to effort and escalation



	Less effort	More effort
High level escalation		
Low level escalation		

Timeline

A timeline is essential for every campaign as it helps you keeping track of your different goals and by when you want to achieve them. A timeline is also helpful as it allows you to plan for important deadlines such as funding application deadlines, or key events related to your campaign such as national student marches or the term timetable.

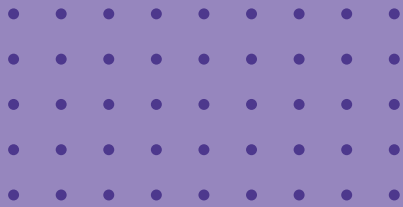
W1	W2	W3	W4	W5	W6

W7	W8	W9	W10	W11	W12



How will you know if you achieved this change?

An important part of a campaign is reviewing and reflecting if you have achieved your goals. In some cases this might be straightforward such as Hands Off's aim to employ an Independent Sexual Harassment Officer, which they achieved this year. Other goals can be a bit harder to measure such as improving the support of survivors at LSE. One way to measure such goals is to create a survey or write a report on your campaign and the effects it has had on other students.



RISK ASSESSMENT &

ACTION PLANS



All campaigning has a degree of associated risk. Make sure to spend time before beginning your campaign to consider how you will mitigate risk in your campaign.

KEY TERMS

HAZARD

A hazard is anything that has the potential to cause harm. It could be an object, an environment, a person, an event or even the weather.

RISK

How likely it is that harm will be caused.

MITIGATION

Actions you will take to lessen the likelihood or the negative impact of a hazard.

TEMPLATE

IDENTIFY HAZARDS

DECIDE WHO MIGHT BE HARMED AND HOW

MANAGE & CONTROL THE RISK

RECORD YOUR RISK ASSESSMENT

STRATEGIC RISK

In addition to hazards from physical objects or environments, you may also want to consider the Strategic Risk posed by your tactics. You can use this Campaigning Planning Checklist to reflect on the extent of risk your planned action poses to you, your team and your effectiveness as a campaigning group.

- + Is there any risk that the positions you are putting forward might damage the long-term reputation or relationships that your team values?
- + Could some parts of your campaign be skewed or used for political gain?
- + Are these risks worth taking or do you need to adjust some parts of the message or choice of activities and tools?



CHECK IN

10



By this stage of your campaign development you should have successfully...

IDENTIFIED A
CAMPAIGN ISSUE

FORMED A
CAMPAIGN TEAM

DEVELOPED YOUR
CAMPAIGN AIMS &
MISSION STATEMENT

ESTABLISHED YOUR
ALLIES & TARGETS

PLANNED YOUR CAMPAIGN
TACTICS AND TIMELINE

CONSTRUCTED A RISK
ASSESSMENT MISSION

WRITTEN AN
ACTION PLAN

Hopefully this guide will have helped you in finding out what your campaign will be about. If you are still unsure, do not worry and contact [SU campaigns](#) to schedule an appointment and receive help with this. If you feel like you have a better idea of your campaign, you can set up basic campaigns training with a coordinator and create a campaigns plan.

Once your campaigns plan has been approved, you are good to go! You can now access all SU resources for campaigns and start planning your first action points to achieve your objectives.

An important part of this is booking **additional training sessions** with a campaigns coordinator on topics such as activist burnout and writing press releases to ensure you have all the knowledge you need to succeed in your campaign.

You can book these via the same process as your initial appointments by emailing [SU campaigns](#). For more information on how to apply for **funding** and **event planning**, speak to a campaigns coordinator or visit the section for existing campaigns in the [Campaigns Hub](#).

RESOURCE BANK

11

The SU exists to represent students' interests and we want to support you in achieving **the biggest impact possible** for your campaign.

Becoming a Students' Union campaign means your campaign will have a **wider reach to other students** as you will have **access to resources** such as:



- **1-1 guidance and support throughout your campaign**
- **Marketing and communication support**
- **Campaign materials**
- **Funding of up to £250**
- **Digital and physical communications**
- **Research workshops and training**
- **Activist socials and networking**
- **Support with event planning**

FREE RESOURCES & USEFUL LINKS

COMPREHENSIVE CAMPAIGN GUIDANCE

- <https://thechangeagency.org/strategy/>

CAMPAIGN MESSAGING TOOLKIT

- <https://courses.sogicampaigns.org/campaigncommunication/>
- <https://www.frameworksinstitute.org/tools-and-resources/framing-101/>

CREATIVE TACTIC SUGGESTIONS AND EXAMPLES

- <https://beautifultrouble.org/toolbox/tactic/>
- <https://campaignbootcamp.org/resources/tactics-to-use-in-campaigning-198-methods-of-non-violent-action/index.html>

FURTHER CAMPAIGN TRAINING

- <https://actbuildchange.com/>
- <https://campaignbootcamp.org/resources/>
- <https://commonslibrary.org/browse/>

