

**4in10: The London End Child Poverty Project:
Campaigners Toolkit 1**

**The *Why?*, *What?* and *How?* of Campaigning on
Child Poverty in London**



A boy adds his voice to over 10,000 others at the Keep the Promise rally coordinated by End Child poverty on October 4th 2008.

For more information or additional support please contact:
Natasha Adams | London Campaigns Officer | 020 7278 6676 | natasha@ecpc.org.uk

Why Campaign on Child Poverty in London?

The Facts

- **4 in 10 (or 650,000)** London children live in poverty, 12% above the national average.
- In sharp contrast to these shocking poverty figures, London is the **sixth richest city** in the world, provides **20% UK's GDP** and is one of the most expensive cities to live in worldwide.
- Families living in poverty in London have only **£10 per person per day** to buy everything they need. In contrast, the average household income in London is £49 per person per day - over 25% higher than the national average.
- Whilst in Inner London child poverty is starting to fall, in Outer London child poverty is rising, the only region in the UK to do so.
- **Poverty predicts educational outcomes** in the UK more strongly than in any other OECD country. By the age of three, poor students can often already lag as much as nine months behind better off peers.
- Children living poverty are almost twice as likely to be in **bad housing**; Growing up in bad housing means children are almost twice as likely to suffer from poor health as other children, and are nearly twice as likely as other children to leave school without any GCSEs.
- **Poverty shortens lives.** A child growing up in Newham or Islington can expect to live 10 years less than a child growing up in the wealthier borough of Kensington & Chelsea.
- **Poverty damages health.** Children growing up in poverty are two and a half times as likely to suffer **chronic illness as toddlers** and three times as likely to suffer **mental health disorders**.
- Child poverty costs the UK approximately **£25billion** every year, incurred from paying for services required as a result of the fall-out of children growing up poor, to foregone taxes and higher benefits resulting from reduced future employment prospects of those who experience childhood poverty.

For more information, or specific data on child poverty in your area please visit our website: www.endchildpoverty.org.uk/london

The Opportunity

Whilst standards have been raised nationally, with over 500,000 children living in the UK having been lifted out of poverty, child poverty in London has remained stubbornly at the same level since 2000. Child poverty is also more acute in London, with far more children in the lowest 10% of the income distribution and the highest rate of severe child poverty in the UK. This means child poverty is high up on the agenda with decision makers in London at present, which offers a genuine opportunity for campaigns to affect change.

Some key things to bear in mind are:

- Nationally, the Government is preparing to enshrine the **commitment to end child poverty by 2020 in legislation**. This means the reduction of child poverty will become a legal obligation.
- London Councils and the Government Office for London (GOL) have recently launched the country's first **Child Poverty Network**. The purpose of this is to help local authorities and their partners share good practice, discuss local issues and to support pan-London approaches to tackling child poverty.
- Local authorities across the UK have signed up to Local Area Agreements (LAAs) with central Government in which they agree to set and achieve targets in specific areas. **NI116** is the national indicator which local authorities can sign up to regarding the proportion of children in poverty in that borough. This is something which is currently a priority for the following London Boroughs: Ealing, Enfield, Hackney, Haringey, Islington, Kensington & Chelsea, Lambeth, Newham, Tower Hamlets, Waltham Forest and Westminster. If your council is in this list, this is a great opportunity to find out what they are doing, where there are gaps and ask them to do more. If your council isn't in this list, asking them to adopt NI116 as part of their next LAA would be a valuable first step in your campaign. Adopting NI116 means a local authority has decided reduction of child poverty is a priority and they will therefore devote resources to tackling it.

The Strategy

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has”

Margaret Mead - Prominent Academic and Anthropologist

We campaign because campaigning works and action gets results. Major social reform in our history is all down to peoples' refusal to give up until change is achieved. Despite the financial constraints the Government faced last year, through the national campaign End Child Poverty's lobbying and campaigning we secured an extra £1 billion in the 2008 Budget that was ring fenced for tackling child poverty.

We need people like you.

You don't need to be worthy, serious or an expert on the issues to campaign – you just need to care enough to take action, however small and insignificant it may seem.

At 4in10 we believe that it will be thanks to the individual actions of people like you, that child poverty in London will ultimately become a scandal of the past.



Another young campaigner at Keep the Promise, October 4th 2008

***What* can be done to tackle London child poverty?**

Causes of child poverty in London are many and varied. Although it is important to remember that every low income family has its own unique story and circumstances, the London Child Poverty Commission's final report, *Capital Gains* (2008) identified that major common causes of child poverty in London are:

- Lack of part-time jobs.
- Lack of support from the national tax and benefit system.
- Lack of responsibility from social landlords in increasing the employability of their tenants.
- Lack of flexibility and the cost of childcare in London.
- Lack of consistent entitlement to English language training for lower income families.
- London's population generally has high levels of disadvantage. Across the UK, poverty risks are high for most ethnic minority groups, for lone parents and for families in rented accommodation and these are all groups which are strongly represented in London. Outcomes for these groups are actually worse in London but many of the problems are not specific to London.

From this report 4in10 has identified four key themes, within which third sector organisations can help break the intergenerational poverty cycle through work and campaigns (more information on these can be found on our website):

- **Child Development, Education & Well-being**
- **Parental Support**
- **Housing**
- **Black and Minority Ethnic Groups**

There are many changes you could campaign for, which would make a difference to children living in poverty in the capital. Here are a couple of suggestions for priorities from our campaign consultations that we have held in Newham and Westminster. These can offer you some ideas, but ultimately it is up to you to choose what you think would make the biggest difference, and would be achievable with the resources you have.

“I think to reduce child poverty in Newham we need to change the availability of ESOL classes because when parents cannot speak English they and their children are at a disadvantage in all areas of life; education, benefits uptake, employment prospects etc.”

“There is a major problem with social housing and overcrowding in Westminster. This is the area in which most support and guidance is asked for...The overcrowding has a serious impact on the children.”

Information on how to decide which issue your campaign should focus on can be found in the next section.

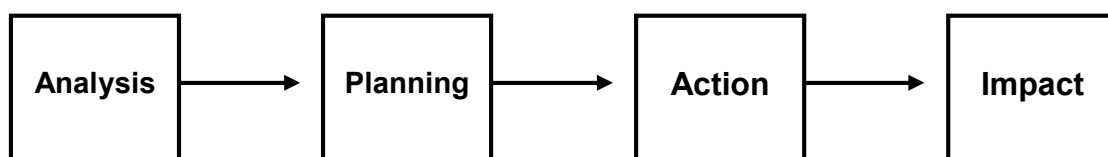


London's overcrowded social housing

How can I run a campaign?

This section focuses on how to identify an issue to campaign on and how to set objectives as well as planning, delivering and evaluating your campaign.

It is important to remember that campaigning is about change, and success can be measured not in how many campaign actions are taken, but rather the effect this eventually has on those you are trying to help – in this case children in low income families.



Much focus should be given to *planning* and *evaluating* your campaign. Although in campaigning and activist circles planning and reflection are often viewed as luxuries which cannot be afforded given the time and resources available, these activities are critically important to the success of a campaign. A campaign that is planned out and evaluated as it moves forward can maximise its effectiveness; such a campaign knows the climate in which it is operating and the best way to achieve its aim, with flexible tactics which can change as required to keep its focus on the ultimate desired impact.

1. Identify the Problem

In this case, the problem is that **4in10 London children live in poverty**. This can obviously be broken down into hundreds of issues which contribute either to children living in poverty, or to their quality of life suffering as a consequence of this. You may want to look more specifically at one of these issues, such as parental employment, affordable childcare or overcrowding (see below). In this toolkit, we have used an example campaign focussing on the lack of social housing in Hackney.

2. Identify Potential Solutions

For your campaign to have focus you need to answer the following key questions:

1. What is the nature of the problem/s you wish to solve?

It is important to remember that for **your campaign to improve the lives of London children living in poverty it does not necessarily have to aim for the goal of ending child poverty in London.**

This campaign would take a long time to achieve, even with a wealth of resources. Instead, we would encourage you to choose a campaign that fits within with one of the four themes of 4in10 and can be directed at achieving

change for children in your borough. Once you have decided on the issue you would like to campaign on, you can address the following questions.

Using our example, 2,420 children and expected children in Hackney live in temporary accommodation; living in temporary accommodation has been shown to have a profoundly negative impact on the life chances of children.

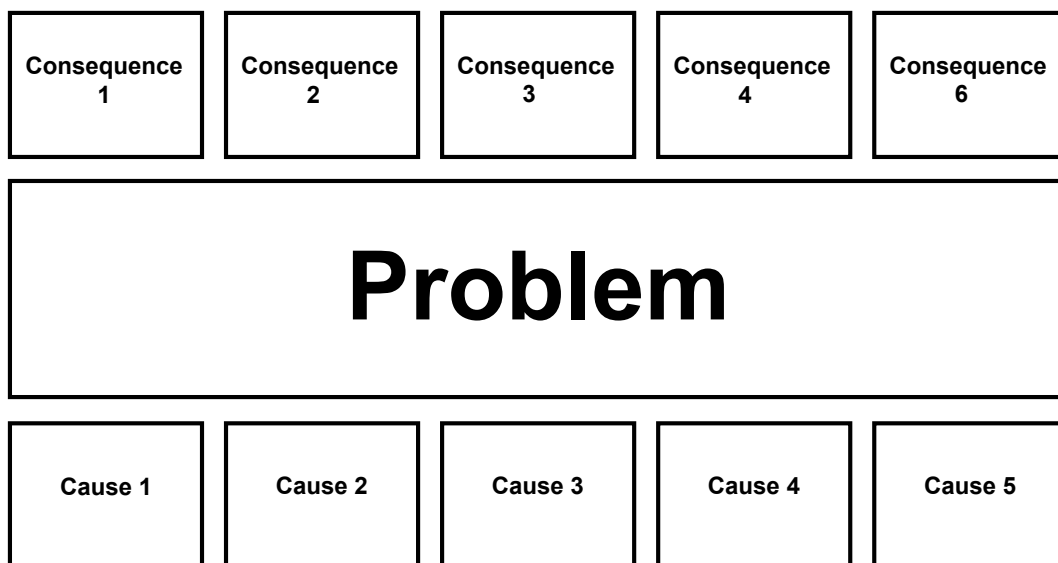
2. What are the causes and consequences of the problem/s?

For example, one cause may be that there is not enough social housing in Hackney, and the consequence of this may be that children’s health and educational outcomes are suffering.

3. What are the possible solutions available to you?

Example solutions may include; To build more social housing; To improve the quality of housing stock; To give more educational support to children suffering from overcrowding.

You can use a problem and solution tree to do this:



1. Clearly state the problem.
2. What are the causes of the problem? There may be several inter-related causes or just one.
3. What are the consequences ‘on the ground’ of this problem?

Now turn the ‘problem’ tree into a ‘solution’ tree:

4. Discuss the ideal situation you would like to reach. Now write this ‘vision’ on a piece of paper and stick it over the ‘problem’ in the centre of the tree.
5. For each of the causes discuss and identify a potential solution:

- a. What policy or practice would need to change for the solution to be reached?
 - b. What specifically needs to happen?
 - c. Who can bring about the change e.g. government, parliament, civil servants, donors.
6. Write the solutions on paper and stick them over the causes.
 7. Now discuss how the solutions would improve the situation. What would the positive outcomes be?
 8. Write these outcomes on pieces of paper and stick them over the consequences in the boxes above the tree.
 9. You have now transformed your problem into a range of potential solutions. **One or more of these solutions may be the ones you campaign for.**

Selecting the right solution is vital as it dictates the whole direction of your campaign.

3. Research into the Political, Economic, Social and Technical issues which will affect your campaign (PEST Analysis)

At this point you should research into the local environment of your campaign, using the following categories to consider factors which will potentially affect your activities and achievements.

To return to the example of looking at overcrowded homes in Hackney, some examples of PEST analysis are as follows:

Political – Hackney Council have adopted a range of national indicators relating to housing in the borough:

NI 116 Proportion of children living in poverty

NI 154 Net additional homes provided

NI 155 Number of affordable homes delivered (gross)

NI 158 % non-decent council homes

Economic – The Government's comprehensive spending review in 2010 is likely to have a negative impact on local authorities as a result of the economic downturn. As a result, Hackney will be looking for areas where they can save money in order to manage their restricted budgets.

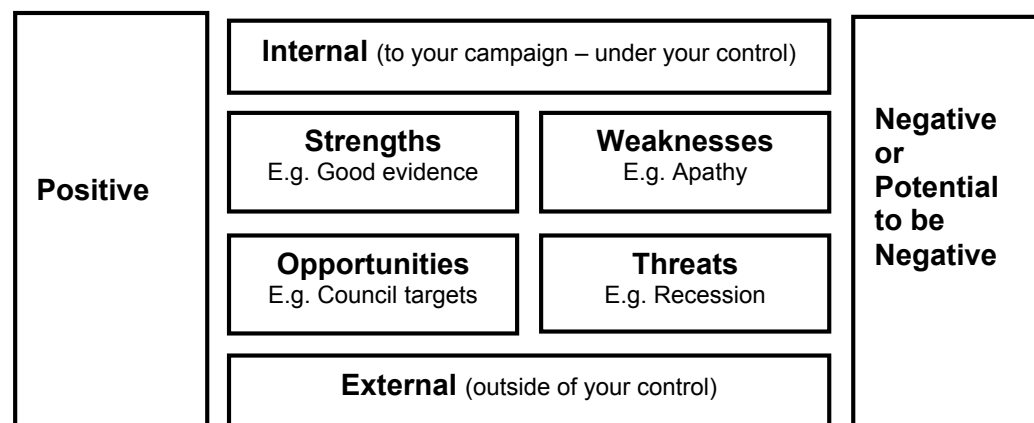
Social – Local awareness is high regarding housing issues in Hackney, but there is a huge amount of apathy that nothing can be done as the problem is perceived as too big to solve, both publically and within your campaign.

Technical – National housing charity Shelter have produced good evidence about the damage suffered by children in overcrowded conditions.

N.B. Your research may result in several issues in each category; I have only provided one example in each for the sake of simplicity.

4. Analyse your Strengths, Weaknesses, Opportunities and Threats (SWOT)

Next, you should look at the research you have done and weigh up the pros and cons affecting your campaign. Please find below some examples from our example campaign demonstrating where they would fit on the diagram.



5: Deciding the Campaign Theme

For your campaign to have focus, you need to be able to answer the following key questions:

- From your 'solution' tree which solution offers the greatest potential impact for your client group; in other words, **will it make a difference?**
- Given the SWOT summary, which solution appears most achievable; in other words, **is it winnable?**

There is likely to be a trade off between these two. In most cases, it is likely that the solutions that deliver the greatest benefits will be the most difficult to achieve. You will need to make a judgement and get as close to the ideal as possible.

What makes a campaign winnable?

- The ability to assign responsibility for the current situation to a clear target (i.e. a clear decision maker)
- Obvious influencing opportunities (i.e. a sympathetic decision maker with whom you are already in contact)
- The ability to tap into a sense of deeply and/or widely felt public outrage
- An issue that grabs attention
- A sense of urgency and importance
- A short and clear causal story
- A group of potential beneficiaries/supporters who have particular electoral influence

6. Writing Your Campaign Aim

You should now be in a position to do this. Your campaign aim should be:

- **Succinct**, able to be summed up in one sentence
- **Compelling and inspiring**
- **Easily communicated**
- **Targeted** – identifying who needs to change, and how they should change. Please see Campaign Toolkit 3 for information on lobbying and identifying decision makers.
- **Impact focussed** – articulating the need for a change that, when achieved, will directly lead to an improvement in people's lives

For example: 'For the council to improve the lives, health and educational outcomes of thousands of Hackney's children by ensuring every child has the space at home to develop and thrive.'



End Child Poverty's Chair Martin Narey, Campaign Director Hilary Fisher and Board Members Jasmine Whitbread, Kate Green and Paul Ennals meet with Gordon Brown

7: Identifying Routes of Influence

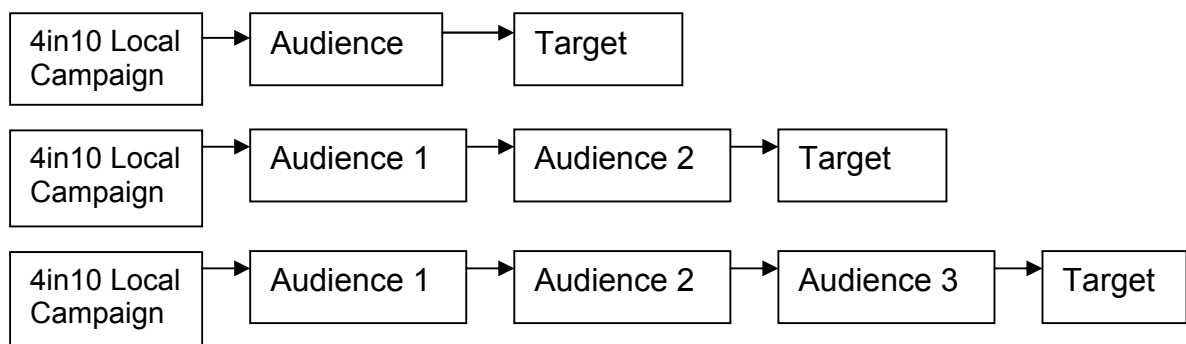
It is important to bear in mind that councillors and MPs are elected and they want to remain in their jobs. Local elections are due to be held in May 2010, and the general election will be held by June 2010 at the latest. Councillors/MPs are likely to support you if you can show that potential voters or influential groups back you, particularly in

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the run up to elections. If you are very lucky, you will have the ear of a sympathetic key decision maker who has the power to create the change your campaign is pushing for, in an environment already conducive to this. This is known as **direct lobbying** and is the cheapest potential route to campaign success. In reality it is unlikely you will have such a direct route open to you. Even if you were able to directly lobby your target, also assuming they agree with you, they may not be able to take the action you want for a variety of reasons, for example if they think it will lose them votes. You will therefore need to think about what influences them, and how, through **indirect lobbying**.

Indirect Lobbying - Routes of Influence



For example

- a) You may approach councillors directly who in turn speak with the Head of Housing Policy in Hackney.
- b) You may give a series of talks to faith groups, whose leaders go on to speak with councillors who in turn speak with the Head of Housing Policy in Hackney.
- c) You may hold a large rally to mobilise public opinion through media coverage, which leads to participants visiting their local councillors who in turn influence the Head of Housing Policy.

It is worth noting that the **media** can play a part in routes of influence; through them you may influence concerned citizens who go on to influence others. Routes of influence are set out here in a straightforward way, but in reality these may be far more complex.

When communicating with policy makers you must bear in mind that they need **specifics** – they need to know:

- **Exactly** what causes the problem;
- Clear **evidence** to back up the case;
- Proposed **solutions**.

N.B. Please see Campaign Toolkit 3 for more information on lobbying and identifying decision makers, and Campaign Toolkit 5 for working with the media.

8: Setting Objectives, Action and Work Planning

Identifying the **milestones of change** – the **campaign objectives** – will help you focus and coordinate your campaigning effort to achieve maximum impact. In almost all cases, there will be a series of **short, medium** and possibly **longer-term outcomes** that you will seek to accomplish in order to achieve your objective.

These objectives need to be **SMART**:

Specific – What you are going to do.

Measurable – How you will measure achieving this.

Achievable – Setting impossible/improbable goals will not help campaign morale.

Realistic – Small steps add up. Don't try to do everything at once.

Time-framed – It is important to include a time-table you can roughly stick to.

For example, returning once again to the problem of overcrowding in Hackney;

Objective 1: To mobilise public support for alleviation of overcrowding

Objective 2: To influence councillors to push for more social housing to be built locally

Objective 3: To put pressure on the Mayor of London to invest more in social housing

Objective 4: To push for reform nationally of the overcrowding measures (targeting MPs) which count kitchens and dining rooms as acceptable for use to sleep in

Having set objectives, the next stage is to develop work plans to **show how activity will be managed to achieve the objectives**:

- Identifying the tasks that are necessary to deliver the objectives
- Identifying the resources needed for these tasks and ensuring these are accessible
- Timetabling the tasks

The **outputs** of the campaign measure these activities. Each output measured should be associated with one of the campaign objectives identified. Using the example of Objective 1, these could include the following:

Outputs: Number of people attending a rally. To achieve this output it is likely you will have undertaken a number of other activities, each of which will produce outputs of their own: Leaflet drops, stalls run at local festivals, talks given.

Work Plans

These may be adapted as the campaign progresses (to react to external and internal changes, as well as to your ongoing evaluation) and don't need to be overly detailed.

Month	External events & hooks	Publications	Events and Launches	Web	Press	Mailings

Timetabling allows the campaign to best fit, and exploit, external deadlines and timetables; For example October 17th is the International Day for the Eradication of Poverty, and also the 4in10 Project's one year anniversary. This may make a good date for an activity and give more of a story to garner media interest.

Timetabling will also ensure that internal activities are coordinated and the approach is coherent. If all activities are followed, and are successful, this will ensure the outputs are achieved, and if the outputs have been carefully considered then this should ensure the objectives are achieved. If all the objectives are achieved, the campaign should, in turn, be successful in achieving its aim.

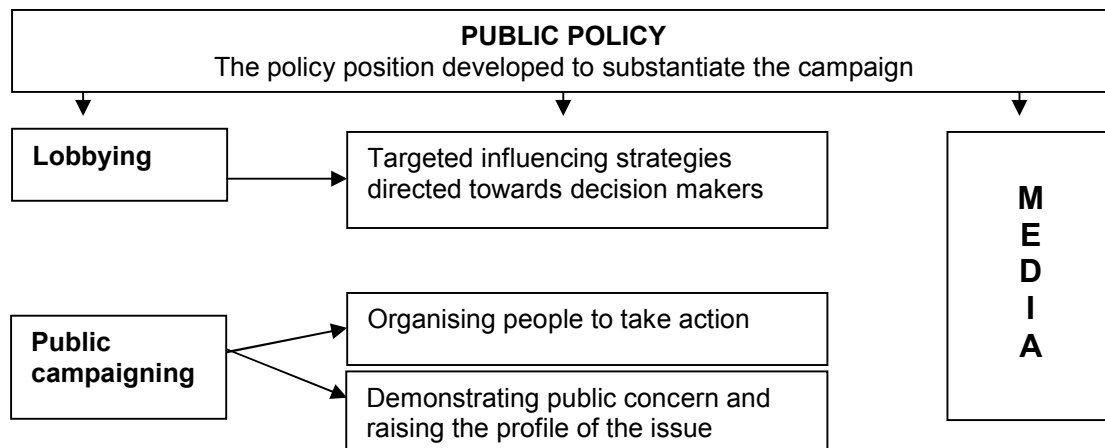
You will need to review outputs on an ongoing basis as to *how much impact* (i.e. effect on the change your campaign is pushing for) you are achieving. This is vital to ensure you are on your way to campaign success.

Campaigns will tend to involve a mix of lobbying, media and popular campaign actions but the balance between these different activities will depend on the issue, the ultimate goal and the context in which the campaign takes place.

9: Delivering the Campaign

Now it's time for action. At this stage, you should have a clear aim and objectives; you should know who your main target is and what your routes of influence are going to be. Now you need to get your message across to those who matter – working through your identified influence routes to reach your target, preferably using as many different approaches as possible.

A campaign usually has some or all of the following components:



It is good practice to segment supporters of your campaign into the following categories:

Advocates: Committed campaigners prepared to act as representatives of the campaign e.g. by visiting their Councillor, MP, or recruiting and mobilising others.

Supporters: Keen to be informed about campaign developments and willing to take period action, e.g. attending a rally.

Joiners: May be suspicious of political activity but may be willing to signal their support by taking some kind of symbolic action, e.g. signing a petition or wearing a badge.

The best supporter retention and development strategy allows for the maximising of each individual's level of support according to their specific needs, interests and desires.

Public Campaigning, Media and Lobbying

Please see accompanying Campaign Toolkits for more information on lobbying (Part 3), ideas for campaign activities (Part 4), and tips on working with the media (Part 5).

Whatever tactics you decide to employ, **aim for originality**. One of Community Organiser Saul Alinsky's 'Rules for Radicals' is that wherever possible your campaign should aim to go outside of the experience of its target audience; once you've employed one particular tactic this has now been experienced by your target decision maker and so you should change tack. Obviously so much has been done already in the field of campaigning that this can be difficult to achieve, but try to deliver traditional ideas in a new and innovative way.

10: Developing a Campaign Message

Once you have analysed your audience and decided on a mix of actions you will need to adapt the campaign messages to fit the appropriate audience sophistication level and the medium.

- **Keep the messages simple-** The campaign demands need to be communicated in clear, unambiguous language.
- **Repetition-** You need consistency and persistence to penetrate.

When compiling materials, remember AIDA:

A Attract **attention**: People are flooded with information each and every day. Unless your message can attract attention, it will achieve nothing.

I Generate **interest**: Your audience has to be interested in your message or the issue.

D Encourage a **desire** to respond: Your communication has to persuade them to want to do something by convincing them that what you say is true and important. Highlight the benefits of your approach – to them and to others.

A Prompt **action**: Recommend specific action and make sure it is something the audience feels empowered and able to do.



Campaigners call on the UK Government to ‘Keep the Promise’ of ending child poverty within a generation, October 4th 2008

11: Coordinating Campaign Actions; Communication Grids

Your campaign may involve different actions taking place concurrently, which may prove difficult to manage. A communications grid will help to organise these in order to run a successful campaign

Audience	Campaign Action	Materials/Resources Required	Timescale	Delegated To

This grid allows you to set out all activities in a common framework that is shared between the key internal stakeholders. This will help you to:

- Avoid duplication of approaches to influence
- Promote accountability
- Monitoring output and subsequent redirection of activities if necessary

As the campaign progresses, this will change and evolve.

12: Evaluate and Adapt

Your **objectives** should have measurable **outputs** which in turn can be analysed in terms of their **impact**. Your campaign should be regularly (for example at quarterly meetings) asking the following questions and reacting accordingly:

- Are you benefiting those you set out to help?
- Has your campaign had any impact at all?
- What could you change to be more effective?

It is important not to confuse outputs with impact; you may have held many demonstrations for example (outputs) without this changing the lives of children in poverty (impact). Don't let yourselves become disheartened if your activities are not having the desired impact; this is simply a signal you need to try a new approach.

It is worth noting that achieving policy change you have asked for does not necessarily mean you have achieved the desired impact. Although achieving policy change is often a cause for celebration, further monitoring will be needed to see the difference this is making to your intended beneficiaries.

A Cautionary Tale

An American charity campaigning against child labour in developing countries succeeded in passing a bill in America which tightened up the laws prohibiting American companies found to be using child labour. As a result children who had been employed in farms and factories in these countries were fired, leaving them and

their families (who had been reliant on their children's income) even more destitute than before. The impact of the campaign was therefore negative rather than positive for those it set out to help. A better tactic would have been to encourage employers of children in resource poor countries to educate them and improve working conditions, or for the governments to introduce schemes to better these children.

13: Keep in Close Contact with the London Campaigns Officer.

4in10 can support you with your campaigning activities in many ways, and can advertise this both to members and online. Get in touch by phone or email to discuss your ideas and find out how the 4in10 team can help, from providing further resources to linking you up with other campaigners in your area.

Please remember to let us know what you are planning – You must do this if you want to campaign on behalf of 4in10: The End Child Poverty London Project.

Your campaigning has the potential to make a difference to thousands of children living in poverty in your local area – Why not begin now?