



# **CONSORTIUM**

for stronger lgbt+ communities

## **Making a Case and Influencing**

**Produced by Stonewall  
for the LGBT+ Futures Programme**



**LGBT+ Futures Programme Workbook**

## **LGBT+ Futures Skills Development and Training Programme.**

As part of the LGBT+ Futures Fund Programme, Consortium and some of its Members are delivering a range of learning and skills development opportunities for LGBT+ Groups.

This online toolkit is designed for LGBT+ Groups and organisations to work through with key volunteers, staff or Trustees to develop key policies, procedures, plans and management techniques.

This Toolkit is not intended to be a definitive guide or template. It is designed for LGBT+ groups to work through a series of activities and information in order to build a better understanding of the subject matter.

All the information provided was up to date at the time of creation.

This Toolkit was created for this programme by **Stonewall**.

Amended by Consortium 2023 to update Stonewall logo and EDI language.



**TOOLKIT: MAKING A CASE AND INFLUENCING**

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## 1) ABOUT THE TOOLKIT

This toolkit is designed to increase your confidence in making a case and influencing by identifying your issue, strategy, tools and action plan.

### ABOUT STONEWALL

[Stonewall](#) was set up over 30 years ago by a group of people who had been active in the campaign against Section 28 (the legislation which effectively barred conversations about same-sex relationships in schools). Since then, we have used lobbying and influencing to drive forward progress on issues including marriage equality, parenting rights, employment rights, and an equal age of consent. We continue to work with schools, workplaces, community organisations, politicians and others to change hearts and minds about LGBT equality.

### WHY WE'VE CREATED THIS TOOLKIT

We're running training sessions on Making a Case and Influencing as part of the LGBT+ Futures Fund between 2019 and 2020. Part of our commitment is a sustainable contribution to help all parts of the LGBT sector – including any groups that were unable to attend our training.

### WHO IS THIS TOOLKIT FOR?

- Community organisations of any size (including those delivering a service)
- Campaigners, whether part of an organisation or not
- Anyone planning a campaign or project, sharing the impact of the work they're doing.

### HOW DO I USE THIS TOOLKIT?

You can use it:

- by yourself
- in a group
- with your service users
- with anyone who you feel should be there when making a decision that contributes to your strategy or way of working.

You can work through this toolkit from start to finish, or choose which activities are most useful to you. Each section includes an activity. Some activities might be more appropriate for core decision-makers, e.g. those delivering a service and/or leading a campaign. Others might be insightful when done in a larger group setting, e.g. with the people who your work affects.

### **I'M NOT CAMPAIGNING – CAN I STILL USE THIS TOOLKIT?**

Yes, you can. This toolkit focuses less on what do, and more on how to get others to support you. Whether they're grant makers, politicians, supporters, service users, members, other organisations in your sector, or anyone else, this toolkit is there to support you in making the case that your work is worth supporting.

## **2) DEFINING YOUR ISSUE**

An issue is something you've identified that could be changed or improved. You might identify an issue in a community, in a workplace, in an institution (e.g. the legal system) or elsewhere. The strategy we use to approach those issues depends on our way of working. In order to create or improve our strategy, we need to make sure we understand what change we are working towards.

### **WHAT IS A CAMPAIGN?**

Sustained efforts toward a specific outcome, strategically building capacity, and going beyond focusing solely on problems...

350.org

350.org's definition of a campaign is broad – because there is no set or single way to campaign. Every campaign looks at the broader factors that contribute to an issue and tries to make change by influencing other people or organisations to use their power in support of making that change.

Even if you're not campaigning, this principle still applies. If you're delivering a service, you're also working towards a specific outcome, building capacity, and going beyond focusing on problems.

We are all trying to make a case to someone about something we care about, whether it's grant makers, politicians, individuals, organisations, or anyone who has the power to change something.

Even if you don't think of yourself as a campaigner, [as the NCVO says](#), making change is about influencing others to join you in that vision, and to do something about your issue.

## WHAT IS THE ISSUE YOU'RE WORKING ON?

Is there something that should be different?

Is there something that should stay the same – but is at risk of changing?

These are the questions that will help you identify your issue. Try to be as specific as you can.

Here are some issues that LGBT organisations who took part in LGBT+ Futures told us that they're working on:

- Housing support for LGBT asylum seekers and refugees
- Acceptance of LGBT Muslims in all Mosques
- LGBT supported accommodation in every London borough
- Reconciling Christian faith with sexuality in Black, Asian and minoritised communities
- Deaf LGBTIQ community cohesion
- Improving access to healthcare for trans children
- Inclusive policy change in NHS for LGBTQI cancer care
- LGBT-specific training for CAMHS staff (Child and Adolescent Mental Health Services).

It can be hard to condense a large problem into an issue you can influence.

## ACTIVITY 2A: HOW TO MAKE YOUR ISSUE MORE SPECIFIC

Suitable individually or as a group for core decision-makers.

Here's a way to make your issue as specific as possible.

Map it out using this flowchart:



Example: A group represents the needs of disabled LGBT people. They've identified a problem based on listening to their members: most LGBT people don't know the experiences of disabled LGBT people. The group decides this is their issue, and so they'll work on 'raising awareness of disabled LGBT people's experiences'.

This is quite a broad topic, so let's use the flowchart to make it more specific:



Instead of focusing on the general inaccessibility of venues, this group has now identified that LGBT venues are where disabled LGBT people are experiencing a specific challenge.

Their issue is now about 'raising public awareness of disabled LGBT people's experiences in accessing LGBT venues in Yorkshire'.

**HINT:** To make this issue even more specific, you could add a quantifier: change it from 'raising public awareness' to 'increasing public awareness'. That way, it means you can ensure your strategy focuses on measuring this change.

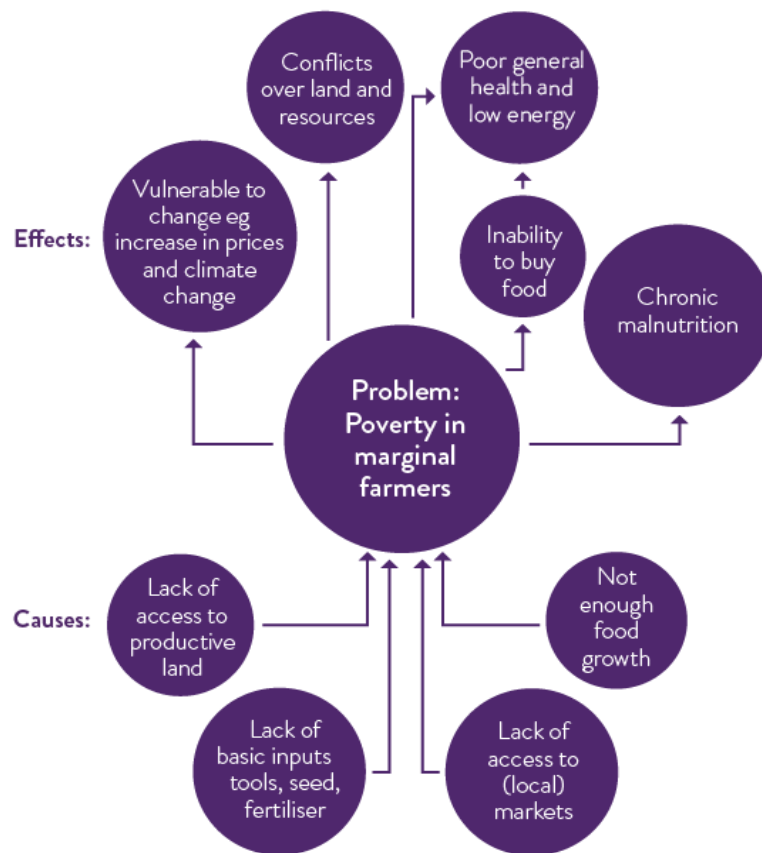
To get to this conclusion, this group might have done research, including talking to disabled LGBT people who they represent. It's good to be specific, but we still need to use an informed approach. If you haven't yet gathered the evidence for selecting who you want to influence, or aren't sure of who they are, it might be better to decide this when identifying your strategy later in this toolkit.

## ACTIVITY 2B: PROBLEM- SOLUTION TREE

Suitable individually or as a group for core-decision makers, staff and volunteers,, but can be replicated with service users and project partners to understand their context.

This activity from [NCVO](#) helps you define your issue. Understanding the context of the wider problem, including the causes and consequences associated with it, will help you

Source: [NCVO](#) 'Creating Solutions in Your Campaigning' pick a specific issue to influence.



Start by writing the wider problem in the centre of a piece of paper. Then, add the causes of the problem underneath and the effects above. In this example, the wider problem is poverty in marginal farmers.

From this problem-solution tree, you might decide that the issue you're working on based on the cause of the problem, e.g. 'ensuring every farmer has access to basic inputs of tools, seed and fertiliser'.

You might decide your issue based on the effects, e.g. 'supporting farmers in poverty with their health'.

Your issue might be two-pronged, and tackle both causes and effects. Neither option is more correct or important. All of us have a role to play in collectively managing the causes and effects of societal issues, so no one has to tackle everything all at once.



**Remember:** When you're thinking of your issue, you don't have to restrict yourself based on some assumptions over what will be easiest, cheapest, or most influential. Think about what you want to do, and why it's important.

**No matter the issue you're working towards:**

- Your activities don't have to be expensive or have a budget.
- Your activities may look different depending on your aims and who you want to influence.
- You don't have to follow a linear journey of success upon success.
- Your work doesn't have to have an endpoint – your goals might keep changing.

### 3) IDENTIFYING YOUR STAKEHOLDERS AND YOUR STRATEGY

Now we've picked our issue – and identified what needs to change and/or be protected. Next, we need to identify a strategy, or the way that we're going to ensure that change happens, or that something stays the same. We also need to identify our stakeholders, or the groups that have a stake in the work we're doing and can influence the change we seek.

Part of our strategy is identifying our theory of change. Then we can identify our stakeholders, and the influence they have on our issue, based on how we think change can happen.

#### WHAT'S A THEORY OF CHANGE?

A theory of change is a tool to help you describe the need you are trying to address, the changes you want to make (your outcomes), and what you plan to do (your activities).

ThinkNPC.org

You can create your theory of change in any way. Some people present it [as a grid](#), others [as a video](#), but there is no one way to do this. Just ensure that it works for you, and that you have the information you need recorded in a way that you can refer back to over time.

#### Who will use this theory of change, and what for?

It's primarily a document to help you guide your strategy. It allows you to identify key milestones (things you want to achieve and the impact you want to have) and dependencies (what you need to achieve those milestones). It allows you to plan short term goals, as well as long term ones, and identify the resources you need to create to

achieve those goals. This is especially useful for when you want to evaluate a project or campaign, as you can compare what you achieved to your original theory of change.

### **How will you involve your stakeholders?**

The theory of change might be useful beyond just the core team who are delivering a project or campaign. You might present it as part of a funding bid to justify the way you use your resources; you might present it to trustees to show your long-term strategy; or you might distribute it among your members and/or service users so they can see what you're doing or feed into it.

### **ACTIVITY 3A: TEN MINUTE THEORY OF CHANGE CHALLENGE**

Suitable individually or as a group for core decision-makers but can be replicated with staff, volunteers, service users or project partners to find common ground.

Spend 10 minutes writing out the following statements.

1. Describe your impact (longer-term social change) – like a mission statement.
2. Describe the changes you hope to make in your target group (your outcomes).
3. Describe what you do, and who you work with (outputs and target groups).

This will map out the rationale for the work you're doing – that's all that a theory of change is!

Click [here](#) for a template of a Theory of Change grid

### **HOW DO WE IDENTIFY OUR STAKEHOLDERS AND THEIR INFLUENCE?**

A stakeholder is someone who has a stake in the work you do because they're affected by it, and/or can impact how change happens for the issue you're working on.

There are several ways to identify stakeholders. Sometimes, it's helpful to start by thinking about the forces helping or preventing change. This way, you can identify who is influential in the work you're doing, and who you have opportunities to involve as stakeholders.

## ACTIVITY 3B: FORCEFIELD OF CHANGE

Suitable individually or as a group of core decision-makers, staff, volunteers, and/or project partners.

To help us understand our context, we can use the 'Forcefield of Change'.<sup>1</sup>

Put the issue you're working on at the top.

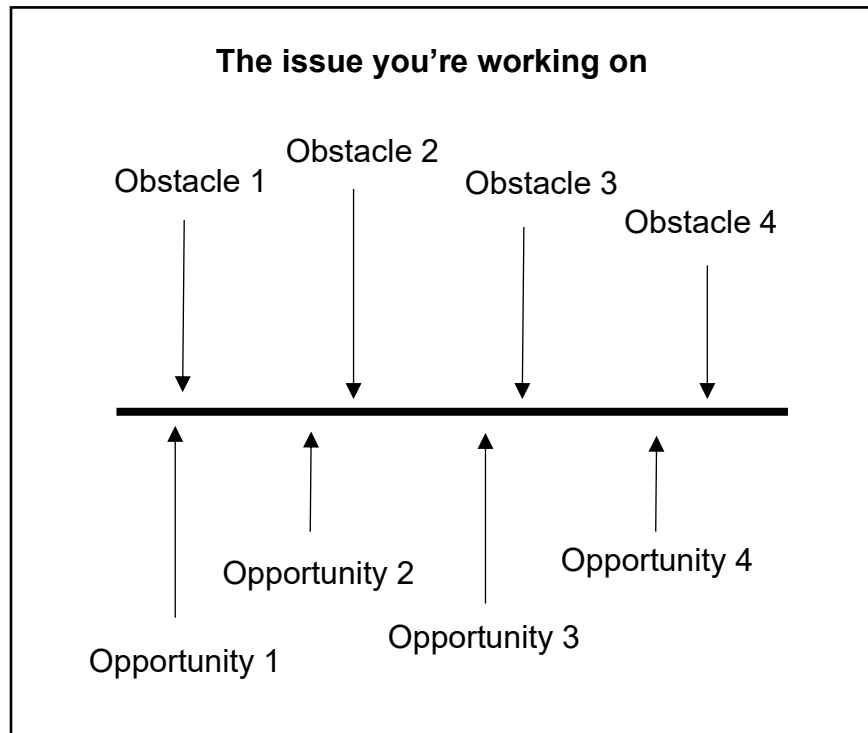
Draw a line in the middle.

You can write the obstacles that are preventing change pushing down on the line.

You can describe the opportunities, or helpful factors, that are pushing back against those obstacles.

Sometimes they might be directly related or in opposition to each other,

e.g. 'Lack of funding' might be an obstacle, but 'LGBT+ Futures Fund' might be a helpful opportunity.



This activity will help you choose which aspects you can influence or take advantage of, rather than being overwhelmed by the size of the task. You could circle the top opportunities to identify your stakeholders, but also the obstacles which describe your priority targets for change.

Click [here](#) for an example of this related to 'Improving access to healthcare for trans children'

Here's another way to identify stakeholders, including how supportive or influential they are.

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<sup>1</sup> Ross, J. Theory of change for advocacy and campaigns. [online] Bond.org.uk.

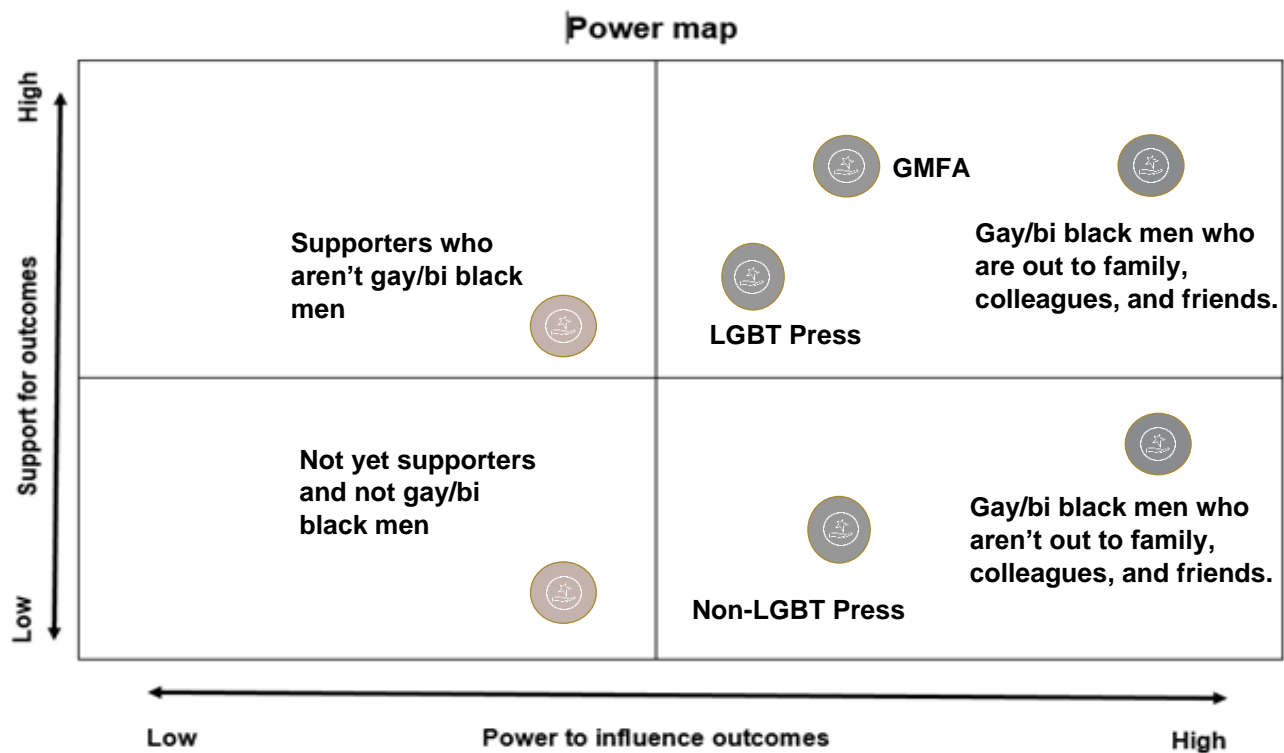
Available at: <https://www.bond.org.uk/resources/theory-of-change-for-advocacy-and-campaigns>

## ACTIVITY 3C: POWER MAP

Suitable individually or as a group for core decision-makers, staff and volunteers.

Influencing change is about understanding where power lies, what power we hold, and what power others hold that affect our progress. Power maps help us understand those relationships. Click [here](#) for the Power Map template

**Example:** The [Me. Him. Us. campaign by GMFA](#). This poster campaign, created by Black, Asian and minoritised bi and gay men, aimed to increase the visibility of black bi



and gay men, especially around HIV awareness.

You may not agree with this power map, or yours might look different. The way your power map looks depends on your theory of change, and the relational power of these organisations or stakeholders compared to where you are right now.

### Tips for Power Maps:

- Identify the 'problem' or the thing that needs to change.
- Map the decision-making institutions first.
- Map the key organisations or individuals within the relevant sector.

## HOW DO WE IDENTIFY THE OBSTACLES AND OPPORTUNITIES OUR STAKEHOLDERS BRING?

Before we can decide what tools we use to influence those on our Power Map from the previous exercise, we need to understand what resources we've got at our disposal.

Use this diagram to assess the obstacles and opportunities you're facing to help decide which tools to use overcome obstacles or take advantage of opportunities.

### ACTIVITY 3D: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

<b>Internal</b>	<p><b>Strengths</b></p> <p>E.g.</p> <ul style="list-style-type: none"> <li>• Unique things that make you shine</li> <li>• Your staff/volunteers</li> <li>• Advantages that help you achieve your objectives</li> </ul>	<p><b>Weaknesses</b></p> <p>E.g.</p> <ul style="list-style-type: none"> <li>• Things you could improve</li> <li>• The way decisions are made</li> <li>• Disadvantages which impact your achievement of objectives</li> </ul>
<b>External</b>	<p><b>Opportunities</b></p> <p>E.g.</p> <ul style="list-style-type: none"> <li>• What users/audience/community needs</li> <li>• Allies within and outside the LGBT sector</li> <li>• Funding, positive press, recognition</li> </ul>	<p><b>Threats</b></p> <p>E.g.</p> <ul style="list-style-type: none"> <li>• Obstacles which have a negative effect on your work</li> <li>• Opinions of your work</li> <li>• Things that make you vulnerable</li> </ul>

Suitable individually or in groups for core decision-makers, staff, volunteers, and project partners.



### **Tips for SWOT Analysis:**

1. You can present this to funders or other stakeholders to persuade them of why you might need support in an area (e.g. overcoming weaknesses, preparing for threats, or areas of development for taking opportunities).
2. Use your 'Forcefield of Change' (Activity 3B) to help you, so you can ensure you're identifying your opportunities in the context of your issue.
3. Refer to your theory of change for what you want to achieve – and ensure your opportunities match up with your aims.

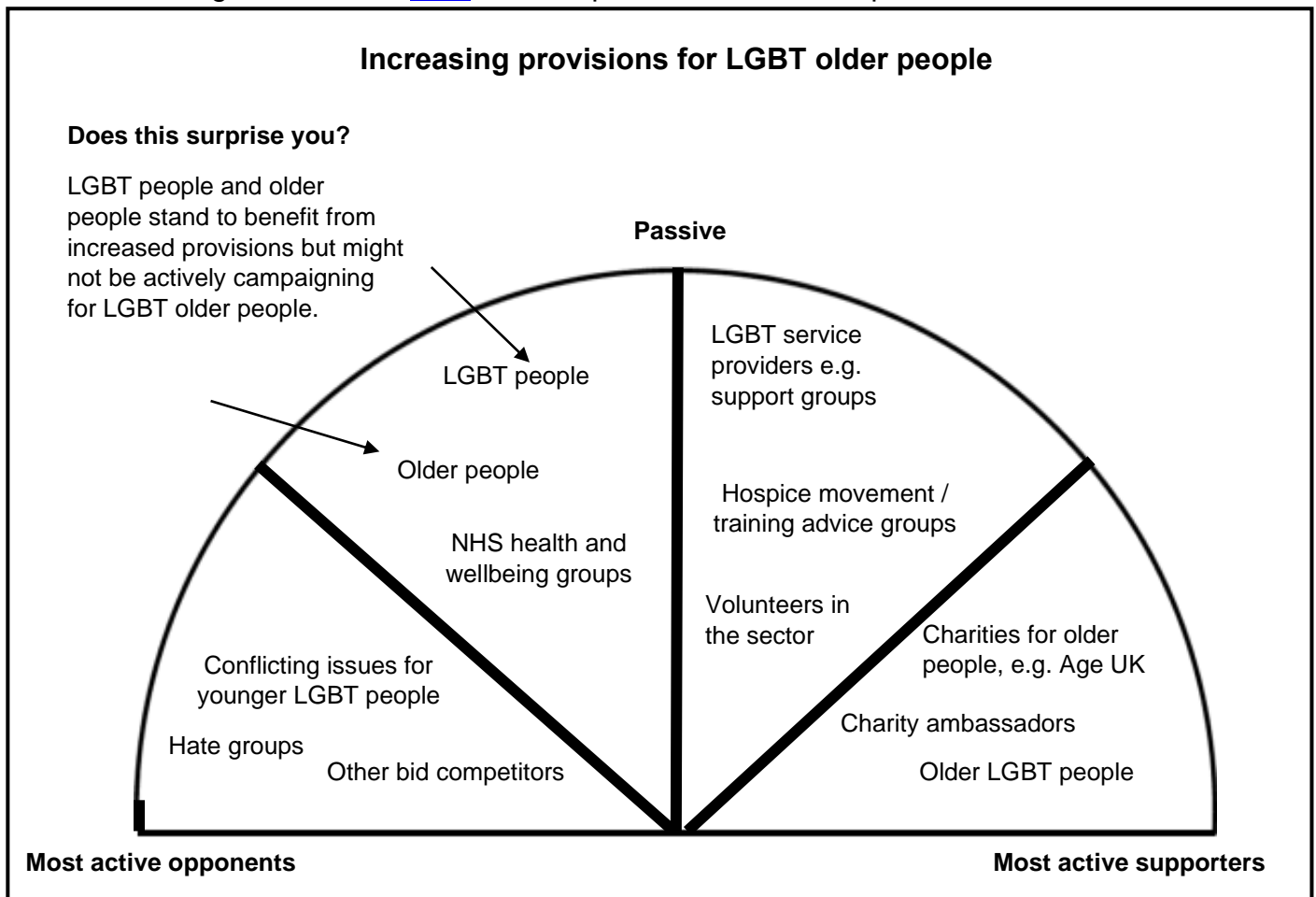
Click [here](#) for a SWOT analysis template

### ACTIVITY 3E: SPECTRUM OF ALLIES

Suitable individually or in groups for core decision-makers, staff, volunteers, and project partners.

It's important to identify who can help us achieve our goals. This may include groups who we don't consider to be key stakeholders, but still might contribute to 'strengths' or 'opportunities' in our SWOT.

This tool allows you to map out the groups that you need to engage with in order to secure progress on your issue. Here's an example from participants on the LGBT+ Futures Programme. Click [here](#) for the Spectrum of Allies template



Depending on your theory of change, you may decide not to work with active opponents, or you may want to focus on shifting your opponents into being passive. You may choose to work with the passive groups, such as volunteers in the sector, or older and LGBT people with the support of your most active supporters (such as Age UK) to move the needle on your issue.

There's no right or wrong answer – it all depends on your theory of change. Use this spectrum to see who can be shifted in a positive direction into 'Most active supporters', and which passive groups are vulnerable to becoming the 'Most active opponents'. It's a strategic way of ensuring that you recognise the power others have in helping your project or campaign progress, even if they're not directly impacted by your issue.

#### 4) IDENTIFYING TOOLS FOR CHANGE

We've established our issue, and who we need to influence them. The question is: how will we influence them?

##### WHAT DO WE MEAN BY TOOLS?

A tool is something you use to help you achieve a goal.

It's important to be open to using different tools to influence different groups, and different types of change. Strategies can depend on the range of tools we have, and vice versa. Expanding our reach might depend on using tools we haven't used before. However, some tools won't be effective for our campaigns, and that's okay. Tools are there to support us, but we can't force a tool into a campaign just because it's new or exciting – we must understand whether it works for us.

Here are five examples of tools we can use to influence change.

##### 1. Corporate pressure

This is when you put pressure on an organisation through a variety of ways, from taking away something they depend on (e.g. staff), to highlighting areas that could cause reputational damage (e.g. whistleblowing). The aim is to make the organisation feel the burn, whether it's directly impacting its operational capacity, supporter base and partnerships. This tends to be favoured by people working within the industry, or the organisation itself.

**Example:** 88 investors are [targeting over 700 companies](#) for not reporting environmental information.

- This works because the investors are stakeholders and have shares in these companies: therefore, they can exert corporate pressure, just like employees in a strike.
- It gathers media attention due to the scale of people involved which lends it legitimacy: corporate organisations are unlikely to pay attention to a singular complaint as they often operate on larger scales, sometimes internationally.





- The result is companies that are targeted are 2.5 times more likely to disclose environmental information than those not targeted.

An infographic used by corporate organisations to show their commitment to the campaign.

Here are some more examples of [successful corporate pressure initiatives](#).



**Remember:** A strike, petition, or media piece alone doesn't create change without being attached to a strategy. There are negotiations behind scenes; this environmental campaign was behind the scenes for four years, only going public in 2019 as a powerful statement to complement the increased scrutiny around the environmental crisis.

## 2. Political pressure

You might write to your MP, lobby them face-to-face, or petition other political figures, including local ones. It's about holding those who hold power in political decision-making to account, whether they distribute public funds, create or change laws, or make public statements that affect communities and the way they are perceived.



**Example:** Over 100 LGBT organisations and celebrities are [asking for Gender Recognition Act reform](#).

- This public letter to the Prime Minister was a powerful demonstration of unity within the LGBT sector in the face of divisive rhetoric about the place of trans people within LGBT communities.
- It has a dual purpose: it puts direct pressure on political parties, but also informs the public of why this issue is of such importance.
- It complemented the ongoing lobbying and relationship-building with MPs and other decision-makers by the organisations involved – because a statement cannot be standalone.
- It strengthened the relationship between the organisations involved, meaning over 180 organisations and individuals [united during the 2019 General Election](#) campaign to call for LGBT rights to be protected and extended by all political parties.



**Remember:** Charities are bound by the Lobbying Act 2014 which primarily affects campaigning expenditure but shouldn't stop you from campaigning. If you need any help with this, you can [get in touch with Consortium](#). There's more on [how Stonewall can help](#) at the end of this toolkit.

Here are some examples of [Stonewall's work around political influencing](#).

### 3. Raising awareness

This is when you use the research, resources, and reach that you have to get people on board with your cause. You ensure that information can be shared easily in different formats, so that supporters and potential project partners can learn about the importance of the issue you're working on. From featuring in the media, to using social media, to creating videos and petitions for people to share, it's not just about informing people of what's happening: it's about getting people to share information about your issue with their friends, family and networks.



**Example:** Amnesty International's ['Write for Rights' campaign](#) to increase support for human rights.

- They combine different methods of raising awareness:
  - An action for supporters to take part in, usually in a petition-style format so it's easy to add your name to a letter
  - Physical resources and case studies of real activists around the world fighting for their rights, featured in international media
  - Infographics for social media, so that supporters can take part in raising awareness, alongside using a hashtag.
- It's presented in different ways, using accessible language, so anyone can engage without prior knowledge of the issue.
- They hold this campaign every year, meaning it has continuity, and supporters know it's coming and can continue engaging with it annually.
- It can be taken offline: local groups hold writing sessions; schools participate; and people are given the tools to do this themselves in a format that suits them.

**Remember:** It doesn't all have to happen online. You might hold an event or target a specific group of people (like the families of your service users, or political figures) as opposed to the general public. It's good to measure engagement, whether it's how many hits you've had on social media, or how many events you've done that year for funding bids and future campaigns to demonstrate your impact.

#### 4. Crowdsourcing:

This is about recognizing the potential of the general public when it comes to resources, including funding, idea generation, and providing assistance in the forms of volunteering, physical equipment, or other necessary things that we can't necessarily source ourselves.

**Example 1:** Imaan's [crowdfunder for Imaan Fest](#), the first known Muslim Pride festival in 2020.

- They achieved momentum through social media, and broad media coverage, from LGBT press, non-LGBT press, and faith press.
- It's important to situate yourself within your sector – so Imaan drew on all their contacts in the LGBT sector and the faith engagement sector to ensure a wide range of groups saw their ask.
- They made a video for the crowdfunder so supporters could see the impact they could have.

**Example 2:** Stonewall's [Hope for LGBT Equality](#) campaign.



- We collected over 1,000 hopes that people had for the future of LGBT equality at Prides across the country, events like our Workplace conference, and people tweeted us too.
- It allowed us to measure what people's priorities were– what needs to change, what needs to be protected, and which issues require more of a spotlight.
- We also [made a video](#) of people reading out the hopes we collected as part of the General Election campaign, showing that idea generation can be a versatile tool. We are using these hopes as part of our five-year strategy.

**Remember:** You don't have to ask on your own. Getting other organisations to support your ask, or to share your ask, will help ensure it reaches a wider audience.

## 5. Consumer pressure

Many organisations rely on their supporters, clients, and/or customers. That means these groups can exert pressure on the organisation by withdrawing their support. This can happen through a variety of means: boycotting by not using their services or products; protests; withdrawing financial support such as selling shares or ceasing donations; and any other action that affects the organisation's reputation and operational ability. This is different to corporate pressure as it's primarily pressure from people who aren't part of the industry or organisation.

**Example:** The boycott campaign of hotels owned by Brunei companies.

- This was a way to target large companies to influence the situation on LGBT rights in Brunei.
- By targeting large companies in Brunei, the hope was they would use their influence within Brunei to improve the situation for LGBT people, and also pose a threat to Brunei's business economy.
- Most people cannot afford these hotels, so there was a backlash calling it an insensitive move, with concerns that it would make the situation worse for Brunei's LGBT people by provoking the Government.



**Remember:** Consumer pressure is a great and powerful tool that has worked for many organisations. It's important to check that it's helpful for the groups who are affected by the issue at hand, and that people can take part on a mass scale, otherwise it's not really consumer pressure. There are always many scalable options, e.g. you might hold a protest – like the Climate Change strikes – to draw attention to the companies and politicians who hold power over the situation. These things cannot occur in isolation as media attention fades over time, so it must be combined with other influencing tools.

You can find more types of influencing tools on the MobLab website.<sup>2</sup>

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<sup>2</sup> MobLab. (2019). 10 Ways People Power Can Change the World – Mobilisationlab.org. [online] Available at: <https://mobilisationlab.org/resources/10-ways-people-power-can-change-the-world>

## ACTIVITY 4A: ACTION ACCORDION

Suitable individually or in groups for core decision-makers, service users, volunteers, and partners.

It's important to think about which tools will influence change for your issue – within your context.

1. Fold a piece of paper lengthways in half, in half again, and in half again. This should create six sections. You can also use the [Action Accordion template](#)
2. Put your situation at the top of the paper, with a little bit of information about allies and opponents.
3. Everyone has 1 minute to write an action at the bottom, fold this up, and pass it on.

Here's an example.

<b>Create and share a booklet that explores the intersections of faith and trans identity</b>
Invite LGBT and faith groups to consultation exercises, focus groups and community events to share their expertise and ideas.
Use social media to contact places of faith and community spaces for their support.
Secure friendly media coverage in faith press and LGBT press to advertise the project.
Ask organisations to co-author or sponsor the resource, including faith and LGBT organisations, to lend it credibility.
Write to MPs to ask them to raise the experiences of trans people of faith in Parliamentary questions where appropriate.

These are some ideas from the participants at our LGBT+ Futures training. They cover a range of methods of influencing, cost varying levels, and most importantly, some of them are long term (like relationship building), whilst others can be more immediate (like securing media coverage).

### Hints for your actions:

- Think of tools you might already use.
- Look at the [influencing tools and examples](#) for inspiration.
- These can be face-to-face, digital, political, or any type of actions.
- They don't have to cost money, and they don't have to be public – some might happen behind the scenes, or someone might do them on your behalf as part of a partnership.

There are some questions we should ask ourselves to make sure that our reason for using a tool is logical.

### Action Logic

- Does the action explain who you are?
- Does it explain what you want?
- Does it explain why people should support you?
- Can you join the actions together to form a narrative which is accessible to your audience?

Sometimes, we need to move the goalposts and increase our targets when fundraising, or we need to change the way we're asking for support to appeal to a wider audience. Don't be afraid if things aren't going to plan (in a good way or a less good way!) because this means there's an opportunity to turbo-charge your ask.

### Turbo-charge your ask:

- Tailor your ask to your audience
  - If your supporters don't have financial resources for donations, then maybe ask for their time as volunteers instead. Know who to ask for what – so you might ask a grant organisation or a corporate sponsor for money, but not for volunteers.
- Stretch your goals as they go on
  - Already raised £500? Why not change it to £1500?

- Amassed 100 signatures? Ask for 250 now. Keep stretching your goal.
- Ask your allies to amplify your asks
  - The most successful fundraisers, petitions, protests, and other forms of action rely on word of mouth. Ask allies, regardless of the size of their following, to share it with their audiences. Make targeted asks, so if you know someone has a good relationship with celebrities, or with politicians, ask them to make the introduction for you.
- User experience – know when to change your ask
  - If the format is tired, or confusing, be brave enough to change it, or move on. During the course of the Gender Recognition Act three-month consultation period, Stonewall updated the guidance and format of our online consultation action in response to feedback from supporters.

## 5) DEVELOPING AN ACTION PLAN

In order to come up with our action plan, we need to know where we're headed. We've created a campaign/project journey that you can access [here](#).

We've planned our strategy through the activities in this toolkit; this is the first step in the journey. We must ensure we keep developing and improving the work we're doing so that the change we make is sustainable. It might sound daunting – but we've already prepared for it.

### FIGURE 5A: THE CAMPAIGN/PROJECT JOURNEY

#### **Your Campaign/Project Journey:**

- Your Theory of Change tells you your objectives
- Your Power Map tells you which stakeholders you're targeting
- Your Spectrum of Allies tells you who needs moving in which direction
- Your Campaign Journey tells you the sequence of events needed to influence people
- Your Action Accordion tells you what tools you might use to influence people

## ACTIVITY 5B: YOUR ACTION PLAN

Now it's time to put everything we've learnt into action, including things we need to stop doing, things we need to start doing, whether it's asking someone about something, or finding resources to help us.

You can find a template for your own action plan [here](#), along with tips on how to complete it.

Read on to find out how we can support you through your exciting journey to make a case and influence change on important issues, and for the templates we've mentioned throughout this toolkit.



## 6) WAYS STONEWALL CAN HELP

We hope this toolkit on Making a Case and Influencing is useful and that it helps your work go from strength to strength. We'd love to hear your feedback and ideas on the toolkit – let us know any thoughts at [campaigns@stonewall.org.uk](mailto:campaigns@stonewall.org.uk)

**Please do stay in touch!** There are lots of ways we could increase our collective strength by working together in the future.

Here are some examples:

1. **Policy briefings:** We hold occasional policy briefings on issues where Stonewall is working and where there is cross-sector lobbying or interest, for example on Gender Recognition Act reform or the new Relationships and Sex Education guidelines. Any LGBT or ally organisation or group can join in person or online.
2. **Research:** All of [Stonewall's research](#) is free to access – please do use it to support your work in advocacy or awareness-raising. Our reports cover LGBT people's experience in workplaces, education, within families and communities, and in relation to hate crime. There is also specific research into the experiences of trans people.
3. **Empowerment programmes:** We run free community day-long programmes, for example on bi empowerment or for young LGBT campaigners. Here is the [latest list of opportunities](#).
4. **Community resources:** You can [download posters and campaigning toolkits](#) or [order low cost print copies](#) of posters and stickers, but if cost is a problem and you want printed materials, do get in touch and we'll try and help.
5. **Collective voice and amplifying campaigns:** We try to bring groups together around moments where there's an opportunity for collective influence. It could be organising a joint letter, advert or statement, sharing campaign asks on social media or collaborating on an event or lobbying activity. We can also amplify your campaigns through our channels and share with our staff – just ask!

**Please stay in touch.** We send out emails to community campaigners and organisations about once a month with details of the latest campaigns and the kind of opportunities listed above.

If you don't already hear from us in this way, email [campaigns@stonewall.org.uk](mailto:campaigns@stonewall.org.uk) and let us know that you'd like to. Also, we'd love to hear any of your ideas for collaborating with us.