

Campaigning Handbook 2019



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Welcome to the Local Group Campaigning Handbook

This document should contain all the information you need to know about campaigning as a Local Group, as well as where you can go for support and further guidance.

There are two companion documents, the Infrastructure Handbook and the Coordinator's Handbook, which go into greater detail on cycling infrastructure and coordinating a Local Group.

If you think there's additional information or content that's missing, we'd be very happy to hear your suggestions, please contact our Campaigns Team: [**campaign@lcc.org.uk**](mailto:campaign@lcc.org.uk)

1. WHAT DO LCC DO?



The London Cycling Campaign is a registered charity that:

- Campaigns to make cycling safe and inviting for everyone
- Supports our 12,000 members
- Promotes cycling to everyone

Our vision is of a happier, healthier and cleaner London in which everyone, whatever their age or ability, can cycle safely and enjoyably for all their everyday journeys. To achieve this, we lobby decision-makers at all levels, presenting them with evidence-based arguments for facilitating and encouraging cycling, which include:

- Widespread economic benefits
- Improvements to public health
- Reductions in road danger
- Less motor traffic congestion
- Very low CO2 emissions
- Reduced air pollution

We work closely with other cycling and active travel groups, such as Cycling UK, Sustrans and Living Streets, where we feel it will benefit our campaigns.

To find out more about what we advocate, please read our [policy for a cycling city](#)

HISTORY

Founded in 1978, the London Cycling Campaign has been actively promoting cycling for over 30 years. We've grown from humble beginnings in a meeting room in Fleet Street, to having 12,000 members, an active local group in almost every London borough, and a strong staff team.

We're proud of our successes in helping to grow cycling across Greater London, and we continue to **actively campaign** for greater change. Some of our most high-profile campaigns in recent years include:

- **My Liveable London:** In the run up to the 2018 local elections, we worked with Living Streets to secure pledges from council leaders to create high-quality "Liveable Neighbourhoods" in their borough.
- **Stay Wider of the Rider:** After thousands of supporters signed our petition, Jesse Norman, the Minister for Transport, announced that the forthcoming Highway Code review would look at clearer guidelines for motorists passing cyclists.
- **Sign for Cycling:** In 2016, we received commitments from all the major party candidates in London's Mayoral Election to increase the protected space for cycling on main roads, fund a Mini-Holland in every borough and to end lorry danger.

STRUCTURE

Our chief executive Ashok Sinha leads our staff team, while Terry Patterson is chair of our board of elected trustees. We also benefit from the goodwill and skills of hundreds of volunteers, including members of our Local Groups.

LCC's main source of funding is through its members; it also receives grants from charitable trusts. Our Cycling Projects Team also sells consultancy services to businesses, councils and Transport for London.

London Cycling Campaign is a charitable company limited by guarantee: registered number 1766411; registered charity number 1115789; registered address Unit 201 Metropolitan Wharf, 70 Wapping Wall, London, E1W 3SS. Our board of trustees are directors of the limited company and trustees of the charity.

- View our Articles of Association (last updated at our 2018 AGM) [here](#)
- You can also find our AGM Standing Orders [here](#)

STAFF TEAM AND CONTACT DETAILS

There is currently a staff team of around 20, who are based in our head office in Wapping. As a local group, your main contact point is our Campaigns Team, so don't hesitate to get in touch.

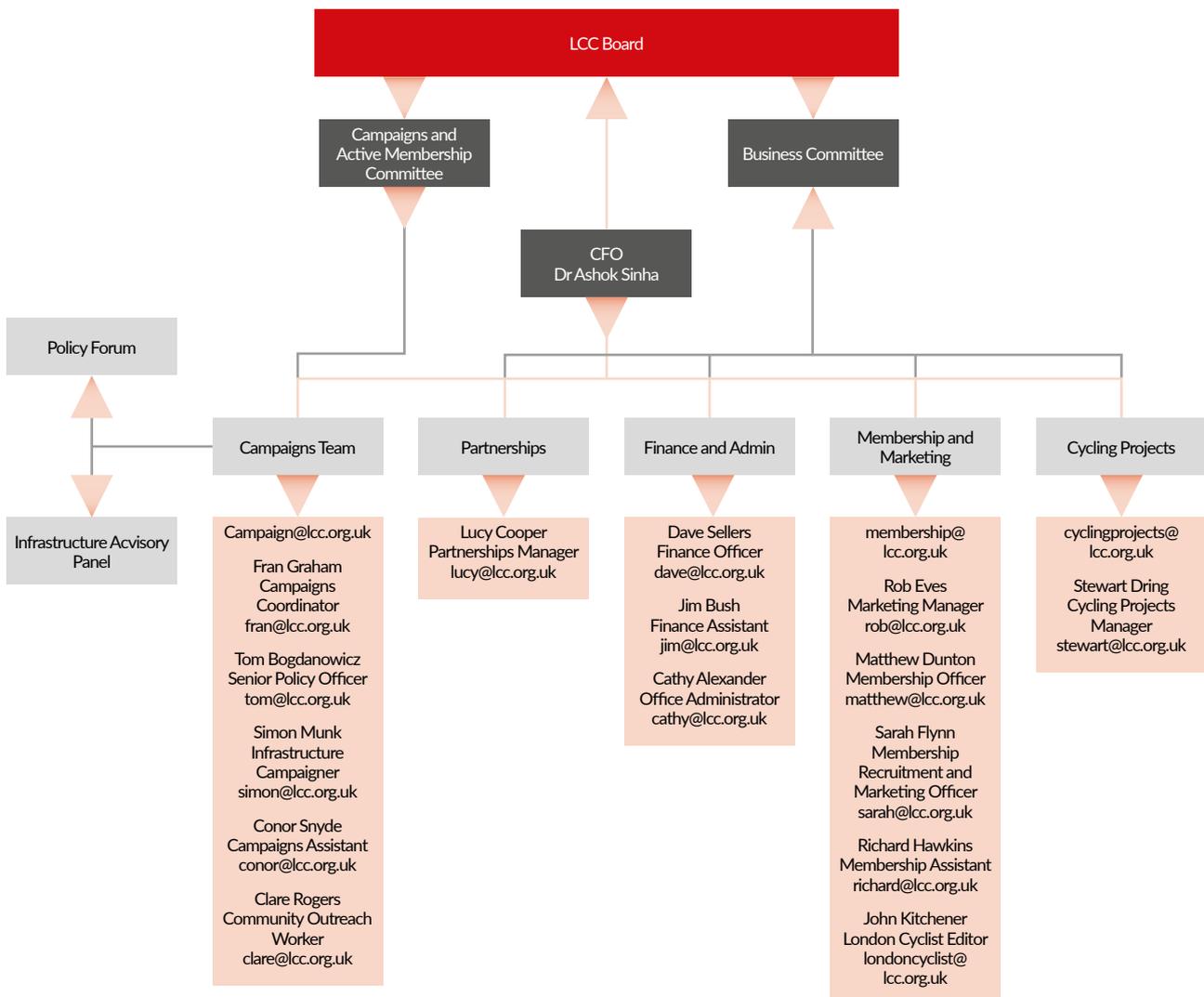
London Cycling Campaign
 Unit 201 Metropolitan Wharf
 70 Wapping Wall, London, E1W 3SS

Tel 020 7234 9310
 E-mail info@lcc.org.uk
 Website www.lcc.org.uk

OTHER USEFUL CONTACTS

Butterworth Spengler Insurance
 0151 494 4400

Osbornes Solicitors
 020 7681 8672





BENEFITS AND SERVICES

We provide a range of benefits to our members including free third-party insurance, free legal advice and exclusive deals from cycle stores and for theft insurance etc. We also offer cycling products and services, to individuals and organisations, including cycling-promotion events and cycle-parking audits.

MEMBERSHIP

LCC Members get free third-party insurance

If you are involved in a crash with a pedestrian, another cyclist or a motor vehicle, you are covered for damages claim against you. Our members have the peace of mind that comes from being covered for all claims worldwide (excluding USA and Canada) up to £5 million while they're on their bike.

LCC Members get free legal advice

We hope you never need us, but our cycle-friendly solicitors are ready to give you advice if you do. They're experts in personal accident claims, but will also give members the benefit of their years of cycling legal experience on any other legal problems you throw at them – Osbornes: 020 7681 8672

LCC Members also receive our London Cyclist Magazine, four times per year

The magazine is published in the first week of March, June, September and December.

LCC members get fantastic discounts

With over 100+ bike shops in our Retail Network, get money saving benefits on things like parts, servicing, bikes and more in your local bike shop. LCC membership also gets you unbeatable offers on cycling kit, books, magazines, holidays and more.

LCC members are automatically considered part of their local borough group.

Local groups are able to contact fellow LCC members in the borough. See 'Communicating your campaign' section on p32 for more information.

LCC WORKING GROUPS

LCC has a number of issue-based, London-wide working groups made up of LCC members and activists.

LOCAL GROUPS FORUM

The Forum is made up of representatives from Local Groups, usually the coordinator(s), who meet quarterly to discuss campaigns and LCC policy. The Forum facilitates communication among groups, and between groups and LCC staff.

Contact Campaigns Coordinator, Fran Graham, for information: fran@lcc.org.uk

POLICY FORUM

An elected Forum of LCC members who develop LCC policy. Quarterly Forum meetings are open to all LCC members, and provide an opportunity to voice concerns or suggestions on policy. All members are welcome to speak, but only elected Forum members can vote. Further details: <http://lcc.org.uk/pages/elected-policy-forum>

Contact the Policy Forum Chair, Megan Sharkey, to find out how to get involved: MeganS@lcc.org.uk

INFRASTRUCTURE REVIEW GROUP

A group of expert LCC members available to help advise borough groups on street design and road layout, to ensure the most benefit for cycling within such plans.

Contact Infrastructure Campaigner, Simon Munk, for more information: simonm@lcc.org.uk

2. HOW TO RUN A HEALTHY LOCAL GROUP

HEALTHY GROUPS HAVE:

TEAMWORK

We don't go it alone and promote teamwork through our shared organisation values of active travel.

We share ideas between the group.

We regularly communicate to our members.

RESPECT & EQUALITY

We promote equality in transport scheme and within groups.

We respect our fellow humans and promote diversity.

We are accessible to all and promote all ability cycling.

We are active in safeguarding our children's future and any interactions with members.

FUN

We provide an environment or activities that allows for positive physical and mental well-being.

We take the time to celebrate wins.

We share our love of cycles.

RESOURCES

We respect our volunteers time and our resources.

We reflect on past experiences by regularly checking in on how projects and campaigns have done and what we can do to improve them.

COMMUNITY

We are part of the community. We engage with our fellow residents as good neighbours with respect.

We provide a welcoming experience for our new members and other groups.

We lead by example.

TEAMWORK

Team work is an essential part of running Local Group campaigns. Few campaigns have been won by individuals alone, and without a range of people getting pro-actively involved, your group is unlikely to achieve its aims.

- **Make sure everyone is aware of the aims and objectives of the group**

Clarify what it is your group wants to achieve and why. With clear goals you will remain focused in all your campaigns.

- **Welcome new members**

Introduce them to other members, explain how the group works and what the current campaign is about. Try to find out what their skills are and how they would like to be involved in the campaign.

- **Encourage involvement**

Welcome everyone's comments and listen to what members have to say. This helps create an atmosphere where people feel free to speak up. Actively encourage people to do things to help with the campaign if they can.

- **Encourage everyone to take on a role or responsibility**

It doesn't have to be a huge task but can be something that makes people feel like they are contributing to the work of the team. Value everyone's contribution, no matter how small.

- **Accept people's limitations**

Not everyone can commit as much time as they might like so do make sure you recognise people's time constraints.

- **Make sure you have someone in charge**

It doesn't have to be the group co-ordinator, although they may want to take this role (and even if they don't, they will probably want to know what's going on). The person in charge should manage the campaign, co-ordinating all the input from those involved, being aware of deadlines, making sure all correspondence adheres to the group's guidelines, and making sure the campaign is publicised.

RESPECT AND EQUITY

PROMOTE DIVERSITY

If people think that they will stand out because of their age, gender, sexuality, ethnic or social group, they will be unlikely to become involved. So it is vital to make it clear that all people, irrespective of these factors, are welcome. Your group will be far more effective if you include and represent a diverse group of people.

PROMOTE EQUITY

We know that transport has many inequities across London. As campaigners we should encourage all of our campaigns, infrastructure plans and requests to consider greater equity in mobility.

RESOURCES

PLANNING

Planning is fundamental to everything you do, especially campaigning. Having a plan of action will enable you to think strategically about what, when, where and how you do things. Below are some key issues to get you thinking.

- **Plan your workload**

When organising your group's campaign, draw up a plan of action. This will help your group identify the best approach to take in order to gain success. It will also keep you focused and help you make the most of the resources you have.

- **Prioritise your work**

You won't be able to do everything all at once so prioritise the issues of concern in your campaign and direct your energies and activities on a few things taking into account available resources.

- **Review and evaluate your campaign plan**

This often gets overlooked, but is really important in order to make sure your campaign is achieving its aims. Situations can change very rapidly and you'll want to make sure that your actions take account of such changes and adjust as necessary.

ORGANISATION

Good organisation is essential for your group to thrive and prosper and will ensure your campaign is successful. Being organised will underpin all your activities.

- **Set clear aims for your group's campaign**

It's important that most of your group is happy with your campaign's aims and objectives. If you lose sight of what it is your group is aiming to do, you will quickly become unfocused. You may lose people's interest because they aren't sure what it is they are working towards.

- **Be focused in your work**

Without focus in your campaign you may find yourself flitting from one activity to another. This will dilute your effectiveness and could lead to de-motivation among your members.

- **Set clear goals**

This will give you and your members something to work towards. Make sure your goals are SMART (specific, measurable, achievable, relevant and time-bound) and remember to set short term goals as well as longer term ones in which you can chart your progress.

- **Consider a separate campaigns meeting**

In order to ensure discussion of your campaigns doesn't dominate your regular meetings, you might want to consider setting up a subcommittee who meet separately to talk about and push forward your campaign. You can then feed back about the campaign during your regular meeting without going into too much unnecessary detail.

- **Make the most of your subcommittee meetings**

If you do decide to create a subcommittee, your meetings will be where you plan and organise your activities. Make sure the meetings are regularly scheduled, and run as effectively and efficiently as possible, in order to maximise your productivity.

- **Focus your energy and time**

Concentrate on the activities which suit the number of group members you have. It's often best to focus on a few things that are manageable and do them well, rather than trying to cover everything.

COMMUNITY

KEEPING PEOPLE INVOLVED IN YOUR CAMPAIGN

Getting involved in something new is always a daunting prospect, but these are things we can do to make it easier:

MAKE YOURSELVES EASILY CONTACTABLE

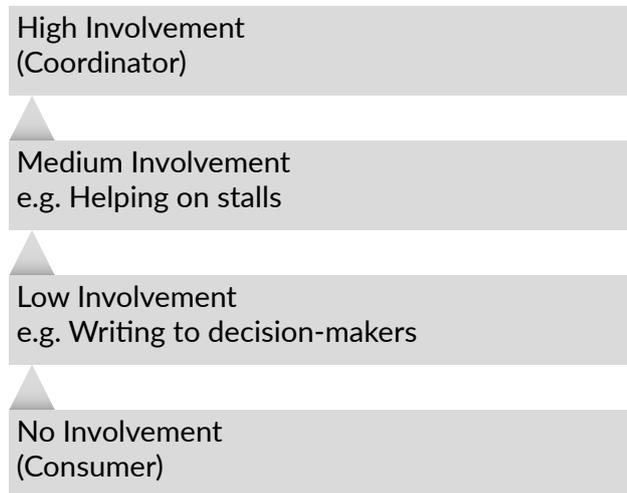
- Tell people how they can contact you (try to give them a range of options - email, phone, social media, etc.)
- Make sure you check your messages regularly and respond promptly
- Make yourselves visible: does all your publicity tell potential members how to contact you?

BE APPROACHABLE

- First impressions count so make people feel welcome
- Counter the perceptions that members must be dedicated hard-core campaigners - this can be intimidating and discourage people from getting involved

GETTING GROUP MEMBERS ACTIVE IN YOUR CAMPAIGN

Once someone has joined LCC, the next step is to help them get involved in your campaigns. It's useful to think of involvement as a multi-step process:



Most members initially join as 'consumers' – getting involved in social events, rides, reading your newsletter, etc. Try to think about how you can encourage these members to take the next step and start participating more actively in your campaigns.

STEP 1: ENTICE MEMBERS TO GET INVOLVED

- **Keep members informed**

Constantly publicise all your activities. People can't get involved with something they haven't heard of. Make use of newsletters, email, social media and your website to report what you are up to.

- **Don't make assumptions**

Just because someone doesn't attend meetings doesn't mean they aren't interested in doing something else, like working from home on a campaign.

- **Sell the benefits of being involved in your group**

The opportunities to campaign for real change, to get involved in rides, to meet new people and to have fun are all benefits likely to entice people's interest.

- **Request help and involvement**

Give members specific opportunities to get involved in your campaign. An example might be requesting volunteers to help with a cycle count or to take part in a campaign cycle ride. Remember to make it clear how much time and knowledge is required and make it clear that ALL members are welcome.

- **Promote and celebrate successes**

It doesn't have to be a major campaign victory - even small achievements can demonstrate the benefits of involvement in a group.

- **Don't give up!**

How many times do you hear people say 'well I've been meaning to do something but...'? At some point or other those people will jump to it – they may just be waiting for the right event for them.

STEP 2: WELCOMING EXPERIENCE

- **First impressions count**

Make people feel welcome. Introduce yourself and others, and give them an overview of the campaign and the relevant issues.

- **Make the most of your regular meetings**

These are usually where members will find out more about your group and its campaigns, so make sure you give updates on all your ongoing activities. But try to avoid being too technical - you can save that for subcommittee meetings, or correspondence between those involved in the campaign. Some people want to help but feel that a high level of detail can be off-putting.

STEP 3: ENCOURAGE INVOLVEMENT IN YOUR CAMPAIGN

- **Find out what people's interests are**

Try to get people involved in activities that match their interests. If they mention something you don't currently provide, why not gently encourage them to try starting it up themselves?

- **Involve members step by step**

Start people off with a small task or role, then a bigger one, and so on. If a job sounds huge and arduous, people will likely be intimidated and discouraged.

- **Be clear about the requirements**

People are often put off because they think a task is harder or more time-consuming than

it really is. Make it clear how much time and knowledge is needed to get involved in an activity, and remind people there is help and support along the way.

- **Offer activities that suit different levels of involvement**

This will give people an opportunity to find a way of helping out that is right for them.

- **Promote ownership of the group**

If people feel like they have a say in what happens they will be far more likely to get involved and stay involved.

3. BUILDING A VISION FOR YOUR BOROUGH

WHERE TO START?

Sometimes your campaign will start as a reaction to a particular issue. Maybe you want to support the council's proposals for a new cycle lane on the high street, or maybe you want to oppose plans to remove cycle parking at the local shopping centre. Reactionary campaigns like this are important, but it's also valuable to take a step back and think about your long-term vision.

Ask yourself how your borough would look in an ideal world. Is there a particular road that would really benefit from segregated cycle tracks? Or an area that could be closed off to through motor traffic? How about a School Streets scheme, or a Family Cycling Library? There are countless possibilities, and as a Local Group, you know better than anyone else what your borough really needs.

ACTIVITY: BRAINSTORM THE POSSIBILITIES

Spend 15 minutes brainstorming ideas for campaigns. Some things you might want to think about:

- What's the number one change that you personally would like to see?
- What are the different categories of cyclists in your area? (E.g. commuters, parents riding with children, people riding cargo bikes or hand cycles, etc.) What changes would benefit each of these groups?
- Are there any problems with safety or infrastructure that need to be solved?
- Is there anything else that might be discouraging people from cycling? How can this be improved?

Generate as many suggestions as possible. Let your imagination run wild – a wacky idea could turn out to be the foundation of something great! Don't discuss your ideas in too much detail for now.

Write everyone's suggestions down on a large sheet of paper and review them afterwards.

- Can you identify any running themes?
- Does anything obvious jump out at you?
- Can you begin to pick out key priorities?

Spend 20 minutes discussing your list in more detail.

- Focus on identifying the key issues on which to base your vision and campaign.
- Decide which of these issues are the highest priorities.

4. PLANNING YOUR CAMPAIGN



PLANNING YOUR CAMPAIGN

Having homed in on a particular issue to work on, you will now want to develop your ideas.

When planning a new campaign, often the first impulse is to throw yourself into the action straight away. But taking the time to analyse the situation and develop an effective strategy can make all the difference to your campaign's success. This applies to small localised campaigns as well as large national campaigns.

There are 12 key steps to planning your campaign, each of which is described in greater detail below:

1. Define your aims and objectives
2. Gather more information
3. Identify your targets
4. Identify your allies
5. Choose your targets
6. Develop your key messages
7. Brainstorm your tactics
8. Choose your tactics
9. Engage local people
10. Match skills and resources
11. Draw up a timeline
12. Review your plans and actions

1. DEFINE YOUR AIMS AND OBJECTIVES

Defining your aims and objectives is simply stating what it is you want to achieve and how you plan to achieve it. An aim is what you are going to achieve overall (e.g. convince your council to approve plans for a new cycle lane). The objectives are the actions you are going to take to achieve the aim (e.g. organise a meeting with a councillor, set up an information stall in a local park, etc.).

When coming up with aims and objectives, it's useful to think SMART. SMART stands for Specific, Measurable, Achievable, Relevant, Time-bound.

Specific	<p>Try to be as specific as possible, to make sure you have something concrete to work towards.</p> <p><i>For example, Brent Cycling Campaign wanted high-quality, protected cycle lanes in their borough, so they decided to campaign specifically for cycle tracks along Carlton Vale – a major road in Kilburn. Their campaign was a success!</i></p>
Measurable	<p>Make sure your aim is something measurable, so you can keep track of your progress.</p> <p><i>For example, instead of aiming for “improved cycle parking facilities”, you could aim for “20 new cycle parking stands outside the local shopping centre”.</i></p>
Achievable	<p>It's great to be ambitious, but be careful not to set your sights too high. If you pick an aim that isn't realistically achievable, you risk demoralising your members, wasting your resources and feeling like you aren't getting anywhere.</p>
Relevant	<p>Take a step back and ask yourself if your aim is really relevant to achieving your overall vision. Is it worth the investment of time and resources? Is now the right time for taking on this issue? Is there something more effective you could be doing instead?</p>
Time-bound	<p>When are you going to achieve your aim? Try to set a deadline, like “in the next six months” or “before the next council elections”. This will help keep your campaign focused and make sure it doesn't drag on indefinitely.</p>

ACTIVITY: RUN A SMART CHECK

Write out your campaign aims and discuss whether each one is Specific, Measurable, Achievable, Relevant and Time-bound. If the campaign checks all of these boxes, you'll know you have a solid idea. If it doesn't, you may need to revise your idea, or perhaps consider an alternative.

2. GATHER MORE INFORMATION



The next step is to do your research. Start out by thinking about all the information you may need to help achieve your goals.

This could include:

- **Statistics** - How many people cycle regularly in your borough? How many people own cars? How many collisions have there been in the last year? Etc.
- **Decision-makers** - Who has the power to bring about the change you're campaigning for? It could be the council, a private business, TfL, etc. (see p. 35 for more information on London's political landscape)
- **Local attitudes towards cycling** - Is there much support for cycling among local residents? Is this something you can use to

your advantage, or could it potentially be a hindrance?

- **Details of similar campaigns** - Has anyone ever run a similar campaign in your area before? Or in another area? Is there anything you can learn from their success/ failure?
- **Other groups** - Are there other organisations in your area with similar aims, and could you work together? What about groups with opposing aims (such as motorists' associations) who might try to block you?

Gather all the facts you can about your issue. If certain information isn't available then think about ways in which you might be able to gather it yourself. You could try surveying people at a location to find out how many would use cycle parking facilities if provided, submitting a Freedom of Information request to the council to find out local collision rates, etc.

Accurate information will not only help you plan and come up with ideas for actions, it will also make your campaign more credible and convincing. **But don't get bogged down under a mountain of irrelevant information!** Research can be very time-consuming, so make sure you stay focused and use your time wisely.

Remember, there's lots of useful information available on the **LCC website**.

ACTIVITY: COME UP WITH SOME FAQs

Have a think about any questions that people might ask you about the campaign, and make sure you're prepared to answer them. You can use one of LCC's Frequently Asked Questions documents (contact campaign@lcc.org.uk), or you can always ask LCC staff, other Local Group members or activists for help with this. It might also be useful to run the idea by your friends and neighbours who aren't involved in the campaign, and note down what sorts of questions they ask.

The questions could be very general, such as "why should local people support this campaign?", or more specific, such as "what percentage reduction in air pollution would this bring to the neighbourhood?" They could be friendly, such as "how can supporters get involved in the campaign?" or more confrontational, such as "what about motorists who'll face longer journey times if this campaign succeeds?"

Write down all the questions you can think of, and try to come up with convincing answers. This will be a useful document to refer back to throughout the campaign, and you'll likely want to update it as you gain more knowledge and experience.

3. IDENTIFY YOUR TARGETS

In the last section, you started thinking about who has the power to make the changes you're campaigning for. Now it's time to identify exactly who it is that you need to target for your campaign to be successful. This could be your local councillors, council officers, an MP, a local business, school governors, etc.

Try to be as specific as possible.

For example, instead of targeting the entire local council, there may be a particular officer or committee with responsibility for the issue you're campaigning on. Targeting them directly will increase your impact and chances of success.

Once you have identified your targets it's also important to examine who and what influences them. Is it local residents? Customers? Parents? The local media? Etc. Again, try to be as specific as possible. Groups such as these may not have the power to introduce change themselves, but they often have a strong influence over the people who do have the power, and it's important to take them into consideration when planning your campaign.

For example, if your target is the Highway Committee of the council, then influences could be:

- Council Officers
- Constituents
- The local residents' association
- The local newspaper

The activities below can help you to identify targets and decide who you should focus on to ensure your campaign succeeds.



ACTIVITY: DRAW A POWER MAP

Work in a group to identify the primary target(s) for your campaign. These should be the key decision-makers – the people or organisations with the power to make the changes you're campaigning for. Write the name of your target(s) on a post-it and stick it on to the centre of a large sheet of paper.

Next, brainstorm all the people or organisations who might have influence over your primary target(s). Try to think not only about who could have a positive influence, but also who could have a negative influence as well. They will also be stakeholders and potential targets during the campaign. Write down the names of all these people/ organisations on post-its and stick them around your primary target.

Now, start connecting these post-its with arrows indicating who has power or influence over who. Try to think about all the different relationships that exist among the stakeholders – there's no limit on the number of arrows you can draw. You may want to move your post-its around, or add some new ones as you go along.

The result should be a loose web, with your primary target(s) at the centre. The more arrows a person/ group has, and the closer they are to your primary target, the more influential they're likely to be.

4. IDENTIFY YOUR ALLIES

Now that you've identified some influential stakeholders, it's time to start thinking about who is likely to support your campaign, and who might oppose it. Take your post-its from the previous exercise, and try dividing them into categories:

1. Those who will be very supportive of the campaign
2. Those who might be likely to support the campaign
3. Those who are neutral or indifferent
4. Those who might be likely to oppose the campaign
5. Those who will be very opposed to the campaign

Hopefully you've already identified some potential allies, but you can never have too many! Are there any people or organisations that might have an interest in the issue who you didn't include in the previous exercise? Could you encourage them to get involved and support your campaign? You may already have a good relationship with these people, or you may need to reach out to them for the first time. Useful allies could include:

- Local bike shops
- Other cycling groups or clubs
- Sports clubs, youth clubs, Brownies, Girl Guides, Scouts, and other similar groups
- Local schools
- Neighbourhood and community groups
- Local businesses
- Journalists and newspapers
- Other activist groups – Living Streets, Friends of the Earth, etc.
- Local political party groups
- Faith-based groups
- Local celebrities*

Don't forget to also think about any personal connections you might have to potential allies. Your group's members will already know a wide range of people in the local community, and using these connections to your advantage can help your campaign to succeed.

Add these groups to your list and write them down on post-its.

**Sometimes celebrity endorsement can be helpful in promoting your campaign message, but do be careful about who you approach. Don't risk damaging your group's (and LCC's) reputation by affiliating yourself with someone who has a history of making inappropriate remarks or getting involved in controversy.*



ACTIVITY: MAKE AN INFLUENCE MAP

Building on the previous exercise, you'll now add an extra support dimension to your map. On a large piece of paper, draw out a grid similar to the one below.

Now take your post-its and start placing them onto the grid. Think carefully about where each person/ group should go in terms of both their influence and their level of support.

INFLUENCE	High					
	Medium					
	Low					
		Very Anti	Anti	Neutral	Pro	Very Pro
		SUPPORT				

INFLUENCE ROW

Go through each target and identify them as **High, Medium or Low**.

These will be based on what influence you think they might have on the delivery or outcome of your campaign aims. It doesn't matter if you're not sure, often these will be guesses at first.

For example, a local councillor of the ward in question may have a high influence over the outcome of your campaign aims. A vocal pro-parking residents group, may have a high influence over that councillor - so both would go in the 'High Influence' row (we'll come onto columns in a moment). Whereas a local pro-cycling blogger (with a low readership) might have a low influence over your target.

Remember that people may have power or influence because of the law (like the council), or because of money (like a large business), or because of commitment and beliefs (like you).

SUPPORT COLUMN

Now you need to move these stakeholders and targets across chart based on how much support you think they'll show your campaign.

For example, the councillors in the ward in question might currently have a 'neutral' or 'anti' position about cycling and the need to install cycling infrastructure. The pro-parking group might be 'very anti' in terms of their position on cycling and the local blogger mentioned may have a 'very pro' stance on cycling.

5. CHOOSE YOUR STRATEGY

Using your influence map from the previous exercise, you can work out your most important targets, i.e. those with the power to influence change and those who will be likely to support your campaign.

Working out who you should target based on your influence map:

- **Top right hand corner:** These are the best stakeholders to target and work with (i.e. most influential, strong support for the campaign aims).
- **Bottom left hand corner:** Least important people to target and work with (no influence and no support for campaign aims)
- **Top left hand corner:** They could be dangerous (high influence & no support for campaign aims). You could try challenging them directly and convince them that your campaign is a good thing – but often this approach won't get you very far. Usually it's better to focus your efforts on the people who have influence over them, and thereby try to win them over indirectly.
- **Bottom right:** Think about how you can increase their influence (low influence but strong support for campaign asks) – could you give them a platform and try to get them involved in your campaign publicly?
- **Middle:** How do you make it in their interest to join you?

OTHER THINGS TO CONSIDER



Try to work out how much effort it would be to 'drag' a target or stakeholder up the influence column to *high* or along the position row towards the "very pro" end?

*EXAMPLE 1: The local paper doesn't write about cycling stories in your area, yet writes a lot of articles on the lack of car parking spaces in the town centre. They are a popular paper with a large readership. They could therefore be considered **high influence** and have a **very anti** position. Are there ways you could reduce this by sending in some letters to the editor to promote the benefits of cycling and how bicycles can be used to make local journeys quickly and cheaply, freeing up road space for vehicles? Could you make contact with a journalist who might want to do a story on the Local Group, or your local campaign? Perhaps one of the paper's sponsors or advertisers is more pro-cycling, and you could ask them to use their influence to change the paper's position.*

This might get people in your area more aware of cycling issues. Such tactics may help to neutralise the paper's position and reduce their influence by making sure a balanced representation is being given in the paper.

*EXAMPLE 2: The local cycling clubs in your area might be **very pro** but with **low influence**. Is there a way you could increase their influence by getting them involved? If you all work together, you will have a bigger voice which will be hard to ignore. They could promote your campaign on their website, or share your message with their members. You might be able to work with them to organise a local ride or event to boost publicity for the campaign.*

6. DEVELOP YOUR KEY MESSAGES



Now that you've chosen your targets, it's time to think about how you can communicate your campaign aims to them.

Try to find out what motivates or interests your targets – the message most likely to hit home is one that appeals to the people you want to reach. Are your council officers mainly worried about finding funding? Did your key councillor get into their job because they care most about social justice? What gets these people up in the morning? You may need to do some more research to get a sense of this. Try visiting their website, blog or social media pages, or looking for articles about them in the local press. What issues are they talking about? What campaigns are they already involved in?

As well as being aimed at your targets, your key messages also need to be clear, simple and memorable. Can you think of a snappy slogan? Bear in mind all the ways you might display your key message - posters, stickers, fliers, badges, T-shirts, etc. Will it make sense in these contexts? Will people understand what it's about without knowing the full background to your campaign?

Try to focus on the solutions rather than the problems. Positive key messages will make your campaign more appealing, and show that you're not just complaining from the sidelines.

7. BRAINSTORM YOUR TACTICS



Now it's time to think about **how** you're going to communicate your key messages to your targets.

There are countless ways you could do this, but some of the most common tactics are:

- Organising a mass letter/ email/ social media campaign to show your target how many people support your aims
- Scheduling a direct meeting/ phone call with your target to discuss your aims in more detail
- Asking an influential member of the community (e.g. a school principal, local business representative, faith leader, etc.) to contact the target on your behalf
- Inviting your target to come along on a cycle ride and see for themselves how things could be improved
- Setting up an information stall on the street or in a park to raise awareness among local people
- Putting up flyers or distributing leaflets in local shops/ businesses
- Carrying out surveys and/or producing reports to back up your campaign with data
- Organising a public meeting/ debate
- Organising a demonstration
- Getting the issue covered in local media*

ACTIVITY: ACTION BRAINSTORM

Begin with stating the issue to be tackled. This will be the targets or stakeholders you have identified from your Influence Map who you would like to move along the POSITION line or the INFLUENCE line, e.g.:

- changing the minds of the pro-motorist councillors so they move towards the 'pro' end of the support scale
- raising the profile of a supportive local cycling club to move them up towards the 'high' end of the influence scale

You may have several different issues to discuss, so go through them one at a time if possible.

Start thinking about potential actions you could take to address this issue. People should say whatever comes into their heads as fast as possible without censoring it. Make sure there's no discussion or comment on others' ideas - structured thinking and organising can come afterwards. This will help people to get creative and generate original ideas.

Have a note taker write all the ideas down where everyone can see them. After people run out of ideas check over the list of actions that has been generated and get short explanations for any that aren't clear.

8. CHOOSE YOUR ACTIONS AND TACTICS

Now you can move on to discussing the **advantages and disadvantages** of the different ideas from your action brainstorm. Make sure you don't discount the wilder ideas out of hand - sometimes these are the ones with the most potential! A good way of analysing these ideas is by using a **flowchart**.

CREATE A FLOWCHART:

1. On the left side of a large sheet of paper write down your **ideas**
2. In a column next to it write down the **results**, i.e. what you expect the action will achieve. This could be 'will raise awareness', 'will generate good publicity', 'will catch target's attention', etc.
3. In the next column, write down the **benefits** of this idea, e.g. 'is inexpensive', 'is family-friendly', 'is very creative/ original'

4. Finally, write down the **limitations**, e.g. 'requires a lot of time to organise', 'will only appeal to certain groups', 'might be too radical'



	Results	Benefits	Limitations
Idea 1			
Idea 2			
Idea 3			
Idea 4			

Remember to think about how your idea will contribute to your campaign aim. There's no point doing it unless it will help to achieve this in some way.

Once you've filled in the columns, you can decide which ideas are going to be most effective and which you should focus on doing. This could be the idea with the best results, the most benefits or least limitations.

9. ENGAGE LOCAL PEOPLE

You may have already come up with some ideas for gathering support from local people, but it's worth thinking about this a little more. **Your targets are more likely to respond to a specific campaign demand if there is significant support for it in the community.**

Think about how you will be able to engage other residents in your area:

- Are there ways that you can encourage them to get involved or tell them about your campaign, e.g. by running a stall in the town centre or at a local event?
- What about your Local Group's social media pages? Can you publicise your activities on there?
- Is your Local Group website up to date, with details of your latest campaign?
- Can you email other LCC members in your borough to invite them to get involved?
- How could you encourage local people to write letters or make phone calls to the campaign targets? Are there ways that you make this easy for them – e.g. by asking people to write messages on postcards and then delivering them yourself?
- What about knocking on doors to gather support?
- Can you produce campaign posters and ask people to display them in windows, to demonstrate local support for the campaign?
- Could you put flyers through letterboxes?
- Are there other community spaces you could place posters or hold events to promote the campaign?
- Could you make something to tie onto parked bikes? Other groups have used this tactic in the past to promote their activities to fellow cyclists.
- Are there local newsletters that might help you? Or local websites that could help promote the campaign?
- Are there any local forums or online spaces that you could comment on? Are there existing online debates or discussions on cycling that you could join and promote the campaign message?



10. MATCH SKILLS AND RESOURCES

When you're analysing different types of actions and tactics, it helps to look at what kind of skills people have and what they're interested in. People work better if they enjoy what they're doing, so the best way to run a project or campaign is to make it fun. The following exercise helps you to match people's skills and actions. It is also a very good way of generating new ideas for actions and for realising how many resources you have at your disposal.

Don't forget to make sure that all Local Group members are included in this exercise as they are likely to have many skills to offer between them.

There are some resources you won't already have access to – e.g. you might need to have some flyers made up, get some t-shirts printed, produce some content for your website, etc. Make sure you start thinking about these well in advance, to make sure you have access to the materials you need to carry out your campaigning activities.

Two things are always guaranteed when planning campaigns and events - **you will always need people and money!** If you find yourself short on either, you could try incorporating recruitment and fundraising in your activities.

- **Recruitment** – think about the actions and activities you are going to plan and how you can use them to recruitment new people.
- **Fundraising** – consider ways in which you can fundraise for the campaign or activity. Collections at public meetings, sponsored events, social events, stalls at fairs, grants from other organisations, LCC local activities grant. (NB some fundraising activities may require special permission or a licence. If in doubt, contact the LCC office.)

ACTIVITY:

Give everyone in the group a few post-its. Ask people to write down what skills, equipment or other resources they have access to (on separate post-its). This could be anything from 'a cargo bike' to 'graphic design' to 'free time on weekdays'. It doesn't necessarily have to be something the group member owns themselves, e.g. 'a friend's PA system I could borrow' or 'a meeting room at work we could use for free'.

When everyone is finished writing, have a look at what you've got. You could stick these onto a wall or large bit of paper. You might be surprised at how many skills and useful things your group has access to. Try moving the pieces of paper around to make groups, e.g. "meeting room" might go together with "public speaking" and "baking" to give you the idea of doing a public meeting and a bake sale.

Doing this should help you think about what options are available to you. Do these skills match up well with any of the ideas you've come up with to influence targets and achieve your campaign aims?

11. DRAW UP A TIMELINE

Once you've decided on your tactics and considered your resources, it's useful to draw up a timeline. This will give you an idea of all the things you need to do, and when.

You can start by **plotting key dates** (e.g. major events or deadlines) and working backwards to think about what you need to do before then. Try to think about all the different tasks that need to be completed, such as booking meeting rooms, approaching other groups or organisations, setting up a Facebook page, putting up website content, printing flyers or posters, working out your budget with the Treasurer of the Local Group, writing letters, recruiting people to help you, and so on.

You should also consider any other events that might be going on during the timeline and could have an impact on your campaign, e.g. council meetings, school holidays, local festivals, etc.

When you've plotted out the course of the project/campaign in this way you can see how much work it will take and whether your plans are realistic. If you have huge gaps in your timeline then you need to redistribute your activities or think more about what to do then.

Be aware of your limitations in terms of time and energy. Starting off with lots of activity may be tempting but if this means that after a month everyone is burnt out, you should think again. It's definitely worth checking how much time people in the group are willing to give to the project. As time goes on you might want to intensify your activities and increase the pressure by choosing more creative tactics.



ACTIVITY: 'IN ORDER TO'

This is a very simple but effective tool to work out whether a course of action is realistic, or should be dropped in favour of something else. It can also show that an unrealistic-sounding idea can be perfectly practical, so apply it to all your ideas!

Think of a possible action or activity from your brainstorming sessions, then try to complete the sentence "In order to [do this action]... we need/have to/should...."

E.g. In order to run a successful Councillor tour of the borough by bike, we need to have at least 5 Councillors attend. We will need a ride leader, someone to plan the route and five bikes to lend out. We will also need to send out invitations in advance, take photos on the day and publicise the event before and after on social media and via the Local Group website.

This will help to work out what the action needs to be successful. You can then check whether there is enough energy and time in the group for this action or activity to take place.

12. REVIEW YOUR PLANS AND ACTIONS

This is often forgotten, but it shouldn't be. Situations will change as time goes on, and some of your initial plans and assumptions might no longer be relevant. Make sure your campaign changes in response. This might require going back to the drawing board on some of your ideas, but in the long run it's better than pushing ahead with an activity which no longer makes sense.

It's also important to review what you've already done. What worked well? What didn't work well? As you gain more knowledge and experience, you may want to update your campaign to reflect this.

ACTIVITY:

Mid-way through the campaign, list all the activities or things you have done. What was good? What didn't work so well? What could have been done differently? Be aware that this is somewhat subjective – what some people feel to be negative might be a positive thing for others.

Now take a look back over your timeline. Are there any upcoming activities that could be changed or improved in light of your recent experiences? E.g., maybe you were planning on running an information stall in the local park every weekend, but you've discovered that the park has less footfall than you were anticipating – could you switch to a new location? Or maybe you had a surprisingly good response from a local school – would it be worth contacting some additional schools?

It's also good to ask people to list any successes they've had, however small. This could be a mention in the newspaper, a successful event, making links with other groups or publishing a flyer. It could also be something personal - learning new skills, feeling more confident, getting to know new people, etc. This will help people to recognise their own achievements, and keep motivation high during the rest of the campaign.

KEEP IN TOUCH!

Please keep LCCs Campaigns Coordinator (Fran@lcc.org.uk) up to date with your activities and share your photos and materials with us. We can help to promote and publicise your campaigning on social media and on the main LCC website.

Don't forget you can add your meetings and events to the LCC Events Page at www.lcc.org.uk/events

Please get in touch if you have any questions or need help with any aspects of your campaign.



5. COMMUNICATING YOUR CAMPAIGN

Communicating about your campaign is vital for letting your group members and the wider public know what you're doing. There are several different channels of communication you can use, including websites, email and social media. The most effective way of communicating is generally to use a range of channels, tailoring your message to each one.

COMMUNICATING WITHIN THE SUBCOMMITTEE

If you have created a subcommittee to work on the campaign, make sure that all members of this committee can contact the person in charge – and each other – at all times. This will ensure that your campaign runs smoothly, that questions are answered and issues dealt with in a timely fashion. Choose a method of communication that works best for all of you, whether that's email, WhatsApp, Slack, etc. Which method you choose, the key is ensuring everyone is kept in the loop.

WEBSITES

Most Local Groups have their own website. Some have been lucky enough to have people in their group who are able to build and maintain these, while others pay a professional to do it using their Annual Grant.

Your website will be the go-to place for people looking for information about your group, so it's essential that you keep it accurate and up to date. You should include details of who your group is and what you do, your current campaigns, your meetings and events, etc. You might also want to include a blog with regular updates on your group's activities.

Compared to other channels (such as email and social media), your website is the place where you'll usually want to go into the most detail. Since you don't have to worry about character limits or other restrictions, it's your chance to have your full say and include all the information you want.



EMAIL

Email is a great way to stay in touch with your supporters. It's delivered straight into people's inboxes, making it the best way to communicate important information you want everyone to see, such as calls to action and information about upcoming events.

You can send an email to everyone in your borough using CIVI. If you need any help getting set up or using CIVI, please email us at campaign@lcc.org.uk.

SOCIAL MEDIA

Social media allows you to communicate with your supporters, as well as the wider public. It's more interactive than a website or email, allowing you to have more of a back-and-forth conversation. It's also more casual, meaning you can sometimes post content which is more light-hearted.

There are lots of different social media platforms, but some general rules apply to all of them:

- Engage and grow your audience by **posting regularly**.
- If somebody comments on your post, try and **reply where necessary** and if they say something good, you can 'like' their individual comments.
- It's best to **vary the type of updates you post**. Try to post a mix of news, links or videos from LCC or other sources. You can repost links from the LCC page if you are struggling for content.
- Always try to **include a photo or an image**. More people tend to see and share posts if a photo is included. (See p 39 for more information on photos)
- Try to keep your posts **short and snappy**. If you have a lot of additional information you want to share, consider publishing this on your website and sharing a link.
- Remember that **anyone can see your social media posts**, including people who may not support your campaign. Be careful not to say anything that could damage your reputation.

- You'll inevitably come across the occasional **rude or aggressive person online**. When this happens, the first thing you should do is ask yourself if it's worth replying. If the person is clearly just trying to cause trouble, it's probably **best to ignore or block them**. **Resist the urge to fight fire with fire** and reply with an insulting or sarcastic comment of your own, as this will make you look just bad as the troll. However, if you think the person may have a genuine question or concern, you could **try a polite reply** – sometimes people who seem hostile at first can be disarmed by a friendly, professional response.
- We recommend you always have 2-3 members of your group as administrators on each social media account, so you don't lose access if someone leaves the group.

FACEBOOK

There are two main ways you can use Facebook: Pages and Groups. Pages are public and can be seen by anyone, whereas Groups are generally private and can only be seen by people who have been approved to join. Your main Facebook presence will be your Page, so make sure you have one set up (Groups, while useful in some situations, are not essential).

Facebook Pages

Posts on your page will appear in the feeds of people who have 'liked' the page. This makes it a good place to post updates on your campaigns, calls to action and information about upcoming events, as well as sharing content from other pages.

Facebook Groups



In addition to your main page, you may choose to use Facebook Groups for discussion between committee members or people involved in a particular campaign. This can be a useful way to organise events and provide feedback. You can set the group to be invite-only, so that only people who have been approved can join. This means you can talk more openly and informally than you would on your official Page (but you should still be careful not to say anything that could damage your reputation.)

TWITTER

Compared to Facebook, Twitter has a more conversational, two-way style. People can follow your account to see all of your Tweets in their timeline, however people who don't follow your account can also see your Tweets by searching for certain hashtags or keywords.

- Treat Twitter as a conversation, not a platform in which to make announcements. Keep it friendly, relaxed and two-way rather than structured, forced and one-way.
- Try to follow other relevant accounts (e.g. other cycling groups, other local community groups in your area, local businesses, local politicians, etc.) This will encourage more people to follow you and help expand your reach.
- Don't be afraid to join in other people's conversations. Retweet content you agree with and add your own comments.

OTHER SOCIAL MEDIA PLATFORMS

Facebook and Twitter are the most popular social media platforms for campaigning, and generally the most effective. However, there are other platforms you could experiment with if somebody in your group is interested, including YouTube, Instagram and Snapchat. Bear in mind that most of these platforms are more visual-based, and often require more technical skills to create high-quality content.

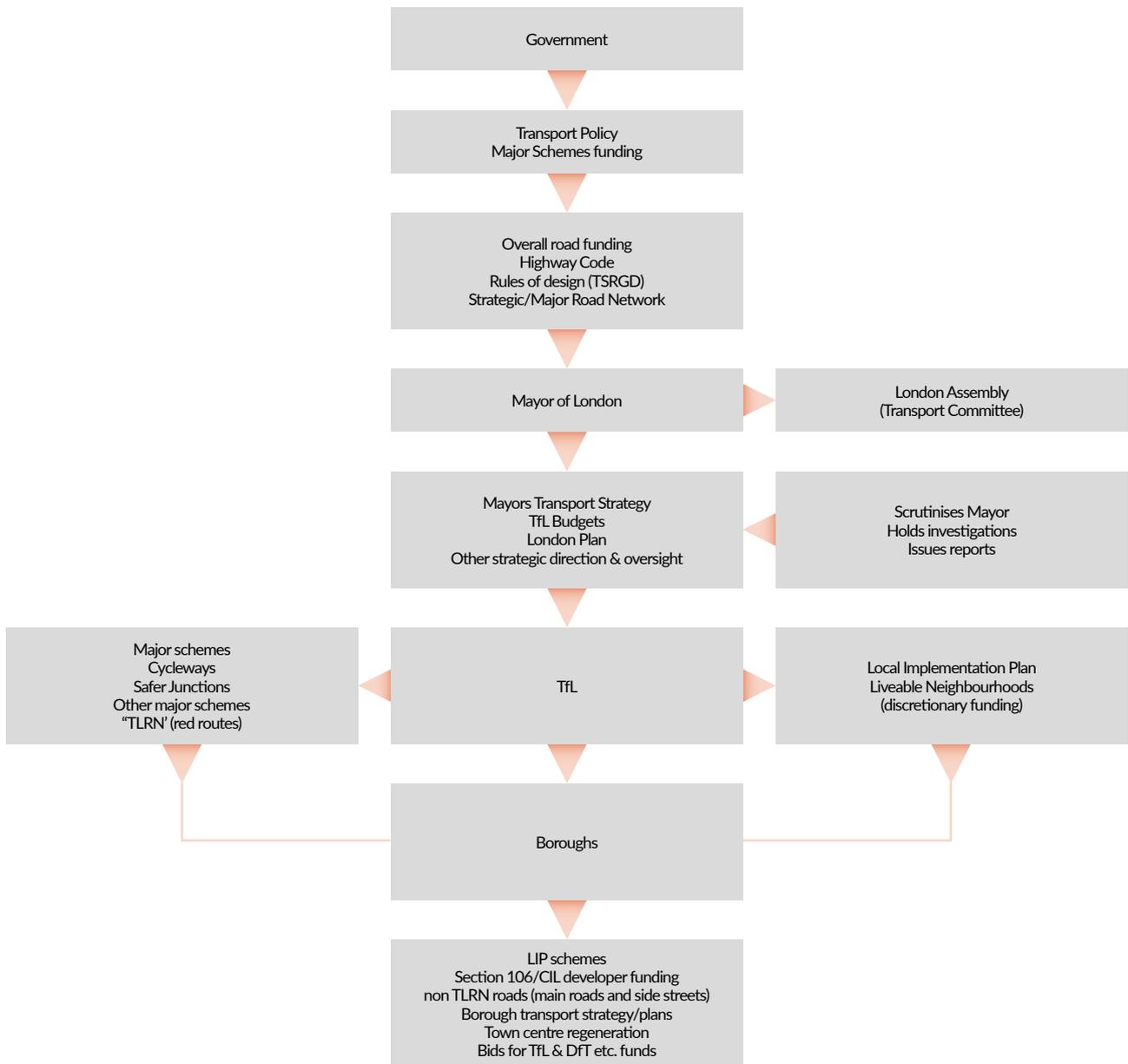
COMMUNICATING WITH EXTERNAL AGENCIES

It's probably best to make sure that only one person communicates with external agencies, such as the local council, the media, other people such as other campaigning groups, residents' associations, etc. This will ensure that your message is consistent, that communication isn't duplicated or missed – both of which can make your group look disorganised or unprofessional.

COMMUNICATING WITH YOUR LOCAL COUNCIL

London's councils are responsible for 95 per cent of the capital's roads, so they are key to delivering cycling improvements in London. This means much of your work as a local campaigner will involve lobbying council officers and councillors.

The remaining 5 per cent of roads are mainly controlled by TfL, including the Transport for London Road Network (the TLRN or London's 'red routes'). As these are often major roads that are important for the entire city, any schemes or campaigns related to these roads will often be coordinated by LCC staff.



WHAT IS LOBBYING?

Lobbying essentially means trying to influence someone on an issue. There are different lobbying methods you can use:

- Writing a letter
- Sending an email
- Making a phone call
- Visiting a Councillor surgery or Council meeting
- Inviting Councillors or officials to take part in an action, a ride, or attend one of your events and advising local media

As council officers and councillors will often play an integral role in determining your campaign's success, it's essential that they see you as a credible organisation who can provide reliable information and sensible suggestions.

Our top tips

- Be friendly and professional. Don't use aggressive tactics or accusatory tones in letters or meetings; remember you are dealing with ordinary people who will appreciate someone who communicates in a polite, reasonable and constructive manner. You are more likely to get your message heard and engage someone if you act this way.
- Establish yourself as a reliable source of information. Make sure you've done your research and all of your statements and statistics are factually correct.
- Councillors are very busy, so give them clear, concise information – avoid swamping them with pages and pages.
- Speak their language, making the case for cycling in terms they understand (air quality, public health, reduction in motor traffic, local businesses, etc.)
- Don't just complain – offer solutions.
- Councillors or Council Officers may be more likely to listen if they think you're speaking for significant numbers of constituents. Try to get as many local people as possible involved, to show that you have the support of the wider community, not "just cyclists".

- However, whilst volume can be helpful, remember that a face-to-face meeting or a phonecall with a councillor can be more effective than 100 emails or petition signatures on the same issue.
- Make sure you recognise other road user groups, such as pedestrians. Improvements for cyclists are often good for pedestrians, and vice versa, as both groups suffer from streets that are designed to prioritise motor vehicles. You may want to consider teaming up with local pedestrian groups, such as Living Streets, on certain campaigns.
- Councillors should be willing to listen to you and give you their opinion and reasoning. But be aware that some politicians will say yes to anything as long as they don't expect to be held to it. Don't be afraid to keep (politely) pushing for a response if you don't get one.
- Councillors from opposition parties are often keen to question the decisions of the party in power. You might be able to use this to your advantage when campaigning.
- Give councillors or officers credit where it is due, e.g. in letters to the press, on social media, or in blogs. But around an election period, remember not to be party-political or attempt to influence votes.
- If dialogue breaks down, analyse why things are not working currently and consider another line of approach.

COMMUNICATING WITH THE MEDIA

The media is crucial to the activities of Local Groups, and a good media strategy can help to win campaigns. Local papers in particular are read by thousands of people and are carefully scrutinised by local decision makers.

The media are generally interested in what is happening now or soon and what is new or unusual. In addition to this, local media are only interested in local issues and local people's concerns, tragedies and triumphs.



GETTING STARTED

- Appoint a Local Group Press Officer – you need a clear and quick thinker, a good communicator, someone who is easily contactable during the day and in the evening.
- Read the local papers – find out what sort of stories they run, when they are published, what deadline they work to, their circulation area, what special columns or features they have, who the journalists are, and the paper's address and contact details.

PLANNING A MEDIA STRATEGY

Sometimes the media might get in touch with you and ask you to respond to events that are currently happening. For example, a journalist might call you and ask for your comment on a cycling fatality in your area or on a redesigned junction.

However, most of the time you'll need to be more pro-active, and actively put your story to the media. In other words, you'll need to create news. Before you reach out to the media, there are a few steps you should follow to make sure you're prepared:

- First of all, you need a clear aim. Why contact the media? What message are you trying to convey? Generally an unclear aim results in an unclear message. Don't forget: however complicated the arguments for your campaign are you need to keep them simple when using the mainstream media

- Now decide who your target audience is. Who is your message aimed at? If you know this then you'll know which media to contact. You are likely to be coordinating campaigning at a borough level; therefore your media work will likely be focused on outlets such as local papers, magazines or radio stations.
- Finally, think about your tactics. What can you do to get the media to cover the story? You could publish a short report or hold a press stunt. Is there a symbolic date, event or location that will add weight to your message and make it more interesting to the media?

CONTACTS LIST

Think about who is likely to run your story. Make a list of which newspapers, blogs, radio stations and TV

channels cover your area. Are they sympathetic to your cause? Usually local and regional media are very likely to cover activities and news from the local area, and they can have high circulation. So they are worth dealing with. Trying to pitch a local story to mainstream national newspapers or TV is very difficult, so it's probably better to avoid this in most situations.

Compile a list of contacts for local media. Most publications will have a newsdesk or general contact phone number/ email address listed on their website, and you can always get in touch to ask them who the best person to send press releases to would be.

WRITING A PRESS RELEASE

A Press Release is a short written announcement of a story or event, which is sent to the news media, in the hope they'll print your story or ask you for an interview. It is a standardised way of

communicating with journalists. If written well it is more likely they will cover your issue. Journalists get

hundreds of press releases every day so you need to make sure yours stands out from the crowd.

When to write a press release?

- When you have an event coming up
- When you have achieved something, for example convincing the council to provide or improve a facility.
- If you want to make your views known on a local issue.
- If you want to try and pressure the council or other body into action over a specific problem

How to prepare and send a press release

- It should be between 250-500 words
- It must have a clear subject line/headline
- Explain as much as you can in the first sentence/paragraph
- Give your story a human angle – who is affected? Who is demanding change?
- Always include a quote from the local group, because this is where you get to have your say:

e.g. Jane Smith of Deptford Cyclists said, "The council needs to do X, Y and Z in order to make cycling safe and inviting for everyone. If they don't, local families and schoolchildren will suffer."
- Make sure you include your contact details: name/mobile/email, plus contacts for any other people willing to speak to the media
- 'Notes for Editors': add extra information or links in this section at the end of your press release
- Include a link to the story on your website, including photos/video

- Traditionally a press release fitted on one side of A4. –if the journalist needs more information, they'll contact you. Less is often more!
- Use the first paragraph to explain what's happening, and then subsequent paragraphs to expand.
- Email your news releases directly to your whole media contact list email, including bloggers, journalists known to cover this sort of news, and news desks, making sure you fill in email contacts in the BCC field of your email software (so you don't broadcast your list details to everyone)
- When emailing your press release, attach a word document as this is much faster for journalists to edit, cut and paste into the paper.

PHOTOS

Photos are an essential part of any campaign. As well as helping to illustrate the issues, they also give a face to your group, showing people who you are and what you do. However, taking a good photo is often more complicated than people realise.

TAKING GOOD PICTURES

There are many guides on how to take good pictures on the internet but a here there are a few basic tips:

- This is an obvious one, but try to make sure there's something cycling-related in the photo. That said, don't be afraid to get creative and try something a little different.
- Aim to get your subject(s) to fill the frame. Photos of people cycling off in the distance are generally less interesting than close-ups which allow you to make out the individual.
- Show people's faces rather than their backs. Try going some way in front of a group ride so you can capture scenes of people cycling towards you.
- When taking photos of infrastructure/ road layouts/ junctions, try to get some people on cycles in the photo. If possible, take a friend along so they can cycle back and forth



in front of your shot to allow you to get the best photo possible. If using a camera you can adjust the settings on, try using a slower shutter speed to show the movement of the cyclist.

- In group shots, make sure as many people as possible can see the camera (and you can see them!). Try and get a few different levels of people, use steps to layer people, or get people to crouch or kneel in the front (like a team photo).
- Try to include a diverse range of people in your photos – people of different ages, genders, ethnicities, abilities, etc. This is important to help show that cycling can be enjoyed by everyone, regardless of their background.

PERMISSION

If you are taking group shots, please make sure all the pictures you take are cleared for use. This means that everyone in the picture has given their consent to be in it and for the picture to be used publicly. General photos of street scenes in public spaces do not need permission.

It's probably best to ask at the beginning of your ride/ meeting/ event/ activity whether anyone is uncomfortable being photographed. You need to make sure you clearly state that the pictures will be used by you, the local LCC group and LCC, and that you give everyone the chance to opt out of being in the pictures if they so wish.

Obtaining permission is especially important when children are involved. In such situations

you must ask the parent/ guardian for consent to take a child's photo, and make sure you're clear about how the picture will be used. The guidelines on the NSPCC website spell out best practice for taking photos or videos of children, and include information on risk factors and safeguarding: <https://www.nspcc.org.uk/preventing-abuse/safeguarding/photography-sharing-images-guidance/>

If you are in any doubt about whether to use a photo or not, it's best not to use it. This will ensure you maintain your group's and LCC's reputation.

CAMERA OR PHONE?

Many mobiles have high-quality cameras, and a picture taken on your phone (in as high a resolution as possible) should generally be OK for your website or social media. However, a proper camera will often provide better-quality photos, so it's best to use one of these if you have access – especially if you're planning on submitting the photos to the press.

6. FREEDOM OF INFORMATION ACT

The Freedom of Information (FOI) Act came into force on Jan 1 2005. At the same time, new environmental regulations were introduced (Environmental Information Regulations 2004.)

Both the act and the new regulations bring in a new era of public access to information held by public bodies. It applies to 100,000 public bodies, including the Department for Transport, the Greater London Authority, Transport for London, the Metropolitan Police, local councils, the BBC, Channel 4, the Inland Revenue and the Houses of Parliament.

SUBMITTING A REQUEST

Under the act, a written request can be made for any information which a public body holds.

It's free to submit a request. Central government bodies will work for free on one request up to a cost of £600. Local authorities will work for free up to a cost of £450. If it is thought the costs will exceed these limits, the public body can either refuse to conduct the requested search or levy an agreed fee for the search.

(This means that the time that it takes to write one request can effectively secure a civil servant or public official working exclusively on your behalf for two days.)

WHAT CAN YOU ASK FOR?

You can ask for any information held by a public body. This includes statistics, internal reports, minutes of meetings, emails, background discussion documents, records of telephone calls, photographs and video footage.

HOW TO MAKE A REQUEST?

A request must be written under the FOI act, either by email, by letter or by using the website What Do They Know (this also allows you to browse other requests, so you can see if a request similar to yours has already been submitted, and what the response was). You must state your name, the information required and an address where the information can be sent. You can also ask to inspect the information or have it sent to you electronically.

The public body has 20 working days to respond.

Most public bodies have an FOI officer where requests can be sent, but you can send the request to any public official and it must be treated as an FOI request under the act (even if you don't mention the act).

You can copy the sample request below, replacing the [XX]s with the relevant details, and including your name and address at the end.

Dear [XX],

I am writing to make a request under the Freedom of Information Act.

I am interested in obtaining information on [XX]. As you will be aware, you have 20 days to respond to this request.

I would like you to send me the information I have requested by post. If you wish to discuss this further you can email me at [XX] or telephone me on [XX].

If you deny my request or any part of it, I would ask that you justify your decision with reference to the relevant parts of the act.

Best wishes,

7. USEFUL INFORMATION

In addition to this Handbook, we have a number of Local Group and Activist Resources on our website to help you run your group and activities effectively.

These are all available here: <http://lcc.org.uk/activism>

Planning a Campaign <http://lcc.org.uk/pages/planning-a-campaign>

Using Twitter: the basics <http://lcc.org.uk/activism-and-local-groups>

Using Facebook: the basics <http://lcc.org.uk/pages/social-media-facebook>

Lobbying your Council <http://lcc.org.uk/lobbying-your-council>

Working with the Media <http://lcc.org.uk/working-with-the-media>

Organising Events <http://lcc.org.uk/organising-events>

Staying Informed <http://lcc.org.uk/stay-informed>



CONTACT DETAILS

Your main point of contact at the LCC officer is the Campaigns Coordinator, Fran Graham. Please direct your enquiries to her at fran@lcc.org.uk or 020 7234 9310

WORKSHOPS, TRAINING & SEMINARS

Relevant cycling workshops and upcoming training sessions will be listed on our website (www.lcc.org.uk/events) and in the weekly Friday Post email to coordinators and group members (email fran@lcc.org.uk) to get your name added to this list.

The LCC Policy Forum put on a number of cycling seminars throughout the year, covering a range of topics. The details of upcoming seminars, as well as information on previous events, are listed here: <http://lcc.org.uk/upcoming-seminars>

CYCLING INFRASTRUCTURE

Information on how to use the London Cycling Design Standards, including using the Cycling Level of Service Assessment tool (CLOS), are detailed on the website:

Infrastructure Overview:

<http://lcc.org.uk/infrastructure>

Infrastructure Handbook:

London Cycling Design Standards:

<http://lcc.org.uk/lcds>

Cycling Level of Service Tool:

<http://lcc.org.uk/pages/clos>

LOCAL GROUPS

For information about all the LCC local groups, including contact details, website and social media, can be found on our website: <https://lcc.org.uk/pages/in-your-area>

GLOSSARY FOR CYCLE CAMPAIGNERS

Cycle campaigners will come across a number of traffic planning terms. Cambridge Cycle Campaign has a handy list of what they all mean here: <http://www.camcycle.org.uk/resources/glossary/>

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LOCAL GROUP WEBSITES

Find all the up-to-date information about the local group here: lcc.org.uk/localgroups





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LondonCyclingCampaign



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