



# **The Way Ahead**

## **Voice and Campaigning Report**

**Produced by: Alison Navarro, CEO, Sutton CVS. 1.04.17**

This report provides feedback from the Voice and Campaigning Working Group.

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## 1. Executive Statement

The voluntary and community sector has its roots in social justice and for it to retain this tradition and its connection to the lives of Londoners, voice and campaigning needs to be fully embedded in The Way Ahead.

The following key recommendations are seen as fundamental in enabling this to happen:

***Recommendation 1:*** A pilot is delivered to explore what is in place to support effective campaigning and where improvements are required focusing on one issue affecting Londoners (the issue to be identified in conjunction with the GLA)

***Recommendation 2:*** A 'Campaigning Forum/Network' is established to enable people to come together to: share data and intelligence on key issues, 'campaigning' practice and skills; identify gaps; develop new ideas; and share resources

***Recommendation 3:*** A Standing Conference be established that explores key issues affecting Londoners, using data that identifies trends and issues, and develops campaigning responses to enable a coordinated and collective response to those issues

***Recommendation 4:*** A key role of local and regional voluntary sector and infrastructure organisations is supporting individual and grassroots activity, through training, guidance and building collaborations, to enable them to 'Speak Truth to Power' and that guidance is developed to enable them to develop this work in consistent and effective ways.

Section 4 provides further information in relation to the above and additional recommendations for consideration as part of the ongoing development of The Way Ahead journey.

## 2. The Voice and Campaigning Group

### ***The Way Ahead***

The key elements from The Way Ahead Vision and System that influenced the parameters of the groups work included an acknowledgement that:

***'civil society needs to be fully engaged in decision making on London-wide issues and there is a commitment to campaigning that needs to be better supported, more joined up and more strategic, both locally and regionally'***

***'One of the most crucial roles that civil society plays is that of speaking truth to power. How civil society enables community voices, including those that are rarely heard to come to the fore will be crucial to its future success in influencing and campaigning...basing influencing and campaigning work on the voices of communities will reinforce the legitimacy of civil society in influencing those in power...as a sector, civil society needs to be much better at coming together to agree core messages and provide a united front. If the sector is rooted in and driven by what communities say this will be far easier to achieve'***

This reminds us that:

- A shared understanding of need should be co-produced with communities driving the process and with the involvement of a range of other players
- Communities should be enabled to find and deliver their own solutions where possible
- Communities, civil society support and funders should act as catalysts for action and also identify emerging needs
- Frontline volunteers, groups and organisations, civil society support and independent funders should campaign and influence locally and regionally

Along with the recognition that:

*The challenges presented by factors such as the impact of the Lobbying Act coupled with reduced capacity within civil society organisations has made campaigning and influencing work more complex'*

**[Ref]**

[http://londonfunders.org.uk/sites/default/files/images/SME574%20London%20Funders%20Executive%20Summary\\_04\\_0.pdf](http://londonfunders.org.uk/sites/default/files/images/SME574%20London%20Funders%20Executive%20Summary_04_0.pdf)

### ***The Voice and Campaigning Group***

The Group has been led and facilitated by Alison Navarro, Sutton CVS. There have been 4 group meetings... 20<sup>th</sup> December 2016, 26<sup>th</sup> January 2017, 28<sup>th</sup> February 2017, 14<sup>th</sup> March 2017

A range of voluntary sector colleagues have engaged in different ways and the following have attended group meetings:

Matt Scott	LVSC
Dave Lunn	Riverside Community Association Limited
Gordon Deuchars	Age UK London
Ade Fashade	LVSC
Sharon Long	Children England, Partnership for Young London
Yaninka Saliska	Advocacy for All
Nicola Huggins	Sutton Vision
Vince Braithewaite	Public Media CIC

As well as direct contact, emails seeking information on voice and campaigning have been sent to a broad distribution list of CVS's, regional equalities groups and other interested bodies.

Additional meetings have been held with:

- Sheila McKechnie Foundation (SMK)
- Networked City Workshop
- LVSC Equalities Forum
- LVSC Community Development Call for Action event
- Dave Lunn, Riverside Community Association re KUMU scenario planning

And contact has been made with:

- Trust for London
- Kingston REC

This has all been backed up with an extensive web based literature review, as well as engaging in The Way Ahead process through the Systems Change Group and Chairs meetings.

### **3. Overarching Conclusions**

The range, breadth and depth of discussions and data analysis that has taken place in undertaking this work has highlighted that fundamentally communities and individuals need to be key players in identifying issues that impact on their wellbeing, and in designing interventions/solutions that will respond to the range of experiences, contexts and situations of those individuals and communities.

This is more pronounced due to the rising inequalities across London's communities.

**[Ref] The Way Ahead 30.11.16'**

The phrase *'Truth to Power'* was consistently referred to during the work of the group and it has helped to define the crux of the challenge: how can the experiences and narratives of local people and communities be developed in a way that is authentic and robust, and what are the routes, tools and mechanisms for ensuring not only that those in power hear and respond to those narratives, but that the spaces and places of power can be changed to include local people and communities?

The Power Cube **[Ref]** <https://www.powercube.net/analyse-power/what-is-the-powercube/> describes an *analysis of power* and offers a framework for developing actions and interventions to support Voice and Campaigning.

The Power Cube articulates the core dimensions affecting voice and campaigning work undertaken by voluntary and community organisations, local communities and individuals, in the form of spaces, places and power (see appendix 2 for definitions).



# The Power Cube

**PLACES**

*Global*

*National*

*Local*

**SPACES**

*Claimed*  
*Invited*  
*Closed*

*Visible* *Hidden* *Invisible*

**POWER**

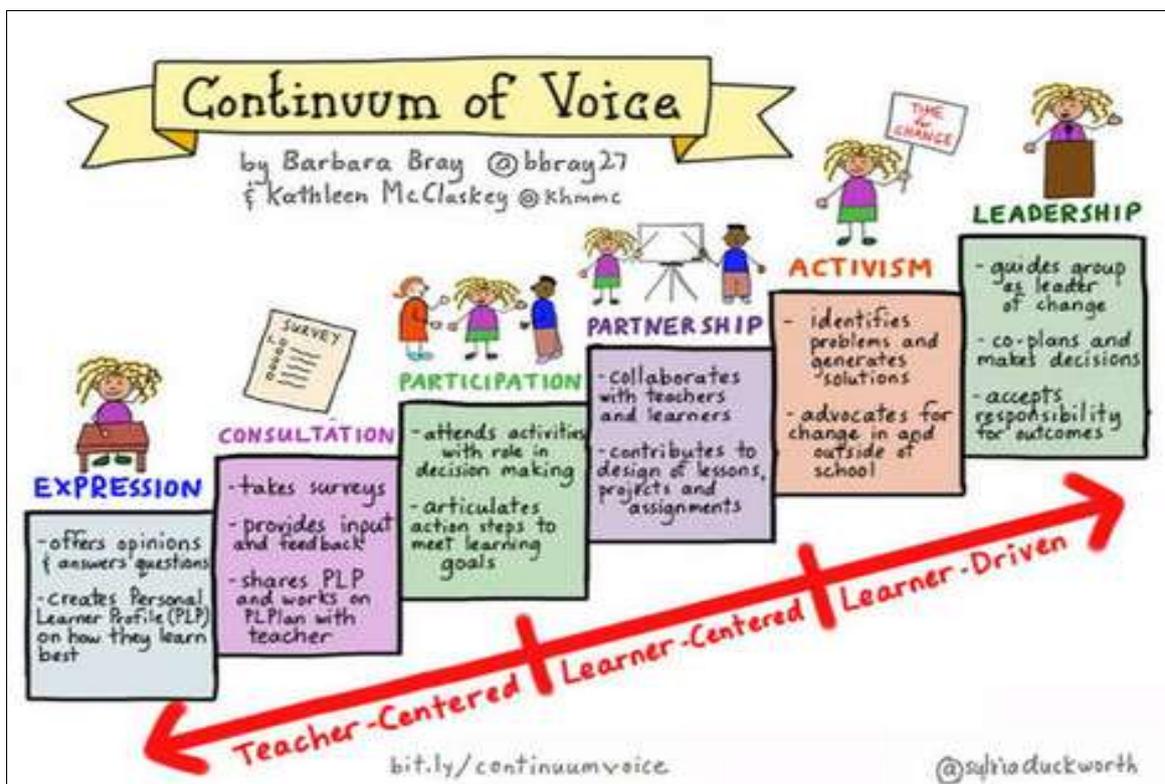
The Voice and Campaigning Group has undertaken initial reflections on what is needed to support Londoners across the 3 core aspects of the framework.

<b>Dimension</b>	<b>Helps!</b>
<b>Places</b>	<p>Joined up narratives and actions locally, regionally and nationally</p> <p>Accountable voluntary and community sector organisations to 'speak' on behalf of local communities</p> <p>Local communities connected to civil society organisations</p> <p>Community Development policy and practice to empower local people and communities</p>
<b>Power</b>	<p>Robust evidence about the issues people want to influence presented in accessible formats and language</p> <p>Education to enable those without power to develop critical analysis  <b>[Ref]</b> <a href="http://www.freire.org/people/saul-alinsky/">http://www.freire.org/people/saul-alinsky/</a></p> <p>Understanding of where power is and how it works</p>
<b>Spaces</b>	<p>Understanding of the role, value and challenges of 'Community Leaders'  <b>[Ref]</b> <a href="https://www.jrf.org.uk/report/strengthening-community-leaders-area-regeneration">https://www.jrf.org.uk/report/strengthening-community-leaders-area-regeneration</a></p> <p>Enabling local people to engage in the different spaces</p> <p>Challenging those who 'claim' spaces by empowering those not normally engaged</p> <p>Training and skills development for individuals and representatives to operate in 'invited' spaces</p> <p>Support for identity based spaces</p> <p>Community builders and connectors  <b>[Ref]</b> <a href="https://www.croydon.gov.uk/sites/default/files/articles/downloads/abcd-reportsun.pdf">https://www.croydon.gov.uk/sites/default/files/articles/downloads/abcd-reportsun.pdf</a></p>

A key narrative that has emerged throughout the work of the group is an acknowledgment that campaigning is not a universally understood term and that in reality it exists as a **continuum**.

The following framework has been developed based on the work of Sylvia Duckworth, to assist in framing what is required to maximise and develop the structures, processes and opportunities for voice and campaigning to bring about effective change for Londoners.

[Ref] <http://www.personalizelearning.com/2016/01/continuum-of-voice-what-it-means-for.html>

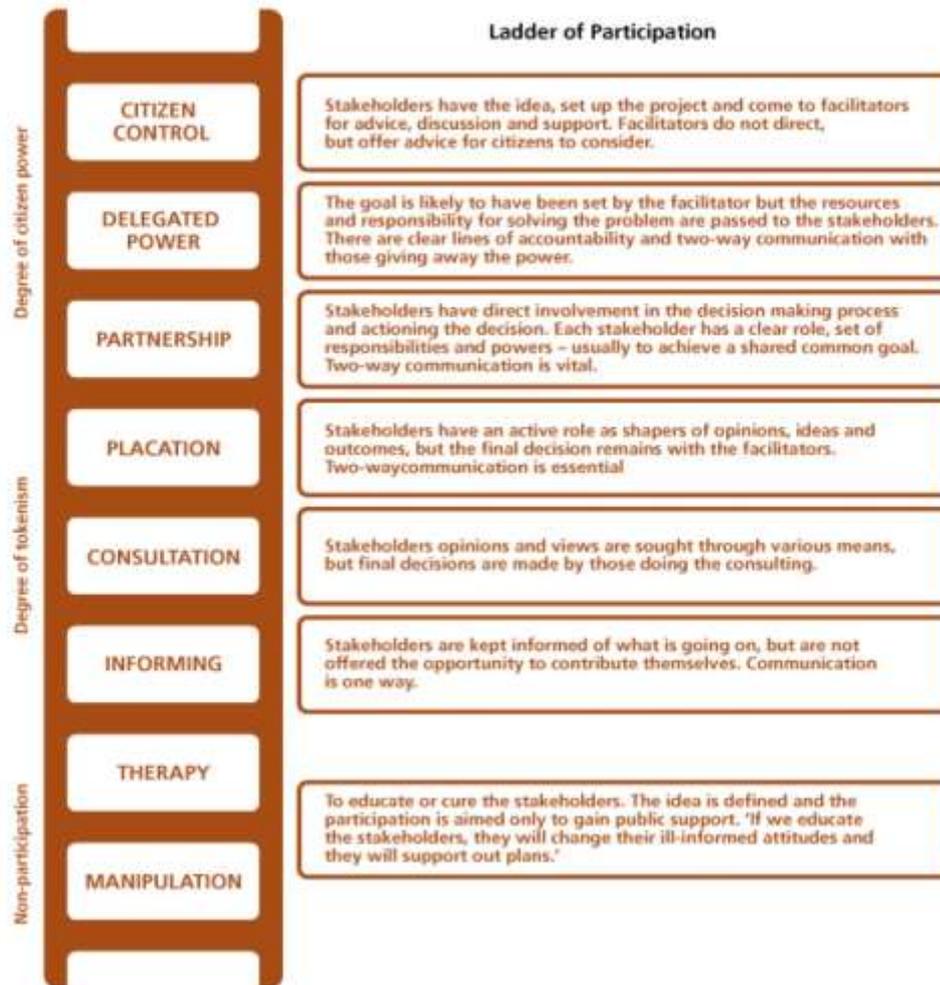


This Continuum of Voice Framework is located within an educational context and has similarities with the Ladder of Participation work developed by Arnstein.

[Ref] <http://www.vcn.bc.ca/citizens-handbook/arnsteinsladder.html>

## Arnstein's Ladder of Participation

<http://lithgow-schmidt.dk/sherry-arnstein/ladder-of-citizen-participation.html#d0e70>



Source: Adapted from the original by S. Arnstein

The framework developed as part of the work of the Voice and Campaigning Group has considered both of these frameworks and is offered here simply as a way of documenting some of the emerging thinking from the work of the group.

<b>Stage</b>	<b>Narrative</b>	<b>To consider...</b>
<b>Individual empowerment</b>	This reflects the importance of individuals feeling that they have the right to participate in and influence decisions that affect them and their communities of identity or geography	Rights based awareness raising Personal empowerment activity Equalities focused interventions The role of critical education
<b>Individual engagement</b>	This enables individuals to advocate on their own behalf (or with support) and to participate in information giving or consultation	Recognising that some voices need support to be heard e.g. ex-offenders A range of accessible approaches to engagement
<b>Community Activism</b>	This relates to the role of individuals within communities coming together around particular issues and promoting a range of opinions	The impact of the Lobbying act Lack of political will to hear the voices of others Communities are best placed to understand the issues they face and to develop solutions The role of infrastructure and VCSE organisations in supporting activism The need for outreach based approaches to capture and support 'under the radar' groups The relationship between social action, community organising and voice and campaigning The use of community development principles, values and approaches

Stage	Narrative	To consider...
<b>Participation</b>	This would be illustrated by more structured engagement of people and communities through workshops and events either hosted by local communities, voluntary and community sector organisations or public and private sector bodies	Using a range of tools and techniques to engage with the range of diversity within communities  The inequalities across London require a range of ways to enable voices to be heard  The role of voluntary and community sector and infrastructure organisations
<b>Partnership</b>	This formal mechanism for voice and campaigning will see a range of partners collaborating and communicating about the issues in question and reaching a consensus view	Ensuring that what communities say is heard and understood  Need for capacity to develop local and sustained relationships  The awareness and connectedness of policy maker to the work of the voluntary and community sector
<b>Leadership</b>	This characterises a leadership role that reflects the issues and concerns held by the community or groups in the community/area	The ability and willingness to devolve power

It is recognised that **individuals** may require support – as defined by them – to enable: their voices to be heard; to build their resilience; and enable them to understand and access their rights e.g. trauma counselling for refugees or accessibility support for people with sight impairments. Without this, individuals may not be able to play an active role within their communities or the grassroots movement.

Furthermore, it was acknowledged that for many individual community members, there is a lot of other 'noise' going on in their lives and this can impact on their capacity and capability to engage in 'campaigns' or share their experiences or assets.

**Community groups** enable ordinary people to come together and collectively take action to address local issues in their communities by:

- building relationships between people;
- forming stronger bonds between communities;
- nurturing active citizens;
- fostering robust democracy; and
- creating community identity.

[Ref] [http://www.e-c-a.ac.uk/media/uploaded\\_files/CSC\\_policy\\_paper\\_Unleashing\\_the\\_Potential.pdf](http://www.e-c-a.ac.uk/media/uploaded_files/CSC_policy_paper_Unleashing_the_Potential.pdf)

Effective voice and campaigning is inextricably linked to the other Way Ahead themes and in particular co-production and data, as well as the overarching theme of communications.

The key action for the sector therefore is challenging the mainstream narrative that they are 'just service providers' and to begin to value and recognise its role as policy influencers. Now is the time for civil society to be empowered to enhance its voice and campaigning potential in making a difference to the lives of individuals and communities.

#### 4. The Recommendations

The first four recommendations, as previously outlined in the Executive Statement, are identified as being core to the developing journey of The Way Ahead.

Recommendations 5 – 8 are offered for future consideration.

Where appropriate the recommendations have been supported with a case study, anecdotal reflections or reference to other aspects of the The Way Ahead intelligence/reports.

Finally, the ideas contained on Page 6, with reference to the Power Cube and those on page 9 & 10, in relation to the 'Continuum of Voice' should be considered in conjunction with the recommendations.



#### RECOMMENDATION 1

A pilot is delivered to explore what is in place to support effective campaigning and where improvements are required focusing on one issue affecting Londoners (the issue to be identified in conjunction with the GLA)



#### London CVS/Volunteer Centres Conversation 25.10.16

*'Ideally, an attempt to design a support system for London's Civil Society could start from the things that Londoners say matter to them. This may include: reducing poverty; improving health; overcoming social isolation; developing more affordable housing...'*



## RECOMMENDATION 2

A 'Campaigning Forum/Network' is established to enable people to come together to: share data and intelligence on key issues; 'campaigning' practice and skills; identify gaps; develop new ideas; and share resources



### Education for Democracy:

<https://www.opendemocracy.net/wfd/titus-alexander/7-steps-to-education-for-democracy-for-all>

### Critical Education:

<http://infed.org/mobi/saul-alinsky-community-organizing-and-rules-for-radicals/>



## RECOMMENDATION 3

A Standing Conference is established that explores key issues affecting Londoners, using data that identifies trends and issues, and develops campaigning responses to enable a coordinated and collective response to those issues



### The Way Ahead – establishing a London Hub, Interim Report, March 2017

*'Building a far reaching network of agencies and volunteers who can act as the interface between civil society and the general public and therefore offer credible insights into the lived experiences of Londoners, highlighting problems and opportunities with the ability to co-design potential solutions, promote integration and campaign effectively for change'*



#### **RECOMMENDATION 4**

A key role of local and regional voluntary sector and infrastructure organisations is supporting individual and grassroots activity, through training, guidance and building collaborations, to enable them to 'Speak Truth to Power' and that guidance is developed to enable them to develop this work in consistent and effective ways.



#### **London CVS/Volunteer Centres Conversation 25.10.16**

*'the task of building confident and resilient communities able to take effective action on their own terms requires a high degree of trust sometimes over a long period of time (as the example of Big Local illustrates). In most cases this is best delivered as close as possible to a community. Therefore, strengthening the system of local support should be at the heart of the Way Ahead'*

#### **The Way Ahead – establishing a London Hub, Interim Report, March 2017**

*'there is broad agreement that what matters most are not organisations per se but rather the vitality of civil society and in particular how Londoners can be supported to take positive action, as individuals and in associated with others, in their local communities, communities of interest on their own terms'*

*'Hands on help at a local level can therefore be the best starting point, provided that local support providers know how and when to pull in specialists from elsewhere...'*

*'There is a case for subsidiarity...'*

#### **The Way Ahead – Our Commitments, London CVS Directors Network, March 2017**

*'There can be an understandable misunderstanding that CVSs only support 'organisations' and not 'individuals'. This is incorrect. Local infrastructure is all about working with individuals, whether they be within formalised groups or new social activists wanting to volunteer, taking action or developing something new'*

#### **Sutton Decision Making Map**

Sutton CVS is currently working with voluntary and statutory sector partners to map out the decision making places across Sutton and identifying community and organisational 'voice' currently in place to influence decisions as well as the gaps. The next phase will be the development of a programme to support those individuals to 'speak truth to power'



## RECOMMENDATION 5

To build on the existing momentum behind digital campaigns and explore how the VCS can work more effectively across London using digital platforms to *'improve the way people connect with local services, organisations and opportunities in their community'* (quoted from Sliph[ham Living Lab, Mackie and Wilcox)



### **The Slipham Living Lab:** [R] <http://www.networkedcity.blog/>

Slipham is an imaginary place that has been created to explore various urban issues and possible scenarios that have collaborative working at their core and assists in exploring:

- ✓ What are the patterns of existing collaboration and sharing
- ✓ How do the various actors cluster in terms of their shared activity
- ✓ Who is most central and therefore most influential in local networks

### **Digital Networking and Campaign Analysis**

See appendix 1



## RECOMMENDATION 6

Review where policy changes are impacting on equalities groups and develop greater collaborations to challenge this



### **The Way Ahead – establishing a London Hub, Interim Report, March 2017**

*'...some communities have far greater barriers that others to overcome in pursuit of co-producing better lives for themselves. Where there is a power imbalance co-production can become co-option allowing inequality to persist. An important goal for civil society infrastructure is to provide support in ways which can help to redress rather than reinforce that imbalance'*

*'Support and funding for civil society should encourage and assist forms of association which allow people on their own terms to express solidarity, establish mutual aid and campaign for social change as well as building connectivity across multiple interests and identities'*



## RECOMMENDATION 7

The HUB coordinates the routes for influence and campaigning at the London and local wide levels, as well as for issue focused campaigns related to evidence based issues affecting Londoners e.g. housing, young people, bringing people together to highlight what is happening and how groups and individuals can get involved and add their voice

### London CVS/Volunteer Centres Conversation 25.10.16

*'...about how civil society works at the community level: many frontline organisations in London are themselves an expression of community need.'*

#### Partnership for Young London

[25%](#) - youth led research on the needs of young Londoners aiming to highlight the issues faced by young Londoners, and to be action orientated, i.e. what are the solutions which has been presented to policy makers

#### Vision for Young Londoners

[Vision for Young Londoners](#) – cross sector platform focusing on regional youth policy – 100 organisations have been involved from the outset. We have now re developed this, last week, and now have a revised set of priorities which we will present to the Deputy Mayor. This was co-produced with young people

#### Sutton Vision

Sutton Vision is a local charity supporting blind and partially sighted people. Whilst we undertake individual cases of advocacy, we are too small and under resourced to influence major change through campaigning. Instead we focus our energy on ensuring the voice of the visually impaired community in Sutton is heard by national campaigns that impact on local issues. One such campaign was working with TFL. Several visually impaired users had reported issues with audio systems in buses. The audio system allows someone to travel independently, with confidence, without the need for assistance. The main issues centred around the audio either being completely turned off, or the volume turned down to the extent that it was not audible. We raised these local issues with a national sight loss organisation, Thomas Pocklington Trust, who had been working with TFL to improve transport services across London. TFL responded that drivers do not deliberately turn off audio in buses, and if the audio is not functioning on a bus, it could very likely be due to a faulty system. However, despite the response, they were still keen to learn more. We were invited to share stories from our Sutton members who had experienced difficulties with audio systems in buses to support TFL in improving the system and to better educate drivers in the Future. This was just a small example of linking national and local organisations to utilise the different areas of expertise, in this case national networks and local experience. These links across London between borough, sub-regional and pan-London are essential to ensure effective reach and opportunity to share ideas and enable change.

#### Age UK

See appendix 3



### **RECOMMENDATION 8**

The impact of the anti-advocacy clause on the ability of charities to campaign and to support their members/users and the broader community in campaigning activity is explored and guidance developed to support voice and campaigning within that context

## **5. References & Further Reading**

### **Examples of Campaigns:**

The Battle of the Houseboats:

[http://www.infed.org/socialaction/battle\\_houseboats\\_jacobs\\_island.htm](http://www.infed.org/socialaction/battle_houseboats_jacobs_island.htm)

Housing Reform- Octavia Hill: <http://infed.org/mobi/octavia-hill-housing-and-social-reform/>

### **Influencing/Campaigning/Advocacy:**

The Advocacy and Campaigning Cycle: <http://thepressuregroup.org/mini-guides/advocacy-campaigning-overview/>

Policy Influencing Continuum: <http://oxfamblogs.org/fp2p/is-advocacy-becoming-too-professional-a-conversation-with-world-vision-and-save-the-children/>

The Advocacy Continuum: <https://www.slideshare.net/StudentUnitedWay/suwlr-2014-advocating-for-a-cause-lindsay-torrice>

The Civil Society Engagement Continuum:

<https://blogs.worldbank.org/category/tags/civil-society-organizations>

Influence Strategies: <https://www.slideshare.net/appinions/the-influencer-continuum-from-influencer-to-super-advocate>

Youth Campaign: *Who Stands for Youth* – a review of whats happening across the youth sector and why the only way forward is collaboration.

Campaigning is ok! <http://www.e-c->

[a.ac.uk/media/uploaded\\_files/Campaign\\_Roadshow\\_Report\\_2009\\_FINAL.pdf](http://www.e-c-a.ac.uk/media/uploaded_files/Campaign_Roadshow_Report_2009_FINAL.pdf)

Campaigning: <https://www.ncvo.org.uk/policy-and-research/campaigning-policy>

### **Networking:**

The Network Effect: <https://www.slideshare.net/chartboost/campaigning-for-success-a-monetization-advertising-primer>

### **Tools:**

Public Campaigning Toolbox: <http://learning-advocacy.org/what-advocacy>

Successful Campaigns: <https://www.linkedin.com/pulse/how-implement-impactful-internal-comms-campaign-drive-rebecca-hancock>

**General:**

State of Civil Society Report, VIVICUS, 2015

The Way Ahead, Civil Society at the Heart of London, London Funders, 2016

The Road Ahead, A review of the voluntary sectors operating environment, 2014

NAVCA, Chief Officers Report, 2016

## **6. Appendices**

### **Appendix 1: Digital Networking and Campaign analysis**

***Insert screen shot – re KUMU and Riverside***

Stage	Narrative	To consider...	In Place	Gaps	Kumu	Opps
<b>Individual empowerment</b>	A dissatisfied and disempowered local resident, unhappy with the local housing association, approached the Riverside Community Association Limited, to explore options for engagement and support	The role of the housing association in supporting local residents with ongoing maintenance and repairs	Support of the local community hub	No resident's association or formal means to have a voice heard	Mapping out connections and options for engagement across the wider community	Steps to engagement to support other local issues
<b>Individual engagement</b>	The local resident gathered the support of other local people	Agreed that support would be sought from across all housing tenancies		No immediate forum in place	As above	As above
<b>Community Activism</b>	Residents Meeting	The relationship between the residents and the housing association  The lack of communication  Dissatisfaction with the maintenance and repairs service			Growing the connections and the potential to create layers of connections, based on skills, experiences and interest groups	Continuing dialogue
<b>Participation</b>	Ongoing residents meetings.	The initial engagement was through putting letters through individual properties	Support of the Riverside Community Association as a place to meet.			Future engagement could be through workshops and other methods

<b>Stage</b>	<b>Narrative</b>	<b>To consider...</b>	<b>In Place</b>	<b>Gaps</b>	<b>Kumu</b>	<b>Opps</b>
<b>Partnership</b>	Involvement already of the local councillors, the local authority and MP's office, to support local people and give weight to their voices	Ensure that the voice continues to be heard, through existing mechanisms (Local Committee) and also through as yet recognised structures and processes		No partnership structures identified	Could help with the mapping	For partnership arrangement related to other issues on the estate
<b>Leadership</b>	Valuing the initial contact of one individual	A more formalised structure for ongoing voices to be heard	Support from CVS to establish a resident's body		How one voice can lead to action	As above

## **Appendix 2: The Power Cube – Definitions**

### **POWER**

**Visible** Power is seen in public spaces or formal decision making bodies including: political bodies, local government bodies, local assemblies, or consultative forums and they can apply to the decision-making arenas of organizations and even of social movements or other spaces for collective action. The assumption in this approach is that access to these decision-making arenas by relatively powerless groups is relatively open. Those with grievances are able to articulate them in the formal decision-making processes and participate fully in the deliberations within them.

**Hidden** forms of power are used by vested interests to maintain their power and privilege by creating barriers to participation, by excluding key issues from the public arena, or by controlling politics 'backstage'. They may occur not only within political processes, but in organizational and other group contexts as well, such as workplaces, voluntary sector organisations or community-based organizations.

Through hidden forms of power, alternative choices are limited, less powerful people and their concerns are excluded, and the rules of the game are set to be biased against certain people and issues

**Invisible** power involves the ways in which awareness of one's rights and interests are hidden through the adoption of dominating ideologies, values and forms of behaviour by relatively powerless groups themselves. In this form of power, people may be unaware of their rights, their ability to speak out, and may come to see various forms of power or domination over them as 'natural', or at least unchangeable, and therefore unquestioned.

### **SPACES**

**Closed** spaces are where elites such as politicians, bureaucrats, experts, bosses, managers and leaders make decisions with little broad consultation or involvement.

**Invited** spaces - In many societies and governments, demands for participation have created new opportunities for involvement and consultation, usually through 'invitation' from various authorities. These spaces are seen at every level, from local, to national policy and even to global forums, and often within organizations and workplaces as well.

**Claimed** spaces - While much emphasis on citizen action and participation is on how to open up closed spaces, or to participate effectively with authorities in invited spaces, there are almost always examples in any society of spaces for participation which relatively powerless or excluded groups create for themselves. These spaces range from ones created by social movements and community associations, to those simply involving natural places where people gather to debate, discuss and resist, outside of the institutionalized policy arenas.

### **PLACES**

This includes: local; national and global. There are some that argue that changing power in practice must begin locally, as it is in the arenas of everyday life in which people are able to act. Others argue for the importance of the nation state, and how it mediates power, suggesting that the nation state is still the main crucible of power and public authority.

## Appendix 3: Case Study – Campaign and Voice Structures for Older People

### Age UK London and its campaigning/influencing relationships

#### Age UK London - regional equality focussed organisation – Mission:

*'To raise the voice and address the needs and aspirations of older Londoners'*

#### Strategic Aims include:

1. To reflect and promote the views of older Londoners
2. To exert influence on individuals and organisations that make a difference to the wellbeing of older Londoners

#### **Relationships contributing to campaign/influencing success**

<b>Relationship</b>	<b>How relationship contributes</b>	<b>Comments/Examples</b>
Older people	Provides the key content and drive to campaigns. Older people participate as campaigners	Reached either directly – including online and social media – or via local groups
Local Age UKs	Contact with older people locally Insight into local issues and service delivery Can influence local stakeholders	
Other local older people's groups	Contact with older people locally Insight into local issues Can influence local stakeholders	Borough Older People's Forums, other small local groups (total of 500+ groups)
Other Londonwide older people's networks	Increased outreach Specific audiences (for example local Forums, dementia focussed groups)	
Other VCS/campaigning groups	Outreach beyond "older people" Alliances for common objectives	Eg.: Other equality strands, Tenants (social housing or private rented)
Media	Publicity for campaign aims!	
Regional public stakeholders (influencing targets)	Policies and services directly affect older people, regional bodies influence local level	Can identify sympathetic or allied stakeholders who contribute to campaign development. Others are purely influencing targets.
Local public stakeholders (influencing targets)	Policies and services directly affect older people	As above
Private sector	Can contribute to age friendly communities via better services. Explore campaign related potential?	