

Initial Reflections on Supporting Grantees to Influence:

Background:

At Lloyds Bank Foundation we are committed to supporting small and local charities to overcome complex social issues. Through long term funding, ongoing developmental support and influencing policy and practice, we help charities make life changing impact. ¹

We are one of relatively few foundations to have a policy function and have been engaged in doing influencing work and funding specific programs on issues such as domestic abuse and criminal justice for the last 6 years. Through this work and our core grant funding we have seen that often grantees are excellent at responding to presenting need, e.g. setting up a foodbank in response to increasing food poverty, but can be less skilled or confident in knowing how to engage with underlying structural issues causing this, such as increased sanctions under current welfare reform.

This piece of research sets out the initial findings of a scoping exercise as we look to expand the support offered to grantees and answer the question – What needs to be in place to support small and local charities to influence change?

Why focus on supporting small and local charities to influence?

It is essential that smaller charities are equipped to influence change and to speak out and challenge on the issues they see day to day. Most charities in the UK are small with 97% of having an income of less than £1m. These charities matter to people facing disadvantage, to communities and to the economy. What they do, how they do it and their position in communities means they can support individuals, the economy and society more broadly. But they're under threat. Demand for services is rising and getting more complex, while funding is increasingly difficult to secure. Their survival is intrinsically linked to central and local government policy: Action is needed to secure the future of small and local charities and their ability to influence change to address structural injustices so that demand can lessen and people facing disadvantage can access the services they need.

Whilst foundations are able to do some work on this by amplifying grantee voice centrally, it is also important that charities are able to raise their own voices on the issues directly affecting them. It is precisely because of their local links, expertise and front line experience that these organisations are both best qualified and best positioned not just to identify where policies and systems are failing on the ground but also to develop solutions, try new ways of working or collaborate with others to best support those in need. This is especially true on issues that can be influenced locally. By supporting charities to do this more

¹ Reaching Further strategy – page 1

effectively we hope not only to have greater reach than a limited central policy function can support but also the potential for longer term impact with charities more powerful and better equipped to influence change far beyond the life of any grant.

We want to understand how best to support small and local charities to do this going forward and hope we can continue to learn with and from others in the sector.

Methodology:

The following reflections are the result of an initial scoping exercise to understand the current activity of grantees and the context they are operating in with regards to influencing. This is being used to design interventions that can be trialed over the next 18 months to support existing grantees to influence change and to inform our long term strategy. This initial scoping has included:

Understanding the experience of charities:

- 28 interviews with grantees. Grantees were selected as those currently engaged with some influencing work as nominated by Regional Managers or through monitoring reports. They ranged from those thinking about this for the first time to those with developed influencing functions.
- 7 visits to charities shadowing Regional Managers
- 8 conversations with charities (large and small) who were recommended as examples of campaigning/influencing best practice

Understanding the role of funders:

- 7 conversations with funders and funder networks
- Literature review and desk based research on funding campaigns and supporting influencing work

Understanding the existing support available:

- Conversations and attending a workshop with IVAR on supporting charities to influence
- 7 conversations with current Enhance consultants (The Foundation's wider developmental support available to grantees)
- 12 conversations with consultants and organisations who support campaigns development/deliver training
- 5 conversations with infrastructure bodies
- Attending NCVO's Campaign Conference

This report focusses on the experience of small charities, because this is the Foundation's focus however, we recognise the need for many players in a wider ecology of groups working for social change.

It is also worth noting that this initial scoping exercise is not explicitly intersectional in its analysis and did not explore the specific challenges/implications for different demographic groups in influencing change.

We recognise the need to view influencing support with a justice lens and the importance of building power with those normally excluded from decision making processes. Through the rollout of pilot interventions, we hope to better understand the particular challenges or barriers that may be experienced by different demographic groups and those with personal experience of the issues being worked on and to respond and amend our offer accordingly.

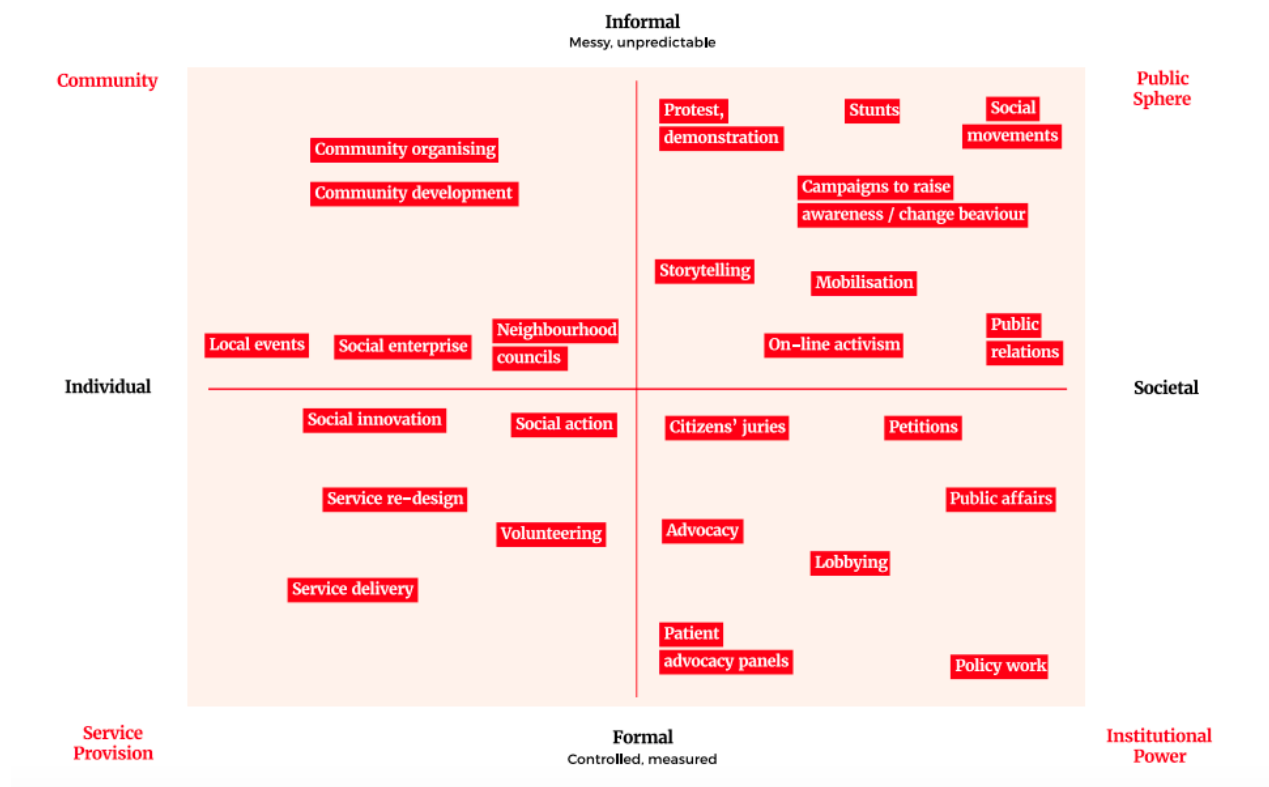
What is influencing?

“Always use the proper name for things. Fear of a name only increases fear of the thing itself” – Albus Dumbledore²

Too often the research showed “influencing” is thought of as dark arts – the stuff of dimly lit Westminster corridors.

The reality is that there a number of different strategies that people across civil society use to influence change at local, regional and national levels and across the public, private and charitable sectors. The SMK Social Power report sets this out clearly – summarising in one visual what campaigners have known for a long time; social change almost always involves lots of different actors in lots of different ways at different points in any campaign/influencing journey. This is demonstrated in the grid below, though there are a number of additional strategies not represented such as strategic litigation:

The Social Change Grid



² JK Rowling, Harry Potter and the Philosophers Stone

Fig 1: The Social Change Grid by SMK³

The term influencing is used in this report as a cover all for these different strategies. In this context it can include but is not limited to the following:

Advocacy: Support for or championing of an issue/cause on behalf of others. Often understood to be speaking up for those who may, or are thought to be, less able to speak for themselves.

Campaigns to raise awareness/change behaviour: Storytelling and sharing information in the hope that this increases awareness and leads to behavioural change (there is a large literature on the importance of designing this work deliberately to be effective, often over a long period of time). For Lloyds grantees support for this kind of work is offered through the communications support available through existing channels such as Enhance.

Community organising: Bringing people or groups together to build relational power, find shared issues and solutions and take action together to win change in a cycle of research, action and evaluation which develops participants' ability to act for the long term and involves a commitment to work together before issues are agreed.

Social movements: While there is no single definition of a social movement, for the purposes of this report we are talking about movements of multiple actors working towards a common goal though not necessarily coordinating with each other. A good example might be work around climate where no one group is controlling or coordinating the agenda but many are taking different forms of action to make change. Social movements are *not* simply mobilising an existing supporter base to campaign.

Mobilising supporters (traditional campaigning): There are a number of tactics people use to do this both online and in person but broadly speaking this is about rallying people around a stated cause to achieve a particular aim.

Digital campaigning & online activism: Seeking to influence change through the use of online tools such as social media, hashtags, videos and online petitions.

Policy work: Influencing policy development or implementation, working to amend existing policy and procedures, often used interchangeably with public affairs.

Public affairs: Term used to describe an organisation's relationship with stakeholders. Public affairs work often combines government relations, media communications, issue management, corporate and social responsibility, information dissemination and strategic communications advice. Often used interchangeably with policy work in job titles.

Lobbying: The activity of trying to persuade someone in authority, usually an elected member of a government, to support laws or rules that give your organisation or sector an advantage.

³ SMK, Social Power How Civil Society Can “Play Big” and Truly Create Change, p.13 https://smk.org.uk/wp-content/files/SMK_SocialChangeProject_Digital-Pages.pdf

Service re-design: Is an approach to improving outcomes and efficiency by redesigning and shaping services, often working with commissioners and providers to do this. It can refer to a specific piece of work within the NHS though we use it to describe organisations seeking to reshape service provision.

Strategic litigation: Taking deliberate legal cases or challenges in order to win a wider argument and set precedence for future cases or indeed to change the law entirely.

By being up front about the need to influence change, the different strategies that can be used and the real value added by service delivery organisations influencing change, we hope to encourage more grantees and smaller charities to explore how they might best develop their ability to maximize impact by building their power to influence effectively.

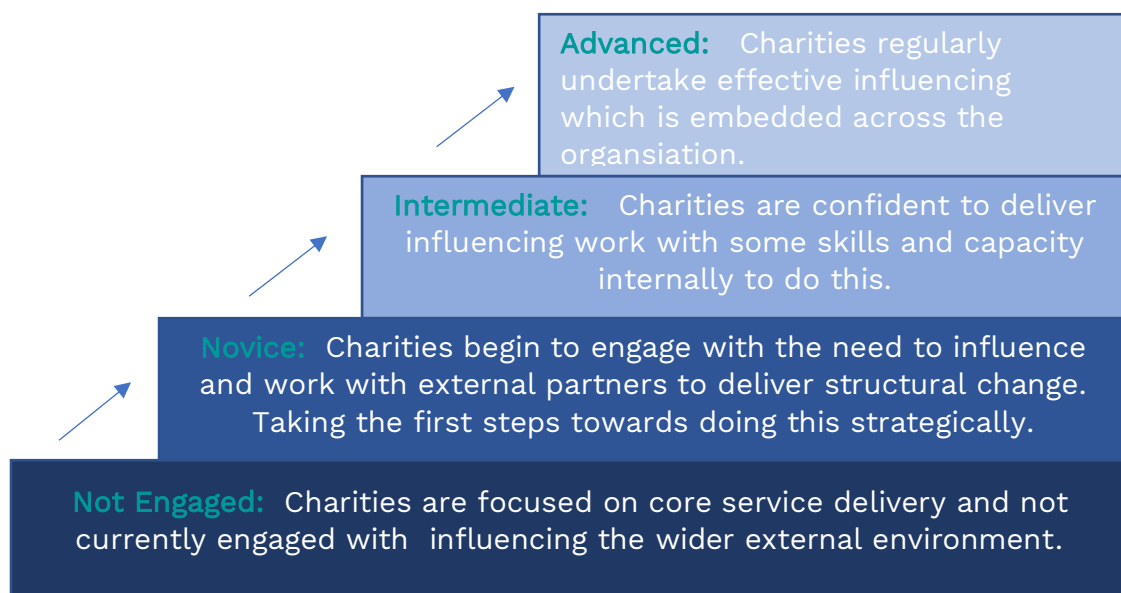
How equipped are small charities to influence change?

The ladder of development:

We want grantees to be able and equipped to influence change. So how do we assess and support grantees ability to do this work? Influencing is both art and science. It is skilled work, takes time and conscious effort to do it effectively in ways that enrich the wider organisation and are embedded in lived experience. Like any skill set it is learned best through doing with tailored interventions and support to aid development along the way.

Charities we fund fall into 4 broad categories ranging from those whose sole response to presenting need is to develop and deliver services without looking at wider structural issues causing that need, to those who look at very detailed and proactive influencing strategies using their experience of service delivery to inform their work. These categories are outlined below and act as a ladder with charities progressing upwards through the acquisition of practical experience, skills and increased capacity to influence.

This is illustrated in the diagram below:



By understanding what support is needed to upskill charities at each level to influence change effectively we can begin to design and develop interventions which seek to support their ability to act, learn and build increasing effectiveness. We also recognise that not all charities may want to develop this function and remain committed as a funder to supporting core costs for service delivery for those who may chose to remain in the “not engaged” category.

What supports charities to influence change effectively?

Introducing the 5 C's:

Throughout the research it became clear that there are 5 key areas which impact on charities' ability to influence effectively and for the long term and thus to progress through the ladder of development. We identify these as the 5 C's - 1) confidence, 2) competencies & skills, 3) community and care, 4) capacity and finally, 5) context. Whilst there will always be factors outside of the control of those developing an influencing strategy, when all 5 are in place groups stand the best chance of success.



There is also the possible 6th C of “care” essential when thinking about building resilience and sustaining long term ability to influence for change. For the purposes of this report we are linking this to community but will explore taking this into greater consideration in future, particularly on the role of therapy, coaching, supervision and support for people working in both service delivery and in campaigns. The need for care is particularly true in the context of small charities where burnout is already high and there are similar patterns anecdotally in campaigning organisations. It is essential as a funding sector that we take this seriously and continue to explore this as we look at new ways of supporting grantees.

The 5 C's: Confidence, Competencies & Skills

Our vision:

Charities are rightly confident in their ability to make change, with the support of trustees, staff, volunteers and service users. They are experienced and well trained in different influencing strategies and have a clear analysis of what they are seeking to do and a developed understanding of who they are targeting and how they will use various tools and tactics to do this. This work is embedded across their organisations with proper training and leadership development and there are creative ways in which volunteers, staff and those with personal experience of the issues work together to deliver effective influencing strategies.

What do we mean by confidence?

We asked grantees a number of questions about how they understood, approached and did influencing. We wanted to know first of all how prepared they were to have a go and their belief that they would succeed, i.e. their confidence.

What do we mean by competencies & skills?

We then asked about their competencies, more specifically the skills and competencies to get the work done. By this we mean the ability to understand and diagnose the problem, a potential solution and to design and deliver a strategy to make this happen. Or indeed in some cases to stop something from happening and to hold ground.

There are many different ways in which people influence change, this is skilled work with different degrees of proficiency found across charities. For some this might be following the broad steps of an existing campaign whilst those with more experience innovate new forms of campaigning. We wanted to know if grantees recognised this work as skilled and how they rated themselves in this context.

What did grantees say?

Grantees consistently rated themselves highly in confidence to influence change.

Many organisations doing effective work in this space were confident and convinced of their ability and need to do this work and how it linked to their core charitable objectives. Yet a substantial number – just over a third - did not identify as confident, citing concerns such as the need to prioritise service delivery, the Lobbying Act and whether or not their charitable purpose excluded them from campaigning. There was also a nervousness about engaging in work when funders required a solid we achieved X or Y outcome when for many small

charities contribution rather than attribution is a more helpful frame for understanding the role of individuals and organisations in making change⁴.

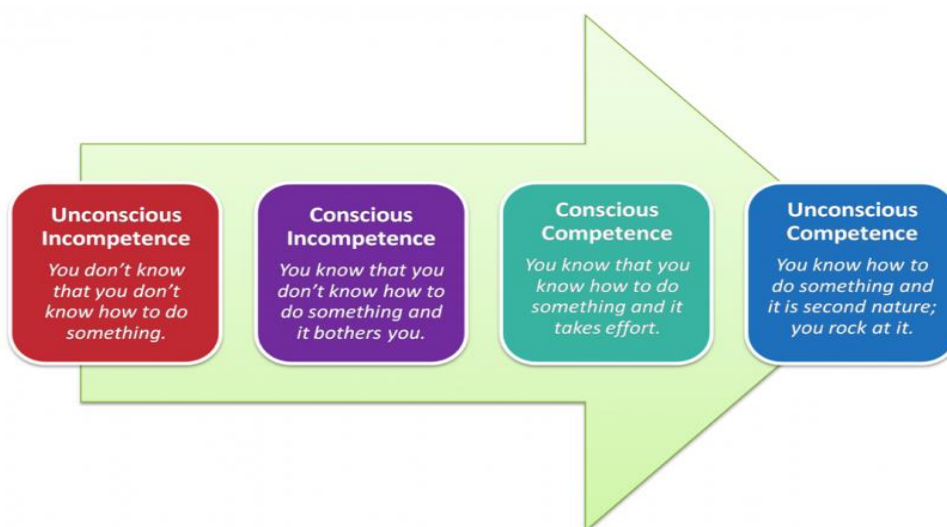
Interestingly every single organisation rated themselves as more confident to influence than they had rated their capacity and 42% of organisations rated their confidence as higher than their capability/skill to deliver the work, as opposed to a quarter who believed they were more skilled than they were confident.

Just under half of grantees rated themselves 4 out of 5 for confidence – though 4 of these explicitly said that this was their personal level of confidence and that the organisation rating would be lower. It is not clear if other people also interpreted the question in this way and if a wider survey of organisation staff, volunteers and service users would be similarly high or if in fact this level of confidence is only true for a small number of people across organisations who are involved in influencing.

What does this tell us?

Conversations with charities clearly demonstrates that grantees are doing amazing things when it comes to influencing. From setting up and running APPGs, to policy work, to working with soap operas on ground breaking storylines that tackle stigma and extensive multi-agency working, often with very limited resources and little training/support.

Yet whilst it is undoubtedly true for many grantees that they are involved in influencing work and building strategic external relationships, it is also true that there was a widespread disconnect between peoples' confidence and the concerns and knowledge gaps discussed in the broader interviews. Perhaps this is best accounted for by the four stages of competence model often applied to learning which says that everyone passes through the following four stages when acquiring any new skill⁵:



⁴ See NPC funding campaigning and No Royal Road report

⁵ https://en.wikipedia.org/wiki/Four_stages_of_competence

A good example to understand this is that of learning to drive a car – when you're a passenger it seems easy – of course you can do that, how hard could it be? You are unconsciously incompetent. Then you start to learn and swiftly realise that it's quite hard! In other words, you realise how much you must learn and become consciously incompetent. Then as you start driving you know what to do but have to pay a lot of attention to what you're doing all the time (conscious competence) until eventually you stop paying attention and realise you've arrived at the supermarket without even knowing how you got there (unconscious competence).

Amongst grantees, those delivering the most sophisticated and effective influencing were, for the most part, much more likely to rate their capabilities as lower than those who were either focussed on broad awareness raising work without a defined target or strategy to make change. Bearing this in mind it seems premature in the process to assume that the levels of confidence given are an accurate reflection on skill. Though they do show a willingness to engage which might be surprising for some in the sector given the number of people who flagged concerns around charitable purpose and Charity Commission rules, the Lobbying Act, gagging clauses in contracts and a general unease with terms like campaigning or engaging in politics.

The nature of interventions most requested by charities in terms of skills, such as introductory campaigns training (as opposed to requests for coaching/peer mentoring/ specialist funding), also indicate that most of the grantees we spoke to are operating at the novice to intermediate level with many looking for relatively basic input in terms of skills development. Many charities who identified challenges in their work did not know how to go about overcoming these – in part due to an absence of knowledge of the wider set of options available, with only a few using multiple influencing strategies alongside each other.

The 5 C's: Community & Care

"(It's) good to be out of the office and have an hour and a half - those unscripted bits of time are the most helpful" – grantee on a regular catch up with peers in another organisation

Our vision:

Those leading influencing work in small and local charities have clear networks and communities of practice – be they geographical, sector-driven or through shared interest - in which to find solidarity, reflect on their practice, build supportive relationships and hold each other accountable on their commitments to influence change.

What the research showed:

71% of grantees explicitly mentioned relationships with peers, networks or wider forms of community and accountability as helpful. This was particularly striking given there were only 4 people for whom influencing was the primary function of their job and evidences the need for those in smaller organisations to be able to relate with others for their ongoing development as well as wider support, encouragement and strategic thinking.

This need for community was also mentioned by training providers who had all observed that trainees were much more likely to put their training into practice when they formed part of a training cohort with continued relationships and mechanisms of accountability.

CASE STUDY: Clore Social Leadership

The most positive feedback from participants on their leadership programs is not focused on content but on the opportunity for building relationships and learning with others throughout their programs. They identified this as the key factor which lessened “wash out” normally seen in 1-day training courses. This has led to a focus on the importance of relationship building and networking time – often through residential or ongoing programmes.

This idea of community can also help with wider challenges such as sustaining well-being. We know that those in leadership positions can easily become isolated and lonely. The same is true for those in campaigns roles where the expertise is not shared and so it can be hard to find others with the relevant experience to work through problems.

Whilst we did not explicitly ask about mental ill-health or burnout in this research process, it repeatedly came up; particularly with those providing support and training to charities. It is worth noting that burnout exists in the campaigns sector as much as it does in front line service delivery, is often unaddressed and so it is important that we take it seriously, recognising that whilst community can be a helpful counter for some of the challenges of isolation in the work place, there is a need for wider care and consideration of how best to support people for the long term in this work. This is closely tied to the current absence of infrastructure and support discussed further under the Context section on page 14.

CASE STUDY: Campaign Bootcamp

Throughout their week long residential training a therapist is always on hand. This therapist is available not just to trainees who may engage throughout the week with their own personal experience of powerlessness, systems of oppression or trauma but also for the trainers responding to this and supporting them. This approach recognises the link between the personal and the political and that engaging in influencing work means taking on some responsibility for believing that you can help fix a wider set of systemic problems by taking action. It also recognises the reality for the staff team of the impact this kind of work can have on wellbeing and the need for clear boundaries and support systems for those involved in campaigning.

The 5 C's: Capacity

"We punch above our weight in awareness - no one can turn a blind eye - but how to hold them accountable with no dedicated time or officer to do it?" - grantee

Our Vision:

Small and local charities have the time and resources they need to influence change, rooted in the expertise of service delivery and people with personal experience of the issues. This work is embedded across the organisation and there are creative ways in which volunteers, staff and service users work together to deliver effective influencing strategies. Where specific funding is needed to support influencing this is readily available from a number of sources and there is a clear plan in place to resource this work long term.

Current reality:

Every grantee named capacity as one of, if not the, key barrier to carrying out influencing work. Capacity is defined here as the resource; time and money to do the work. Just over half of charities spoken to (15/28) had some dedicated staff time for influencing work often as a small part of a comms role, yet only 4 had staff for whom this was their main function. Challenges in funding this work and communicating its value externally to funders and supporters were given as regular obstacles.

Important factors to support influencing capacity (as identified by charities) :

- Flexible or core funding which allowed them to free up existing staff time (often for senior leadership) to do external facing influencing work.
- Longer term funding – linked to measuring impact for influencing work to allow time for tactics and strategy to work and build on each other.
- Understanding and being willing to work with charities to explore the challenges of monitoring and evaluating impact and designing outcomes when these might not be known at the start of the influencing process.
- Sustainability funding which provides initial investment to embed a function that can then become self supporting – one grantee had used this to establish an APPG which other funders then wanted to support.
- Funder plus models which provide additional input and training support or access to consultancy.
- Funding specifically to support influencing work and recognising the innate value of this.

There were also real concerns raised about the nature of funding available, particularly which public money charities should take and the role of “gagging clauses” in commissioned work which would limit the ability to speak out on issues of importance to those using their services. Even where these were not in place several charities were clear that there was a real uneasiness about whether or not they could hold local authorities or health services accountable when reliant upon them for funding – that they couldn’t risk biting the hand that feeds them.

Chief executives and trustees raised the challenge posed by restricted capacity and how time spent influencing could be perceived as “extra” and a distraction from core work rather than an instrumental part of a charity’s strategy to achieve its aims. Several organisations were looking to or had addressed this by developing integrated systems linking front line workers into wider strategy and policy discussions. Alternative approaches included involving front line staff in influencing training where this was available or through membership of other organisations such as Citizens UK or work with groups like NACCOM who could provide some additional support.

Not all influencing requires extensive staff time and capacity. Models based around volunteer and service user-led campaigns exist and community organising can allow particular support for people with personal experience of complex social issues to lead effective influencing work rooted in much more than solely sharing their personal experience - avoiding the “case study” trap. Viewing campaigns as a vehicle for leadership development for staff, volunteers and service users can help to frame the investment in the work as more than the outcome and allow for the process to add value to the organisation’s wider ability to act and capacity to do so more broadly.

On Context:

“A healthy, independent, and engaged civil society is a hallmark of a thriving democracy. A robust sector is a sign of a confident democracy, which offers many ways in which citizens’ views and concerns can be amplified.” – The Government’s Civil Society Strategy 2018⁶

Our Vision:

Small and local charities are able to influence the political environment they operate in and to influence change without fear of repercussions. They are able to do this as part of a strong civil society which is active in civic space. There is a recognition of the need to invest in both skills development and influencing with a view to supporting more people to make change at all skill levels and across different types of organisation. Where specific funding is needed to support influencing this is readily available from a number of sources and there is a clear plan in place to resource this work long term.

Defining context:

When talking about the importance of context underlying charities’ ability to succeed this means three things. First, the operational environment as it impacts core service delivery. Secondly, the extent to which there is a healthy and open democratic space in which freedom of speech, assembly and protest are protected with institutions of government open and accountable to public scrutiny and involvement. Thirdly, the ability within civil society to support and develop the ability of groups and individuals to campaign at all levels from grass roots activism to professional influencing roles, including strategic education, investment and funding in this space.

What did the research show?

The current reality:

1. Operational context

Across the 700 charities funded by Lloyds Bank Foundation it is clear that small charities are facing increasing demands on their time. 76% of small and local charities surveyed for the Foundation reported a rise in demand for their services⁷. This demand is also becoming more complex, with many people needing higher levels of support for longer. Charities attribute much of this change to

⁶ page 69

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732765/Civil_Society_Strategy_-_building_a_future_that_works_for_everyone.pdf

⁷ nfp synergy survey – not published

government policy. Rising thresholds and closure of other public services, the impacts of Universal Credit and benefit sanctions are seeing more people pushed into crisis.

Small charities can be uniquely placed to see the impact of these policies on communities and need to be able to speak out about the challenges they face and propose solutions in order to improve their operating environment. There is also a role foundations can play in raising these challenges through central policy work, but this should be done alongside also supporting grantees to speak up for themselves.

2. A healthy democratic context

There is a general consensus that civic space is shrinking⁸. 93% of respondents in the SMK 2018 campaigner survey believed there were threats to the legitimacy of campaigning with 49% saying that this has gotten worse in the last year⁹. This was echoed in conversations with grantees and the wider campaigns sector. Charities highlighted that the Lobbying Act and gagging clauses in commissioning made it feel harder to speak up safely and effectively.

3. Civil Society is able to fund, support and develop its own influencing function

What is there?

There are a small number of good quality practitioners offering support; a real increase on the availability of high quality campaigns support and training over the past 6 years. However, when seen as relative to the size of civil society this provision remains tiny, predominantly focused in the south of England and without coordinated strategic investment or space to support even shared learning across organisations. The majority of this support is also not tailored to the particular needs of small charities but instead focused on those with existing campaigns roles in large charities or grass roots groups with a focus on campaigning rather than service delivery. Similarly there is very limited funding available for core costs to cover influencing, organising and campaigns roles for small and local charities and a lack of coordinated thinking about how to fund different players for the long term to act effectively together – recognising the many different areas in which players need to be active to make change.

⁸ As evidenced by ACEVO organised letter on prorogation
<https://www.thirdsector.co.uk/proroguing-parliament-will-shrink-democratic-civic-space/policy-and-politics/article/1595144>

⁹ SMK 2018 Campaigner survey - https://smk.org.uk/wp-content/uploads/for-website-Campaigner-survey-2018-slides.final_.pdf

What's missing?

The following is a list of support which interviewees recommended would be helpful but which they had either struggled to find or to the best of our knowledge is not currently available in the UK. This list is by no means exhaustive.

- Advanced influencing training/fellowships or investment in experienced leaders
- Regional/local decision maker influence training
- A fully robust and developed set of infrastructure and support for skills development and networks of practitioners.
- A neutral place for those involved in social change to come together within and across disciplines to learn, reflect and upskill each other, particularly in advanced skills
- Support or guidance for best practice in line managing and designing influencing roles (particularly organising and campaigns) or assignments. This was not only true for small charities but also larger charities who had campaigns and organising as their core organisational purpose where the uncertainty of outcomes and project management can look very different to other job roles. One organisation had sent staff to America in order to access this.
- A developed framework for monitoring charities' contribution rather than attribution. Organisations are often falsely incentivized to compete for relatively small amounts of funding. This prevents the sector from improving at pace and scale.
- Coordinated, long term funding across issues for influencing work and groups who support others to do this, particularly for core costs.
- Long term funding across multiple funders (10 plus years at a time) which incentivises diverse groups operating in different quadrants of the Social Power grid (see fig. 1) to build strategic movements around long term social problems.
- A coordinated network or discussion amongst funders and practitioners about their roles to think of and invest in developing this context in the UK.

What does this mean for funders?

There is a clear opportunity for investment and development to upskill the sector to influence effectively across issues. More high quality players and development of the social change ecosystem can only add to its overall health and build the ability of civil society to act. There is scope and room for collaborative exploration of how to approach this long term.

So What Next...

This scoping exercise clearly shows not only the need for charities to be actively influencing for change but the need for foundations to think strategically about how best to support them to do this. To ask the questions “what investment and innovation is needed to build civil society’s ability to influence change effectively for the long term?” and “What is the role of the funding community in upskilling civil society to influence?”

These are questions for funders and civil society to explore and answer together.

For Lloyds Bank Foundation this means a process of developing developmental support and investment to test the hypothesis that investing in the 5 C’s will support grantees to progress up the ladder of development and working with others to understand our role in the wider ecosystem.

We will do this in 3 ways:

- 1. Sharing our learning** – Sharing our progress and reflections such as this aiming to be transparent in our learning and approach going forwards.
- 2. Piloting new interventions for grantees** – Launching new funding, piloting regional and advanced training, consultancy support and access to wider networks and training focused on building the 5 C’s amongst grantees.
- 3. Working with others** – Formalising a wider sector conversation in partnership between funders, charities and campaigners to understand best practice in funding and supporting influencing work and what is needed to drive this forwards for the long term

Interviews with providers and across the sector have been wide ranging though this research has primarily focused on the experience of Lloyds Bank Foundation grantees and charities with a turnover of less than £1m and a focus on service delivery. Questions about what supports charities to influence change remain applicable across the wider sector. If you have any insights to share, questions about the topics covered in this report, would like to learn more about how grantees will be able to access the new support the Foundation are developing or are keen to join a wider conversation about how we apply this learning both internally or across the sector going forwards, please don’t hesitate to be in touch.

You can contact Influencing Officer and author of this report Lydia Rye at lrye@lloydsbankfoundation.org.uk with any questions or reflections as we look to learn together.

Appendix 1: Sources of information

With thanks to the following organisations & individuals spoken to during this research process:

ACEVO	Kat Sladden (Consultant)	PROPS North East
ACF		Rape Crisis Tyneside & Northumberland
Act Build Change	KRAN	
Action for Elders	Lloyds Bank Foundation Staff	Rising Sun
ASIRT	Local Welcome	Ruth Grove White (Consultant)
Assist Sheffield	Locality	Small Charities Coalition
Barrow Cadbury Trust	Magdalene Group	
Bath City Farm	Mankind UK	SMK
Blagrave Trust	Mari Arthur (Consultant)	Southmead Project
Campaign Bootcamp	Medical Justice	Steps 2 Recovery
Carys Mair (Consultant)	Mike Kaye (Consultant)	Survivors Manchester
Charlotte Fischer (Community Organiser)	Mind	SWEDA
Childrens Society	Natasha Adams (Consultant)	The Advocacy Academy
Citizens UK	National Housing Federation	The Campaign Collective
Clore Social Leadership	NCVO	The Friary
Entraide	NEON	The Social Change Agency
Grapevine	New Economics Foundation	The Winch
Helen Middleton (Consultant)	NNRF	Thomson Reuters Foundation
Hijinx Theatre	North Wales Womens Centre	Trussel Trust
IMIX		Unbound Philanthropy
Iona Lawrence (Consultant)	Nottingham Womens Centre	We Belong
IVAR	Pan Intercultural Arts	Women @ The Well
Justice First	Paul Hamlyn Foundtion	Young Roots
	Peta Sweet (Consultant)	Zacchaeus 2000 Trust (Z2K)

Reading & reports that informed this research:

Ecologies of UK Social Movements, Natasha Adams

<https://thinkingdoingchanging.files.wordpress.com/2019/05/the-ecologies-of-uk-social-movements-.pdf>

Civil Society in England: Its current state and future opportunity – Civil Society Futures https://civilsocietyfutures.org/wp-content/uploads/sites/6/2018/11/Civil-Society-Futures__Civil-Society-in-England__small-1.pdf

Civil Society Strategy - <https://www.gov.uk/government/publications/civil-society-strategy-building-a-future-that-works-for-everyone>

Growing Community Organising – The Young Foundation
<https://youngfoundation.org/wp-content/uploads/2013/05/Growing-Community-Organising-FINAL-V3.pdf>

Influencing Funding Practice – The Edge Fund
https://d3n8a8pro7vhmx.cloudfront.net/edgefund/pages/97/attachments/original/1544618253/IF_Report_December_2018_%28IA%29.pdf?1544618253

Making a way forward – community organising and the future of democracy in Europe <https://www.ariadne-network.eu/wp-content/uploads/2015/03/Making-a-way-forward-Community-Organising-and-the-Future-of-Democracy-in-Europe.pdf>

More than grants: how funders can support grantee effectiveness - Oliver Carrington, Angela Kail and Rachel Wharton for NPC - <https://www.thinknpc.org/resource-hub/more-than-grants/>

No Royal Road – Jim Coe and Rhonda Schlangan - <https://www.evaluationinnovation.org/wp-content/uploads/2019/03/No-Royal-Road.pdf>

Social Campaigning – a guide for donors and funders – NPC
https://www.thinknpc.org/wp-content/uploads/2018/07/Critical_masses.pdf

Social Power – The Sheila McKechnie Foundation - <https://smk.org.uk/social-power-report/>

Supporting Campaigning a funders guide – NCVO
https://www.ncvo.org.uk/images/documents/practical_support/campaigning/Funders%20guide%20to%20campaigning%20and%20influencing.pdf

The Story of Our Times: shifting power, bridging divides, transforming society - Civil Society Futures https://civilsocietyfutures.org/wp-content/uploads/sites/6/2018/11/Civil-Society-Futures__The-Story-of-Our-Future.pdf

This is an Uprising - Mark Engler and Paul Engler, Nation Books 2016

Youth Led Change in the UK understanding the landscape and possibilities – Natasha Adams and Jim Coe for Blagrave Trust
<https://www.blagravetrust.org/wp-content/uploads/2019/12/youth-led-change-landscape-and-possibilities.pdf>

Digital/ Useful websites:

Act Build Change – various practical resources - <https://actbuildchange.com/>

Advocacy Iceberg - Podcast

Campaign Bootcamp – various practical resources <https://campaignbootcamp.org/>

Clore – various practical resources <https://www.cloresocialleadership.org.uk/>

NEON – various practical resources <https://neweconomyorganisers.org/>

Social Power - Podcast

Thinking doing changing – helpful analysis, overview and detail on contemporary

UK campaigning and social change - <https://thinkingdoingchanging.com/>

particularly this overview of training currently available in the UK

<https://thinkingdoingchanging.com/2019/02/25/training-for-campaigners-activists-in-the-uk-whats-on-offer/>