



The Social Change Agency

Background information

The Social Change Agency is the UK's leading movement building agency, specialising in creating and supporting powerful social movements for impact. In our consultancy work, we build the capacity of the people and organisations we work with and enable them to build the skills, knowledge and networks to make change happen together. We provide tailored advice to equip our clients and collaborators with useful frameworks and tools, coach them to plan and problem solve and connect them with useful people, networks and ideas.

www.thesocialchangeagency.org

Our Development Support Offer

The offer is staged because everyone is at different levels of skill and engagement on influencing, we would recommend a light touch first phase that allows us to diagnose what level of capacity and maturity the grantee is at in their influencing. We would then propose a bespoke package of support, based on the themes outlined in the following stages and co-created with the grantee.

Stage 1: Diagnostic Assessment – 1 day

An initial conversation with charities to determine their core interests in accessing Enhance support. Based on this conversation we will develop an initial action plan which sets out 1. The charities core aims, 2. The support we can provide and 3. The time commitment needed from the charity to undertake this work. Where charities have not previously undertaken a detailed audit of their current influencing ability we recommend commissioning module 1 as standard to allow for a more in depth assessment in addition to support from any other relevant modules.

Stage 2: A bespoke package of support built from the following modules:

- Module 1: Organisational influencing audit (in depth) - Capability Assessment, Campaign Development, and Evaluation – 3 days over 1 months

We would first define the impact they want to make and do an assessment of their capacity and level of maturity on integrating influencing into their work.

- o Skills & capabilities to enable influencing
 - o Relationship building & management
 - o Back office systems - data & digital tools
 - o Monitoring & evaluating change - what do you need to look at to learn from and mark your progress
- Module 2: Understanding your spheres of Influence - 2 days over 2 weeks (½ day prep, ½ day workshop, ½ analysis by our team of the outcome of the power analysis, ½ day working through that analysis with the charity)

This would start by engaging in a power analysis, to understand who ultimately has the most influence or decision making authority to make the impact they want to make, and mapping out the levers of influence to shift them towards this impact. This informs what sphere of influence is most appropriate to pursue.

- o Institutional Change
 - o Local vs National Policy Making
 - o System Change
 - o Behaviour Change (please note that if this is the sphere of change that they would like to pursue, we are not able to provide further support on this as it is outside our expertise)
- Module 3: Influencing Strategy & Tactics: Mobilising, Organising, or Influencing - 3-6 days over 2 months

Once they have defined what impact they want to make drawing on the monitoring and evaluation change in module 1 a basic monitoring and evaluation framework will be created, and what sphere of influence they need to operate in, the next step will be to refine the strategic tactics to achieve that impact. The level of support needed will depend on the capacity and the level of importance that influencing work inside the organisation.

- o The leadership of lived experience - how to ensure the experience of those most impacted by the issues are put at the front of the solutions to those issues, including appropriate safeguarding and support measures
- o Journeys of action - how to build a base of active supporters

- o Working in partnership - how to interact or lead a network of others who are working on similar issues to expand grantees impact
 - o Public Affairs - how to develop and maintain relationships with elected officials and decision-makers for institutional and policy change
- Module 4: Communications & Storytelling - 3 days over 2 months
This module should only be commissioned where charities first have an influencing strategy which needs additional communication support and development.
 - o Framing & messaging for influence
 - o Storytelling for impact
 - o Supporter communications
 - o Social media mobilisation

How do I know if the provider is right for my charity

This support may be helpful for those who have run up against a wall with their support work and feel they are not making the impact they would like for their beneficiaries. The support can help them understand and identify that challenges they are facing relate to influencing, understand where in their work they already are influencing and identify where they can use their expertise and/or networks to influence the system to work better for their beneficiaries. For example are resources not being funneled to the place that it is needed most? Did a recent policy change really impact the lives and experiences of the people they work with? Do they recognise that there is a lot of duplication or wasted effort in addressing the issues, and would like to work more collaboratively?

Organisations are at different points of the journey of introducing or integrating influencing into their work, so if they are further along it may be that they just need an external facilitator to take a fresh look at their influencing goals and enhance what is already in place.

Input needed from you

Stage 1: Diagnostic assessment will determine the amount of time and resource they are able or willing to commit to their influencing work. In addition to the days set out in each module, we suggest charities plan for a day of time between each module to absorb, reflect and plan for the next session, so expected input from charities break down as:

Diagnostic - 1.5 days

Module 1 : 4 days

Module 2: 3 days

Module 3: 4-7 days

Module 4: 5 days

However we will always work with charities when engaging with our support to discuss capacity and commitment required for long term implementation recommendations. We want to ensure that our support fits within the capacity of the organisation we are working with.

It will really depend on the level of commitment and resource they are able or willing to commit to their influencing work which we can determine in the diagnostic and stage 1 of the process. As a broad recommendation we would suggest that at least half a day between sessions to absorb, reflect, and plan for our next session within each stage while they are actively engaging with our support. However, we will always discuss long term implementation recommendations that fit within the capacity of the organisation that we are working with.