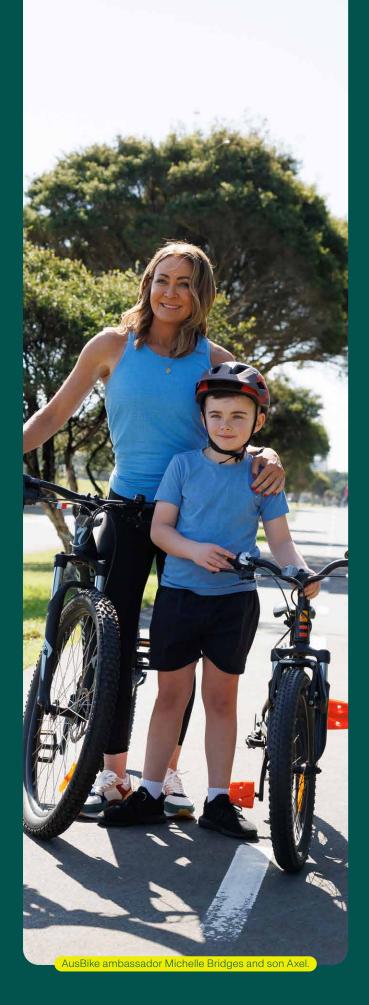
Club Advocacy Toolkit



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Introduction

What this toolkit is about

At its core, advocacy is simply "persuading people who matter to care about your issue".

The "people" you are persuading are typically part of local, state or federal governments but can also include non-government organisations, commercial partners and members of the community.

Whether we think about it or not, our clubs rely on governments to support their activities. Governments own and manage cycling facilities. They provide approvals to use public roads and lands. Governments provide funding to run programs, host events and build club capacity. Governments control local and regional plans that set priorities and allocate scarce resources.

Every sport is talking to their governments and trying to get a better deal for itself and its participants. Effective advocacy is an important tool in operating any successful sporting club and ensuring your interests are protected.

This AusCycling Club Advocacy Toolkit is designed to give you a foundation of knowledge from which to start identifying and achieving your advocacy goals. It will guide you through the basics of understanding advocacy, making an advocacy plan, and the steps you might take to achieve success.

Advocacy is rarely an overnight success. Most major advocacy wins – even the ones that appear sudden – are based on months or years of hard work. This can seem overwhelming at first, but if you focus on taking small, consistent steps you can achieve big things.

Advocacy success is built on the three Ps – passion, persistence, and patience. If you provide these, we can give you the tools to engage effectively with government.





What's your ask?

At the core of your advocacy is your "ask" what is it that you want from government?

Your ask should be an overarching advocacy goal that fits within your club's strategic plan.

For example, your club may have a desire to grow its membership, but its strategic plan recognises that the club needs to upgrade its facilities to provide a more attractive and welcoming environment for new members. Your overarching advocacy goal may be to secure an upgrade to the club's facilities to enable membership growth.

Within this overarching goal, you may have a number of specific actions that are necessary to achieve it. For example, in working to upgrade the club's facilities, you might:

- ask your local government to agree to prioritise the project in its strategic planning processes and documents;
- ask your local government to contribute some inhouse expertise for a project design and costing;
- ask your local government to make a contribution to the cost of funding the project; and
- ask your state and/or federal governments to share the cost of funding the project through a grant program.

The more specific you can be about these actions, the easier it will be to target your advocacy at the right people and ask for the right things.

If you don't know what your "ask" is yet, you should still start building relationships with your governments. By the time you have identified what you want, you will hopefully be well-known to the people that matter and will have a good foundation to start asking.

TRY THIS:

What is your overarching advocacy goal and how many specific actions will you need to achieve it?

Who is doing the work?

Anyone in your club can be an advocate, but it helps to identify a specific person responsible for planning and managing your advocacy activities – an advocacy manager. This person should have good planning and writing skills and be familiar with the club's strategic plan and long-term goals.

It is also useful to appoint a spokesperson who will be the public face of your club. A spokesperson should present well, be engaging, speak clearly and knowledgably about the club, and preferably have a compelling story behind their involvement with the club. This role could be filled by the advocacy manager or by someone else.

Finally, you might identify one or more "Club Champions" – well connected club members who can help with your advocacy. They might be too busy to be a spokesperson, but could be called on for small, specific tasks.

TRY THIS:

Who would make a good spokesperson for your club and why? Who would make a good advocacy manager?



Do your homework

Before you start pursuing a new advocacy goal for your club, it is important that you understand the context you will be working in.

Check the history

What is the history of this issue in your area? Find out if your club has pursued this goal before and, if it has, what happened? Consider what has been tried before and how this will affect your advocacy.

Timing is everything

Try to understand any relevant dates and processes that will affect your advocacy. Check for relevant information on:

- Elections: when is the next opportunity to make your issue an election issue?
- Budget cycles: when does your government make its major fiscal decisions?
- Program dates: are there existing funding sources available and when are they open for applications?
- Major events: what else is going on in your area that might be relevant to your ask? Think about major sporting and cultural events, anniversaries, and other opportunities.

Who's who

Find out who is important to your issue. In the government you are targeting, who are the decision-makers? Think about both elected representatives and officials – both are important and you shouldn't ignore either. The more you know about them and how they operate, the better you will be able to tailor your advocacy efforts.

Government processes can be hard to understand from the outside. If you can, find a sympathetic ally and ask for specific advice on how a program works or how a decision will get made. Local MPs, councillors and their staff are a good place to start.

TRY THIS:

Against each specific action in your advocacy goal, write down the three people who are most relevant to achieving it, either as decision-makers or influential actors.

Other preparations

Some other early steps will put you on the path to success.

Resourcing

Identify the activities you intend to do and the resources you will need to do them. Effective advocacy needs time and/or money. Who can you draw on to provide volunteer labour? Are there supporters with professional skills that might provide pro bono advice? How much budget do you have available to support your efforts?

Risk

Assess the risks you might encounter in your advocacy. How likely are they, what can you do to mitigate them and what happens if they come to pass? Some common risks might include:

- · opposition from other parts of the community;
- misalignment or misunderstanding of communications;
- damage to your relationships; and
- the impact on your and your club's reputation.

It is worth conducting a SWOT analysis (strengths, weaknesses, opportunities, threats) with your club stakeholders, particularly if you are engaging in issuesbased advocacy. This process will significantly improve your understanding of risk in your advocacy.

Monitoring

How are you going to judge whether your plan is working or whether you need to adjust? Your plan should have regular points at which you can pause, take stock of your progress, and decide whether you need to change course. Don't rely on a self-assessment – find someone outside your advocacy team who can give you an unbiased view.



Advocacy fundamentals

Messaging

At the core of any advocacy plan is your messaging.

These are the core statements that define your ask and its supporting argument. Your messaging needs to clearly articulate who you are, what you are trying to accomplish, and why.

The messaging might be used in a variety of ways – from social media posts, interview comments in the local newspaper, or in meetings with local politicians – so it needs to be clear, concise and flexible enough to be used in a variety of formats.

Who are you talking to?

Your messaging should be clearly targeted to one or more specific audiences. Before you start drafting, identify who they are, what you want from them, and try to understand their needs, concerns and interests.

For example, you might be seeking to build support for a new cycling facility in your community and extend your influence beyond immediate club members and supporters. You should consider who lives in your community, how they might use the facility, and what other concerns they might have about the project.

TRY THIS:

Consider the audiences you are trying to reach – how might they view your advocacy goal? Write down any positive or negative perspectives they might have and how these will impact your messaging.



How you say it is as important as what you say

In developing your messaging, you should consider:

- Telling a story. Humans are hardwired to respond to a narrative, so try to tell a story about your issue and who it affects.
- Identifying a problem and then offering a solution.
 A problem or crisis is often effective at overcoming inertia and prompting action from your audience.
- Drawing on issues that your audience finds important and finding common ground on which to work
- Sharing something personal and appealing to people's emotions - although don't lay it on too thick.
- Incorporating data, evidence and citing an authority to support your position – again, don't overdo it or you may confuse your audience. One or two good points that stand out is better than a page full of statistics.
- "Seven times in seven ways" find multiple ways
 of delivering the same message. Use different
 examples, data points and/or phrasing, but make
 the same point. This will give you flexibility in what
 you say in different circumstances, while keeping
 you message consistent.
- Being clear on what you want the audience to do

 the ask. This is critical, as your messaging will be ineffective if you don't leave your audience with a clear action for them to take.

You should refine and develop your messaging and test it with as many people as you can. Simplify your language as much as possible and identify key words and phrases that you will repeat often.

Practice your delivery

Once you have developed your messaging, your spokesperson should practice delivering it until they can do so reliably, clearly and effectively. Few people are naturally good at this type of public speaking and time spent practising will pay off throughout your campaign.

THE ELEVATOR PITCH

A useful approach is to prepare and practice a 30 second "elevator pitch" that you can deliver any time you get in front of an important stakeholder. A good elevator pitch covers two or three key points, with just enough detail to be persuasive. Be strict on its length and learn to deliver it well.

Don't ignore the context

When developing your message, it is important to consider the broader context in which it will be delivered to your target audience. Consider what political, social and economic issues and trends are present in the community that might affect how your message is received.

For example, in 2023 you might have identified factors like cost-of-living pressures, the "Matildas effect" on women's sport, and Australia's commitments to reducing carbon emissions.

You might need to look beyond your own experience and perspective to identify all the relevant factors.



Building support

To improve your chances of success, you should look to marshal a broad group of people in support of your cause – a coalition. Coalitions elevate and amplify your voice and can demonstrate the importance of your ideas across the community.

A common obstacle in advocacy is failure to broaden your supporter base away from a niche group and make your cause relevant to other parts of the community.

In building your coalition, you are looking for allies and supporters.

Allies are specific people in positions of influence whom you recruit to support your cause. These might include: senior people in business or politics who are cyclists or cycling fans; current and former athletes with public profiles; and prominent local people who share your views.

Allies can provide advice, help you secure meetings and media opportunities, deliver resources and, of course, advocate on your behalf.

Supporters are any members of the public who share your views and can be asked to take action to support your cause. Supporters can come from anywhere, but local residents are the most valuable when talking to local decision-makers.

Building a supporter base takes time and effort but will give your advocacy much more weight. Good places to start finding supporters include: schools and parent-teacher associations; bicycle user groups (BUGs) and other pro-cycling organisations; other community groups.

TRY THIS:

Brainstorm local community groups that may be relevant to your advocacy goal. What might convince them to support your position?

Creating your action plan

Once you have done all the preparation, it is time to start taking action. There are a wide range of things you can do to advance your cause.

Writing letters and emails

Writing directly to a decision-maker is one of the most common actions in your advocacy toolkit.

Your correspondence should reflect the messaging that you have developed for your advocacy goal. You should aim for your written communications to be concise, engaging and persuasive.

Make sure your letters and emails are personalised to their recipients – it is easy to tell when someone has sent the same text to a whole mailing list.

Make sure you conclude your letter or email with an ask to the recipient – a request for some information, to set up a follow-up meeting, to attend an event, or to take a specific action.

Finally, get the basic details right including the recipients name, title and position. *The Australian Government*Style Manual has some useful guidance, including on how to address politicians.

If this is your first contact with the person, it is often better to set modest goals like introducing yourself and your issue and agreeing to follow-up engagement, rather than asking for the recipient to immediately and completely resolve your issue.



Asking for a meeting

Face-to-face engagement remains one of the most effective ways of building a relationship with a decision-maker or ally. Therefore, a meeting (or phone or video call as a second choice) should be an early goal of your action plan.

Setting a meeting with a politician is often as simple as making a request. There are a few simple things to include:

- Make the request in writing, even if you follow up with a phone call to their office.
- State up-front if you are a constituent and if what you want to discuss is a local matter.
- Be specific about who you want to bring to the meeting and what you want to discuss.

Politicians, particularly state and federal MPs, are often very busy and you may not have much ability to negotiate a meeting date and time. If you are rebuffed on your request for a meeting, you may need to be persistent, enlist the support of an influential ally to broker a meeting, or take advantage of other public opportunities to see the politician.

MAKING THE MOST OF YOUR OPPORTUNITIES

When Jai Hindley won the Giro d'Italia in 2022 Midland Cycling Club leveraged his success to engage with local stakeholders, including WA Premier Mark McGowan, to push the case for better cycling facilities in Perth.







During the meeting, you might consider the following tips:

- Think about protocol and the correct way to address the politician – although most Australian politicians don't care much for formalities.
- Be prepared with what you want to cover. You don't need a formal agenda but notes to keep your conversation on track are worthwhile.
- Use your time efficiently you may only get a few minutes to talk, so make the most of it. This is where your elevator pitch might come in handy.
- Make sure you listen as well as talk you should ask how much the politician knows about your issue and what their views are. You can also ask for advice on how they think you should proceed towards your goal.
- Be polite. Even if you disagree and even if you don't like them. Thank them for their time.
- Be authentic and honest. Talk about your personal experience and what the issue means to local people like you.
- Bring props. Photos and maps animate a conversation and can help you create understanding and a lasting memory.

After the meeting, make sure you follow up immediately. Thank the politician for their time, provide any additional information and set next steps in your engagement.

Never underestimate the importance of staff in any engagement with a politician. Staff are gatekeepers, confidants, advisors and enablers. Being on good terms with a politician's staff and briefing them on your issue is almost as important as engaging with their boss. Ignore them at your peril!

What is better than a meeting in a politician's office? A meeting on location at a venue or event! These types of meetings take more effort to organise and conduct, but you will likely get more time and extract more value than you would in an office. They are covered next.

GETTING HANDS ON

Providing politicians with an experience and the opportunity to try an activity is a great way to build a relationship. WeRide Australia coordinates the Parliamentary Friends of Cycling and regularly hosts events for supporters of cycling across the Australian Parliament.



Conducting events

More advanced than asking for a meeting, you might invite a politician to an event such as a race, training session or social occasion.

Events give you the opportunity to showcase your cause and personalise the people that it affects. Your goal should be to create a positive impression with the politician, give them a personal connection with your community, and make the case for your advocacy goal.

In exchange for attending your event, most politicians will appreciate a public acknowledgement at the event, an opportunity to meet with constituents and any favourable boost in profile that the event can deliver via traditional or social media.

Much like asking for a meeting, inviting a politician to an event is fairly simple.

- Make the invitation in writing, even if you follow up with a phone call.
- Be clear and precise about the event details of what, where and when.
- Describe why the event is notable, who else will be attending and, if relevant, any media coverage that you expect.
- Specify the role, if any, the politician will have at the event.

While most politicians love to attend local events, getting one in their diary can be challenging. To improve your chances, you should make an invitation well in advance – up to several months in advance – of the event taking place.

In preparing for an event, you should share a run sheet that sets out:

- When and where you want the politician to arrive (don't forget parking and any access arrangements)
- · Who will meet them (include their contact details)
- What you want them to do at the event
- How long you want them to stay

If there is a speaking role for the politician include details of who else will be speaking, the audience including any notable people they should acknowledge, how long they should speak for and what you are asking them to speak about.

If the event includes a media opportunity, specify which media you expect to attend, what role you expect the politician to have, and provide details of any media release or other statement that is relevant.

To make the most of the politician's attendance, you should aim to develop a program for their visit that includes a range of activities. Some common options include:

- Touring a facility
- Being introduced to club administrators, volunteers and athletes (bonus points for cute kids on bikes or young athletes about to head off and compete elsewhere)
- Formally opening the event
- Presenting medals and awards
- Trying an activity riding a bike, starting a race, taking orders at the tuck-shop, manning the commentary booth.

Ensure there are plenty of photos and videos of the visit for later use in traditional or social media.

You should appoint a host – preferably your spokesperson – to give the politician their full attention while they are at your event. Don't try to mix hosting with other event duties. Make sure you notify other key attendees that the politician will be visiting and ensure they are well-briefed on your advocacy goal and messaging.



Using the media

Traditional media – including radio, television and print – remains an effective way of reaching the broader community. Before engaging with media outlets, you should consider how it will help to advance your goal.

Media coverage can raise awareness in the broader community of your issue. You can use it to help persuade people and win supporters. You may also use media coverage to force a government stakeholder to engage with your issue or to provide an incentive for action in the form of publicity.

The most important part of engaging with the media is to identify what you can offer that is a newsworthy story or "yarn". You should consider the additional guidance on pitching a story in <u>AusCycling's Club Media Toolkit</u>.

Some other useful steps in engaging with media outlets might include:

- Identify which outlets are most relevant to your issue. Who serves the community that you are looking to engage with? Who covers the type of stories that you are offering?
- Once you have identified one or more media outlets, look for the right contacts within those organisations. You are looking for journalists who regularly cover the type of story that you have. Local journalists are valuable contacts for your advocacy and it is worth cultivating relationships with them.
- Prepare your pitch the information that will convince a journalist to publish your story. This might be a one-off approach, or form a "press kit" that you can use again and again throughout the campaign.
- Many journalists, particularly those who cover local news and sports, are under-resourced and short on time. If you can make it easy for them by providing a high-quality and engaging pitch, there is a good chance it will be published.
 - Make sure you answer all the relevant questions
 the who, what, when, where, how and why.
 - Include engaging quotes from your spokesperson – you want short, punchy, active language that adds colour to your story.
 - If possible, compile some high-res photos that illustrate your story.
 - Include your contact details for any follow-up questions.

It may be tempting to write a letter to the editor as an alternative to trying to attract media coverage. Be wary of this avenue, as the editorial section thrives on conflict and may not help you achieve your goals.

Interviews

For interviews – especially on television or radio – it is doubly important to have your messaging refined and settled. Ahead of any interview, it is a good idea to write down your key messages, practice them and learn to deliver them naturally, clearly, consistently and accurately.

You should also prepare for any difficult questions you might get. Consider how you will address any possible criticisms or opposition to your goal in the community. Remember – you are trying to convince undecided people in the audience, so consider how they may perceive the issue rather than your die-hard supporters.

For television interviews, it is important for your spokesperson to be presentable, trustworthy and relatable.

- Consider how you want to be perceived by the audience and dress accordingly. For example, if you want to be seen as a friendly club administrator or coach, wear a club-branded polo shirt. If you want to be seen as an expert or authority on an issue, business-casual may be more appropriate.
 - Avoid clothing with large logos or branding as it is distracting.
 - Highly patterned clothes including ties can flare or distort on television, so it is best to stick with block colours.
 - Lycra can be polarising and is best avoided.
 - Don't obscure your eyes with sunglasses as they will make you appear less trustworthy.
 - Don't wear a hat or anything that will cast a shadow on your face.
- Hold a single point of focus for the entire interview.
 Don't look around, even if you are in front of a crowd of people. A good trick is to get a friend to stand behind the camera/s and address all of your answers to them.





For news programs, you are likely to only get one
or two comments broadcast from your interview.
 For this reason, it is important to return to your one
or two key messages as often as possible. This
may seem repetitive to you but it will ensure that
whatever clip from the interview they use, it will be
on message.

If you are dialling in to a radio interview, sound quality is extremely important.

- Make sure you are somewhere quiet with good phone reception. Avoid using speakerphone or wireless headphones. The best option is usually speaking directly into the phone handset as normal.
- The same approach of focussing on one or two key points is also valid for radio interviews, although you will likely get longer to make your case and so you can be more relaxed.

Social media

Integrating advocacy into your club's social media strategy is another important factor in building support for your cause. In doing this, you will need to consider whether to use your club's existing social media accounts, or to create specific accounts for advocacy.

- Using existing accounts has the advantage of accessing a ready-made following of club members and supporters. However, these channels may not be ideal for attracting new supporters from outside of your regular community. Mixing advocacy and other club content can also become a turn-off for some followers.
- Creating new social media accounts means you will start from scratch and need to build a following. This can take a lot of time and effort. However, it allows you to pitch your content at a broad community audience and grow a supporter base that extends well beyond your own club.

Using social media for advocacy is very similar to using it for other club purposes and you should consider the guidance in <u>AusCycling's Club Media Toolkit</u> on identifying your audience, platform selection and creating engaging content.

 Social media provides an easy platform to collaborate with other community groups, businesses and stakeholders who share your views. Looks for accounts that have reach in the same parts of the community that you are targeting and consider how you might work with them.



• Make sure your voice on social media is respectful, inclusive and crafted to build support in the broader community. You may feel passionately about an issue and want to use strong language to argue your case but consider whether this approach is likely to build support beyond your existing followers. Social media can easily become an echo chamber of people who already agree with you – you should target some of your attention on people who are open to being pursuaded.

Starting a grassroots campaign – emails, letters, phone calls and petitions

Grassroots campaigns can take many forms, but they are all a way of demonstrating to a decision-maker the breadth and depth of support for your cause in the community.

You can ask your supporters to send an email, write a letter, or make a phone call to the office of the decision-maker, or to sign a petition that will be presented to the decision-maker. To assist your supporters to take these actions, you might provide form text for an email or letter, a script to guide their phone call, or just some dot points to ensure consistency of messaging.

Your goal should be to get as many people to take action as possible. However, the more someone personalises their engagement, the more compelling it is to the recipient. For example, form letters and emails

- in which the sender simply signs their name at the bottom of a template and sends it off – are routinely ignored by politicians. Sending a form letter or email is simply too easy and doesn't convey that the sender takes the issue seriously.

The best options to show the depth of support for an issue in the community are personalised letters and phone calls. These options show a politician that the sender or caller cares about the issue and is prepared to make an effort to convey their support. Of course, these options are also the most difficult to convince people to take so you may need to use them in conjunction with the alternatives above.

PETITIONS

Petitions are often ineffective unless the number of signatories represents a significant part of the local community. Parliaments often have a threshold number of signatories before they will accept a petition – e.g. in NSW, a petition must have 500 signatories to warrant a response by the Minister and 10,000 signatories to be recognised by the Parliament. Even with these numbers, few petitions trigger genuine action from a government.



Building the case for cycling

Introductions

Many of the people you engage with through advocacy won't know much about cycling, your club, or you. One of your first jobs will be to introduce yourself and educate them about who you are.

Some important information to compile may include:

- Introducing your discipline of cycling and how it works. There is some introductory content in the AusCycling Facility Guide that may be useful.
- Introducing your community and club. What is your history? What is your club's focus or purpose in cycling? Who makes up your community? Have you developed any notable athletes or had any notable achievements?
- Introducing AusCycling as the national sporting organisations for all forms of cycling in Australia and your link to a network of members and community cycling clubs around the country.

Collecting the evidence

There are numerous sources of evidence that you can use in your advocacy, with more being released every day. Identifying and collecting the evidence that best supports your advocacy goal will improve your messaging and chances of success.

Many organisations in the sport, recreation and active travel sector (including AusCycling) publish their own insights and research for free online. Online search tools, including platforms like Google Scholar and Chat GPT, can be useful in finding sources of support that are relevant to your goal.

Some common sources are listed on the AusCycling website and we will add to this list when we can. If you have a specific need, you can always check with AusCycling to see if we can help.

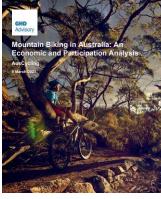


National Walking and Cycling Participation Survey

2023



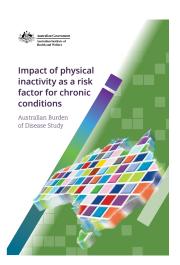












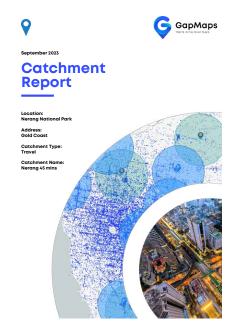
Demographic data and catchment analysis

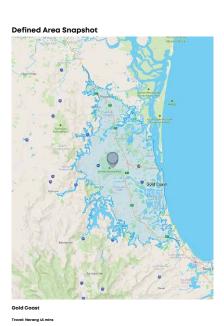
Understanding your community and its needs is a useful addition to your advocacy. AusCycling is able to provide your club with data on demographics, lifestyle, health and wellbeing, and attitudes towards cycling sourced from the census as well as private health and wellbeing surveys.

This data can be presented in a number of ways, including:

- Local government area
- · State or federal electorate
- Postcode or suburb
- Based on a catchment around a specific location, which can either be based on distance or estimated driving time

To access a catchment report for your community, please contact us directly.





	Defined Area	Queensland	Austrolia
Population			
Estimated Resident Population (2016)	450,100	4,845,152	24,190,90
Estimated Resident Population (2021)	498.210	5.217.653	25.688.07
Estimated Resident Population (2022)	509.217	5.326.622	25,996,14
Avg. Annual Growth Rate, 2016-2022	2.19%	1.66%	1.245
Age 2021			
0 to 4	5.37%	5.61%	5.689
5 to 17	15.62%	16.64%	15.849
18 to 24	8.87%	8.53%	8.369
25 to 64	52.77%	52.29%	52.945
65 to 84	15.44%	15.18%	15,169
85+	1.93%	1.76%	2.019
Average age (years)	39.08	38.61	38.80
Households 2021			
No. of Private Dwellings	199,488	2,061,864	10,318,92
No. of Occupied Private Dwellings	179.742	1.869.496	9.275.07
Average Household Size	2.53	2.54	2.5
Income & Affluence 2021			
Average Annual Income Per Capita (\$)	\$51,525	\$53,583	\$55,500
verage Annual Income Per Household (\$)	\$100,406	\$102,179	\$105.79
SEIFA Index (2021)	5.48	5	5.50
Birthplace 2021			
Australia	68.16%	77.17%	71.969
UK	6.23%	4.60%	4.719
South and Central Asia	2%	2.20%	4.679
South East Asia	2.33%	2.42%	4.059
North East Asia	3.97%	2.30%	3.419
New Zealand and Oceania	8.40%	4.78%	2.581
Housing 2021			
Owned	27.04%	29.57%	31.499
Mortgage	35.43%	35.05%	35.545
Renting	36.31%	33.66%	31.165
Average monthly mortgage payment (\$)	\$2,053	\$1,919	\$2,05
Average Weekly rental payment (\$)	\$465	\$378	\$39
Motor Vehicles 2021			
No. of Motor Vehicles	318,844	3,342,199	16,065,111
Average No. of motor vehicles per household	1.80	1.82	1.79

Source: ABS Census 2

Some final words on advocacy

This Club Advocacy Toolkit has set out the basics of advocacy and given you the tools to start working towards your goals. As you do that, here are a few final points that you should keep in mind:

- Be respectful and keep calm. You will meet people who disagree with you, are acting against your interests, and may even be disrespectful or abusive to you or your community. You can be a strong advocate, achieve your goals and call out bad behaviour if you focus on maintaining an even temper and engaging with respect.
- Look after yourself and your advocacy team.
 Engaging in public debate and trying to convince others of your views can be bruising. Check in on yourself and your team and prioritise your own welfare and mental wellbeing.
- Advocacy is often unseen and undervalued.
 Celebrate your achievements, no matter how small, and share your success with your community.

Good luck!

Contact: facilities@auscycling.org.au

Sources: <u>view here</u>



