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Simon

In the work that the staff and the Board have been doing on the plan since the beginning of this year, what we use in these terms is that, in defining the aims for the organisation, what we're really saying is the reason the kinds of things we want to try and move towards in say ten, fifteen, twenty years time. They're a bit kind of aspirational in that sense, a bit visionary perhaps but we think it's really important that the organisation does have this very long term clear vision of what we're trying to achieve. They're aspirational, but it's still critical for us that they're achievable, they're realistic and, in a sense, that we're going to be able to know that we've achieved them when we've achieved them.

So that's the way that we looked at these aims. We don't also necessarily think we ourselves as an organisation can achieve those just within Friends of the Earth, we probably have to work with other organisations as we were talking about yesterday. So that's what the aims are about. And there are eleven, I think, at the moment which cover really all the organisation's activities from the campaigning, the fund raising, how we organise our activism, and some purely internal issues as well about how we develop the organisation, how we structure the teams and so on.

So that's what aims are about. But the objectives and for each of those aims there are several objectives, I think up to sort of three or four or five, and these are very specific things that we believe that we ourselves as an organisation can actually achieve within that next five year period. They should all contribute towards specific aims and, of course, then that's called setting the big picture, and one of the questions I think we're going to be asking you to look at through the workshops today is how do these translate into actual campaigns on the ground, what does it mean for us.

In terms of the process, how we take on this strategic plan, starting from what, tomorrow I imagine, the staff and the Board will be taking into account the feedback that we get from today. There will be a lot more kind of fleshing out of the plan over the next couple of months or so, and coming to the Board meeting in November is when we will, hopefully, more or less sign off and says that's it, a good discussion about this. Hopefully, we've built consensus around these kind of issues and we'll start to implement this new plan in the first half of 2008.

So this isn't completely the last chance that we have to discuss the plan but there's between now and November. We'll probably have great ideas and inspirations about more things we can do, certainly from the way that we're discussing today, you can talk to your Board member about that and that will get fed into the final kind of process of

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deciding this. The other thing I would say about this, just to finish off before I hand over, is that this is a kind of guiding plan for the organisation, it's not immovable, it's not going to be set in stone and we cannot change it forever. Of course, circumstances change and we'll adjust. We'll try and hang things out, if they don't work then we'll try something else, other missions may arise. The Board, and the staff of course, will be constantly monitoring this on a kind of three monthly, yearly basis to ensure that we're sticking with reality and not trapping ourselves in a kind of rigid plan, so it's a flexible plan.

So that's all I've got to say about that and I'll hand you over to Tony, thanks.

Tony Thanks a lot, Simon, cheers.

[applause]

Tony Thanks very much. So the last year, as Simon said, has seen a great deal of thinking again right across the organisation, looking at the position we're in particularly from the point of view of the environmental science and trying to work through what we think is going to be the outlines for success that an organisation like ours goes forward over the next five years. And so what I'd like to do this morning with Adeela and Tom is to really set out the bare bones of where we've now got to in terms of the campaigning aims that are really the centre of our plan, and then how we're going to be driving those forward through better [activities 4.20] and reaching out to more people.

So let's give you a summary really this morning in this section and then going into the seminar we can talk more and get into the depth. And crucially, I think this is the most important part, at least over the next few months, is to talk about the policies and activities that we can begin to implement these very demanding aims that we've set ourselves.

[problem with microphone]

Well, what I said was pretty boring just then so, if you didn't hear... I'll start going into the substance now the microphone is on.

So during the course of this weekend we've been looking in a broad way at the kind of challenge we face, and we've been looking at some of the very big issues in terms of the need to up our game in reaching out to the public but also to be facing up some big environmental challenges. And the climate change episode we've talked about and yesterday, again, we were reminded of the parallel challenge we face

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in natural wind resources and biodiversity, and stopping some of those very alarming trends from getting much worse.

So we've really, I think, had a good introduction in terms of the kinds of ways we need to go forward and now we can talk a little bit about the response. And so the way we've tried to talk about this challenge over the last year and looking at some of these big questions and looking at our old plans, is to take really a evolutionary approach but lots of what we're doing in Friends of the Earth is very, very good and we've been very successful, and so we're not talking here about some great lurch into a new way of campaigning or a new way of running the organisation, we're not doing that. We're talking about building on where we've reached and going forward recognising the new challenges we've been talking about.

So in the last plan we broadly had three big pieces about limits, about environmental justice and sustainable economies and we ran the campaigns out of that. And really, going forward, we have quite a similar approach really although we've adapted it. So, for example, the limits work that we were doing we've realised that to communicate that much better and to be very clear about what we're doing, we need to be bringing up the biodiversity side much more and putting that there with climate change as the two big environmental challenges we will need to face up to.

Sustainable economies. We've done some great work there and we realise we need to hang on to that but mainstream it more across the organisation's activities and to bring it closer into the climate change and the biodiversity work. So that's still there but, you know, hopefully in a more embedded form.

And then the environmental justice which we know really is the philosophical fabric of Friends of the Earth. We don't think we need to have it as an aim any longer, but what we will do is represent that work because that's what Friends of the Earth does. We're not just about environmental solutions, we're about ones that deliver environmental justice at the same time. So that's there but it's very much across everything we're doing rather than a discreet piece of work, as perhaps it did emerge in some ways last time round.

So we're capturing the very good things that we've created and we're moving forward. In terms of the strategic aims that Simon talked about, at the heart of the campaigning pieces are the two big global environmental issues. So we have one, unsurprisingly, on climate change and basically the aim we're setting ourselves is to be running campaigns to put in place policies and activities and measures in the real world but we have seen global temperatures going up two degrees. Now we know what a great challenge this is from the latest climate

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change science but we need to be working at all levels to get the kinds of cuts in emissions that can deliver a good chance of staying below that critical threshold. So an International agreement, we need to be working through Friends of the Earth International at Bali and beyond over the next few years to get in place critical agreements that can follow through on the Kyoto protocol and set the world into delivering much deeper cuts in emissions. Great huge challenges there. We know that in terms of the big development countries and, of course, the United States but things are changing and, by doing our activism in a joined-up way with our partners across Friends of the Earth International, we can continue to make a difference.

We know under the climate issue that we've neglected a bit, in recent times, the deforestation component, this has been mentioned once or twice here in this meeting. About a quarter of global emissions, possibly more, are coming from tropical deforestation and other land use changes. We have to have that in the campaign and we're planning to bring that in.

The European Union on our doorstep, it is the most progressive global force on climate change, certainly in the United Nations negotiations. The other blocks, the North Americans and the Japanese, and the other big developed countries like Australia, are playing a very negative role compared to the EU and we need to lift up the EU in order for there to be better leverage on the international stage. So we are running discussions at the moment, and Mike Childs has been very active with Friends of the Earth Europe in getting agreement about how we can run something like the Big Ask campaign right across the European Union. A really, really exciting piece of work that can enable us to make the most of a network which is really unique. We have a group in pretty much all of the main EU countries and a couple we're not present in, but we do have an opportunity there to be joining up activism across the whole of the Continent and to be making a very big difference politically.

Obviously, the Big Ask is going to run through to the early part of next year in its present form until the [Whitley 9.42] Act of Parliament and then we need to be looking forward over the next five years to getting in place the economic measures and other policies that are going to help deliver a low carbon economy. So that's to be a big part of the follow through domestically. And, obviously, all the solutions in terms of technologies and lifestyle changes that we know we need to have to do that are part of the climate aim. So an enormous amount of work, all levels, from the local through to the global but an opportunity, as we've seen over the last couple of days now, to make a big difference.

The biodiversity side. When we crafted the last strategic plan, a lot of people said what about the extinction of species and deforestation. And

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we said what we're going to do with this is we're going to embed that work across the organisation, what we're saying about natural resources and trade policy, for example. And we did do a bit of that and some of it was very, very successful. But what we lost, we feel, in the analysis we've done in recent months is that big thematic message coming out of the organisation about the importance of looking after natural ecosystems and forests and other natural resources that we depend on. And Tom obviously yesterday gave us a very powerful summary of what human prosperity stands on, fresh water, soils, forests, and we need to get that message once more back into the outward looking campaigns. So we need to be finding a way where we can talk about those things that's different to what WWF and what Greenpeace and others do, and we think that a focus on natural resources and justice linked to access to those resources is one of the ways in which Friends of the Earth can make a really big difference.

And, actually, it was really encouraging yesterday in the Motions Debate to see that many of you and, indeed, the way the votes went I think it shows that we're all very much on the same page in this network, in bringing into those campaigns and biodiversities and really cutting edge issues on biofuels for example, and also on meat production now we can start to run campaigns that take a fundamental view of how agriculture is shaping, not only outcomes for biodiversity, but also from the climate. So there's some very good integrated fantastic campaigns we can run there and looking at deforestation linked into oil palm and soya bean production and so on.

Biofuels I mentioned, that's another big, big issue for us and we'll be running a major piece of work on that going forward. We're getting organised now with looking at how we can best intervene in this but, again, we're standing on some really solid ground in terms of what we've done, for example, on palm oil in the last few years. So that's really exciting.

Illegal timber. The EU is looking at rules to prevent the import of illegally sourced timber. We know this is a huge problem. Most of the tropical timber coming into Europe from developing countries is actually being felled illegally still. The EU has a process to stop this, we're thinking that we need to be on top of that, making sure that it actually works and delivers what is needed.

Trade and investment agreements. We know that these have been a huge driver of deforestation in recent years and the policies adopted by the World Trade Organisation to open up country's economies to the export foreign exchange has led to large areas of forest being cleared and that continues to be the case, and we know that we need to remain vigilant in terms of who this country and others are negotiating those kind of treaties going forward. So we will be active there as well.

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Again, a very big, broad range of work in there, and challenging, but don't forget we've got five years and a lot of people and the big International and European network to do this with. So let's be ambitious at the same time as being realistic. I think this plan at the moment is certainly on the ambitious side but there's some really good real world campaigns that we can run out of that.

So those are the two big environmental pieces that we know as campaigners and take a broad view of these issues, but we're not going to be able to achieve the climate and biodiversity goals without looking more deeply at how society works. And obviously one of the things that determines outcomes across all the issues we're concerned about is economic policy and market measures, economic growth, competition policies, all of these things actually shape the way in which environmental policy works and, indeed, how individual behaviour and how the behaviour of corporations goes forward. So we need to be taking a view on this and we've done some excellent work in recent years in ecological taxation. We've looked at corporate accountability under this broad head of, as Adeela said before, trade policy. We need to now be bringing ourselves up-to-date and we plan to do some more analysis on what we think are going to be the key shifts in economic thinking and whether they're going to deliver a low carbon and highly efficient resource economy. And that's some work that obviously we'll mainstream into all the campaigns, and advocacy for those changes. It's a big old piece of work, and focusing particularly on natural resources, big opportunities in Europe over the next few years with new directives on waste and resources that we can key into through Friends of the Earth Europe to be getting European Union consumption levels down at the same time as making these points about an economic shift.

Big questions that need to be addressed globally through Friends of the Earth International and, again, we plan to have a big foot in that camp as we go forward looking at global policies in a more globalised world with big players like India and China. The kinds of things we advocate here to the British government have to make sense in that global context and it will have much more resonance and impact, of course, if we can agree those policies with colleagues from all the other Friends of the Earth International groups.

Another cross cutting piece, that is essential for us to get right as an activist organisation, is the whole question of rights and how people exercise their rights to be effective campaigners and, again, in recent years we've had some really amazing work we've done on this around the [Arcos 15.00] Convention which should be bringing public participation to decision making on environmental issues much more effectively. It isn't working yet but we have an opportunity to strengthen that, and going forward we'll be looking at ways in which

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we can find better opportunities for public participation. And looking back at what we've been doing in recent years, you know, we've got a great track record there with the Rights and Justice Centre, which has been running cases for community groups across the country and achieving amazing results with tiny resources by having a very clever legal strategy being led by Phil Michaels and his team in [15.31 inaudible], really showing the way for some massive potential for Friends of the Earth to be multiplying what's going on with activism through having the central resource that can give basic legal advice and, indeed, help to structure cases.

So that is a tool. The Environment for Justice work more broadly in a policy sense we'll continue to focus on, and also looking out at the way in which we can be supporting activism in countries outside the UK with a direct linkage into us. And, again, the last couple of years you've seen some really amazing work we've been doing with colleagues in Nigeria who have been suffering from the effects of Shell's gas flow in the Niger Delta, and by doing some basic legal work with them, we've been able to create a major impact in Nigeria. It's a British company, so it makes sense for us to be involved.

And, of course, we're all consumers of oil palm, this commodity coming from Asia that's causing such impact on the rain forests. We've been working with the communities and Serge, I saw last night, was here and told me a little bit about the work we're doing in Indonesia with Summit Watch, which is a group that have been looking at the palm oil expansion. And Serge is thinking that at the moment we can claim to have saved about fifty thousand hectares of rainforest in Indonesia in the last year or so by working with communities to uphold their rights to stop these corporations coming in. This is a very, very effective way of getting a big impact with small resources and we'll continue to do that, of course.

So those International linkages we know are a big opportunity for the global issues, biodiversity, climate change and linking into our network and the economic policies that we can be shaping at that level but, of course, we're about action at all levels and we will continue to resource the very effective tier of activity that we've had in the English regions and at the National Assembly level in Wales and Northern Ireland. This has been a unique role for Friends of the Earth, and over the years we've played a very effective part of change in, well certainly in the Welsh Assembly, having recently secured a sustainable development duty for the Assembly government and then since then campaigning to change policy in Wales that reflect our agenda. We've had less opportunity in Northern Ireland with bits of the Assembly not being there but now again it looks like in a few years we'll be able to up our activism politically there and to be achieving more, and similarly in the English regions.

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But now we've decided, well we think and we need your views on this, we think we need to be a bit more strategic now about how we're using this level of activity in those devolved governments and regional tiers inside England because we need to be, as we've seen, upping the game here and now we think we have an opportunity by focussing much more strategically on those areas where we think we can get accelerated [brobus 17.55] then we can be multiplying that up for the whole of the UK. I think an example that's in my mind of being a good reminder of how this could work is what we did with GM in Wales some years ago, where we managed to get the Welsh Assembly Government taking views that basically helped to block across the whole UK, GM policy and, if we can do that kind of thing, I think that will be a very sensible way of us using our resources and, of course, Tom will talk more about other layers of activism that we'll be doing in a few minutes.

So then finally just to like tie up the package in terms of the campaigns, we know we need to be doing more internationally. We've been actually very effective in our global network in recent years but we need a more strategic approach inside the National Office so that we can be clear about what fund raising systems we're going to be giving, how we're going to be doing capacity building, helping smaller groups in the network build up. And those of you who were around over the last couple of years will remember maybe us having visitors from Lithuania, from Hungary, from Malta and from France. Groups we've been working within our network who are small and weak but who, from looking at us, can be really inspired about the possibilities from getting their pretty tiny groups up to much bigger national players. And that has worked extremely well and across the European Union now you're seeing groups coming through who are able to participate with us in things like the Big Ask campaign in a way that they weren't before but now they have the capacity for more managerial strength and so on. So building up that's going to be really, really important, and us being clear about that inside our National Office is going to be a big part of how we have to go forward, and so resourcing that is something that is explicitly set out in the new strategic plan aims.

So that's kind of a snapshot really of where it's at and gives you maybe the kind of spread from the regions through to the global and the big focus on biodiversity and climate change as kind of where we're going. But, of course, that has to be supported with a whole range of other capacities and activities, and Adeela and Tom are going to talk a little bit now about how we're going to do the outreach to get these messages out, to get the support and then, once we're getting the support and the penetration of the messages into the public mind, how we're going to be building up the activism. So over to you, Adeela.

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[applause]

Adeela Hello, can you hear me.

Audience Yes.

Adeela Good morning. I'm Adeela Warley and I'm the Head of Communications at Friends of the Earth. It's very nice to see you all, I hope you had a great evening last night. I'm going to talk to you... well Tony's obviously set out in a really compelling and clear way the drivers that have shaped our campaign agenda, and I'm going to talk to you this morning a bit about the broader context for that campaign work and the things that have helped to shape some of the other aims in the strategic plan.

I'm going to start by outlining a kind of overview of that context, and by now I think this will hopefully be rather familiar territory to you all who have heard some of this. So it will come as no surprise to any of you who I know are out there all the time talking to people that environmental issues are more top of mind perhaps than they ever have been, or certainly have been since the 1980s, and it really has entered the mainstream of public consciousness. But I think it's also fair to say that we haven't yet tapped into the potential to reach out to this broader audience and let's hope that it lasts for a long time but I think we really have to seize the moment.

Of course, many other people are out there competing for the attention of that audience and we have a really tough job to do to be seen and heard because, ultimately, the legitimacy of our work and, indeed, our campaign successes rely on our ability to grow that support.

Okay, now this is the front page of The Sun. Who would have ever thought that we'd live to see. I know it's only the column on this side of the page but if you can't read it, I will tell you. I know there's some distractions here, aren't there, but I will tell you what it says, it says 'Help save the world with The Sun,' and that message a week of environmental coverage. And, of course, it's not just the media that have latched on to all of this, we've heard across this weekend that it's the politicians and companies that are also on this area of discussion. Everyone from Al Gore winning an Oscar for the Inconvenient Truth to Arnold Schwarzenegger in California spearheading work on climate change and, of course, people like David Cameron and on corporates like Marks and Spencers on your High Street.

Now research shows us that public attitudes on environmental issues have reached a tipping point, and there is a real opportunity to push the scales in favour from ambivalent attitudes into firm action. But, and it is quite a big but, we can only do this if we have a strong, clear and

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compelling connection with those wider audiences. And it isn't as straightforward as you might think because top of mind was only half the story. At the moment many people actually do recognise global issues, they're thinking about them globally, but they don't see how it's likely to affect them. They see that something needs to be done but they don't see how action will benefit them. They want more information but, if that implies making difficult changes or sacrificing something, they're very reluctant to do so. In the abstract they're willing to see the government take action but they're unwilling to give up things that are important to them, personally, in their lives and it is these contradictions, I think, which are Friends of the Earth's challenge.

So how should we respond to this, what do we need to change? Well, I think that we really need to understand our audiences better. We need to understand our audiences, both those core audiences, the people who are already with us, as well as the new people that we haven't yet managed to convince. So I believe that we need to make a shift. We need to make the shift from exalting and preaching at people, this is very characteristic of how people see the environment movement, towards persuading and working with people, and I think Friends of the Earth does that very well and we need to play to that strength.

We've heard a lot about this as well this weekend. We need to create a progressive vision of the future. Not one that's about decline and sacrifice, doom and gloom and guilt. There were some very interesting polls about just last week about how guilty people feel about environmental issues. In fact, they've taken to lying about how green they are because they feel it's such a social taboo. And we can tap into that, of course we can, but we don't want to make people feel guilty. Really important this, we want to make people feel that taking action at whatever level is a really rewarding experience. Let's not beat about the bush, what we do is we sell, we promote political activism. That's not an easy sell but it is what we do, and we do it very well.

We talked a little bit about how busy the world is and I know that you as local campaigners will recognise how busy people are. They have very little time to act on their interests and concerns. There are plenty of other people competing for people's time, their attention and, of course, their money to support campaigning. And here are just a few illustrations of this. Many direct marketing charities are now creating their own campaigns as a way of engaging their financial supporters. Charities within our own sector, charities that we work in partnership with, are making the connection between poverty and injustice and environmental issues which, of course, is an absolutely crucial and important thing, but it does make it even more important for us to be clear about who we are and what we do and what strengths we bring to those partnerships so clarity about who we are is really important.

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And, of course, business. Business has been falling over itself to rule the green consumer and, more than that, to actually position themselves as the true solutions providers and, of course, some are and some aren't.

So, again, what should our response be to all this? I want to talk a bit about reputation. We need to make sure that people really know us for who we are, what we do and what we've achieved. Why do we need to do this? Again, not to puff ourselves up for the sake of it, absolutely not. We know that it is our reputation, the trust and credibility, that wins us support. If we didn't have this no-one would be listening to us in the first place so, for me, reputation is everything and it's the collateral that every campaign needs to draw on when we go and ask people to take action. And how we do this? Well, of course we do it through communicating our campaigns in a powerful, compelling, relevant, accessible way, whether it's about climate change or biodiversity. We need to connect with people's hearts and their minds and do so in a way which turns them on and doesn't fill them with guilt and running over the hills as far away as possible.

Another thing you have heard a lot about, solutions. I think we need to move to showing people not just the problems, we are very, very good at doing that. We still need to make the case of why there is a problem but we also need to give people a sense that there are real solutions out there and when I talk about solutions, and an interesting thing that's come out of the public opinion polls is that, particularly on big global issues like climate change, people want to see heroic solutions, they want to see solutions that are commensurate with the threat. So, for us, I think solutions have to work at many levels, they have to work at the global level, they have to work at the community level - which is where many of you are making such progress, and they also have to work for people as individuals in their own rights. This is our kinds of solutions, and actually we as an organisation have a fantastic thirty year record of that and we need to build on that and make more of it. And we're a people-based organisation, an organisation where people take action and so we need to show people and inspire people that it is by their actions that we win our campaign successes and no other way.

I'm going to move on now to talk a little bit about our supporters. Now, I know this seems a really obvious thing to say to you but not all our supporters are the same. They are very different in what they think and feel, they are very different in what they need from Friends of the Earth but they are all absolutely vital to our work. They're groups like yourselves as campaign activists who provide the essential ground swell of support for our campaign agenda. Our donors who fund our work, and actually without whom none of this would be possible. The people who buy our books, who visit our website, who come to us for green tips of the day, who use our information service and the

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thousands of like-minded people who have not yet come to work with Friends of the Earth. It's a very, very broad spectrum of people that we're talking and working with. And, because it's a broad spectrum, to date we've tried to manage these people in silos, [endured 31.22] categories but the scale of the challenge we have today means that we have to move beyond this, we have to adopt a new approach which sees people as individuals with overlapping interests that will change probably over time and having a better understanding of this. We will be able to maximise and sustain people's interest and involvement in being part of Friends of the Earth.

So what does this mean about the way we're going to work with the next strategic plan? Well, I think we need to get on with creating a unified membership so that we can share and link up the information that we have about our supporters. We need to define clear options for involvement so that people know what they can do, how they can do it and when. If you don't remember anything else apart from what I've said, this is the one, this is it, this is feedback. This is [laughs]... they have to show people how their action has actually helped to make a difference because this is the thing that makes people feel that it's worthwhile. It builds their motivation in being part of it, it also helps to sustain and retain people, and it takes a lot of effort to get people through the door so we want them to stay involved and happy with us.

And returning to my earlier slides about the broader audience, we do need to step up to the challenge of talking to people who aren't yet engaged with Friends of the Earth. I think we can tip them over the threshold but we can only do it if we talk to them in the right way, in the way that we really speak to them not as 'them and us' but as 'us together'. So this is the point where I am going to hand over to Tom who's going to talk to us about this precise challenge, the challenge of growing involvement and I suppose riding that tide of public interest that we heard from Hilary Benn on Friday evening. So thank you very much.

[applause]

Tom Hello everyone. So I am [33.43 inaudible] activism of Friends of the Earth and I'm going to talk to your about activism for a few minutes over the next five years.

First of all, I want to start with some of the things that have been top of mind for me as I'm starting to pull together all of our thinking on this and these are things we're all familiar with. The first thing is to say that clearly the issues are absolutely upon us now, they are huge, they are urgent, more so than ever. So that's the first thing, we all know that. The second thing is, I don't think we should be despondent about that, I think it goes us real hope to remember the stuff that Adeela's

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just talked about, and clearly the public is starting to wake up to our issues and I think we have to take heart from that. And I think that does mean, though, that we probably have to learn and adapt a bit if we're going to really seize that opportunity, we're at a really unprecedented time now.

So things you know already, what I am going to cover? I'll talk very quickly about the challenge that I think we face as activists. I'll talk to you in a slightly different way about where the public are at in terms of how we can engage them, and then a quick look at our chance really, as I see it at the moment and I spend most of my time looking at what I think we have to do, looking to seize that opportunity.

So what is the challenge? Well, we're all familiar with this. This quote speaks specifically about climate change but it obviously points to a general trend which is that, we've seen it all weekend, decision makers simply aren't doing anywhere near enough. The question for me is can we actually build enough influence to start to change that, and that's the biggest question for me. Maybe he's part of this challenge, I'm not sure. We've talked a little bit about [Haffy 35.21] this weekend. Actually, for me, this quote sums it up more accurately perhaps. I think people do care, a lot of people care, not everyone but a lot of people. I think for us it's about how we can start to help people engage with the issues and push them up their priority list because, for a lot of people, it's just not quite there.

So where are the public at? Well, we've seen some recent data from the Defra Attitudinal Survey and it talks to some of the stuff Adeela's just told us about. Clearly, I think people are worried, particularly about climate change, but I think other issues as well. They see their part in it, I think as well, and they also see that maybe they have a role in finding the solutions, it's not just about a technical fix. So I think we have people's attention, I think we heard people in the panel yesterday talk about fear and I think that's part of it. I don't think it's just that though. So are people starting to wake up, are we starting to see a possibility of people tipping into action not just awareness? Well, let's look at a few more figures quickly.

No probable history, maybe not a huge success in every respect but certainly involved are other people if only lightly. Similarly, we may be sitting in the middle of a war and these people chose to express their voice. And in a more tangible way perhaps, our own Big Ask campaign. Small in numbers but it seems to have had a good result, so it just shows what you can do with some failures. So what is our chance? Well, I've just said it really. We have this huge awareness of our issues, people are starting to engage with them, I think, and I think really, if we can find ways as Adeela's been talking, to actually start to engage people in our action then it's really there for us for the taking.

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So what's our response? Well, of course, we have to start from where we're at, but we already have. Well, we have tactics that work incredibly well, proven over decades. We know what we're doing, we're good at it and part of that is you guys. Hugh talked about the network yesterday morning in very passionate terms and I feel similarly, I started in the group's network ten years ago as a Coordinator of the group, and the fear factor that we can generate with decision-makers at any level is immense. I don't need to tell you about the work we do locally. And we have a trusted reputation because of these things. People know that we get the job done, we are effective and we have real impact. And, more recently, I think we're starting to see more confidence in building how we can engage people in individual action.

So what do we actually need to do? Well, the first thing – I think there are three things – I think the first thing is we have to acknowledge again just what a tight space we all operate in. I think we have limited time, we have limited energy, particularly from you guys as a network. I think we have to really commit to finding the space for you to continue to do your own work locally, and I think that is a real challenge for us.

The second thing for me is to acknowledge that you are a really strong network now. You always have been but I think we're particularly strong at the moment. But, for me, there's still more we can do to help you guys build a stronger network. And I emphasise the word network and I'll come back to this in a minute.

Thirdly, you've heard hints throughout the weekend about individual action. Now this isn't about departing from what we've always done in terms of our groups but we do need now, I think, to find ways to engage much larger numbers of people where they're at.

So let me give you a little bit more detail about each of these three things quickly. So the space for [38.44 you], I think this is absolutely critical and I've heard this at conference in various ways. I think clearly there's a tension that's always there between what we would like you to do centrally and all of the work that you have to do locally, and I think for us now, particularly over the last couple of years, we've seen that tension become more and more acute and I think we have to find ways to try and redress that balance. And I think there's two things in particular at the moment that I'm aware of, we need to develop this thinking more. The first is that clearly we need to do more to prioritise what we're actually asking you, essentially, while also giving you the choice to do more if you want to. And I think that's a really difficult balance to strike. The second thing, which is part of the same challenge really, is how can we actually maximise the

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potential between what you're doing and what we're doing. Now that's not to somehow politically say that we can cleverly do everything, but we do have to find ways to really find the opportunities to punch above our weight even more than we're already doing. That's partly about the Seeds for Change work that's been going on this weekend, the guys that have been talking to you about a dialogue for developing strategy.

So what about the network? You will have heard Dave maybe talk on Friday about numbers. We're not aiming to go much above this probably, simply because we don't think we can maintain and support a network properly if it's much bigger than that. Instead where we really want to focus our work now is on helping the network to become a real network, so that actually people can support each other. That doesn't mean that we're going to have to play a role but we need to really find ways to tap the massive expertise that exists in you as individual campaigners with a huge amount of experience.

So what about individual action? Well, this is probably the nearest area. We've been doing it for years but we now need to think about how we're going to do it another whole scale, I think. For me this is an area where I think there's huge potential and, if we really do it right, it can help everyone but we really need to think about this carefully. Why are we getting interested in individual action? Well, clearly we have to keep the group's network and our grass roots activism at the heart of what we do but, in addition to that, I feel that what we now realise we need is a broader background legitimacy for our big campaigns, particularly our big national campaigns. We're kind of expecting you to be doing all of that work for us. Clearly you played a massive role in the lobbying around the Big Ask campaign but we need a bigger, wider, broader, larger number of people doing that work.

So I'm going to talk briefly about this in two ways really but I want you to think of this, in terms of what Adeela said really, it's a path really, a yellow brick road if you like. This is about trying to move people towards some sort of action, easy stuff to start with and gradually bringing them closer, hopefully a lot of them towards you in the end. And I'm going to talk about two particular areas of this, slightly over simplified categories, but I think it helps to give you an idea of what we mean. The first is what I'm going to refer to as [background / battleground 41.38]campaigners. This is a number which is based roughly on political analysis, what we think we'll need across the UK. Now these people are a bit like the people who might be around now on Climate Online, some of them might already be on Climate Online. It's fairly light action, most of it's online, but it's important stuff and it does provide background to what we do. Then, in addition to that and maybe the bigger shift, we hear a lot of people who are really quite active on an individual basis doing a lot of the

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same sort of stuff that actually you've been doing over the last few years, and you will have heard maybe campaign champions has been mentioned over the weekend. And this is a fairly new way we're trying to engage people in doing quite a lot of stuff, lobbying their MP maybe, trying to actually respond to Defra's consultation on the Bill, those sorts of things. So actually quite involved work and we need a lot of those people and we can't just expect you to do that sort of work for us. So that's the newest area.

Before I summarise, I think it's really important to say that the way we develop this work needs to strengthen your hand rather than undermine it and some of you might be thinking how is this actually going to fit with what we do now. And I think it's important also to refer back to what Dave said on Friday, clearly if we can build this as big campaigns success breeds success but we do have to keep in sight what makes us tick as a local network. So I think we need to develop these ideas a lot more to make sure we that we actually do it in the right way for Friends of the Earth.

So what have I covered? Well, clearly we need to keep doing what we're doing, that's what I've just said. We want to further strengthen you as a network, but much more in terms of the way it operates and the way we can support each other, and we can help with that rather than numbers. And we also want to expand individual action, that's more about the numbers. And, finally, a word I've not mentioned yet and maybe the key word, it's about integration really, and this is where complexity comes in, I think, and where the change really sits. I've seen two particular levels where we need to integrate. There's the level of individual action and group action, which we've talked about. We need to work out how those things are going to integrate. And we also need, I think, to really commit to how we can get an integration between our central campaigns and our local campaigns, and we have to find ways to do that better. So we'll talk about this more in the seminar, thank you for your time.

[applause]

Simon

Thanks very much for that. Very brief introduction to some of the bigger pictures, the bigger elements of the plan for the next five years or so. Now just moving on to the seminars and what we're going to try and achieve in them specifically. There is very much a big picture, snapshot in a sense, of the big parts of the plan but what we want to try and do in the seminars, from eleven til twelve thirty I think, is to really look at some of more of the detail of this and work out how this translates into the kinds of actions that we're all going to be taking over the next five years or so.

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As Tony has suggested, there are elements of the new plan with a real continuation or evolution of the existing work, the work we've been doing over the last few years or so. But there are some differences and some fundamental differences in some of the approaches that we've taken, so we want to try and explore some of those and look at what some of the implications of that might be. And, of course, with all of the work that we ever do there are always obstacles, there are always challenges, so we'll try and unpick some of those and, of course, importantly to work out how we're going to overcome those obstacles and challenges. And, of course, the sooner that we start to do that and identify where the blockages are to achieving our aims then the more effective we're likely to be.

So that's really it in a nutshell but just to recap and to translate what we've just heard about what Tony and Tom and Adeela have been presenting into the seminars, some of which have called slightly exotic names, there's the Unified Supporter Aim and Political Leverage in the UK and so on. Those are the names of the seminars but that's roughly what Tony and Tom and Adeela are hopefully talking about to make that link through.

So that's it and I really encourage you to actively engage in the discussion about these, and I'm sure there will be a lot of valuable thoughts and ideas coming out for the Board and for the staff, of course. We haven't got time now I'm afraid to go into any questions about this, we've run out of time for this session, but the seminars are your opportunity. And I think, just before we close this session, I think there are a few announcements to make. If I can hand over to Jo, is it, thanks very much. Thank you very much all of you for that and thank you very much for [46.44 inaudible].

[applause]

Jo Housekeeping comments

ENDS