

Supplementary Information for Applicants for the Post of Director of Policy & Campaigns

Thank you for your interest in one of our new Director roles. We hope that you will decide to submit an application.

In the past year Friends of the Earth has achieved one of its greatest ever successes in persuading all parties to pass the world's first climate act, in the UK. It demonstrated the power of our approach of uniting grassroots activism (our 220+ hugely effective and motivated local groups), tens of thousands of individual activists, our policy and parliamentary expertise – and the support of 100,000 regular donors – to achieve a transformation in the political landscape.

As you will know only too well, there is so much to be achieved and so little time in which to do it. We need very special people to lead this unique organisation. This is a chance to work with extraordinarily committed, focused and expert teams and with some of the most experienced and determined groups of activists and supporters.

We will need the very finest leaders. Together we *are* going to change the world.



Andy Atkins, Executive Director



James Whiting, Managing Director

Our vision, mission and approach

Vision: what do we want?

A thriving planet and a good life for everyone on it, now and in the future.

Mission: what will be our contribution towards this vision?

We will influence governments, organisations and individuals to address urgent environmental problems, enabling millions more people in the UK and abroad to enjoy their fair share of a healthy environment while looking after it for future generations.

We will help to build a movement of citizens, in this country and abroad, committed to action to bring this vision about.

Approach: how do we do this?

Over the next five years we aim to do this by:

Focusing on the world's most pressing environmental problems, **climate change** and **biodiversity loss** and **resource use**; developing political and practical **solutions**, which incorporate our commitment to **rights and social justice** and **sustainable economics**; mounting national and international **campaigns** to promote those solutions; **engaging the public** in those campaigns for maximum political impact; **supporting local groups** to protect their community and region's right to a healthy environment and engage in central campaigns and **collaborating** with the Friends of the Earth international network to protect people's rights to a healthy environment in poorer countries and to maximise our influence globally; in our work with wider public, groups and FOE-I, seeking to **broaden and strengthen the movement** for lasting change.

This approach and the tone in which we speak will represent our agreed values:

Involvement Insight Inspiration Influence Independence

Recent successes: 2008/9 – The Year of the Climate Act

Hundreds of thousands of people across the UK joined Friends of the Earth's Big Ask campaign demanding action on climate change. In October 2008, the Climate bill became Law, the first of its kind in the world. By acting together we forced the Government to listen and won a huge victory in the battle against climate change.

Other recent achievements:

- Persuading 170 MPs to sign a parliamentary petition to force a debate on planet-friendly farming in Parliament.
- Stopped the M4 expansion destroying wildlife on the Gwent Levels.
- Taking Shell to court for oil spillages in the Niger Delta.
- Revealing the connection between biofuels and rainforest destruction.
- Campaigning for the new South Downs National Park, which opened this summer.
- Preventing an important ice age landscape in Northern Ireland being turned into a quarry.
- Helping to stop oil and gas drilling in Cardigan Bay, where bottlenose dolphins breed.

Our major campaigns 2009-10

This year it is vital that we make real headway on the biggest environmental threats facing humanity – runaway climate change and the galloping destruction of natural systems and habitats, such as tropical forests, that support human life on Earth. Never has the need for action been more urgent; rarely have the solutions been so near or clear.

The opportunities are great: The policies for a more just and sustainable future will also deliver prosperity; businesses are increasingly supporting progress on climate change; and for the first time in a decade the United States has a president who appears ready to work with others solve global problems.

Friends of the Earth's campaign package for 2009/2010 is designed to seize these opportunities, laying firm policy and public-awareness foundations for much faster cuts to greenhouse emissions in UK and internationally.

Our strategy is to work with our international partners towards a strong and just global agreement on climate change. But we cannot wait for international action. The UK must act now to tackle its domestic footprint and the effects of its consumption on global emissions. So we will also involve the public, our supporters and local volunteers in pushing local authorities in England and Wales to get serious about cutting carbon, and in pressing the Government to address one of the biggest contributors to climate-changing emissions, the global food system.

International climate justice

The science is clear: to avoid runaway climate change industrialised countries must cut their emissions by at least 40 per cent by 2020 – and these cuts must be made at home, not through offsetting abroad. At the UN talks in Copenhagen in December 2009 we will push rich countries to clean up fastest and to enable poor countries develop in a clean way, driving new jobs and industries around the world.

Local government - getting serious about cutting carbon

The UK can lead on the world stage if we make deep cuts at home. In practice this means

transforming our neighbourhoods – our homes, local transport and energy supplies. It means investing in a low-carbon future by slashing energy waste and making renewables our number one source of energy. Friends of the Earth will build on the momentum we've created through the new Climate Change Act and work with local councils and local people to achieve at least 40 per cent emissions cuts by 2020, ensuring the places where we live and work are fit for the 21st century.

Fixing the food chain

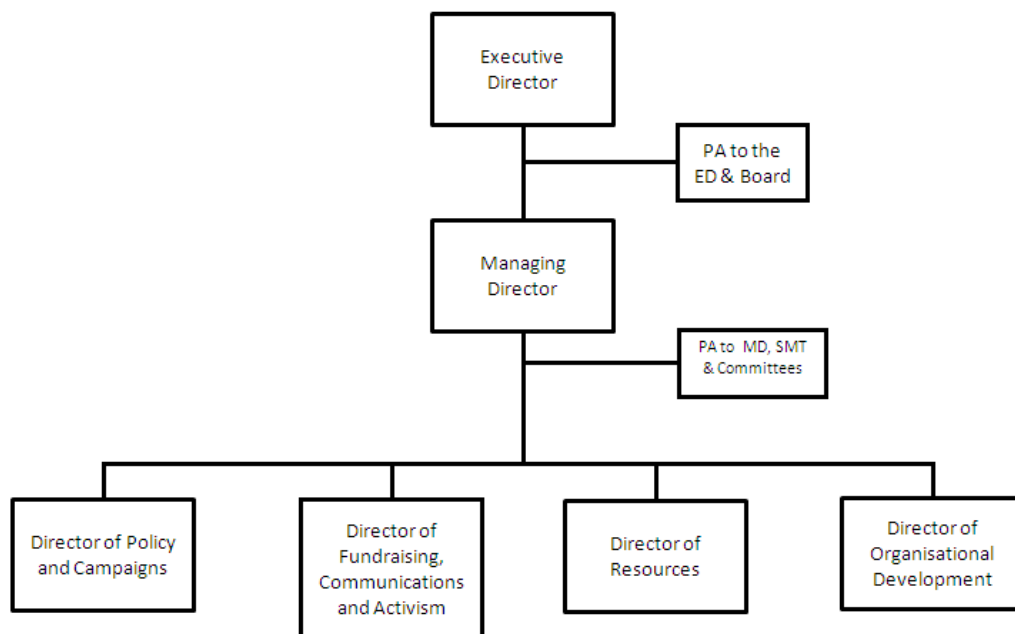
Targets alone – whether global or local – will not work unless we begin to tackle the big international drivers of climate change and habitat loss. The global meat and dairy industry causes more climate-changing emissions than all the planes, trains and cars on the planet. This year we will expose the hidden chain linking factory farming in the UK to South American soy production, rainforest destruction, social upheaval and climate change. Through a parliamentary Bill campaign we will push the Government to show leadership by shifting subsidies away from factory farming to a thriving UK farm sector that provides planet-friendly meat and dairy for families in Britain.

Organisational context

In the last few months Friends of the Earth has begun to restructure its management teams and has created a considerably smaller Senior Management Team which gives Directors greater overarching responsibilities.

The following new roles have been created:

- Director of Policy and Campaigns
- Director of Fundraising, Communications and Activism
- Director of Resources
- Director of Organisation Development



As members of the Senior Management Team the directors will participate in the development and delivery of Friends of the Earth's strategic aims and objectives, and in the leadership and management of the organisation.

- **The Director of Policy and Campaigns** will provide a single, integrated overview on policy and campaign priorities. They will lead and influence Friends of the Earth's campaigns and policy agenda and work to develop inspiring campaigns and build external relationships that increase Friends of the Earth's influence and profile with key stakeholders. They will be responsible for ensuring the organisation takes advantage of all possible issue synergies. They will be ultimately responsible for the delivery of the Campaign Aims, and for ensuring that Friends of the Earth is using its resources most effectively to deliver those aims and objectives. They will also, after the Executive Director, act as the next most senior public spokesperson for the organisation's campaigns. They will work particularly closely with the Director of Fundraising, Communications and Activism to ensure the information flows are working to enable our communications team to deliver the objectives of the Reputation and Reach Aim and the Supporter Development Aim, and to ensure that activism continues to be a central part of Friends of the Earth's approach.
- **The Director of Fundraising, Communications and Activism** will provide a single, integrated overview of all external engagement with our supporters, local group and individual activists, and with the key audiences we are seeking to reach. As such they will be ultimately responsible for the efficient integration of our engagement and communications to deliver the efficiencies and benefits of the Supporter Development Aim, They will also be responsible for the Activism, Fundraising, and Reputation and Reach Aims and championing and preserving the central part that activism plays in all levels of Friends of the Earth's work. To achieve this, they will lead on Friends of the Earth's fundraising strategy and programme; manage and develop the Friends of the Earth brand through brand management, PR and communications with the aim of significantly enhancing Friends of the Earth's reputation and brand; lead and advocate the organisation's development of local group and individual activism.
- **The Director of Resources** will provide a single, integrated overview of our cross-organisational resources in IS, Facilities, Finance, and HR. They will work with the Managing Director and other Directors to ensure that the rest of the organisation uses these resources in the most efficient way possible, and that clear service levels are defined, allowing transparent prioritization and clarity for 'service teams' and 'clients'. The role holder will sponsor and lead Friends of the Earth's drive on continuous improvement in its internal operations as well as its outward-facing services and activities.
- **The Director of Organisational Development** will be responsible for the first two Objectives and Knowledge Management aspects of the Organisational Development Aim. They will be responsible for the Package Planning System, the annual organisational re-planning, organisational learning and innovation, Knowledge Management, project management guidance and for improvement of cross-organisational systems and processes. They will also be responsible for assessment of the requirement for cultural change where it will enhance the implementation of SP2, and for the delivery of agreed changes. This role will also support the Managing Director in working closely with other directors and managers to embed consistent and improved approaches to management and leadership.

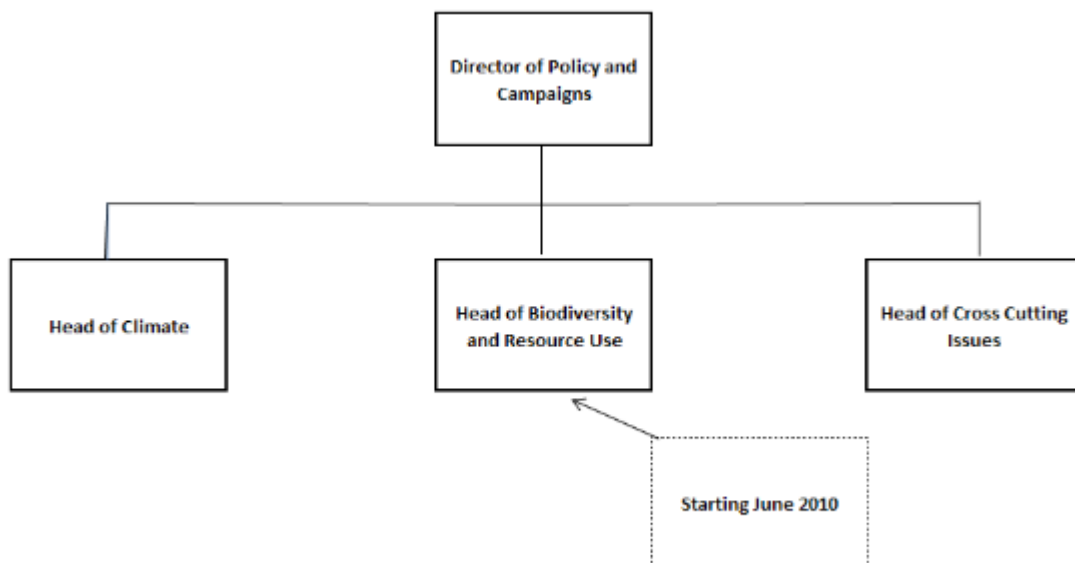
The new SMT will deliver:

- Leadership of broad integrated teams.
- Greater ability to engage people in supporting Friends of the Earth and our campaigns, by bringing together key engagement areas (fundraising, communications and activism).

- A more external facing organisation, by liberating more staff time at senior and middle levels for external work (by ensuring smaller spans of control for senior and middle management positions).
- Increased external representation by SMT especially the Policy and Campaigns, and the Fundraising, Communications and Activism roles.
- Clear, consistent cross-organisational leadership and implementation of decisions.
- Faster decision-making and clearer prioritisation.
- Clear focus on the overarching objectives of the 2008-13 Strategic Plan.
- Clear accountability.

This smaller team of directors will focus on organisational strategy and cross-organisational systems and processes. We have also created a strong middle management group of 'Heads' with clear decision rights empowered to routinely feed into organisational strategy, lead implementation of their sectors in its implementation, and with the time to engage in some front line duties themselves.

The Policy and Campaigns Department



Climate Team

Climate is one of the two overarching priority issues for Friends of the Earth's work in the next five years in the strategic plan and is home to two priority campaigns over the next year or more ('Get Serious about CO2' and 'Demand Climate Change'), as well as other important work.

The Team is lead by the Head of Climate and has three units:

- **International climate:** this unit will lead the campaign to Copenhagen and beyond with the aim of securing a fair and strong international climate agreement.

- **Economics:** the unit will deliver on the Green New Deal work, follow through on implementation of the Climate Change Act, and provide economics expertise to support the Get Serious Campaign and the International Climate Campaign
- **UK Climate:** this unit will deliver on the Get Serious about CO₂ campaign which is expected to run for at least the next 2 years. They will be supported by the England Regional and Local Campaigning Unit, Planning expertise and the Political Relations Unit in the Cross-cutting Team.

Biodiversity and Resource Use Team

Biodiversity is one of the two overarching priority issues for Friends of the Earth's work in the next five years in the strategic plan. It is closely related to the issue of resource use, another important focus of the strategic plan.

The incoming Director of Policy and Campaigns will manage this team until a permanent Head of Biodiversity and Resource Use is appointed in mid 2010.

The Team has two units – one working currently on the Food Chain, the other on Resource Use. The Food Chain campaign is one of our three current major campaigns.

Cross Cutting Issues Team

Friends of the Earth has considerable strengths in a number of cross cutting issues and disciplines. The Head of Cross Cutting Issues leads a multi-disciplinary team of experts. Their expertise is available and aligned to play a key role in delivering campaigns run from other teams as well as to conduct policy work and potentially to deliver campaigns led from within this team when required and resources allow. The Head of Cross Cutting Issues is also responsible for coordinating policy and horizon scanning across the campaign areas of the organisation, as well as for ensuring that rights and justice, and sustainable economics perspectives are integrated into other campaigns.

The team includes four major cross-cutting areas, each with their own unit and unit leader: Rights and Justice, Political Relations, England Regional and Local Campaigning, and International Coordination. The Economics Unit (currently to be located in the Climate Team) is also likely to be housed in the Cross Cutting Issues Team in the long term.

We have teams in Cymru and Northern Ireland who work on our major campaigns and also run their own campaigns focused on priority national and their Assembly Governments. The Cymru and Northern Ireland Directors report to the Managing Director but will liaise closely with the Director of Policy and Campaigns.

Cymru

The Cymru team will deliver the three priority campaigns, support local groups in their work on waste and incineration and provide some inputs into coal and power station proposals.

Northern Ireland

The Northern Ireland team will campaign on the Green New Deal and All-Ireland Climate. It will also provide some support to the activism network, and will continue to grow its partnership work with Friends of the Earth Ireland.