

Briefing for Friends of the Earth Local Groups – change in 2009

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Document purpose

Please treat this document as confidential to local group members. This document explains the changes now planned in Friends of the Earth, the reasons for them and the context of our overall direction. We have given as much detail and certainty as we can at this stage. Details are likely to change and will continue to be finalised, as internal discussions are completed and implementation begins in the coming months. The document is designed to inform local groups of the planned changes in sufficient detail to begin to understand the likely implications for your work. While the content is not final or certain in every respect it is also not for consultation. Where we have used the term activist on its own, it refers to the full family of Friends of the Earth activists, including individual activists and local group members. The document should help to inform any questions or comments you may want to put to Andy Atkins in the tour of meetings he has throughout late June and early July. For more information on those events, see: http://www.foe.co.uk/community/local_groups/feedback.html If you also want to send comments in advance of one of those meetings, please email questions@foe.co.uk . We will not respond to these directly but Andy will use them to prepare for his visits. In August we will then publish online a summary of discussions from Andy's meetings.

Please also be aware that this continues to be a difficult and uncertain time for all staff and that staff beyond Andy may not be able to respond to any questions that this document raises for you.

Summary

Friends of the Earth is undergoing some significant changes. With the agreement of the new Strategic Plan (2008-2013) last November the Board recognised that a review of the organisation's structure and the way its resources were allocated was necessary, so that Friends of the Earth would be able to deliver most effectively on the new plan.

Towards the end of 2008 the five-year financial strategy was reviewed in light of the economic downturn, as it had assumed more than 40% growth in fundraising. The revised income projections demonstrated that if Friends of the Earth continued as planned, the organisation would be £10 million in the red by 2013. Urgent action was required to identify savings.

Andy Atkins and James Whiting were asked to find savings in planned expenditure of £2.5 million a year for the next four years. This level of saving could not be found without making cuts in staffing, so it was agreed that the organisation's structure would be reviewed as part of the process. Every effort is being made through this process to minimise the number of job losses and retain as much capacity for campaigning as possible. This is how Friends of the Earth will fight its way through the financial downturn.

The Board agreed the proposals in March, and then a collective consultation process began with staff via Friends of the Earth's trade union. Constraints of this process and the limited time and resources available prevented the involvement of other stakeholders such as local groups or Friends of the Earth International and Friends of the Earth Europe.

While we were not able to consult widely, staff have been involved throughout the process and the agreed strategic plan has guided and shaped the decisions that have been made about priority areas of work. This includes running a small number of large, high profile campaigns that deliver maximum impact, but at the same time retaining some flexibility to campaign on other issues so we can respond quickly to an ever-changing environment.

The final change document will be published in July and the new structure will be put in place during the summer and early autumn. Meanwhile, Andy Atkins has planned a series of meetings with local group members to explain the reasons for the changes, discuss how they can be best implemented and listen to groups' concerns and ideas.

Specific details of exactly what aspects of our work will change won't become clear until internal discussions are completed, people are in place in the new structure and they then have the chance to review work priorities and resources. We have attempted to give some specific description of how we think the changes might impact on local groups later at the end of this briefing.

Our commitment to local groups remains a high priority and we are grateful for your continued support. We want to work together with you to make the best use of the resources we have to support you in your crucial work.

Thank you.

Context

Friends of the Earth's new strategic plan (2008-2013) was developed during 2007-08 and agreed in November 2008, after widespread involvement of the organisation's key stakeholders including local groups. In terms of vision we agreed that what we want is '*A thriving planet and a good life for everyone on it, now and in the future*'. Among the wealth of thinking behind the new strategic plan and decisions taken in that process, was the analysis that suggested that Friends of the Earth could have the most political impact for the environment by:

- focusing on the overarching issues of climate and biodiversity and running 'fewer, bigger' campaigns at any one time
- engaging larger numbers of the public to support those campaigns through integrating communications and activism approaches
- maintaining and slightly growing the size and capability of the local groups' network, while also growing individual activism

This thinking has guided the implementation of the strategic plan during its first year. For example, a process for identifying and agreeing priority campaigns has been developed. As a result of this we have a strong package of three priority campaigns for 2009: *Food Chain*, *Get Serious About CO₂*, and *Copenhagen: Demand Climate Change*, and over 150 groups have already signed up for these. All three campaigns share a unifying focus – the urgent need to tackle climate change.

We are confident that these campaigns will achieve real and vital change. They work for local groups by offering many ways to engage that suit different groups' needs, while also giving the public clear ways to support us, actively and financially. With local group support we believe that these campaigns will succeed. In mid-2010, after the Copenhagen summit we plan to run two higher profile integrated campaigns, leaving us more capacity to respond more flexibly to new opportunities, and to allow us to run some smaller campaigns and policy work.

Drivers for change

1) New leadership and a new strategic plan

Andy Atkins (Executive Director) and James Whiting (Managing Director) joined Friends of the Earth in the summer of 2008 and spent their first six months out and about getting to know staff, local groups, Board members and other stakeholders, finding out about the organisation's strengths and weaknesses. The Board had already acknowledged that Friends of the Earth's structure and resource allocation would need to be reviewed so that they were fit for purpose to deliver the new strategic plan, but had waited until Andy and James were in place to do this.

2) Financial projections and the recession

The financial strategy that underpinned the new strategic plan had been developed during 2007 in a much more buoyant economic climate. It assumed we would achieve over 40% growth in fundraising income between 2008 and 2013. To realise this, a substantial investment in fundraising was planned and, at one point, the organisation considered taking out a £1 million bank loan in year two of the plan.

Towards the end of 2008, Andy and James reviewed the financial strategy and fundraising projections. It had become apparent that the growth in income and activities planned for the new strategic plan could not be delivered. In reality, the fundraising projections demonstrated that if Friends of the Earth continued as planned, the organisation would be £10 million in the red by 2013. In November, operational budgets for the first year of the plan were reviewed and cuts of around £600,000 were found and implemented. Given the severity of the economic climate and the likelihood of the recession deepening even more, further tough decisions had to be made to reduce planned expenditure by £10 million over the time of the strategic plan. The Board of Trustees therefore asked Andy and James to identify savings of up to £2.5 million per year, for the next four years of the plan so that the organisation would be living within its means.

Vulnerability to recession

For many years, Friends of the Earth has carried low financial reserves, believing strongly that because our cause is so urgent any money raised should be spent directly on campaigning to achieve environmental change. The Board's policy is to keep four weeks' worth of running costs in reserves. Most charities and NGOs would carry three to six months' worth.

In practice, this meant that Andy and James needed to take action fast to identify and achieve savings. The longer this took, the deeper the level of savings that would need to be made.

It was highly unlikely that savings of £2.5 million a year could be found without some significant cuts in staffing, which would inevitably impact on the organisation's structure. As a result, Andy and James recommended (and the Board agreed) that the cost saving exercise and the review of Friends of the Earth's staffing structure should be done at the same time. Ideally the exercise of identifying savings might have been decoupled from the other changes needed. Given the scale of the issues and the urgency needed to find solutions however, that would not have been possible without leaving the organisation in an unstable, uncertain and unfocused state for too long, continuing to incur costs that it could not afford.

Approach to change

We've had to balance several complex factors in our decisions. We need to make sure that we preserve enough capacity to be able to campaign and grow our way out of this situation. This means finding sufficient short-term savings, but also being able to invest in and grow our fundraising capability for the future, so we can generate income. It means that the campaigns we're running this year must have impact (and need investment), but we also need the capacity to plan for future campaigns and maintain our credibility across a range of issues. We've had to look carefully at how we balance local, regional, national and international aspects of our work – again, investing in areas where we can have the greatest impact. And the most difficult balance of all is trying to minimize the cuts we make now – but ensure that we will be able to sustain Friends of the Earth in the future and not have to return to make further savings later. Inevitably, with such a high level of cuts in our expenditure, we can't have everything that we all want. We have had to make some very difficult choices.

Your involvement to date

We have not been able to involve local groups in the discussions and the decisions on these changes up till now. We know that many local groups and individuals have found this frustrating and concerning. It's not the way we would have liked things to be, although the Involvement Framework (linked to later on) anticipates that circumstances like these can inevitably arise. There have been two main causes for not involving you up to this point. The first is that with such a high level of savings to find, job redundancies were highly likely. In such circumstances, our trade union agreement requires us to consult with staff solely through the trade union. Secondly, it would not have been possible for staff to plan, organize and resource a meaningful process of consultation with groups that could have informed the change process. This is partly because staff themselves were involved in this process, and this demanded substantial involvement from them, above and beyond their own busy jobs. It is also due to the extremely quick timescales in which this has had to be done, because of the financial situation.

Moving forwards we recognise the importance of involving local groups, as described on page 8 and we will do everything we can to resource meaningful dialogue with you.

What the changes mean for Friends of the Earth

The changes do not mean changing what Friends of the Earth stands for.

Whilst we were not able to consult widely, the strategic plan has guided and shaped our thinking and remains our blueprint. But we can't deliver all the things we intended when it was put together and agreed. We've had to prioritise within it.

That blueprint had us aiming to deliver a small number of large, high profile campaigns whilst continuing to engage with other issues at a lower level. And continuing to support the grassroots, especially the local groups' network. In particular it emphasized:

- Hard hitting campaigns that achieve real change – at local, national and international levels
- Focus on climate change and biodiversity loss as key priorities
- Empowering local groups to campaign effectively
- Generating a broader base of people to support us as activists and/or donors
- Increasing our flexibility and our ability to learn as an organisation

We have to respond to a changing world and financial constraints by starting new things, stopping others and doing some things differently. We don't yet know the details of exactly what work we will stop or when and how this will happen – we need to work these out carefully with the help of various stakeholders including local groups and, in some cases, other organisations. Following directly from the above, it is particularly important that:

- Our campaigning must be focused where we can make the most difference, but we also need to see the whole picture and be flexible in responding to opportunities.
- We need to involve larger numbers of people to grow our activism and to grow our income.

- We need to be focused in how we communicate with our public and political audiences, if we are to 'cut through' on our urgent issues – people are overloaded with information and confused by so many competing political priorities.

Of course we realize that some of you will not agree with all the changes that have been and will be made. Some areas of work that we all agree are important will have to be stopped or reduced as we cannot afford to continue doing everything that we do now. However, you as local group members will know better than anyone that there is always far more to do than resources allow. We will need to work together to make the very best use of the resources we do have, to have the maximum impact.

New structures

We are creating four new departments: (i) Policy & Campaigns; (ii) Fundraising, Communications & Activism; (iii) Resources; and (iv) Organisational Development. Each of these will be headed up by a director, and these four directors with Andy and James will form the senior management team which will lead and manage the organisation.

(i) Policy & Campaigns

In the Policy & Campaigns department there will be three teams: Climate, Biodiversity and Resource Use, and Cross Cutting Issues. The units within these teams and their broad areas of expertise are as follows:

Climate team – three units:

- **International Climate** with expertise in forests, carbon trading, UN Framework Convention on Climate Change policies and negotiations, environmental justice, working with international networks, and movement building;
- **Economics** with expertise in energy economics, transport economics and UK fiscal policy; (this unit will provide some support to other teams as well)
- **Get Serious about CO₂ campaign** with wider expertise in energy, transport and homes.

Biodiversity and Resource Use team – two units:

- **Food Chain** with expertise in agriculture and the international trade in commodities, biofuels and forests;
- **Resource Use** with expertise in resource use and waste.

Cross Cutting Issues team – four units:

- **Rights and Justice**
- **Political Relations**
- **England Regional and Local Campaigning**

- **International Coordination**

The Cross Cutting Issues team will have: expertise in environmental justice; law; planning – regarding the move to a low carbon economy through national, regional and local planning frameworks; political strategy and parliamentary support e.g. for bills on *Get Serious about CO₂* and *Food Chain*; regional and local representation; capacity to track and influence strategies and national policy where it most affects sustainable development and low carbon economies; and finally international collaboration.

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-island 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.

(ii) Fundraising, Communications & Activism

We'll be bringing together the three main areas of the organisation that focus on engaging people – activism, communications and fundraising. As much of the future priority work here is interlinked we will describe some of it here rather than in the table at the end of the document. All three areas will work more closely together and work with the campaign teams to deliver even more powerful campaigns. They will focus on engaging many more people in supporting our work, both as activists and donors. This will mean in future that we will have more political weight and more money to build our impact. Supporters at all levels should be much more aware of the range of ways they can join in – from local groups, to online action to donating money – with the opportunity to do more than one of these becoming clearer and simpler.

It will also be very important that the connection between our campaigns and our activists is strengthened so that activists and campaign staff alike can make the best use of each other for campaigning. We are, for example, right now reviewing with local groups our range of campaign networks through which groups can exchange information, ideas, skills and experience. Improvements here should enable staff and activists to support each other better in their campaigning by having a more effective set of tools in place for us all to share information and learn from each other. To find out more, see: http://www.foe.co.uk/community/local_groups/feedback/cn_review_20493.html

You might also be aware that we plan to grow the number of individual activists in Friends of the Earth. Many people may choose not to engage as deeply as those of you in our local groups at the heart of our approach, but this broader base of action is important to build our political legitimacy. While it is important that such activists are clearly distinct in their activity from that of the geographical, prominent remit of local groups, we foresee opportunities for local groups to further harness the power of individual activists directly themselves and for groups and individual activists to work together.

(iii) Resources

This department brings together our information systems, facilities, finance and HR functions making sure we have the best use of information technology, our offices and premises, financial planning and investment in skills for staff to support the organisation's plans

(iv) Organisational Development

This department is responsible for developing the effectiveness of the organisation particularly by focusing on developing and managing systems and processes for tasks like campaign package planning, strategic and operational planning, project management, managing our knowledge and expertise so that it's easily accessed, and internal communications. As our resources are reduced we need to find new ways of working that enable us to make even more of what we have. This is partly why we've created the organisational development department – so we can become far more efficient with the knowledge and expertise we have, and find new ways of engaging with all our stakeholders in planning future strategy and campaigns. A change in structure is not enough – we have to find ways of changing the culture so we work together more cohesively and creatively. One relevant example here is the work to improve our tools for managing knowledge, both within staff but also with local group members, and again the review of campaign networks is a present example of this.

Your involvement from here

We are committed to involving groups in making these changes work in practice. How these changes will actually work rely a great deal on us agreeing effective approaches together. There are likely to be a number of projects where we'll need your input (like the campaign networks review presently) to help us shape our work with you in the future. The nature of these will be shaped by further discussions in the coming months between staff and local groups. The Involvement Framework, published in March and available here: http://www.foe.co.uk/resource/organisational_policy/involvement_framework.pdf, provides a good foundation for a consistent and effective dialogue with local groups in future.

First of all, there are two upcoming opportunities to discuss things further. Firstly, Andy is now embarking upon a series of eight meetings with local group members during July to discuss these plans. Secondly, there will be time at Local Groups Conference in September to look forward and talk more about how to make these changes work and to identify where we most need to do more thinking. We will then provide an update on progress and next steps for your involvement after Conference.

Specific changes by area

Exact changes will not be finalised for some months, as staff remain to be redeployed to new roles and work must be done to identify which work continues and in what forms, and the best ways to draw other work to a conclusion. We realise however that at this stage you may want to see how changes might affect your work so we have attempted to detail this as far as is possible. There are many important points below but given that different people are likely to view different elements as important – depending upon their needs, interests and perspectives – we have not tried to summarise or emphasise particular points over others. Please do read it carefully. You will see that in some areas there is still work to do to finalise approaches and that this is likely to have a bearing on the final level of work we will be able to do.

Work we will do and work we are likely not to do	How that might affect local groups
Existing work	
Climate	
<p>We'll be able to do: 2 major campaigns - Get Serious about CO2 and Copenhagen: Demand Climate Change then, in the future, one or more replacement campaigns. Work on the Green New Deal Wider work on implementation of the Climate Change Act. Contribute to the leadership of Friends of the Earth International (FOE-I) and Friends of the Earth Europe (FOE-E) climate programme. Tracking some EU policy on energy and climate change particularly after the Copenhagen negotiations, as the EU moves towards implementation. Some work on international forestry issues. Some tracking of climate science and technological advances to produce coherent policy lines on these.</p> <p>We're likely not to: Provide ongoing information, advice and support on climate work beyond those areas listed. Influence regional policy except where it directly and significantly relates to Get Serious about CO₂ campaign. Ongoing, direct campaigns on development of large carbon emitting infrastructure (roads, ports, coal-fired plants)</p> <p>What expertise we expect to maintain UNFCCC policies and negotiations, environmental justice, international networks, movement building. Energy economics, transport economics, UK fiscal policy. Energy, transport and homes, focused primarily in areas relevant to Get Serious.</p>	<p>Groups will continue to be supported on the major campaigns we run on climate as before.</p> <p>There should be information that local groups can access on the other climate work as described, including briefings, press releases, updates on progress and so on.</p> <p>Work that any local groups want to continue to do on other climate issues may need to be driven and underpinned by local campaigners within the network. These sorts of details however need to be discussed and worked through in the coming months to find the best solutions.</p> <p>Our focus for UK climate work on the Get Serious about CO₂ campaign offers considerable opportunity for local groups to campaign in creative and practical ways at the local level to secure real change at one of the levels where it is most needed.</p>
Biodiversity and resource use	
<p>We'll be able to do: One major campaign, presently the Food Chain then, in the future, one or more replacement campaigns. Small campaigns to proactively influence UK and European resource use policy. Policy work and potentially small campaigns on forests, biofuels and waste. Contribute to the leadership of FOE-I and FOE-E programmes on Forests and Resource Use. Occasional interventions on policy and in the media on GM, and international biodiversity. We have a very limited budget for this.</p> <p>We're likely not to: Do detailed work against trade liberalisation or participate in the FOE-E and FOE-I Economic Justice campaigns or the Trade Justice Movement. Track or campaign directly on corporate accountability (except through participation in the CORE coalition).</p>	<p>Groups will continue to be supported on the Food Chain campaign as before.</p> <p>There should be information that local groups can access on the other biodiversity work as described, including briefings, press releases, updates on progress and so on.</p> <p>Work that local groups may want to do on GM would have to be driven mainly by local campaigners within the network.</p> <p>Our focus for UK biodiversity work on the Food Chain campaign offers considerable opportunity for local groups to campaign in creative and practical ways at the local level to secure change that links the local</p>

Work we will do and work we are likely not to do	How that might affect local groups
<p>Provide media commentary outside of core major and small campaign areas.</p> <p>Provide much support to local groups on biodiversity work beyond the prioritised campaign and policy areas above.</p> <p>What expertise we expect to maintain Agriculture, international trade in commodities, and forests. Resource use and waste issues.</p>	<p>to the global.</p> <p>Groups who want to work on waste issues should be able to continue as at present.</p>
Economics – incorporated within Climate, above.	
Rights and Justice	
<p>We'll be able to:</p> <p>Monitor debates on rights and justice such as the right to protest / rise in climate-related direct action, roll out of Major Infrastructure projects.</p> <p>Run a scaled back legal service and empowerment programme (for example PowerUp) through the Rights and Justice Centre.</p> <p>Support FOE campaigns on legal opportunities focussed on priority campaigns.</p> <p>Support / advise the Get Serious about CO₂ campaign with the input of planning expertise.</p> <p>Give planning advice on how to move to a low carbon economy through national, regional and local planning frameworks.</p> <p>Give environmental justice perspectives to organisation's work (political strategy, specific campaigns like Get Serious and Food Chain).</p> <p>We're likely not to:</p> <p>Be able to give support on all local planning issues to local groups on all their campaigns (as is already often the case), focusing mainly on the areas listed instead.</p> <p>Significant campaigning work on Major Infrastructure Projects.</p>	<p>The Rights and Justice Centre will continue to support local campaigners with legal work and other rights related issues albeit at a slightly lower level. Similarly there will be some ongoing support for groups on Planning issues. Exactly what form and levels of support these key services offer in future need to be thought about further and are still to be finalised.</p> <p>The local planning system figures at the centre of the Get Serious about CO₂ campaign; this will provide a powerful ongoing angle into this type of local work.</p>
Regions and nations	
<p>We'll be able to:</p> <p>Support the Get Serious about CO₂ campaign with on-the-ground back-up so that local groups can run the campaign.</p> <p>Continue an external representational role for the organisation with politicians, policy makers, the media and wider civil society, primarily in relation to the selected priority campaign (currently Get Serious about CO₂) but some wider issues within the time agreed.</p> <p>Track the issues affecting England as a whole which have a bearing downward to local groups and upward to Whitehall including tracking and influencing key statutory strategies and national policy on regions and local areas especially where it affects sustainable development and low carbon economies.</p> <p>We're likely not to:</p> <p>Maintain the breadth of work in each England region, (but will do work where relevant and useful to the Get Serious campaign).</p> <p>Lead campaigns on the ground (beyond Get Serious campaign) in England advocating particular solutions or fighting carbon intensive developments</p>	<p>There will be a reduction in the total staff resource in this area but we are still considering different options for maintaining as much expertise and coverage as possible across the regions.</p> <p>Get Serious about CO₂ will be the focus of attention for our English Regions work in the foreseeable future. The local and diverse nature of this campaign will give local groups a locally resonant campaign 'vehicle' through which to express local and regional issues around climate change, with the support of regional staff.</p> <p>As Get Serious about CO₂ is established and new ways of working are developed</p>

Work we will do and work we are likely not to do	How that might affect local groups
<p>or false solutions.</p> <p>Retain the same spread of regional knowledge; contacts and intelligence including expertise on regional and local policy and campaign issues; knowledge of issues on the ground in all regions; knowledge of all key decision makers, media and civil society, maintenance of all existing partners and coalition working.</p>	<p>(e.g. between Regional/Local and Activism units), we will be better able to identify what else we can offer. Local group members wanting to do other regional campaigning may still be able to do so, with the support of staff and better networking and information tools.</p>
International	
<p>We'll be able to:</p> <p>Provide some support to FOE-I and FOE-E leadership through contributions from campaign and non-campaign staff.</p> <p>It is uncertain how much support we will be able to provide to each of the FOE-I work programmes, we will be looking to continue as much as we can our plans for bi-lateral work, membership development, support to a global region of groups, and support to campaign strategies in key countries, in discussion with member groups.</p> <p>Areas of expertise we will maintain</p> <p>Expertise on our international network and how to work with it effectively; on-going collaboration and joint work with parts of the FOE-I network; lead on how we manage discussions / implications of the change process within the FOE-I network.</p>	<p>There should continue to be much the same opportunities to join International actions and to connect with the International Federation's work. This is still an area with a more dedicated resource than in previous years so over time new opportunities may arise for local groups to interact more with International colleagues and other member groups.</p>
Activism	
<p>We'll be able to</p> <p>Support local groups network: - visiting 70% of groups every year, contacting every group, responding to all critical troubleshooting requests, supporting most groups on nationwide campaigns, providing some generic support and resources to back up local campaigns.</p> <p>Develop and expand individual action.</p> <p>Improve knowledge management and networking tools to help local campaigners work locally and on nationwide campaigns, sharing and pooling their experience to campaign effectively at all levels.</p> <p>Proactive encouragement and support of local groups to engage with nationwide campaigns. Design, production and application of tactics, materials and resources to support local groups on those campaigns.</p> <p>Run regional gatherings, bringing groups together to network, learn and mobilise for nationwide campaigns and local campaigning.</p> <p>Run a 2-day annual activist conference or similar.</p> <p>Offer a Local Groups Support Fund of approximately 15k per year total.</p> <p>What we may not be able to do</p> <p>Visit every group every year, contact every group at least twice and respond to all troubleshooting requests.</p> <p>Run a 3-day, residential annual conference event that 100+ staff can attend.</p> <p>Full integration of local group supporter data and activity into central system within 5 years.</p>	<p>Planned improvements to our support of local groups should mean that groups see continued progress. As a result of initiatives such as the campaign networks review, improved networking and more flexible information systems should allow activists and staff to interact more freely (albeit within clear guidelines), learning from each other more readily and better able to access information (particularly online) at the levels that work for them on the issues they are interested in.</p> <p>Staffing to support group development, group launches, nationwide campaigns and running other campaigns will all be continued at similar levels. Inevitably some local campaigners working on local and regional issues may feel that even with the above improvements they have less support than they would like, though this has always been the case to some extent.</p>

Work we will do and work we are likely not to do	How that might affect local groups
Build a network of 250 local groups (stated 2013 target).	
Supporter development	
<p>This is new work that is crucial for us to build more coherent ways for any type of potential or existing supporter to join Friends of the Earth and support us in as many ways as they feel motivated to. In broad terms, this is about promoting a clearer set of priorities to the public so that it is easier for people to understand our priorities and to support them. The second step is to improve the join-up between taking action and giving money on any specific campaign, so that more people are encouraged to do both, particularly through web and other online tools. This must obviously not threaten either form of support – rather than action or income adversely affecting the other, we see the joining of these opportunities meaning that more of both can be gained.</p> <p>New work we are doing</p> <p>Building opportunities for individual action into every major campaign we run, to boost our political leverage by inspiring more people to act.</p> <p>Helping local groups to increase their local profile so that more people come to them (e.g. through the new web Microsites now launching)</p> <p>Improving our online recruitment strategies to significantly increase the number of online individual activists we recruit and retain</p> <p>Finding ways to use ‘mass mobilisations’, such as the Copenhagen demonstration in December, as a way to recruit new supporters, and to deepen the activity of existing supporters.</p>	<p>Over time the work outlined will reap direct benefits for local groups. For example, as more existing and new supporters become more aware of and motivated by the opportunity to join local groups, groups should start to see increased levels of recruitment and support.</p> <p>More broadly however, this work is crucial in helping Friends of the Earth increase its total levels of support – both financial and active – which over time should help us grow and have more impact in the future.</p>

Conclusion

2009 has been a very unsettling time for everyone who works at Friends of the Earth and no doubt for many of you as local group members. We appreciate the understanding you’ve shown over this period. Unfortunately, that uncertainty will continue for a few more months. A lot of the detail won’t become clear until the autumn, as we put the new structure in place and recruit and deploy people into new roles. Please bear with us through this process, and thank you for your patience so far. We recognize that many of you would like to have been more involved than has been possible.

We’re very pleased that so many groups have signed up to the new campaigns for 2009 and that you’re getting on with these in your communities. We also know that some groups have offered to help out financially and we’re grateful for your support - we’d like to continue to talk about that with you.

Rest assured, amidst the changes that are happening and the financial constraints, our commitment to the local groups network and to activism remains a top priority.

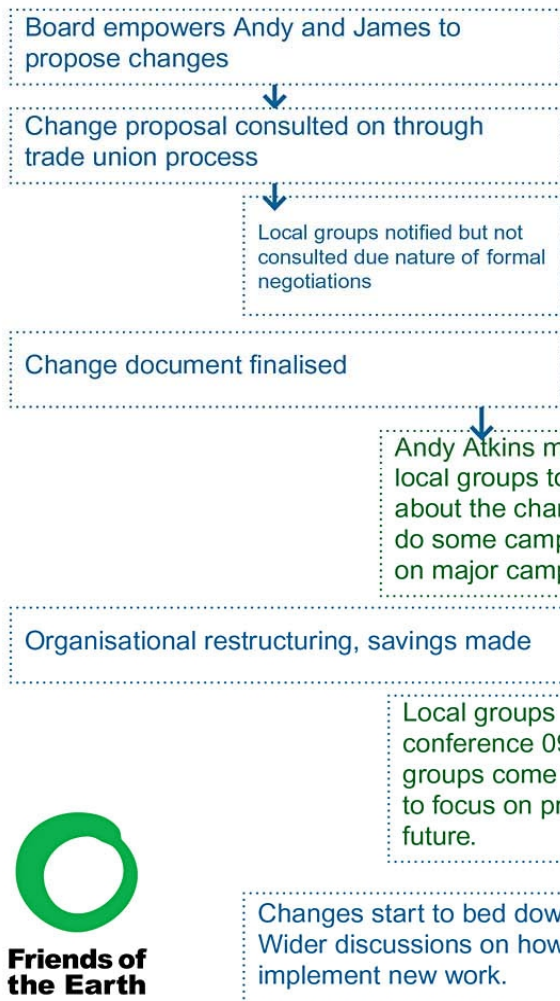
THE CHANGE PROCESS

INTERNAL

EVENTS DRIVING CHANGE



THE PROCESS



EXTERNAL



TIMELINE

November 08

January 09

March - June 09

June - Autumn 09

