

FINAL STRATEGY AND PROGRAMMES

Version of 10.06.11 AA final

Sustainable Development in a time of Planetary Emergency

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1. CONTEXT

- from here to 2050

This strategy is for our employees, supporters, everyone in the Friends of the Earth family and anyone who wants to join us in the challenge ahead. It sets out our plan for the world we are working to create by 2050. It also gives detailed information on our proposals for the decade ahead. We've designed the strategy with the flexibility to adapt to important changes and we will update it at key moments.

There are important features of the current landscape which have informed our thinking. The first and most overwhelmingly significant is that:

1. Trends on key environmental issues are going in the wrong direction

As humankind threatens to breach key environmental limits we are on course for what leading scientist and government adviser, Professor John Beddington, has described as a perfect storm. Climate change, ecosystem and biodiversity loss, unsustainable demands for fresh water, marine over-fishing, and land and soil degradation give cause for grave concern. Combined with other trends ranging from economic models that promote ever-increasing consumption, to a rising global population, the breach of environmental limits is set to trigger multiple crises; the collapse of ecosystems, food and water shortages, mass migration – all are threatened. Most people are not yet aware, but we are heading for what many scientists are calling a state of 'planetary emergency'. The urgency of the situation means humankind must prioritise remaining within critical environmental boundaries. This will require trade offs and pose us all with difficult dilemmas. For example, there will be inevitable tension between the demand for more land dedicated to food production for a growing population, and the need to preserve biodiversity and ecosystems. In addition, landscapes are likely to change radically in the trade off between aesthetic function and the necessity of remaining within environmental limits. A further important challenge will be how to make the transition to global sustainability as fair as possible, both within and between countries, and generations. The scale of change that Friends of the Earth is seeking will require dramatic societal re-ordering that some people will not welcome. It follows that another key challenge will be how to help the general public to appreciate the huge benefits such change will bring, over some short term costs.

This understanding of an emerging planetary emergency, both beset with dilemmas but also brimming with opportunity underpins our strategy as Friends of the Earth. We believe there are immense benefits to responding sooner rather than later.

Our strategy also takes these facts into consideration:

2. Many more players are now addressing environmental issues

This is encouraging evidence of how far awareness and concern for the environment has moved into the mainstream. It means we have more opportunities to forge powerful alliances, but it also means we must be clearer than ever about what we can contribute. We believe our main strengths will be thought leadership, articulating the big picture, real campaign clout and the ability to mobilise people behind solutions.

3. We are based in the UK – with particular opportunities and advantages

Friends of the Earth England, Wales and Northern Ireland operates from within an old-industrialised, rich, highly populous and urbanised nation. A nation that has international links and influence disproportionate to its size. Among many sources of UK influence are the role of the City in international commerce and trade, the fact that many global businesses are headquartered here, the innovation of our universities and entrepreneurs, and the UK's membership of the EU, G20 and UN Security Council. The UK's international links give UK government, business and civil

society particular opportunities for influence abroad. We need to do our utmost to ensure that the UK demonstrates international leadership by its action at home, and do our utmost to use the UK's links to protect the environment and promote sustainability internationally. There is an urgent need for leadership from countries like Britain (and blocs like the European Union) to 'go green' – to transform into low carbon, low resource-use economies, to demonstrate that this is possible and can be achieved fairly.

4. Technological advances offer a myriad of new campaigning opportunities

Digital technology allows a degree of individual connectivity undreamed of a decade ago with 24 hour news coverage, social media and mobile communications that continue to develop fast. Our strategy will harness new developments for maximum campaign impact, engaging people to take action for the environment.

5. We face a harsh funding environment

We are in a competitive market, with many more bodies seeking financial support for environmental work. This at a time when the UK public is facing rising prices and the insecurity of major job losses, as the government seeks to cut a major public budget deficit within the lifetime of the current parliament. In this context, who Friends of the Earth are and what we offer the public needs to be even more compelling.

This strategy builds on our achievements to date

Friends of the Earth has a pioneering reputation. We've played a part in turning the environment from a minority concern to a mainstream issue. Here's a brief taste of how far we've come

- We were in the vanguard of the UK environmental movement from the 1970s.
- Our local groups pioneered practical action from recycling to establishing nature reserves.
- We have demonstrated repeatedly how enabled citizens can influence their neighbours and Government, at local and national level, for the benefit of the environment.
- We have instigated groundbreaking legislation; from the **Recycling Act** and the **Wildlife and Countryside Act**, to the introduction of feed-in tariffs for renewable energy and the world first of a **Climate Change Act** putting legally binding limits on the government to constrain the economy's greenhouse gas emissions up to 2050.
- Working with our international network has brought many successes. These range from making a major contribution to achieving the **UN convention on climate change**, and putting **tropical forests** on the international agenda to, exposing the impact of oil and gas drilling.

The people of the world now face a emerging wholesale environmental crisis. This demands a new agenda. Let's build on our track record and put our minds to the task ahead.

2. VISION

- the world we want to see

A new, positive relationship between people and the environment

By respecting environmental limits we can create a new balance for all life on Earth by 2050. Our vision is to establish a world where many more people are released from poverty, and the environment, though it will have undergone major changes, is safeguarded and recovering. This is the transformation that Friends of the Earth seek.

Our vision demands a reworking of the economic and social systems currently destroying the environment on which we ultimately depend. It requires the introduction of new ways to protect and restore both the environment and humanity's long term security. It's a transition that must be as fair as possible. Such far-reaching change will involve challenges and tough decisions; but it will be of huge public benefit. We know this transformational change is achievable. However it's a vision that rests on humanity taking action, since the planet is heading for crisis.

Together let's work for a world where

- **our economies promote sustainability**
- **global temperature rise is kept as low as possible**
- **the international community has adapted to climate change in ways that minimise death and sudden displacement of peoples**
- **we can adequately feed, and provide water and shelter for an increased global population without the collapse of water supplies, fish stocks and forests**
- **our industry, transport and homes are powered by safe, renewable energy**
- **natural biodiversity is preserved to the greatest possible extent, and critical ecosystems are recovering in ways adapted to climate change**
- **our towns and cities, housing the majority of the world's people, are greener places, designed to minimise unsustainable resource use and generate renewable energy**
- **people's right to a healthy environment is a given, and taking responsibility for its care is recognised as essential**
- **there is a far smaller gap between rich and poor, since achieving sustainability has created greater fairness**
- **people are working to restore, wherever possible, what's been lost, in the shared understanding that wellbeing is more important than wealth.**

No generation has had at its disposal such advances of science and communication with which to bring about these outcomes. It's essential that we use them to optimum effect.

3. MISSION

- our fundamental purpose

To unite, inspire and empower people to respect the natural world and the life it supports

Friends of the Earth has a critical role to play in achieving such far-reaching change. Our purpose as an organisation is to protect the environment and promote sustainable development. We do this primarily by engaging people in campaigning for transformational change - at local, national and international level.

Our mission has four broad, mutually reinforcing strands. Taken together they will have the effect of both speeding up and scaling up our solutions to address the planetary emergency.

1. We will communicate the big picture i.e. how environmental, social and economic issues link

We will spell out how sustainable development can avert a global crisis. We will detail the milestones required by producing a 40-year route map to sustainability. This will include specific action on the pivotal changes needed now and in the coming decade. We will run research and policy programmes on key sustainability issues, namely: climate and energy, ecosystems, food and water, economics and resources use, and a fair and planned transition to sustainable development. We will draw on these programmes to create highly focused campaigns. We will select our campaigns based on where we can contribute most effectively to achieve the fastest progress.

By harnessing expertise from both our UK, EU and international network and beyond, we'll maximise our ability not only to promote public awareness of sustainability issues, but also to identify and communicate solutions. We will then feed those solutions into our programmes so that all our policy positions are based on evidence of what works. In this way we intend to position Friends of the Earth as a hub for both the exchange of good practice and the generation of thought leadership. To achieve this we will look to partner up with many more organisations, prioritising those with the authority and reach to deliver the scale of change we envisage.

2. We will diversify our approaches to campaigning, but focus sharply on environmental limits

We understand campaigning as a set of actions designed to deliver a clear outcome. These activities include research, lobbying government and business, working through the media, promoting information and practical action and mobilising people for change - where these can help deliver the campaign ends.

We will campaign strategically to prevent breaches in environmental limits. We will focus sharply on these ends and be bold in our use of the most effective means of achieving them. Our tactics will be flexible and diverse and we will seek out alliances that can accelerate the identification and deployment of large-scale solutions.

While pressing for global change, our key focus in the short to medium term will be the UK and EU. We have a bigger strategic purpose in this. Our objective is to set a precedent that demonstrates that an old, rich, populous industrial power can make the transition to a low carbon, low resource-use economy. At the same time, by making more use of the UK's own connections, such as through the City of London, we can have greater influence internationally. Success in achieving systemic change will serve as an inspiring 'worked example' for similar economies as well as strengthening international environmental leadership.

We will continue to build our international network through joint campaigns, increasing our

collective influence globally. We will ensure that lessons and solutions are shared and used across the network, optimising our impact on sustainability worldwide.

3. We will engage people and equip them to campaign for sustainability

Nurturing existing supporters and recruiting new Friends of the Earth is central to our mission.

To engage people, we will **grow**

- our fundraising income
- the number of people taking action with us
- public recognition of our role in delivering solutions to the planetary emergency
- our clout as a campaigning organisation.

In turn, we will **transform** the ways in which people can get involved with us to take action for the environment, whether as individuals, in groups, as businesses or within organisations. We will do this by exploiting both changes in society and technological advances. We will take initiatives that **build bridges** so that we can start talking to people who care but do not yet see themselves as active campaigners.

By following this course we will **mobilise** more people to take action in response to the planetary emergency. We will tap into people's growing desire to be a part of genuine solutions to local and global problems. We will help people to see a strong connection between what they do and the real-world outcomes we outline in our campaign programmes. Together we can empower people to bring about change, recognise their part in that change, and feel good about it.

4. We will build on our strength as a networked organisation, to become the hub of a movement for change

Friends of the Earth is much more than an organisation with staff. We are part of a mix of relationships that is fundamental to our effectiveness. From our local groups and activists, to Friends of the Earth International and Friends of the Earth Europe, from informal close contacts with experts in academia, business and communities, to public campaign coalitions with other non-governmental organisations – our relationships stretch from local to global and across sectors. We know that we cannot achieve our ends on our own. The urgency of the environmental crisis means that we must now strengthen and extend our relationships further. We will work tirelessly to bring about change through collaboration contributing from our strengths, being a hub within an expanding movement.

You'll find a full list of our Charitable Objects in the Appendix on page 14.

4. ORGANISATIONAL AMBITION

- changing for the better - the world, our role in it, ourselves

We have a powerful agenda made up of three interdependent ambitions which together will enable us to bring about **transformational change** in the world. We intend to:

- **be clear about the changes needed and ambitious in our campaign focus**
- **change how the world sees us**
- **improve internally, so that we are best equipped to deliver these changes.**

1. Be clear about the changes needed and ambitious in our campaign focus

Our route-map to 2050 identifies the the broad changes needed to achieve a sustainable planet, and the milestones along the way. In future these milestones will provide hard evidence of transformational campaign outcomes. The plan we have in place recognises that opportunities for change come and go. It allows for flexibility, so that we can be open and agile, poised to seize those opportunities as soon as they present themselves. To focus energies we have a high-level priority **10-year vision**:

To be a country that has embraced sustainability – an inspiration worldwide

For the greatest impact, however, we have four/five headline goals: We will select our campaigns for the contribution they can make to helping us achieve these goals.

- ✓ **Climate** - the UK will be firmly on track to achieve our 2050 climate targets.
- ✓ **Biodiversity and ecosystem loss** - the UK and EU will have started to recover key ecosystems.
- ✓ **Resource use** - the UK and EU will have reduced their resource use significantly and be on record as aiming for 100% sustainable consumption i.e. zero environmental impact.
- ✓ **Movement building** - there will have been a significant increase in the number of UK citizens learning about and taking action for the environment, We will have boosted the effectiveness of a number of strategically located sister organisations internationally and their ability to campaign jointly with us.

Our routemap requires global change, in rich and poor countries and in the way environmental issues are governed internationally. Over the next ten years we will have a much more explicit focus on bringing about maximum change in the UK – to demonstrate what is possible in a rich, populous and urbanised country. We will also work with others to maximise change at EU level – a key economic and political bloc. And we will increasingly use the UK's connections, and our membership of Friends of the Earth International, to work to bring about wider international change.

In this way we intend to connect up what we can achieve in the UK, with what can be achieved in the EU and translate those successes onto the wider international scene. We are aware that this isn't a one-way street. In the task ahead we have much to learn from other parts of the world. For example, the German model for small and large scale renewable incentive schemes influenced our successful campaign for 'feed in' tariffs in the UK.

2. Change how the world sees us

Friends of the Earth must be the first port of call for people who want to act on, or learn more about environmental issues.

We will keep the brand strong, maintain a healthy network and engage a greater diversity of people from the wider public. We intend to re-establish Friends of the Earth as a thought leader by the quality of our engagement in the big debates and our ground breaking proposals. Success in this will increase our standing among the growing, wider movement of change agents seeking to follow our agenda.

We intend to influence the decisions made by those with power - from governments to businesses and from elites to local governance structures. Cumulatively, our achievements will prove that we have clout.

3. Improve internally, so that we can deliver real-world change

We need to scale up the environmental solutions that we advocate. To do that we need to up our game and:

- Speed up – our responses and delivery times
- Team up – to form powerful alliances and broaden support
- Skill up – to improve our knowledge and skills
- Open up – to more external views and expertise
- Join up – issues so we paint the big picture

5. PRINCIPLES AND ATTRIBUTES

- our beliefs and what we aspire to be

Clear principles motivate and guide us. We are equally clear which attributes we need to bring about change.

Friends of the Earth have always been pioneers. Given the scale of the crisis facing the world we must maintain our integrity while developing new capabilities. We will do so by remaining true to our core principles while strengthening attributes that will give us the greatest impact.

These are our guiding principles. They inform all the choices we make. We

- value **nature** and **people**
- focus on the **solutions to environmental problems**
- are **independent**
- offer solutions that
 - address **root causes**, not just symptoms
 - are **socially fair**
 - are local to global, requiring action within **communities, countries and around the world**
- bring **people together**; individuals, groups, organisations and governments help realise our solutions

These are the attributes we aspire to – the behaviours we need to demonstrate in what we do

We aspire to be...	and what we don't.	What we will demonstrate
Outcome focused – always keeping the end in sight	Ideologically driven	Impact
Agile – quick to identify opportunities and to act on them	Slow, institutional	Dynamism
Effective – building on our strengths, absorbing lessons	Reinventing the wheel, repeating mistakes	Learning
Inspirational – painting a compelling vision	Depressing, negative	Solutions
Open – eager to partner with anyone who helps achieve our goals	Insular, closed minded	Collaboration
Thought leaders – keen to learn from others, impartially assessing issues; honest about what we know and believe	Arrogant, smug, lacking objectivity	Insight

6. HOW WE ACHIEVE CHANGE

- *we campaign*

We work with others to mobilise public support for fair solutions to environmental problems

Our mission and principles inform the choices we make. Both about the change we seek in the world, and the strategy we implement to achieve it.

There are various different approaches to achieving change that are credible and can be effective. However the effectiveness of each approach is dependent on the prevailing political, social and cultural context, as well as on timescales, ambition and available resources.

Friends of the Earth England, Wales and Northern Ireland is best placed to achieve impact through campaigning. The severity and urgency of the issues we are addressing demand transformational solutions which can be delivered on an appropriate scale. **A key approach for this strategy, therefore, will be campaigning for political change.** Friends of the Earth is highly effective as a catalyst for legislative change, influencing political elites, legislature and government to deliver the greatest impact. However, political context changes constantly. We need to have our strategic purpose in mind at all times and be ready to use other routes to change where they could be faster and more effective. Above all, we need to use a range of tactics to increase public pressure and create the public and political openness for political change to take place. In particular, over the next decade we will:

- build on our expertise **mobilising grassroots** change, strengthening our own network of groups and encouraging outreach into local communities, identifying strategic battles and engaging with communities experiencing injustice
- work with **partners, established and new**, to support specific campaigns and create long-lasting alliances
- work with **business**, both to challenge their practices directly, and to form alliances to achieve a common objective
- develop our understanding and analysis of **root causes** to underpin our programmes and campaigns – although addressing root causes will be a long-term job and we'll need to move faster on key environmental issues
- deepen our understanding of the **role of equity** as part of a fair transition and the potential trade-offs that may be necessary, ensuring our overall approach enhances fairness
- encourage **individual behaviour change** and **practical action at community level** both tactically - in order to win specific campaigns - and across the board by deepening individual and community awareness of the need to respect the environment in daily life.

We will vary the approach we take to achieve change. However we are clear that the dominant model for Friends of the Earth EWNl is to campaign for political change because such change can catalyse the most rapid scaling up solutions to environmental problems. This informed choice takes into account the challenges we face, our size, core strengths, principles and ambition. We believe it will maximise the impact of our work and enable us to achieve widespread and lasting change.

7. PROGRAMMES

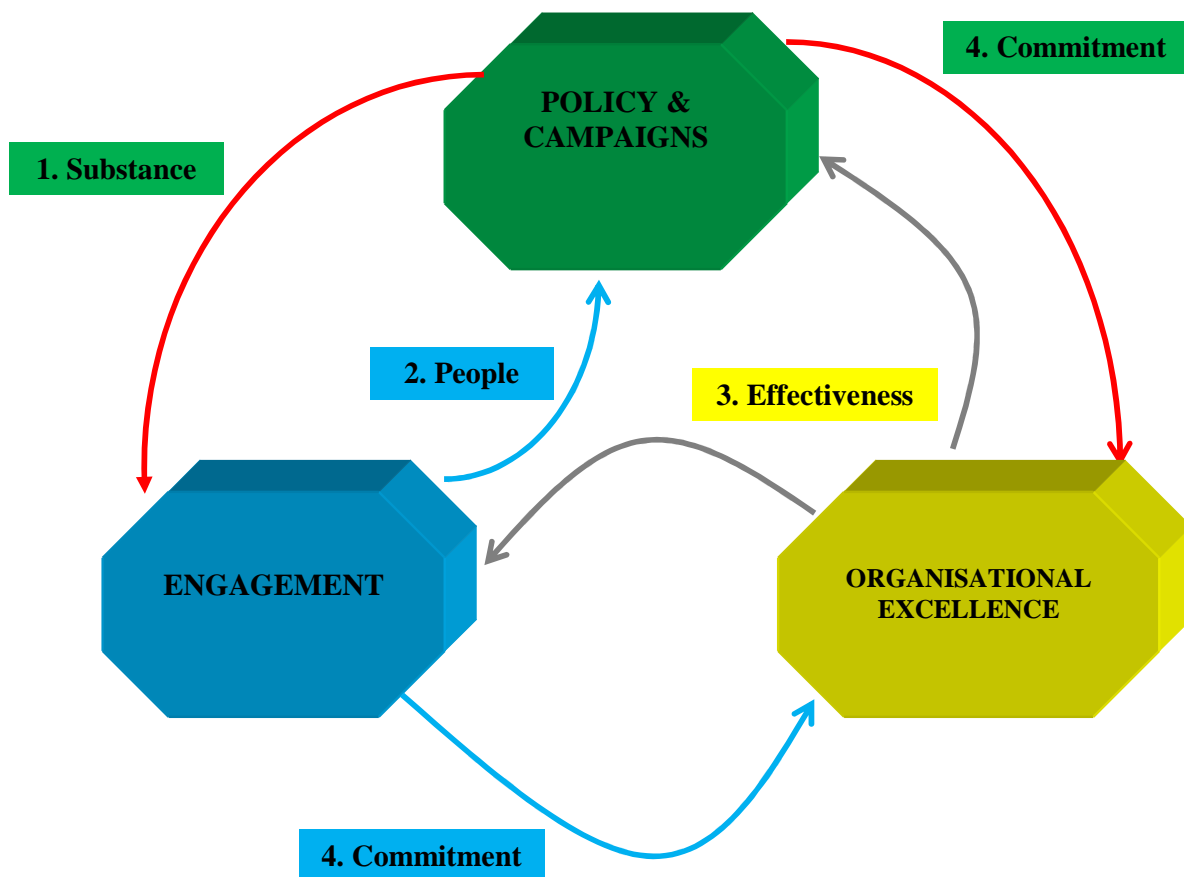
- an overview of our plans

These are grouped into three areas:

1. **Policy and Campaigns Programmes** – changing environmental trends and influences
2. **Engagement Programmes** – engaging more people, more deeply, in more ways
3. **Organisational Excellence Programme** – creating the most effective organisation

The Programmes have been designed to collectively deliver our strategy, and bring about our core mission of protecting the environment and promoting sustainable development through campaigning. They are intentionally inter-dependent. In both their design and delivery, we will make sure that they work together so that they deliver maximum impact.

How our Programmes relate to each other



1. Substance

To achieve the objectives of the Engagement Programme, it's essential that the Policy and Campaigns Programmes provide **substance**, delivering:

- Credible change – engaging campaigns and activities that demonstrably achieve transformational change.
- Genuine involvement – opportunities for people to contribute to the design and delivery of change activities.
- Visible 'clout' – backing up our claim to be the leading environmental organisation with the influence and impact to measure up to the planetary emergency.

2. People

To achieve the objectives of the Policy and Campaigns Programmes, it's essential that the Engagement Programme provides **people** by delivering:

- Public acceptance – helping the wider public to understand and accept our solutions (and a critical mass to also support or take action) so that change happens and sticks.
- Mobilisation – a critical number of people, acting as individuals, within groups and organizations, to take action for the environment.
- Specialist audiences – clout with decision makers, influencers, opinion formers and other intermediaries to deliver change.

3. Effectiveness

To achieve the objectives of both the Policy and Campaigns and the Engagement Programmes, it's essential that the Organisational Excellence Programme is **effective**, delivering:

- Unity – with all parts of the organisation brought together around a shared strategy, respecting and inspiring other parts.
- Agility – with structures, systems, processes, governance and leadership primarily focused on enhancing our impact in the outside world.
- Impact – focusing learning, knowledge-sharing, relationships and leadership on maximising our effectiveness.

4. Commitment

To achieve the objectives of the Organisational Excellence Programme, it's essential that the both the Policy and Campaigns, and the Engagement Programmes deliver **commitment** in the form of:

- Alignment – of projects and activities with the objectives of the OE Programme by, for example, developing approaches that help bring about internal change.
- Resourcing – of OE projects and activities that require the time and effort of people from across the organisation.
- Receptivity – to embrace new ways of working to enhance the effectiveness of the organisation.

8. CONCLUSION

- insanely ambitious? Not if we work with others.

The task ahead is a daunting one. Nothing short of transformational change can set the world on course for the new equilibrium we seek.

Yet we have grounds for genuine hope, even optimism. Why so?

Firstly, because humankind has proved itself capable of massive change, time and again. The concerted effort that brought about the eradication of smallpox, the change in attitudes that led to the abolition of slavery, and the rapid volte-face in the economies of the UK and US at each nation's entry into World War II, are evidence of how far and fast societies can change. Indeed in the last 20 years digital technology has so revolutionised the way work and communicate that many find it impossible to imagine how things were done before. So humankind **is** capable of the transformational change we need.

Secondly, we know that Friends of the Earth England, Wales and Northern Ireland is uniquely placed to help bring about this change. We will do what we do best; bringing together and engaging a huge variety of people - individuals, groups, media commentators, academics, politicians, non-governmental organisations and business interests - to find fair solutions to the environmental crisis. This pivotal role is our unique strength.

We can't do it alone, but by collaborating we can change the way people live and think. Living with respect for the environment is the only way to go. A new positive relationship between people and the environment is not only entirely possible, it is the key to a richer quality of life for all.

Appendix:

Friends of the Earth's charitable objects, which establish our purpose under UK law, are:

- (A) The advancement of education for the public benefit and, in particular, the advancement of education in ecology, natural history, resource conservation, sustainable development and environment studies;
- (B) The conservation, protection and sustainable use for the public benefit of the earth's natural environment, including bio-diversity, atmosphere, water, land and natural resources;
- (C) The promotion of sustainable development for the benefit of the public by:
 - (i) The preservation, conservation and the protection of the environment and the prudent use of natural resources;
 - (ii) Conducting or commissioning research and publishing the results of such research.

'Sustainable development' means improving the quality of life while living within the carrying capacity of supporting ecosystems and the natural environment.

The Programmes

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27.05.11 AA final

Policy and Campaigns Programmes

Andy Atkins and Craig Bennett

Introduction to Policy and Campaigns Programmes

The seriousness of environmental trends and the risk of breaching key environmental limits constitute an emerging planetary emergency. This means that we must redouble our efforts to speed up solutions to key environment problems, and scale up their deployment. This leads us to reshape the way we work in the Policy and Campaigns department. In line with our organisational approach of offering a 'big picture' narrative, a vision of the future, a route map to get there, and campaigns to advance us, we will introduce five carefully selected policy and campaign programmes covering a range of environmental limits and drivers of environmental destruction. We will run programmes on: Climate and Energy Security; Natural Wealth and Ecosystems Security; Land Use, Food and Water Security; Economics and Resource Use; Fair and Planned Transition.

Our policy programmes broadly define *what* external issues Friends of the Earth expects to be working on over the next ten years. They constitute ongoing work tracking and intervening in broad areas over that period, providing input for a much greater diversity of shorter, time-bound campaigns.

The programme approach will also shape *how* we work on issues. For example, not only will programmes provide the foundational research and analysis for our campaigns, but they will constitute fora which our volunteer network and others who share our vision can participate in. Making it easier and more worthwhile for them to share their diverse expertise is critical to achieving our collective intent to *extend* the breadth and depth of issues we cover. This itself is vital to support our collective intent of providing a more prominent and credible joined up narrative of economic, social and environmental issues to the public. Furthermore by growing to be mini-hubs within the much bigger sustainability hub of Friends of the Earth, programmes will contribute to our goal of engaging more people in promoting sustainability. Lastly, programmes will also have an important mandate to be a radar for the organisation, tracking emerging issues, identifying opportunities and threats to our ends. This will make an important contribution to our increased agility in response to the outside world, which calls for much greater tactical agility in pursuit of our strategic focus.

The programmes have been selected because they represent key areas of environmental limits, or drivers, where we believe we can make a valuable contribution over the next ten years – and which we believe we must at least track in order to be credible, to retain and build our influence. They all ultimately contribute to preventing the breach of environmental limits and accelerating the transition to low carbon, low environmental impact economy and society. Nevertheless the programmes differ somewhat in nature and may differ in resource allocations. For example:

- **Limits programmes:** The programmes on Climate and Energy Security, Land Use, Food and Water Security and Nature and Ecosystem Security are essentially about environmental limits. The primary focus of this strategy is to prevent the wholesale breach of critical environmental limits. The public is likely to be most aware of our work round these areas
- **Driver programmes:** The programmes on Economics and Resource Use, and Fair and Planned Transition are essentially about the key drivers of environmental destruction (eg destructive economic models and poor governance) which we need to address to move towards sustainability in the longer term. It is critical that we understand these drivers even if work in these areas is likely to have a lesser public profile.
- **Some programmes support other programmes.** It is also critical that all campaigns do not inadvertently promote unsustainable economics, poor environmental governance or

greater injustice. So the driver programmes have an essential role in ensuring robust economic and pro-fairness underpinnings of the other programmes and all campaigns.

- **Programme breadth:** a key rationale of the programmes is to encourage more **effective monitoring of a broader range of** issues. But achieving the breadth we aspire between and within each programme will depend on much improved knowledge sharing practices. This will include much more effective harnessing of the expertise of our network and others who share our vision.
- **Programme capacity:** As a rule of thumb programmes will have a small core capacity – e.g. one leader and one other. We expect to allocate more than the core, however, to some programmes (such as Climate and Energy Security, and Economics and Resource Use). Others might have less than the core, at least initially.
- **Phasing and establishment of programmes:** We do not start in an equal state of readiness or expertise in all programme areas. This means that while they may all be introduced from the start, it will take some more time to become fully established (see separate section on Phasing)
- **Programme vision, objectives and indicators:** Each programme has a narrative 50 year vision, 10 and 3 year objectives, with indicators, consistent with our route map to sustainability. This will allow the effective governance of the programmes. The nature of the objectives differs in level and complexity between programmes according to our assessment of the possibilities for policy and practice change. But we are clear that Friends of the Earth, and therefore these programmes, are ultimately about delivering change on the ground - not solely policy change. Our main approach is though campaigning for policy change that then delivers and scales up practice change. But programmes will identify practical solutions in each area, use these to ensure practiced based policy proposals, and seek to disseminate these to speed up and scale up sustainability in the UK and abroad. With this in mind we intend the practical work done by many Friends of the Earth local groups to make an important contribution to our programme areas.
- **Programme focus and activities:** For each programme we list the ‘programme focus’ – which we expect to be the main areas of thematic coverage over the long term. We also list activities under each objective, which represent the key tasks that we can see now are likely to be necessary to deliver the specific objectives.
- **The priority of the UK/EU and our international work:** We are acutely conscious both of the fact that the most severe environmental issues cannot be finally resolved without international action, but also of the fact that EWN has the most purchase in the UK. We are fortunate that we are members of a larger international network – but it is also relatively weak in international lobbying capacity compared to others, though punches above its weight. We need to have a twin track policy that aims to achieve the greatest impact possible in the short term, in the UK (and often the EU) but continues to build up the capacity of the international network over time. For this reason all programmes have both UK/EU and International objectives.
- **Partnerships:** In all programmes we will be seeking the most effective alliances including long term formal funding or delivery partnerships for some objectives.

Relationship between Programmes and Campaigns

Friends of the Earth's historic strength has been to run publicly resonant totemic campaigns that shift the 'zeitgeist' or 'public framing' relating to key aspects of the sustainability agenda. To ensure we are able to do this in the most effective way to advance sustainable development in a time of planetary emergency, we will separate out the job of 'public campaigning' from the background work need to support build our broader 'big picture narrative' and the development of new campaigns.

The programmes represent an expression of the issues around which Friends of the Earth should develop and maintain long term expertise. They represent the issues within the broader world of sustainability that Friends of the Earth might reasonably be able to have a credible impact on, and which we should use to set the strategic direction of our work. They are derived from (and will relate back to) our Route Map to 2050.

They represent a change in approach from the traditional Friends of the Earth campaign teams, and 'Campaigns' (i.e. campaigns that draw on organisational support to deliver them) would not be located within the programmes. The programmes are not what public audiences are likely to talk about if / when they discuss the work of Friends of the Earth (although they will have a certain profile within the more expert policy community).

Programme leads would be expected to spot opportunities for public campaigns to advance key parts of the sustainability agenda (and deliver on the programme objectives). These public campaigns will then be managed *outside* of the new Programmes, to ensure that they work for public (not just policy) audiences. They would be expected to draw heavily on Programmes for issue expertise and policy guidance, however.

Under this model, it will be far easier to develop campaigns (or other projects) that cut across (and join up) our broader agenda.

Public campaigning must be consistent with, and contribute to the fulfilment of, related Programmes. The strategy, objectives and progress of the package of major campaigns will be governed by the Campaigns Committee through the Campaigns Package process, which must be strongly linked to the Programmes process.

Phasing and establishment of programmes

We recognise that the proposed programmes differ in a number of ways - in terms of their relative newness to Friends of the Earth (compared with work we have been doing under SP2); in terms of our current in house expertise; and in terms of the level of development of related campaigns to deliver on the programme objectives. At the same time the scale of opportunity for change through campaigning in the short term varies. For example, the UK is undertaking a major Energy Market Reform *now*, which is critical for reaching our objectives on climate and energy. For these reasons the programmes will reach full maturity at a different pace, and we may prioritise resources differently over the first 18 months. We should be regard two programmes as being 'under development' for the 18 months or so, while we more thoroughly explore the issues and extend our in-house understanding. Below we indicate our expectations on the pace of establishing a fully operating programme and the priority of resourcing in the next 18 months. We will begin work on each Programme by scoping out our intended approach to its implementation

- **Climate and Energy Security:** early establishment, top priority
- **Nature and Ecosystem Security:** early start and top priority for development; under development for year to 18 months
- **Land Use, Food and Water Security:** early start on broadening scope; under development for year to 18 months
- **Economics and Resource Use:** early establishment, medium priority
- **Fair and Planned Transition:** early establishment, medium priority, some parts under development for a year.

Contribution of Policy and Campaigns Programmes to Friends of the Earth's Vision for 2050

Although Friends of the Earth has a holistic, 'big picture' vision for the world in 2050, Friends of the Earth cannot effectively cover every aspect of environmental limits or drivers in depth. We have selected areas where we think we can make a significant difference. These policy and campaigns programmes represent a long term commitment to drive forward, in a very proactive way, five key elements of our vision.

In other words, we will commit our resources to make sure these aspects of our vision are realised:

Elements of 2050 Vision prioritised by programmes

1. Global average temperature rise will have been limited to 1.5 to 2°C above pre-industrial levels and adaptation measures will have helped reduce some of the worst impacts of climate change on society, including the most vulnerable countries and communities.
2. The land, food and water needs of 9 billion people are being met within environmental limits and without causing deterioration of ecosystem services.
3. The loss of biodiversity and ecosystems services has been halted, and recovery of ecosystem services is widespread
4. The global economy is operating within environmental limits
5. The world is on a fair transition to sustainable development, meeting basic needs and restoring the environment, through implementing solutions, improved governance and people's empowerment.

Matrix of 10 year objectives:

From these five aspects of our Vision for 2050, we have derived a number of ten years objectives. These represent the changes in the world that need to have happened by 2021 on the five prioritised elements of our 2050 vision, if we are to remain on our 'route map' to 2050.

We have arranged these in a matrix of programmes focussed on 'limits' against those focussed on 'drivers', to ensure the totality of work being undertaken to address a specific environment limit is understood.

Friends of the Earth's work to address climate change is thus primarily summarised (and can be presented) by Objectives 10.1, 10.7, 10.8, 10.2, 10.9 and 10.10.

	Climate and Energy Security	Land Use, Food and Water Security	Nature and Ecosystems Security
Economics and Resource Use (but embedded in limits programme)	<u>Obj 10.1:</u> By 2021, we will have played a major role in ensuring the UK is firmly on the path to living within its share of a global carbon budget targeted at giving a high chance of avoiding a 2 degree global temperature increases and a slim chance of avoiding 1.5 degrees.	<u>Obj 10.3:</u> By 2021, we will have played an important role in ensuring the UK/EU have measured their impact on global environmental limits, and are reducing the global carbon, water and land footprint (and biodiversity impacts) of its agricultural and marine production and consumption.	<u>Obj 10.5:</u> By 2021, we will have spearheaded a paradigm shift in UK/EU policy analysis around integrating and restoring ecosystem services into the fabric of our society, our economic infrastructure and our agricultural systems, and rebuilding biodiversity abundance.
Economics and Resource Use (cross cutting)	<u>Obj. 10.7</u> By end of 2021, the UK and EU will have made significant progress in decoupling their resource use from economic growth and will be seeking to achieve sustainable consumption in terms of domestic and international environmental impact <u>Obj. 10.8</u> By 2021 the Treasury's economic strategy will be explicitly focussed on meeting UK economic needs within global environmental limits, and no department will be promoting economic development or policies which breach environmental limits.		
Fair and Planned Transition (but embedded in limits programme)	<u>Obj: 10.2:</u> By 2021, we will have successfully promoted one or more climate solutions delivered in the UK to key countries overseas with a focus on solutions that can deliver renewable energy to a majority of people.	Obj. 10.4 <i>[To be determined in 2012 as a result of further Programme scoping and development]</i>	<u>Obj 10.6:</u> <i>[To be determined in 2012 as a result of further Programme scoping and development, and consideration of Biodiversity Review]</i>
Fair and Planned Transition (cross cutting)	Obj 10.9 By 2021, we will have played major role in stimulating a paradigm shift in the UK (and where possible the EU) about the need to transition to a low carbon and low resource use economy and society with enhanced fairness, improved governance and greater empowerment of people to engage with environmental decisions, in order to deliver sustainable development in a time of planetary emergency. <u>Obj 10.10</u> By 2021, we will have contributed to more effective international environmental governance in relation to two key environmental limits or generic environmental governance processes.		

Matrix of 3 year objectives

From these 10 year objectives, we have derived a number of three year objectives. These represent the changes in the world that need to have happened by end of 2014, if we are to remain on track to meet our 10 year objectives:

	Climate and Energy Security	Land, Food and Water Security	Nature and Ecosystems Security
Economics and Resource Use (embedded in limits programme)	<p><u>Objective 1:</u> By the end of the 2014 the UK Government will have adopted and be effectively implementing a comprehensive package of policy measures to deliver a decarbonised electricity sector by 2030 through renewable power, and to deliver significant energy demand reductions in domestic & commercial buildings.</p>	<p><u>Objective 3:</u> By end 2014 to have contributed to a significant increase in the proportion of UK and EU policy makers who understand and accepts that without a change in our consumption and production of renewable resources like food and water we will increasingly breach key environmental limits.</p>	<p><u>Objective 5:</u> By end 2014, we will have secured measures to restore the abundance of a key UK species (as a way of demonstrating the importance of wider ecosystem functions).</p>
Economics and Resource Use (cross cutting)	<p><u>Objective 7:</u> By end of 2014, we will have worked with a number of leading UK based companies to create a compelling political narrative that UK's best route to long term economic stability and resilience is through investment in a green economy and in rejecting environmentally damaging growth, thus increasing business pressure for politicians to advance environmentally sustainable long term economic plans.</p> <p><u>Objective 8:</u> By end 2014, EU resource use is being comprehensively measured, is starting to be decoupled from economic growth, and there is a stated commitment to bring it in line with environmental limits by 2030.</p>		
Fair and Planned Transition (embedded in limits programme)	<p><u>Objective 2:</u> By end of 2014 to have gained support from several key players in the international community for a proposal to transform the financing of renewable energy in developing countries, to ensure that they can produce most of the energy they need through renewable energy and are thereby better placed to constrain their emissions in line with a sustainable global carbon budget.</p>	<p><u>Objective 4:</u> [To be determined in 2012]</p>	<p><u>Objective 6:</u> [To be determined in 2012 as a result of further Programme scoping and consideration of Biodiversity Review]</p>
Fair and Planned Transition (cross cutting)	<p><u>Obj. 9</u> By 2014, working with partner organisation(s) we will have significantly increased the number of local groups, communities and organisations in the UK equipped to use changed governance rules to advance a fair and planned transition towards sustainable development</p> <p><u>Obj:10</u> By the end of 2014, we will have contributed to at least one significant improvement in international environmental governance, in relation to one key environmental limit or one generic environmental governance mechanism.</p>		

Programme 1: Climate and Energy Security

2050 Vision:

Global average temperature rise will have been limited to 1.5 to 2°C above pre-industrial levels and adaptation measures will have helped reduce some of the worst impacts of climate change on society, including the most vulnerable countries and communities.

Background:

Our climate and its stability is a planetary 'boundary' or environmental limit which conditions nearly everything else – and it has already been breached. Climate change therefore constitutes a systemic crisis that presents very serious global social, environmental and economic risks and demands action at all levels (local to global). It affects people everywhere, but especially people in the global South who are particularly vulnerable to the effects of climate change, while being the least responsible for the problem.

The next few decades will be increasingly dominated by the growing reality of climate change. 'Natural' disasters are likely to increase in both frequency and severity, killing or displacing millions of people. Changes in weather patterns will disrupt food production, ecosystems and economies, contributing to rising food and energy prices and social unrest. The next generation will face impacts of a much higher order of magnitude if numerous 'tipping points' within the Earth's climatic system are passed (for example, the irreversible melting of the Greenland ice sheet, or large releases of methane from permafrost).

Yet despite the warning signs, politicians have failed to act as required. The failure of governments to cut global greenhouse emissions over the last 20 years means that the job of stabilising the climate is now much more difficult. Even in those countries that claim emissions reductions, such as the UK, these reductions have so far been more than offset by emissions growth in other countries to provide the products we buy. If global emission reductions had started in 1995, then a gentle decline in emissions of 1.5 per cent per year would have been needed. But scientists now advise that the best chance of avoiding climatic 'tipping points' is for global greenhouse gas emissions to peak and to start to decline very rapidly within the next 5-10 years. If mitigation action alone is to be used, developed countries will need to cut their emissions by around 8-15 per cent per year starting immediately; China and some other developing countries will need to peak their emissions almost immediately and then reduce their emissions. It is likely that these cuts are not technically or politically possible which means that negative emissions and potentially other forms of geo-engineering will need to be deployed, not without potential risk.

The international political failure to react to climate change in a timely manner also means that the world will now have to *adapt* to some level of climate change to which we are now already committed (given the time delay in GHGs affecting temperature), how-ever fast we now cut emissions. Developing countries are already being hard hit by climate change, undermining development efforts. Poorer countries in particular will have to adapt rapidly to climate change to avoid major disruption and suffering - but lack the finance to do so. For this reason financial and other support for adaptation are an important element of international climate negotiations. Rich countries too, will need to adapt to climate change – particularly to greater extremes of weather, the impact on food production, and rising sea level. While adaptation presents big challenges, it also presents opportunities for the environment, ecosystem recovery and social development. For example, one response to sea level rise in low-lying coastal areas may be to deliberately create more coastal wetland and replant mangroves, recovering lost ecosystems in the process of enhancing coastal protection. Increased emphasis on disaster prevention and mitigation in developing countries, can enhance community resilience and livelihoods now – for example, by building improved food storage on higher (less flood prone) ground, rainwater harvesting, or adopting low-tillage agricultural methods that provide more natural protection for soil against increasingly intense

rainfall. In cities, one response to more extreme temperatures will be to maximise green space, reflective roofing, localised rainwater harvesting and self heating/cooling buildings, to reduce the urban heat island effect. This programme will seek to understand these opportunities better as well as the trade offs that will be necessary in adapting to climate change.

However, a priority must remain the mitigation of climate change, and the reduction of greenhouse gas emissions. There is a dramatic urgency to speed up the development and scale up the deployment of renewable energy and energy efficiency solutions, and to explore other options. This itself requires tackling the impediments to progress such as the perceived financial risk of investing in renewables and the influence of fossil fuel and major 'dirty' manufacturing sectors. It also requires, in democracies, increasing public awareness of the solutions and winning their backing or acquiescence to far-sighted policies. Finally, particularly while public understanding remains weak, climate and energy policies will need to be perceived to be reasonably fair overall if they are to endure.

Friends of the Earth's work on climate change has long recognised the premise of justice (climate justice, ecological justice, economic justice and historical justice) and has sought to advance this through the UN climate negotiations. Justice will continue to provide an impetus for our climate work at a national and international level. But in an era of great disruption, one of the greatest contributions we can make to the climate justice agenda is to help speed and shape specific aspects of the transformational change that is necessary in the UK, and the EU, to reduce emissions rapidly and adapt to future changes in the climate. The faster the progress we can make on climate solutions the greater our leverage to drive change internationally.

Given the current UK landscape of slow economic growth, spiralling energy prices and deep economic uncertainty, we will need to use arguments around energy security and independence, peak oil, economic stability, and saving money, not just climate justice. An early priority for the programme will be to work with others, such as progressive businesses, to win the economic arguments critical to scaling and speeding up the transformation to a low climate risk economy.

The programme recognises the UK's potential for influencing others. We will continue to deliver climate solutions within the UK and promote these solutions internationally, as we have with the Climate Change Act in our work (including capacity building) with Friends of the Earth groups and the Foreign and Commonwealth Office. We will focus our efforts on key countries within the EU and where appropriate other developed countries outside of the EU but when appropriate or necessary also promote these solutions in international fora. But we will also look to import solutions that are working well in other countries, if our analysis suggests they will be appropriate in the UK.

The changes we advocate should lead to a higher quality of life, especially for poorer sections of society globally. But many people will not see change this way, especially those responsible for the bulk of the emissions but also those who fear nanny-states telling them what they must do. We must not pretend that the transformational changes we seek are easy and popular for all but we should be clear that the changes are necessary and socially progressive within countries and globally. The sooner that people start to feel the benefits of the new economy, the sooner they will become its strongest advocates.

Programme focus:

As a priority this programme will:

- **concentrate its efforts on energy solutions:** with a determined effort to identify and promote the policies, finance and other measures needed to deliver dramatic and rapid step change in the uptake of renewable energy and energy saving especially in the UK, but also the EU and globally. To do this, it must interact with other relevant debates (such as that on nuclear) and work with other programmes to ensure Friends of the Earth has coherent and coordinated positions on issues such as diet, deforestation, energy from biomass and biofuels.
- **challenge the UK to end its addiction to oil and other fossil fuels,** such as reducing the need to travel and seeking modal shifts, alongside greener travel (such as low or zero emission vehicles)
- **build recognition amongst decision makers and others that climate change is happening now** (not just in the future), that the impacts are stark and that a higher priority needs to be given to adaption and the funding needed to support this.
- **engage with intergovernmental processes** – though at a lower level than previously, in recognition that the momentum for change is more likely to build outside of these fora.
- **Explore the potential role of greening cities,** and the potential for campaigns, to hasten reduction in greenhouse gas emissions

The programme will also:

- explore the practical steps that Friends of the Earth (primarily through its Local Groups) could take to speed up the journey to a low carbon UK, including playing a leading role in promoting community energy schemes, and accelerating tangible transformational change in major cities, so changing millions of mindsets not just meters
- consider whether more rapid action could be taken to reduce emissions of the most potent greenhouse gases (often overlooked through the focus on carbon)
- track other significant issues relating to atmospheric pollution (e.g. ozone depletion) and explore whether there might be opportunities for short campaigns to improve enforcement of existing policies
- explore the opportunities and trade-offs presented by the need in rich and poor countries to adapt to climate change

Objectives:

10 year objectives:

- Objective 10.1: By 2021, we will have played a major role in ensuring the UK is firmly on the path to living within its share of a global carbon budget targeted at giving a high chance of avoiding a 2 degree global temperature increases and a slim chance of avoiding 1.5 degrees.
- Objective 10.2: By 2021, we will have successfully promoted one or more climate solutions delivered in the UK to key countries overseas with a focus on solutions that can deliver renewable energy to a majority of people.

3 year objectives

- Objective 1: By the end of the 2014 the UK Government will have adopted and be effectively implementing a comprehensive package of policy measures to deliver a decarbonised electricity sector by 2030 through renewable power, and to deliver significant energy demand reductions in domestic & commercial buildings.

Activities will include:

- Establishing an informal 'reference group' of external experts
- A package of work on Energy Market Reform
- A package of work on energy efficiency and energy saving (emphasising how efficiency gains can be made through technological improvement and lifestyle choices)
- Scoping the opportunities for work specifically focusing on rapid carbon reductions from transport, housing and energy in major UK cities and city regions.

Indicators:

a) OUTPUT INDICATOR:

We will run an organisational campaign to shape Energy Market Reform in 2012

b) OUTCOME INDICATOR:

The UK Government's proposals for Energy Market Reform will support step change in renewable energy

- Objective 2: By end of 2014 to have gained support from several key players in the international community for a proposal to transform the financing of renewable energy in developing countries, to ensure that they can produce most of the energy they need through renewable energy and are thereby better placed to constrain their emissions in line with a sustainable global carbon budget.

Activities will include:

- A package of work to develop and advocate a robust proposal for a global feed in tariff

Indicators:

- OUTPUT INDICATOR: We will devise and run a campaign, with international partners, for a global feed-in tariff
- OUTCOME INDICATOR: Number of countries that have publicly announced their support our proposals.

Programme 2: Land Use, Food and Water Security

2050 Vision:

Land and the oceans are being managed sustainably to deliver security of supply of water, food and other biological resources for all within environmental limits.

Background:

“Buy land, they’re not making it anymore”. So said the American author Mark Twain over a century ago, in a comment that succinctly communicates how land is a finite resource. And yet it is in this century that his words look set to become most poignant, as the demands that humanity places on land becomes greater than ever before.

Land is finite but also renewable resource. It is representative of other features of our environment in that though limited, it is able to renew its quality (fertility, biodiversity) and life-supporting functions (ability to support food crops, absorb water, harbour essential microorganisms etc) if treated appropriately. But if overused or mismanaged, this ‘renewability’ is lost. Land will be degraded in one form or another - made infertile, contaminated or eroded by wind or water. This then undermines its ability to produce food or provide other ecosystem services. The same applies to other ‘renewable’ resources on which humans rely: freshwater, global fish stocks, forests.

Environmental trends and the rise of global population suggest that humans faces a growing and self-inflicted catastrophe because mismanagement and overuse of these ‘renewable’ resources is rapidly eroding their ability to renew themselves. This is contributing to the Planetary Emergency by damaging our ability to, for example, produce food and supply sufficient freshwater to a growing population.

This programme is about how we can enhance the management of our renewable resources to ensure they *remain* renewable and are not lost to us. Put another way, the programme is about ensuring we have long term *security* of these essentials. Its primary focus will be on land, food (from agriculture and sea) and fresh water – the most basic and obvious of these renewable resources.

The challenge to manage land sustainably is one that demands a complex interplay of demographic trends, changing consumption patterns, breaches of environmental limits, and growing demands for other biological resources.

Food and water, for example, are the most basic human needs. As global population increases and environmental limits are breached, food and water security are increasingly undermined. At the same time, food production and water abstraction have a major impact on the environment. And demand for land for food will compete with demand for land for timber and other fibre which societies rely on for many uses.

In their paper “Planetary Boundaries: Exploring the Safe Operating Space for Humanity” Rockström et. al. (2009) identified ten anthropogenic pressures on the Earth system. Of these, global food production represents one of the greatest (and in some cases the greatest) driver of at least seven:

- phosphorous and nitrogen overload (through application of fertilisers)
- global freshwater use
- changes in land use

- biodiversity loss
- chemical pollution (including use of pesticides), and
- climate change

Of these the authors identify that two 'boundaries' or environmental limits (nitrogen and biodiversity loss) have already been transgressed and climate change is close to the boundary. As global population and consumption patterns change the pressure that the food system places on these 'planetary boundaries' will increase, with very severe consequences for people and the environment, and our ability to get the most out of land resources.

The UK Government's Chief Scientific Advisor, Professor John Beddington, has used the phrase "The Perfect Storm" to describe way in which food, energy, water, climate and numerous other trends are likely to interact over the next 20 years to deliver shocks to the global system.

Global population is predicted to increase to around 9 billion by 2050 and then plateau before slowly decreasing; however there are uncertainties about these forecasts and it is possible that an upper limit could be higher still. Exacerbating the impact of this is changing dietary habits. Economic advances in the developing world mean hundreds of millions of people eating more meat and dairy products, increasing demand for agricultural commodities and water to feed and rear livestock, and consumption of fish. The Food and Agriculture Organisation (FAO) has predicted that total crop and livestock demand and production will increase by around 40% between 2008 and 2030 (an annual increase of around 1.5%) (FAO 2006) but the increase in demand for meat will be even higher. The World Bank predicts a 50% rise in demand for cereals compared to an 85% increase in demand for meat (World Bank 2008) with some predicting a doubling in demand by 2050. This is problematic, because meat is a very inefficient form of food production environmentally. As noted by Beddington (2011);

"Major increases in the consumption of meat, particularly grain fed meat, would have serious implications for competition for land, water and other inputs, and will also affect the sustainability of food production"

It is hard to see how these predicted changes in both the size *and* nature of per capita demand can be met without further breaches to environmental limits, in a world where constraints on land, water and energy will be greater than ever before. Increasing demand for land to grow agricultural non-food products (such as biofuels, biomass for energy, and bio-plastics) is likely to add additional pressures.

A key looming issue, and component of the 'perfect storm' is water insecurity. Water is the most basic 'renewable' resource, literally falling from the sky. Yet in many parts of the world humans are using and spoiling freshwater so fast that it is running out. The Aral Sea is an infamous case of where local cotton production in the Soviet era has led a vast inland sea to virtually dry up. Aquifers that supply Deli, are running dry, because abstraction is happening much faster than replenishment. Several of the world's major rivers such as the Yangtze in China and the Murray in Australia, have in recent years run dry and failed to reach the sea, because of over abstraction for agriculture and industry. Even parts of Britain are now much more regularly experiencing relative drought.

Climate change will exacerbate water shortages in many areas, as will the growing global population. Many predict that water shortages are likely to spark armed conflict, such as the war in Darfur, Sudan, which has been substantially driven by conflict over land as water resources of neighbouring ethnic groups have become depleted. A massive challenge facing the world, then, is to ensure sufficient water for human needs, and to do so in a way that does not further breach other

environmental limits such as ecosystems. This will inevitably bring in other questions such as fairness in the use of water, and the embedded water in the products we consume and trade.

It is not surprising then that debates over land use, and management of the oceans, water and food security are rapidly moving up the political agenda, as food prices rise, water resources become stressed, and the environmental impacts of different types of food production become clearer. As noted by Professor Bob Watson, “Business as usual is not an option” for the global food system if it is to feed the most poor and hungry in the future, and while operating within environmental limits.

There will be many organisations working on the issue, not least development agencies, who are increasingly recognising that poverty, resource constraints and climate change are intrinsically linked. But Friends of the Earth’s contribution to this debate will be to bring a sharp focus on environmental limits and ecosystem services, and the drivers of food and water insecurity. Our job will be to show not just how to feed 9 billion people in 2050, but how to do this in a way that uses less land, allows fish stocks to recover, results in less pollution, and supports rather than competes with biodiversity and the maintenance of ecosystem services. We will do this because we believe only this will protect global environmental limits and provide real “Food Security” in the longer term.

Working on this issue will also provide an important “way in” to the sustainability debate, for many audiences that Friends of the Earth might otherwise not reach. For while it is common for environmental organisations to talk about environmental problems in the way that makes sense to environmentalists (eg ‘climate change’, ‘biodiversity’ and so on), most people are more interested in an issue like food and where it comes from. And there are few issues, if any, that have such a direct and significant impact on, or *connects*, as many environmental issues as does food.

Friends of the Earth is well placed to be part of and shape this debate. But to do so, we will need to demonstrate that we have a credible, reasoned and independently supported analysis of how to feed and water 9 billion people sustainably within environmental limits. We will seek to do this in a way that brings together a diverse range of stakeholders in the debate, rather than polarise them. We will therefore keep an open mind about the solutions but we will be clear that any solution we advocate must reduce our land, marine and water footprints, reduce greenhouse gas emissions and pollution, protect biodiversity and ecosystem services, and respect people’s right to access land, food and water. We will avoid false solutions which may deliver some benefits in one area (such as reducing greenhouse gas emissions) but make other outcomes worse (such as biodiversity loss).

Our current analysis based on existing evidence is that the favoured approach to meeting future food needs should be one that recognises the multifunctional nature of agriculture (social, environmental and economic functions) and applies ecological principles to agricultural systems. This approach would combine a proven increase in crop yields with methods that reduce dependence on damaging inputs such as oil, pesticides and fertilizer. Such an approach would also promote diversity which is essential to food security in a changing climate. Getting the best use out of land, to deliver food, water, climate and ecosystem security will also require more effective systems of governance at national and international levels.

Programme focus:

Friends of the Earth has a long history of working on food issues, including GM, pesticides and soya production and this has normally been to expose the problems associated with particular practices.

The focus of the new Land Use, Food and Water Security Programme, however, will be on identifying and advocating the sustainable solutions that are needed to feed and provide fresh water to 9 billion people within environmental limits (covering issues of land and land use change, marine fish stock, water, energy, biomaterials, fibre and ecosystem services), in the context of a world facing climate and other stresses. In the course of focusing on land use, food and water, we will raise the public

awareness of the threat to humans unless we learn to manage key 'renewable' resources in a genuinely sustainable way.

This will require a thorough review and continual tracking of the evidence available from all sources, and an assessment of how different approaches may have different merits in different circumstances, with an emphasis on driving change quickly and at scale.

As a priority this programme will:

- **Develop and maintain a comprehensive organisational analysis** of the extent to which agricultural systems are driving breaches to environmental limits
- **Research and advocate policies and practices that will provide food sustainably for a growing global population** such as livestock production systems that reduce inputs (oil, fertiliser, imported feeds) and benefit biodiversity and carbon storage, while also mindful of the land 'footprint' of different production methods
- **Take opportunities to influence the EU Common Agricultural Policy (CAP)** through reforms due in 2013 (working closely with FOE Europe)
- **Explore the potential role of cities in enhancing food and water security**, for example through rainwater harvesting, better water management, city-region food production etc

This programme will also:

- Track marine food issues, in collaboration with the FOE Marinet network, to ensure we have rounded picture of options for feeding an increased population, and of the implications for environmental limits such as fish stock sustainability and the sustainability of marine ecosystems
- ensure Friends of the Earth's has a clear position on 'population' which is maintained and communicated
- explore the practical steps that Friends of the Earth (primarily through its Local Groups) might be able to take to support more sustainable food system in the UK, recognising the role of both small and large scale producers (and other actors)
- Tackle unsustainable commodity chains, as part of a larger Friends of the Earth International programme on land system change, including the use of agriculture land for growing biofuels and other non-food crops, and seek to quantify the role that EU consumption of these commodities plays within the global commodity system
- build internal expertise on water management issues, and explore what opportunities there might be for Friends of the Earth to tackle nitrogen and phosphorous overload.
- work with others (in Economics programme) to review what issues of food and water security may mean for Friends of the Earth's view on future trade policy

Objectives:

10 year objective:

- Objective 10.3: By 2021, we will have played an important role in ensuring the UK/EU have measured their impact on global environmental limits, and are reducing the global carbon, water and land footprint (and biodiversity impacts) of its agricultural and marine production and consumption.
- Objective 10.4: [To be determined in 2012 as a result of further programme scoping]

3 year objectives:

- Objective 3: By end 2014 to have contributed to a significant increase in the proportion of UK and EU policy makers who understand and accept that without a change in our consumption and production of renewable resources like food and water we will increasingly breach key environmental limits.

Activities will include:

- With support and challenge from external experts, we will undertake a thorough analysis of the sustainable solutions needed to feed and provide fresh water to 9 billion people within environmental limits (with emphasis on land, water and ecosystems), in the context of a world facing climate and other stresses. In particular, we will seek to reconcile the differences between The UK Government's 2011 Foresight report on *The Future of Food and Farming*, and the *International Assessment of Agricultural Knowledge, Science and Technology for Development* report, published in 2008.
- We will undertake an analysis of how best to manage UK land use to deliver food and water security, climate and ecosystem security, drawing on previous work by others
- Work with partners (include Friends of the Earth Europe) to develop a lobbying strategy to influence the forthcoming reform of the Common Agriculture Policy and scope potential for more public campaigning

Indicators:

- OUTPUT INDICATOR: Policy reports published in support of new strategic direction of programme
- OUTCOME INDICATOR: Government acknowledgements of need to tackle global footprint of UK/EU agricultural production and consumption (as detailed in Ministerial speeches, policy documents, etc)
- Objective 4: [To be determined in 2012 as a result of further programme scoping]

Programme 3: Nature and Ecosystem Security

2050 Vision:

The loss of biodiversity and ecosystems services has been halted globally, and recovery of ecosystem services is widespread.

Background:

Friends of the Earth's long term vision is for a world where everyone is living fairly within environmental limits. But our desire is for this equilibrium to be reached not just through a techno-scientific approach (much as it will be impossible without this), but also through a greater appreciation by humanity of the intrinsic value of and our place within the natural environment. It is critical, therefore, that Friends of the Earth has a focus around the limit on which all life on earth depends; biodiversity and ecosystems.

Although some talk about the 'three pillars' of sustainable development, perhaps it is more accurate to describe a pyramid where the economy is built on our society, and our society is built on the environment. In other words; the environment is ultimately the foundation to everything else. For well over a century, the focus of conservationists was firmly on species rather than ecosystems, let alone 'ecosystem services'. Although this had some merits because it sought to celebrate the intrinsic value of nature, it failed to communicate the role that biodiversity and ecosystems play in supporting lives, livelihoods and life. As a result, western societies, political and corporate decision makers have long treated ecosystems as a 'nice to have' rather than 'dangerous to lose'. This has to change as a matter of urgency if we are to retain any hope of one day living equitably within environmental limits.

Individual species have an intrinsic value that should not be ignored. But it is the functions that they perform, either individually or collectively through the ecosystems that they are part of, that are really critical for the future of humanity. The Millennium Ecosystem Assessment noted that ecosystems like forests, grasslands, mangroves and urban areas provide different 'services' to society including:

- *Provisioning services* (such as food, water and wood)
- *Regulating services* (such as climate, flood and disease regulation)
- *Cultural services* (such as aesthetic, recreational, and educational) and
- *Supporting services* (needed to maintain other services, such as nutrient cycling and soil formation)

Some of these ecosystem services are more obvious (food and water) than others (disease regulation). Some are local (provision of pollinators), others are regional (flood control or water purification) while others are global (such as climate regulation). All of them are critical for humanity.

While many members of the British public hold a love and close 'connection' with nature (as demonstrated by the popularity of natural history programmes and the membership of some conservation organisations), far fewer understand the importance of ecosystem services or the need for policy measures to protect them.

Friends of the Earth's founders were motivated primarily by a love of nature, and campaigning on biodiversity both here and abroad was an integral part of our campaign package in the UK until the early 2000s. The time is now right for us to find our ecosystem campaign niche once again and, this time, use it to build an understanding why biodiversity and ecosystem services are critical for the broader sustainability agenda, to drive a paradigm shift in how people in industrialised countries perceive of their relationship with the natural environment, and to turn this into political pressure to drive change.

This programme will develop and promote a very different agenda to that offered by the mainstream conservation movement, however. Our approach will be nothing short of seeking to transform the manner in which humanity interacts with the biosphere.

Our vision is not just that biodiversity loss should be halted, but more that the provisioning, regulating, cultural and supporting services of ecosystems are valued and properly integrated into our economies, our society and well being – implying the restoration of biodiversity and ecosystem services in the medium to long term. To do this, we will need to champion measures that restore the abundance of key species in the wider environment, not just in protected areas. And we will need to do this, not by seeking to influence conservation activities per se, but by integrating ecosystem restoration measures into mainstream economic activities. We will, for example, highlight how a very significant expansion of marine renewables provides an opportunity to restore fisheries, as large off shore wind farms represent de-facto no-take zones.

We will need to work as quickly as possible to develop Friends of the Earth's organisational expertise and confidence on this issue, and it is critical that we do so. For while climate change provides Friends of the Earth with a simple but technical and scientific framing for communicating limits, biodiversity and ecosystem services provide – for many – a more engaging, emotional and motivational way for building an understanding of our planet's operating boundaries, and humanity's place within rather than apart from nature.

Programme focus

As a priority this programme will focus on:

- **Reinforcing the UK conservation movement** with a bold vision of how the UK (as an old, rich, populous industrialised country) should be looking to restore and integrate biodiversity and ecosystem services into the fabric of our society, our economic infrastructure and our agricultural systems, in the terrestrial and marine, urban and rural environments
- **Rebuilding the biological foundation upon which our society depends, including abundance of species and healthy ecosystems** and, in so doing, the relationship between people, the economy and ecosystems. We need to take the public beyond the traditional British appreciation of landscape to a deeper understanding of the importance of thriving ecosystems.
- **Providing an example to the rest of the world of how an old, rich, industrialised country can restore and integrate ecosystem services into modern life, rather than treat them as separate, distant and foreign** (for example, using marine renewables to restore marine biodiversity).
- **Explore the potential role of cities** in reducing our impact on ecosystems and ecosystem services.

This programme will also:

- **Support other programmes** in understanding the impact of the UK's consumption on biodiversity and ecosystem services overseas

- Work with Marinet (the Friends of the Earth Local Groups Marine Network) to explore opportunities that may exist for public campaigns concerning issues in the marine environment
- Explore the practical steps that Friends of the Earth (primarily through its Local Groups) might be able to take to champion the restoration of biodiversity and ecosystem services in the UK, including developing a strategy for re-wilding within some parts of the UK, as a way of bringing biodiversity closer to people, rather than framing it as something that is distant and 'foreign'.

Objectives:

10 year objective:

- Objective 10.5: By 2021, we will have spearheaded a paradigm shift in UK/EU policy analysis around integrating and restoring ecosystem services into the fabric of our society, our economic infrastructure and our agricultural systems, and rebuilding biodiversity abundance.
- Objective 10.6: [To be determined in 2012 as a result of further Programme scoping and consideration of Biodiversity Review]

3 year objectives:

- Objective 5: By end 2014, we will have secured measures to restore the abundance of a key UK species (as a way of demonstrating the importance of ecosystem function and ecosystem services).

Activities will include:

- Establishing an informal 'reference group' of external experts
- Re-establishing organisational expertise, analysis, profile, clout and credibility on biodiversity and ecosystem services issues to the wider sustainability agenda
- Successfully deliver at least one public 'Campaign'
- Supporting other Programmes to ensure biodiversity objectives are built into policy recommendations of other issues and campaigns
- Ensuring that by the end of 2014 the majority of our targeted public (ABC1s) understand that biodiversity and ecosystem services are critical for human well-being.
- Scoping the potential role of town and cities in enhancing ecosystems.

Indicators:

- OUTPUT INDICATOR: We will devise and run an organisational campaign to restore abundance of one key UK species
- OUTCOME INDICATOR: Percentage of ABC1s that understand ecosystem services are critical for human well being
- Objective 6: [To be determined in 2012 as a result of further Programme scoping and consideration of Biodiversity Review]

Activities will include:

- SMT and PCD decisions on recommendations of Biodiversity Review by October 2011
- Discussions with FOE E/FOE I on joint objectives, and decision by December 2011
- Subsequent activities to be developed accordingly

Programme 4: Economics and Resource Use

2050 Vision:

The global economy is operating within environmental limits

Background:

We cannot address environmental limits effectively unless we deal with the key driver of economic growth and the unsustainable consumption of resources. Although some talk about the 'three pillars' of sustainable development, perhaps it is more accurate to describe a pyramid where the economy is built on our society, and our society is built on the environment. In other words; the environment is ultimately the foundation to everything else.

Economies around the world are structured, however, around generating products (computers, food, energy, fighter planes) through the use of resources (e.g. metals, minerals, fossil fuels, land) to sell to the market (governments, corporations, individuals).

Economic growth combined with an intensity of resource use throughout a product's lifecycle, has resulted in unsustainable consumption that is destroying the very foundations on which the economy is based, resulting in shrinking fresh water reserves, depleted fish stocks, dwindling forests, increasing greenhouse gases, destruction of agricultural land and growing resource conflict. A critical feature of current economic model is that prices for goods and services rarely factor in the external environmental cost of products. The drivers of environmental damage are set to get worse as billions of people are lifted out of poverty in the emerging economies, and as global demand for energy, land, resources and water increases. They often occur in circumstances of 'market failure', where environmental goods and services are inadequately priced or exploited for free.

It is the richer countries with their larger economies that have mainly been responsible to date, where people consume up to ten times the per capita resources of people in the poorest countries. But as consumption levels increase in the emerging economies, so it becomes ever more important to understand the material limits to growth, and to develop mechanisms that will allow resource use to be measured and then managed within environmental limits.

For many years, achieving any form of substantive progress on this agenda seemed impossible. But as the resource crunch starts to bite, so some surprising mainstream decision makers have started to advocate some sort of change. Over the last couple of years, for example, the political leaders such as French President Nicholas Sarkozy and Prime Minister David Cameron have highlighted the shortcomings of GDP as a measure of wellbeing, started to raise some questions about mainstream economics, and propose alternative indicators while Janez Potočnik, The European Commissioner for Environment has proposed an EU "resource efficiency" agenda.

It is now time to challenge the primacy of economic growth. In 2009, The UK Sustainable Development Commission published *Prosperity without Growth?* by Professor Tim Jackson, setting out the case for economic reform. Business leaders have engaged in numerous initiatives (run by the World Economic Forum, The World Business Council on Sustainable Development, and those led by The Prince of Wales) which have gone far further in their proposals for change than anyone would have dared to think would be possible. Lord Adair Turner (the Chair of the Committee on Climate Change and the former Chair of the Financial Services Authority) has argued that "*Growth has to be dethroned if the planet is to survive surging population and climate change*". This would all suggest that there may be opportunities to take some significant steps towards a greener economy over the coming decade.

In recent years, Friends of the Earth's work on economics has largely focused on greening the existing economic system. This work will continue because in the short to medium term there is an urgent need to build a sustainable, low-carbon, resource efficient and socially just recovery from the economic crisis. There is the potential for tens, if not hundreds of thousands of new jobs in green industries and a shift in how financial incentives work could move the burden of taxation away from 'goods' like labour and onto 'bads' like pollution. Friends of the Earth should continue to be at the forefront of pushing the Government to make the right choices on taxation, spending and investment, because the decisions it takes right now will set the agenda and the investment landscape for the decades to come.

But given the changing context, the time has now come for go further and engage confidently in the wider debate about green economics. International tensions over land, energy, food, resources (e.g. rare earth metals) and fresh water are already rising, in many cases resulting in considerable price rises. Green economics has the potential to challenge those geopolitical or protectionist reactions that would harm the poorest, ensuring instead an equitable and just distribution of and access to resources.

The current insecurity in Western economies, with growing unemployment, inflation, inequality and oil dependence may also provoke questions about current economic models and quality of life. In the UK the debate around measuring well-being has taken a significant step since David Cameron officially asked the UK Office of National Statistics (ONS) to begin collecting data on well-being. The survey that the ONS will be using is the Integrated Household Survey – the largest social survey in the UK, covering over 400,000 households a year. It's been seen as a welcome step, but one that to be effective must become a barometer of successful Government policy.

Our programme will develop and advocate an ambitious but transformational economic and resource efficiency agenda for the UK and EU, as a first step to driving change internationally. It will do this by challenging the inefficient and wasteful use of resources, by addressing concepts central to our current economic model, such as growth and the promotion of consumption, pricing mechanisms and the routine externalising of environmental costs, as well as deepening our understanding of wellbeing and how to enhance it through sustainable living. We will proceed by linking our understanding to issues that matter more to ordinary people.

Programme focus

As a priority this programme will focus on:

- developing the expertise and alliances to provide an analysis of the economic and resource use driver that will underpin and support all the other programme areas, and enable Friends of the Earth to act confidently on the green economic agenda
- undertaking an assessment of the growing debate about the inherent unsustainability of economic growth, the need to internalise environmental costs in pricing, and what this means for Friends of the Earth's agenda
- continuing to track UK and EU policy on waste and recycling
- identifying and advocating the policy and other mechanisms required to measure and then manage resource use, driving a step change in resource efficiency
- developing a vision of a UK economy which prioritises sustainability in the UK and overseas, and the key changes and policy measures needed to get there
- exploring the potential role of cities in driving more sustainable economic models and reducing resource use

This programme will also:

- explore the practical steps that Friends of the Earth (primarily through its Local Groups and associated (e.g. UKWIN) activists lists) might be able to take to support more greater resource efficiency in the UK
- build strategic alliances with those progressive business groupings advocating measures to internalise externalities (and so seeking to address market failure)
- look for opportunities to engage in the current political debate about “wellbeing” as a way in to a much more progressive and ambitious economic agenda
- consider what Friends of the Earth’s ‘Planetary Emergency’ analysis should mean for key global economic policy areas, such as trade.

10 year programme objective

- Objective 10.7: By end of 2021, the UK and EU will have made significant progress in decoupling their resource use from economic growth and will be seeking to achieve sustainable consumption in terms of domestic and international environmental impact
- Objective 10.8: By 2021 the Treasury’s economic strategy is explicitly focussed on meeting UK economic needs within global environmental limits, and no department will be promoting economic development or policies which breach environmental limits

3 Year Programme objectives

- Objective 7: By end of 2014, we will have worked with a number of leading UK based companies to create a compelling political narrative that UK’s best route to long term economic stability and resilience is through investment in a green economy and in rejecting environmentally damaging growth, thus increasing business pressure for politicians to advance environmentally sustainable long term economic plans.

Activities will include:

- We will develop our analysis around green economic, fairness and well being and adopt coherent and credible position on growth, a fair transition and wellbeing.
- We will develop, in partnership with key allies, a vision of a UK economy which prioritises sustainability and wellbeing in the UK and overseas, and the key changes and policy measures that are needed to get there (and will have used this to inform the political debate about the UK’s best route out of economic recession)
- We will work with local groups and FOE international to collect evidence for more sustainable economic models at local, regional and national level from which we can learn
- We will work with business partners (particularly in the Aldersgate Group) to encourage business to advocate environmentally sustainable long term economic policies

Indicators:

- OUTPUT INDICATOR: Number of meetings / roundtables / symposiums with business community on green economy
- OUTCOME INDICATOR: Public statements by business organisations rejecting environmentally damaging growth

- Objective 8: By end 2014, EU resource use is being comprehensively measured, is starting to be at least decoupled from economic growth, and there is a stated commitment to bring it in line with environmental limits by 2030.

Activities include:

- Working with FOE E partners to influence EU policy processes
- Working with FOE E partners to develop robust analysis around consumption and the route map to reducing it
- Working with FOE I partners to demonstrate the adverse impact of European consumption and good practices examples of reducing consumption and its impact abroad.
- Working with FOE Local Groups to support their long term interest and local campaigning on the waste agenda, in a way that helps them use this to champion the bigger picture agenda on resource efficiency.

Indicators:

- OUTPUT INDICATOR: (similar to typical reporting to funders for EU level work, so overlap with REUSE reporting & FOEE DG Environment reporting requirements):
 - Meetings and discussions with decision makers
 - Briefings and reports
 - Press releases and media coverage
- OUTCOME INDICATOR: Incorporation of our indicators of resource use, and mechanisms to manage and reduce this resource use, in policy documents, including Commission communications, legislative proposals, final legislation and in the positions of Member States, Parliament and key stakeholders

Programme 5: Fair and Planned Transition

2050 Vision:

The world is on a fair transition to sustainable development, meeting basic needs and restoring the environment, through improved governance, people's empowerment and determined implementation of solutions.

Background

This is a foundational programme that underpins much of our other work. The concept of transition is at the heart of our strategy: to avoid the worst impacts of a planetary emergency and achieve a high degree of sustainability within 40 years requires an extraordinarily rapid transition to radically different global economy and society. The scale of change needed within this timescale is unprecedented: from a total transformation of our energy systems, through the design of our buildings, towns and cities, how we manage our land, freshwater and seas, what and how we produce and consume, to how we manage markets and economic growth.

Not only is the scale of transformation required enormous but to be sustainable, the end point will need to include a much fairer distribution to access to resources. This means that the transition itself must be fair in a global sense, progressively introducing greater fairness into the system, and not exacerbating current inequalities. This is why there needs to be a fair and planned transition, one that engages more and more people so publics increasingly accelerate change rather than impede it. This is the biggest challenge ever to face human kind, yet we believe it is possible – with modern science, communication and public engagement. It will require clarity from an increasing number of actors about what the destination is and how we can get there. We intend to be one of those actors, getting clarity and communicating it, setting out achievable next steps, and working with others to achieve them, and thus driving transformation. A good example at the UK level has been the conception and then winning of a UK Climate Change Act, that is now driving world-leading emissions cut targets and ambitious policies in the UK, and is being watched abroad. We will now develop a roadmap to sustainable development within the context of planetary emergency – a route to a fair and planned transition.

Transition: A transition will involve many features including the development of low carbon and low resource use technologies and practices (such as decarbonising our energy production through renewable energy, carbon capture and storage and energy efficiency, improved land management, restoration of ecosystems to improve their services, electrifying our transport, maximising the environmental benefits from towns and cities where more than half the world's population now live) scaling up of the deployment of these solutions; a drive towards greater equality as a means of ensuring the global population lives within environmental limits; the progressive transformation of economies to build the true environmental costs into the price of goods and services and to drive the solutions.

The challenge is clear, but it is also complicated. It will involve difficult trade-offs. One area of trade off will be between different environmental limits for example: the tension between the need for land use for increased food production, and land for biodiversity. Landscapes are likely to change radically as we adapt to climate change and a growing population. Another trade off is likely to be with and within justice. There is increasing research that suggests that in general terms greater equity will be necessary to live within environmental limits. Nevertheless, we will have to balance fairness within countries, fairness between countries, and fairness between generations. There are probably very few (if any) individual 'solutions' that can be equally fair to all – however measured. At the same time history suggests that in times of resources scarcity, inequalities are often exacerbated and there is a tendency towards greater autocracy within the chaos – the very reverse

of a fair and planned transition. We have to understand the complexities, recognise the dilemmas and trade-offs, and advance the optimum transition.

Many in society may find the transition we need to go through unpalatable so it will be crucially important to identify and communicate the opportunities that this transition has for delivering societal benefits such as reducing inequalities and providing green jobs, as well as delivering environmental benefits. We will need to debunk the idea that once basic needs are met, increased wellbeing is linked primarily to ever-growing earnings and possessions, and challenge the vested interests which block the route to a sustainable future.

Achieving a transition to much greater sustainability within the next few decades will require a number of factors. These include: the availability of solutions (science and evidence-based); a multiplicity of actors willing to develop, promote and adopt these solutions (from academic institutions, big business, governments, communities, householders and individuals), through to powerful and shaping regulatory frameworks and the political willingness of government at different levels to adopt such frameworks. We must also bear in mind that there will be many factors and actors impeding a transition, from the inertia of the economic and political system, to some businesses that feel their interests threatened, to sectors of the public concerned about the cost or simply about change.

Fair transition: None of the above, however, guarantee that the transition is particularly fair or that the trade-offs that will need to be made are determined in the fairest possible way. For this to happen, the transition will also require improved governance of economic and environmental decisions, and an improved ability of ordinary people to engage with and shape those governance mechanisms and their decisions. Without this, transitional steps are likely to be rejected by many people, or veer towards autocracy, increasing public resistance to change. For that reason, while we have to understand the many characteristics of, and conditions for, a transition, we will particularly focus on enhancing governance and empowerment, to achieve the greatest fairness and overcome public resistance.

Governance: In seeking improved governance for sustainability, we have to contend with both the urgency of improving governance, and the fact that we cannot wait for improved formal governance to defend the environment in many instances. The current political and societal trends against government regulation mean that we will need to assess carefully where we can best make progress through formal direct government governance and where we need to look at other options, whilst understanding that powerful economic interests are particularly able to capture formal and informal governance structures.

The link between sustainable development and good governance is recognised in the UK and EU sustainable development strategies and in the UN Commission on Sustainable Development ('Earth Summit') processes, and yet it remains inadequate. In developing countries, poor governance is often endemic.

Empowerment: Good governance at home and overseas will be driven by an active and empowered population that understands the nature of the environmental crisis we face and the tools that exist to take action, such as using environmental and land rights and spatial planning. Communities need to be able to engage with the governance mechanisms that exist to achieve sustainable development as well as being empowered to challenge poor governance and participate in finding better solutions. Alongside rights of engagement however, a feature of the transition will increasingly be an embedding of people's responsibilities to the environment in governance mechanisms and social norms.

In the UK we are currently facing a rapid change in the governance mechanisms that have existed nationally, regionally and locally. This includes changes to land use planning, to the authorisation of

major infrastructure projects; the abolition of national environmental scrutiny bodies (such as the Sustainable Development Commission) and of regional planning bodies; and reduction of regulation and responsibility of local authorities to meet environmental and sustainability targets; and an increase in the formal role of businesses and communities in determining some local decisions (with no matching increase in resources or expertise to do so, and little clarity on how these decisions will advance sustainability). This means we have a particular challenge in the UK during the next few years to ensure that past practical gains for the environment are not lost, that new governance arrangements are maximised to promote sustainable development and that we actively challenge poor governance and hold the current government to account for its ambition to be the greenest government ever. This requires that we work with and learn from others, to increase the body of people able to use their rights to promote sustainable development and defend against unsustainable development.

Internationally, there is an urgent need to create fairer and more sustainable economies generally. There is also an urgent need to ensure more effective governance of 'environmental' issues through the many ongoing UN negotiations on different subjects such as the UNFCCC process on climate change. Here we have already been working to improve the robustness and fairness of international action and the ability of civil society to contribute to the process and have its voice heard. Improving governance requires, among other things, more high capacity 'sustainability organisations' and more empowered citizens. Our membership of Friends of the Earth international gives us the potential to contribute to this. But it is long term work, requiring real focus and strategic choices about where to invest, if we are to have significant impact.

Opportunities exist at two levels:

- International environmental governance structures are notoriously weak compared with governance at national and European levels, or on issues such as finance and trade. And yet many of the environmental problems we face cannot be resolved without a concerted and coherent international response. We have opportunities to intervene to improve governance through UN processes such as the international climate negotiations, the international negotiations on biodiversity, and the forthcoming Rio +20 'Earth Summit' which is likely to review sustainability governance and focus on the green economy. We also have important EU level opportunities such as the review of the Common Fisheries Policy. We will select from these and other opportunities that arise, to advocate more effective governance systems.
- We will identify strategic and long term opportunities to work with colleagues in key developing countries to help them campaign for improved legislation at local and national levels. In doing so, we will select those opportunities that relate most closely to other aspects of our work, and offer the best leverage to multiply the effects of this work internationally.

All of our programmes of work will have to grapple with issues of promoting fairness and good governance within their particular area – be it to address climate change or biodiversity loss. We will ensure that the work we do in all areas is aligned with our understanding of the fastest and most effective route to a fair transition, and of the governance systems needed to get there. This programme will play a central role in achieving that.

Programme focus:

- Develop and hold our understanding of fairness, particularly the tensions and synergies between simultaneously seeking domestic, international and intergenerational justice, identifying main principles to guide our work in promoting fairness.
- Develop and hold our understanding of the main features of a fair *transition*, obstacles to it, and principles around delivering it ; then build the evidence base and argument in support of a fair transition and communicate this to our identified (campaign) audiences, ensuring that Friends of the Earth's suite of policies are working toward this vision.
- Develop and hold our understanding of the main principles of good governance required to achieve a fair transition to sustainable development (locally, nationally and internationally) ; work with campaign teams to build evidence base and argument and engage with opportunities to improve governance in the areas in which we work.
- Working with others in partnerships, significantly scale up the informing and empowerment of local groups and communities in the UK to promote a transition to sustainable development within significantly changed governance arrangements brought about by the Coalition Government
- Working with selected partners in developing countries (both FoEI and other organisations), support communities and national organisations to promote better environmental governance and empower their citizens to use it to promote sustainable development, ensuring that this complements our wider programme objectives.
- Explore the potential role of cities in facilitating a fair and planned transition

10 year objectives

- Objective 10.9: By 2021, we will have played major role in stimulating a paradigm shift in the UK (and where possible the EU) about the need to transition to a low carbon and low resource use economy and society with enhanced fairness, improved governance and greater empowerment of people to engage with environmental decisions, in order to deliver sustainable development in a time of planetary emergency.
- Objective 10.10: By 2021, we will have contributed to more effective international environmental governance in relation to two key environmental limits or generic environmental governance processes.

3 year objectives

- Objective 9: By 2014, working with partner organisations we will have significantly increased the number of local groups, communities and organisations in the UK equipped to use recently changed governance rules to advance a fair and planned transition towards sustainable development

Activities include:

- With others, develop a compelling political narrative in support of the concept of a fair and planned transition, and which is generating momentum amongst UK policymakers

- Identify campaign opportunities to influence UK policy processes in favour of improved fairness in our transition to a more sustainable economy, and in favour of improved governance, and use this to begin promoting our narrative
- Identify partners, and design and roll out programme, to inform communities and organisations of their rights and opportunities under changed UK environmental governance, and support them to promote sustainable development.
- Continue to assist selected communities and individuals to challenge bad environmental governance and decisions/projects with particular strategic significance, and apply the lessons nationally to scale up the impact

Indicators: [to be developed]

- Objective 10: By the end of 2014, we will have contributed to at least one significant improvement in international environmental governance, in relation to one key environmental limit or one generic environmental governance mechanism.

Activities include:

- Influence selected international policy processes (eg UNFCCC) in favour of improved fairness and governance
- Work with target organisations in developing countries to empower citizens to improve governance on key issues relevant to mutual goals, and to share learning within the FoEI network and beyond, to increase the impact of our work.

Indicators: [to be developed]

Q) What's the Programme focussed on?

It's all about involvement, enabling us to

Grow – our income, supporters, recognition, clout

Transform – how people and organisations get involved

Mobilise – people and organisations to take action for the environment

Q) If we're successful, what will it feel like?

For people internally – we'll be relevant and have clout

For people externally – it's important to be involved with Friends of the Earth

Q) What's the external context?

It's tough and people are feeling insecure about the future. But there are more ways to reach people than ever before and great opportunities to channel people's concerns into action for the environment. So we must be relevant and open to genuine involvement

Q) What ideas join up the different objectives and projects?

1. Narrative – making sense for people of the work we do by painting the bigger picture
2. Relevance – demonstrating why and how we matter to people
3. Diversity – reaching more people and organisations, offering more ways to get involved
4. Empowerment – providing the means for people to be genuinely involved
5. Integration – joining up our activities, within the programme and across the organisation

Q) What are the main priorities of the programme?

For the next few years, our focus is building strong foundations for future years – a healthy financial position, more people and organisations getting involved, thriving grassroots and a powerful brand. Our biggest priority needs to be growing our income – but we believe that the best way to do this will be through growing the ways in which people can get involved, non-financially as well as financially, as well as building an exciting new relationships network, so this will not be at the cost of other objectives. We will also be dependent upon the success of the Campaigns Programmes (achieving transformational change) and the OE Programme (making us effective). Once we achieve a stronger financial position, we'll be ready to focus more on other engagement strategies.

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Programme Aim

By 2020, we will have significantly increased the level of audience engagement with Friends of the Earth, involving more people in more ways, doubling our net income, transforming our activism activity and impact and strengthening our brand profile.

Programme Narrative

The role of the Engagement Programme

We have clarified our organisational vision – what change we seek in the world, and the route map to get there by 2050. We need the Engagement Programme to **focus on the ways in which we involve people** (in whatever guise) with that vision.

Between now and 2020, to deliver the Aim, that focus will require:

- **Growing** ... our fundraising income, the number of people taking action with us, the public recognition of our role delivering solutions to the Planetary Emergency, and our “clout” as a campaigning organisation
- **Transforming** ... the ways in which people can get involved with us to take action for the environment (as individuals, in groups, within organisations), exploiting societal and technological changes
- **Mobilising** ... more people and organisations to take positive action for the environment in response to the Planetary Emergency through positive engagement

It is clear from the organisational strategy that **these are necessities**, not nice-to-haves – and they are all inter-dependent: the success of each element of the above is dependent on every other.

Although led by the Director of Fundraising, Communications & Activism, the Engagement Programme is designed to meet the needs of the whole organisation. So it does not represent the sum total of all activities within Fundraising, Communications & Activism, and is dependent upon integration with all other teams.

Our Vision for the Engagement Programme

For people internally...

We're relevant, perceived as agenda-setters who tell the truth about the scale of the challenge we face, presenting positive solutions commensurate with this challenge (whilst clear on the tough choices we need to make). We have CLOUT, the leading environmental organisation with the influence and impact to measure up to the Planetary Emergency and inspire our movement.

For people externally

“Friends of the Earth is THE first point of call when taking action on and learning more about environmental issues. I am empowered to get involved in an exciting and diverse range of ways that suits my needs – I know my support will be valued and makes a difference. I am proud to be involved with Friends of the Earth and encourage people I know to join in too.”

External Context

The external environment is as exciting as it is challenging – we have a **greater opportunity to achieve real world change than at any time in Friends of the Earth’s 40 year history** (our issues are on the agenda and taken seriously, and there are more ways than ever before to reach out and involve people) but we also face significant threats (from the environmental problems that constitute the “perfect storm” for the planet, to the failure of governments and economic recession in the UK).

From a financial perspective, we need to grow over the next 3 years just to stand still and meet our staffing commitments as well as replenish our declining reserves. This is at a time when the number of people overall giving to charity in the UK is decreasing. In the past, we’ve grown at the same time as the number of people giving has grown (so standing still has meant we still get more) – whereas **our new challenge will be to grow whilst others shrink.**

The squeeze on people’s time and money is also a big consideration. On the one hand, we may find it tougher to encourage people to get involved (both due to a lack of cash, but also with more people growing more disillusioned with politics and/or feeling their actions don’t make a difference). However, **rising numbers of people are also turning their anger and frustration into positive action** (from students to teachers, public sector workers to families). The government’s localism agenda also offers the chance for communities to get more involved in political issues and play a bigger role in making political decisions.

More than ever before, **it is clear that “relevance” is critical.** We have to ensure that we connect our messages with people’s lives and offer genuine ways to get involved. People expect conversations to be 2-way (whether they’re speaking with individuals or organisations) and to be directly

involved in managing their communications. Competition for attention is fierce across all sectors and the growing mix of ways to communicate increases the difficulty of staying connected with the wider public. However, although the rate of technological change is fast and tough to predict or keep up with, it also offers **powerful new ways to bring people together** with Friends of the Earth.

It is critical over the next decade that we maximise these opportunities by cutting through the “noise” of competing voices, offering a **range of ways for people and organisations to be directly involved** with taking action for the environment by ensuring that we are relevant to their lives as well as our own concerns.

Delivering the Programme – Ideas for achieving objectives

Although the objectives and projects within the Programme will be refreshed and evolve over time, and represent many different areas of Engagement, the way in which they are designed and delivered will all be based upon the following ideas.

1. “Narrative”

Narrative will play an important role in the delivery of all the programmes.

Within the Engagement Programme, we will be developing the “**big picture narrative**” for the organisation, working closely with campaign colleagues and others to clearly articulate the **story for Friends of the Earth**:

what is the problem in the world, what is our vision of an alternative positive future, what are we doing about it, what can people do about it with us.

In other words, why should people get involved, how can they get involved, and what does getting involved actually achieve.

This doesn't mean that every single communication must always attempt to tell the whole story. But it's important that the individual stories we do tell (from campaign narratives to individual actions, fundraising appeals to magazines) make sense in the context of the bigger picture, and people can connect to our longer term vision.

To help people understand why we campaign on any given issue or undertake any specific activity; everything we do should ultimately relate back to our vision of the world we seek.

We also recognise that we need to celebrate our successes more – internally and externally – as our achievements are an important part of our organisational story.

2. “Relevance”

It is critical to the success of this programme that we are relevant to our target audiences, so that the **people and organisations we hope to engage can match their concerns to our change agenda**. Our messages and story need to register as important to them (not just in the abstract) - now, and in the future.

This means we must ensure that the way we communicate **our work can connect** with our audiences – from the bigger picture narrative to the tailoring of specific messages to individuals or organisations. Our activities, events and communications must address the **needs of their target audience** if we are to successfully involve people in our actions.

3. “Diversity”

To deliver this programme, **we need far greater diversity – of audience and approach**.

Throughout this programme, where we refer to “people”, we mean individuals who can get involved in a range of different capacities:

- Individually

- Acting within a Group (both Friends of the Earth groups and others)
- Through an Organisation or Business

We will also seek to build relationships with the organisations/business entities themselves to support achievement of our campaign programmes.

We will need to provide people ways to get involved through all of the above means, through a range of different activities. We will also need to engage a range of decision makers, opinion formers and other intermediaries to advance our agenda.

The development of an audience strategy will enable us to identify and target all these audiences to deliver against both the Engagement and Campaign Programmes.

The strategy makes clear that we will need to broaden the ways in which we achieve influence – we have strength in catalysing political change, but we will also seek to influence changes in business behaviour, economic outcomes, community and individual responses and in practical action.

We will therefore need to build a new network of connected people – individuals (from “lay leaders” to celebrities, influencers to decision makers), business and organisations – that will enable us to leverage their influence and multiply our impact. This network will help to catalyse our programmes (across the Strategy) and begin achieving transformational change.

We need to engage **people on “the front line”**, empowering individuals and communities to tell their story, have their voice heard and contribute positively to transformational change. There will also be **people on “the inside”** – within business and government – who we will need to reach and engage to achieve our vision.

But critically, we also recognise that we will need to reach out to a wider range of people if we are to achieve the ambition of our strategy. Whilst it is likely that the majority of our supporter base will match a particular profile of the relatively affluent and well-educated, we also need to broaden our support if the political change we seek is to last, as well as achieve our internal financial and brand objectives. **We need to reach out to the wider public** and engage with people who may not share all of our values and enthusiasm for the environment, but will support particular issues.

In order to be relevant to a wider range of audiences, we will need a greater range of ways to get involved with Friends of the Earth. We will need to **develop “bridges”** to those individuals and groups who are not yet active and seek alternative routes to engaging with our issues. We will **develop our core strengths** (from our local group network to our national membership), introduce **new ways to tackle environmental issues** (from practical action to fundraising events) and encourage supporters to get **involved in more than one way (both financially and non-financially)**.

Lastly, whilst our need to diversify is apparent, this will need to be underpinned by a focus on differentiation. In other words, as we develop new ways for people to get involved, we will ensure that we are building on our points of difference with other organisations taking action for the environment. This will help clarify the brand and identity of Friends of the Earth, ensuring that we do not become too unfocussed (and potentially uncompetitive) as we increase the ways to get involved.

4. “Empowerment”

It is a distinctive principle of Friends of the Earth that **we seek to empower, inspire and involve** people, communities, groups and organisations directly in solutions that deliver positive change for the environment. Our **audiences will seek different types of relationship** with us – from delegation (you say it for me) to self-

actualisation (I am the spokesperson) – and we need to recognise and respond to these needs in order to mobilise more people to take action for the environment.

So we have to **provide the means for people to be genuinely involved** in our activities (e.g. helping to design our campaigns or communications) and provide real dialogue (we discuss ideas, encourage input and respond to what supporters say). This does not mean every message has to offer this engagement (there will always be times when its necessary for us to be clear about exactly what is needed), but increasingly people will find more ways to shape the work that we do.

The balance of our communications will **empower people to get involved, find their own voice, exercise their rights and responsibilities and take action for the environment**. We must minimise “broadcasting” our messages and focus on conversations that are mutually rewarding. An important value for our brand will be the confidence we have to co-create campaigns, communications and events with our audiences.

We must also recognise the potential tension between mobilising people and organisations to directly engage with Friends of the Earth and to take wider action for the environment (which may not be specifically with Friends of the Earth). Our priority will be on the former (either through offering specific means to get involved immediately with Friends of the Earth, or developing approaches that we expect will translate into relationships with us over time). However, we believe that an overall growth in the number of people involved positively with the environment is necessary for our long term vision and where possible will also pursue activities that can contribute to this goal.

5. “Integration”

Integration will need to occur at a number of levels in order to successfully deliver the Engagement Programme.

It is critical that there is full integration with the other Strategic Programmes, both through the overarching organisational strategy, but also directly through the development of the activities within the Programme.

The Engagement Programme will work closely with Campaign Programmes to ensure that audience strategies, models of change, programme activities and deliverables are aligned and mutually complimentary.

The Engagement Programme will also work closely with the Organisational Excellence Programme to enable the change outcomes from OE to benefit the outcomes within Engagement, particularly the focus on agility, creativity and knowledge sharing.

Also, the objectives of this programme will not be achieved solely by the strategic activities commissioned within it. The Engagement Programme will also be dependent upon activities within other strategic programmes, as well as operational plans across the organisation. Therefore, it will be necessary to develop the programme with colleagues across departments, from Resources to Campaigns.

Finally, integration within the Programme itself will be essential for its success. We will expect programme activities (and therefore, departmental teams) to deliver against multiple programme objectives, and seek opportunities for offering our audiences different ways to get involved with different parts of the organisation, to maximise the value they provide and receive from Friends of the Earth.

Programme Priorities

Objectives for the next 3 years are detailed in the following section. Achieving our income targets will be given primacy within the programme during this period, although as emphasised in the narrative above, the delivery of the other objectives actually underpins the approach to achieving this. Strengthening and diversifying the ways people can get involved and encouraging supporters to get involved in more than one way (both

financially and non-financially) will increase engagement with the organisation and maximise the value we generate from external audiences.

And these direct audience objectives (1-3) will all be enabled by the fourth objective – if we are to increase market penetration and market share, then a strong brand is essential, driving engagement with the organisation – and the fifth objective, developing powerful relationships that can transform our impact. We will develop our Supporter Journey strategy to create stronger pathways across the different engagement areas, so that we can offer deeper, more meaningful journeys for getting involved.

Beyond 2014, we will be seeking to build on the strong foundations created over the first 3-4 years of the programme. We hope to have created the platform for long-term financial growth, developed further a thriving effective grassroots network and established the means and desire for people to get involved in a range of exciting and relevant ways. Our focus will then sharpen on the achievement of transformational outcomes – including attracting substantive financial investments in big impact campaign programmes, delivering high profile public events and mobilising significant alliances to take successful action towards our campaign outcomes. We will continue to develop our audience understanding and insight, and ensure we reflect prevalent audience concerns.

The engagement programme will deliver a number of strategic activities to enable the achievement of these objectives. Our particular focus will be on increasing our audience insight (understanding their values, motivations and triggers), improving our targeting (ensuring the right propositions are delivered to the right people at the right time) and introducing new ways of people to get involved.

Programme Objectives

Summary

Between 2011/12 – 2013/14, this programme will:

1. Increase net income in a sustainable way.
2. Increase the base of our supporters taking campaign action in a sustainable way.
3. Develop and maintain a healthy grassroots network.
4. Increase awareness and consideration of Friends of the Earth.
5. Build a relationship network that can catalyse transformative change.

The order of objectives above represents a hierarchy of organisational priorities; whilst all 5 objectives are important, and will be accompanied by resourced strategies, the hierarchy provides a framework for decision-making (in other words, when making strategic choices about prioritising audiences, approaches and outcomes, this hierarchy will provide the reference points for making decisions). The main utility of the hierarchy will be to resolve conflicting priorities (i.e. where there is a decision required within a project or activity that could be determined by competing objectives) as opposed to the allocation of resource (i.e. the order does not reflect how much staff or operational spend will be accorded each objective, since some objectives require more funding for their achievement).

So for example, if there is a decision where Option A would advance the first objective and Option B would advance the second objective, this hierarchy would favour Option A. But that does not mean overall, the first objective will receive more investment than the second objective, or that we will not deliver objectives 2-5

until we have succeeded with objective one – all five objectives are important (hence their inclusion in the programme), necessary and planned to be delivered.

Detail

1. Increase net income in a sustainable way.

- Over this period, we have planned to grow the contribution made by Fundraising
- The focus is on the growth of “net income” (i.e. not improving ROI or supporter numbers)
- But, the choices we make in achieving this income growth need to be “sustainable”, not time-bound i.e. they must not compromise our ability to continue to grow in the future (e.g. cutting recruitment activities, or investing wholly in cash activities could achieve this objective, but would result in significant income contraction beyond 2013/14)
- The 3 strategic drivers for fundraising are: i) building the quality of the supporter base, ii) increasing lifetime value and iii) expanding into new audiences.
- In order to achieve this we will be broadening the number of high volume profitable supporter recruitment channels, diversifying the portfolio of fundraising products, extending our high value donor networks. It is critical that we offer a diverse range of ways for financial support, with offers that are relevant and seek to differentiate us from competitors
- Although the majority of our income will be generated by individuals, we will also grow the value of financial relationships with companies and organisations.

2. Increase the base of our supporters taking campaign action in a sustainable way.

- Over this period, we have planned to grow the number of supporters taking (non-financial) action - both an increase in the number of new supporters recruited to take action and an increase in the number of actions taken by existing supporters
- But, the choices we make in achieving this growth need to be “sustainable”, not time-bound i.e. they must not compromise our ability to continue to grow in the future (e.g. focussing on simple actions that are either not effective, or not engaging, could achieve the targets in the short-term, but to the detriment of loyalty and future growth). They must also represent a commitment to quality campaign outcomes (i.e. the actions must relate to real world change)
- Our approach to activism will be trail-blazing, seeking to differentiate FoE from our competitors and offer ways to get involved that no-one else does so that it remains competitive, through the mix of a vibrant semi-autonomous grassroots network and impactful individual activism online and offline, locally and nationally on a broad but integrated agenda
- Activism by individuals will therefore come in a variety of shapes and sizes, with ways to be involved offline and online in an integrated offer. Individuals will be acting together in areas where we don't have groups on specific campaign asks and where they want to act together consistently they will be helped to form groups. Individuals will be linked up with local groups where relevant, to support groups actions, both on national campaigns and sometimes on local group activities too.

3. Develop and maintain a healthy grassroots network.

- Over this period, we are planning to focus on development strategies for our local groups network, not growth (i.e. to drive greater engagement and quality outcomes, as opposed to growing group numbers – although our longer term ambition will be to grow the base). Although our focus is on “quality, not quantity”, we recognise that declining group numbers offers one indicator of network health, so we will expect to maintain a critical mass of effective local groups
- Group development strategies will seek to assist the network by: defining and promoting their role as the local representatives of our national strategy; connecting local group interests, activities and concerns to the national campaigns and/or programmes; providing room for, and encouraging, development of creative and locally resonant variations of campaigns, tactics and projects; more strongly integrating their place within the Friends of the Earth brand; encouraging networking and skill-sharing between groups and activists; strengthening their ability to have impact and function effectively through the provision of a range of competitive activism tools, and support services.
- We will also be seeking to extend our network beyond traditional local groups to build a wider grassroots network that could include many different ways for people to get involved in their community (including alliances with other networks, affiliations by external groups to Friends of the Earth, looser gatherings of supporters for specific purposes and examining the notion of community as beyond the places where people live)
- We will also broaden the meaning of activism to a wider definition that encourages the breadth and variety of activity essential to a healthy movement rather than just the defined and limited variety required to win a specific campaign. This will include (but not be restricted to) political campaigning/lobbying, community and individual lifestyle changes, practical action and influencing changes in business behaviour. This will provide Friends of the Earth local groups and individual supporters with a competitive and differentiated approach to activism.

4. Increase awareness and consideration of Friends of the Earth.

- Over this period, we have planned to grow levels of awareness and consideration of our brand, to enable successful delivery of the other objectives within the Engagement Programme, but also directly support our Campaign Programmes
- Awareness relates to the spontaneous and prompted recognition of Friends of the Earth i.e. the numbers having heard of our organisation – our particular emphasis will be on spontaneous recognition. Consideration relates to the approval and advocacy of Friends of the Earth i.e. the numbers that agree, and would tell others about, our organisation – our particular emphasis will be on advocacy
- We will do this by refreshing and deploying all strategic aspects of the FoE brand, at all appropriate levels. In particular, we will need our brand to demonstrate how we are Different and Relevant to our target audiences (and dynamic in managing our differentiation and relevance so that we do not become complacent about either)
- Strengthening the role and delivery of our overall organisational narrative will also be critical to the development of our brand, in the context of our Planetary Emergency analysis. We will seek to ensure individual campaigns contribute to this overall narrative, as well as develop strong campaign narratives that enhance the brand

5. Build a relationship network that can catalyse transformative change

- Over the next 3 years we will seek to build a more powerful network of relationships with individuals, communities, businesses and organisations that provide the opportunity to catalyse transformational change – in our fundraising, our activism, our brand, and also the delivery of our campaign solutions (particularly as we broaden the types of influence we need to achieve, from political change to business, individual and community change)
- In particular, we will be seeking relationships where we believe we can leverage the potential to exponentially extend our impact far beyond our own capacity.
- We will identify and focus our energy on proactively acquiring strategic targets for the network, prioritising relationships we believe will have the most significant impact on the achievement of the campaign and engagement programmes. Therefore, the primary driver of this objective will not be to maximise the total number of relationships, but the acquisition of a limited number of strategic targets who then substantially multiply our impact
- Early targets will include celebrities (who have the potential to significantly extend our reach and profile), major funders (who have the potential to enable a stepchange in our income), businesses (who have the potential to scale up our real world impact) and both community and grassroots networks (who have the potential to significantly enhance our grassroots presence and impact). Although some relationships may necessarily be shortlived (e.g. where we capitalise on a singular opportunity) our emphasis will be on establishing longer term relationships that can extend beyond singular actions/engagement
- We will begin scoping the potential impact of this network early in the Programme, working closely with other Programme leads to use this objective to integrate engagement across the Strategy. An important dependency for the success of the network will be greater ownership of relationship building across FoE, with a stronger recognition of the need for staff to proactively identify relationship opportunities beyond their own area of responsibility for greater organisational benefit (e.g. campaigners identifying/pursuing relationships with potential donors, fundraisers identifying/pursuing relationships with potential celebrities, network developers identifying/pursuing relationships with potential business partners etc)
- Although our ambition will be to develop this network as quickly as possible to begin delivering impact as quickly as possible, we will plan for significant change to be realised later within the Programme (i.e. whilst we hope to leverage relationships within the first 3 years, we expect the network to be fully functional in the latter years of the Programme).

Scorecard

Objective	Output Indicators		Outcome Indicators	
	Title	Target	Title	Target
1. Increase net income in a sustainable way	Net loss/gain of supporter numbers	Tbc	Net income	£9.6m
2. Increase the base of our supporters taking campaign action in a sustainable way	Number of activists	Tbc	Number of actions	Tbc
3. Develop and maintain a healthy grassroots network	Grassroots Activity Level	Tbc	Total group activity	Tbc
4. Increase awareness and consideration of Friends of the Earth	Opportunities to see	Tbc	Brand Consideration	Tbc
5. Build a relationship network that can catalyse transformative change	% of relationship targets acquired	Tbc	Multiplier Impact (activities that have benefited directly from network)	Tbc

Please see Appendix 1: KPI Reporting for more detail

Strategic Projects

The following list of projects are provided to illustrate the anticipated activities that will enable the achievement of the programme objectives (i.e. they are not a definitive or exclusive list). Each project will consist of an approved, time-boxed set of tasks that aim to enable significant change – they do not represent a team’s ongoing activity. Therefore, each project will need to introduce change, be temporary and typically cross-functional (in terms of project team and impact on delivery). Other projects within the organisation may contribute towards the programme objectives, but if they do not meet this criteria they will not be managed at programme level.

Ref	Project	Project Summary	Key Milestones	Timeframe	Link to Programme Objectives
1	Big Communications Project	Aiming to refresh and relaunch FoE brand for target audiences	<ul style="list-style-type: none"> Brand re-launch (Sept 11) 40th Anniversary Party (March 12) Publish 2050 Route Map (April 12) 	2010 – May 2012	Primary: 1, 4 Secondary: 2, 3, 5
2	Audience Strategy	Aiming to create new integrated audience strategy for FoE, including new market segmentation model	<ul style="list-style-type: none"> Interim Audience Choices (April 11) Project scope agreed (May 11) Develop audience strategy objectives (Dec 11) New segmentation model (April 12) 	Jan 11 – April 12	Primary: 1, 4, 5 Secondary: 2, 3
3	Fundraising Investment Strategy	Aiming to diversify fundraising portfolio, increase FoE reserves, recruit new supporters and drive sustainable	<ul style="list-style-type: none"> Board Approval (Jan 11) New Product Development 	Jan 11 – May 14	Primary: 1, 5 Secondary: 2, 3, 4

		net income growth	<p>Programme (July 11)</p> <ul style="list-style-type: none"> • Polar Bear (Nov 11) • Big Green Bike Ride (May 12) 		
4	Activism Re-launch	Aiming to redefine and revitalise our approach to activism, focussing on broadening the means of involvement for individuals and groups, increasing marketing promotion and integrating on/offline	<ul style="list-style-type: none"> • Launch Campaigner Networks (Sept 11), • Launch of an Earth Course (early 2012) • Groups marketing and retention programme (early 2012), • Online “Action hub” (2012) • Development of a major annual Activism conference (Sept 2013) • Development of a high profile, annual, national volunteer involvement day (late 2014) 	Jan 11 – Dec 14	Primary: 2,3 Secondary: 1, 4, 5
5	Supporter Journey Strategy	Aiming to introduce and manage an integrated supporter journey approach that maximises the value of all audience segments	<ul style="list-style-type: none"> • Introduce new planning framework (April 11) • Establish Supporter 	2010 – May 12	Primary: 1, 2, 3, 4, 5

			<p>Journey Team (June 11)</p> <ul style="list-style-type: none"> • Implement mass mailing tool (Sept 11) • Introduce new journey testing plans (Oct 11) • Establish LTV metrics (Nov 11) 		
6	Relationships Strategy	Aiming to scope and initiate approach to building new relationships network of strategic targets with potential to catalyse transformational change	<ul style="list-style-type: none"> • Establish working group (Sept 11) • Scoping report proposing opportunities (Dec 11) • Launch network (March 12) 	2011 - 2014	Primary: 1, 2, 3,4

Programme Schedule

To be confirmed: this section will outline the scheduling and status of strategic projects between 2011-2013/14.

Appendix 1: KPI Reporting

The following table suggests the fuller range of Programme KPIs that will be monitored by the Programme management team (alongside the high level KPIs proposed in the plan for review by Board/SMT) and details their definition, measurement and targeting. We will differentiate between “hard” and “soft” KPIs (i.e. quantitative and qualitative) and recognise that they will also be delivered over different timescales (they are tailored to their individual measurement, as opposed to a common set of KPIs across the programme)

	Title	Defined	Measured	Target
Objective 1: Increase net income in a sustainable way				
	Net loss/gain of supporter numbers over the quarter	The net number of financial supporters at the end of this period compared to the end of the previous period	Monthly management report from the Supporter Data Team, derived from the Care database	tbc
	Number of active financial supporters	Total number of active cash and COG financial supporters across fundraising	Monthly management report from the Supporter Data Team, derived from the Care database	
	Number of Major Donor Prospects	Number of Major Donors who are actively corresponding with us (email/phone/meetings)	(new report requirement)	
	Number of active Major Donor	Total number of Major Donors who have made a donation during the last 2 years	Monthly management report from the Supporter Data Team, derived from the Care database	
	Number of new legacy pledges	Total number of new legacy pledges during the last quarter	Monthly management report from the Supporter Data Team, derived from the Care database	
	Total value of legacy pipeline	Total financial value of legacies due to be received into the future	(Eilish)	
	Sales of merchandise and publications	Total number of transactions	6-monthly from MIS	

	Net income from sales	Gross income minus direct costs	6-monthly from MIS																					
Objective 2: Increase the base of our supporters taking campaign action in a sustainable way																								
	Number of Supporting level activists	Monitoring consistent activity from supporters at light level of involvement. The number of people that took at least two "Supporting" level actions. A Supporting level action is defined for these purposes as petitions, press for changes, email actions, postcard actions, attending a public event (rally, protest, etc)	Monthly management report from the Supporter Data Team, derived from the Care database	<p>200,000 pa by 2020</p> <p>Minimum of 75% of actions are directed at campaigns</p> <table border="1"> <tr><td>2011</td><td>10000 estimated</td></tr> <tr><td>2012</td><td>30000</td></tr> <tr><td>2013</td><td>65000</td></tr> <tr><td>2014</td><td>90000</td></tr> <tr><td>2015</td><td>130000</td></tr> <tr><td>2016</td><td>160000</td></tr> <tr><td>2017</td><td>175000</td></tr> <tr><td>2018</td><td>185000</td></tr> <tr><td>2019</td><td>195000</td></tr> <tr><td>2020</td><td>200000</td></tr> </table>	2011	10000 estimated	2012	30000	2013	65000	2014	90000	2015	130000	2016	160000	2017	175000	2018	185000	2019	195000	2020	200000
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	Number of actions	The number of actions that were taken with Friends of the Earth in the past year (An action is defined for these purposes as petitions, press for changes, postcard actions, writing to an MP, calling an MP, sending an idea for a stunt, attending an action event (rally, protest, etc) and any other type of activism or campaigning tactic plus any FOE event attendance.) Excludes non-campaign bridging activities.	Monthly management report from the Supporter Data Team, derived from the Care database	<p>300,000 pa By 2020</p> <p>Minimum of 75% of actions are directed at campaigns</p> <table border="1"> <tr><td>2011</td><td>50000 estimated</td></tr> <tr><td>2012</td><td>55000</td></tr> <tr><td>2013</td><td>65000</td></tr> <tr><td>2014</td><td>75000</td></tr> <tr><td>2015</td><td>100000</td></tr> <tr><td>2016</td><td>135000</td></tr> <tr><td>2017</td><td>185000</td></tr> <tr><td>2018</td><td>250000</td></tr> <tr><td>2019</td><td>280000</td></tr> <tr><td>2020</td><td>300000</td></tr> </table>	2011	50000 estimated	2012	55000	2013	65000	2014	75000	2015	100000	2016	135000	2017	185000	2018	250000	2019	280000	2020	300000
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	Number of Activist level activists	Monitoring consistent activity from supporters at more in-depth level of involvement. No. of people that have taken at least two Acting level actions during the last twelve month period. An Activist level action	Tracked by 1. Activism team – Network Developers and CAs reporting back to Campaigns SAC and	<p>10,000 pa By 2020</p> <p>Minimum of 75% of actions are directed at campaigns</p> <table border="1"> <tr><td>2011</td><td>50 estimated</td></tr> <tr><td>2012</td><td>100</td></tr> <tr><td>2013</td><td>200</td></tr> </table>	2011	50 estimated	2012	100	2013	200														
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		means writing a letter to a target, calling a target, taking part in a stunt, protest, visit or meeting, taking action with a group, developing or inputting creative content, or any other more in-depth activism tactic yet to be detailed. Excludes bridging activities.	captured centrally 2. Data capture	<table border="1"> <tr><td>2014</td><td>500</td></tr> <tr><td>2015</td><td>2000</td></tr> <tr><td>2016</td><td>4000</td></tr> <tr><td>2017</td><td>6000</td></tr> <tr><td>2018</td><td>8000</td></tr> <tr><td>2019</td><td>9000</td></tr> <tr><td>2020</td><td>10000</td></tr> </table>	2014	500	2015	2000	2016	4000	2017	6000	2018	8000	2019	9000	2020	10000						
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	Bridging level activity	Number of individuals that take part in a non-campaign bridging activity. <i>Bridging activities are defined as activities that involve individuals in Friends of the Earth in an introductory way, warming them up to the organization or its issues. Examples include taking part in an environmental education course or taking a non-campaign action during a FOE annual volunteering event</i>	Tracked by 1. Activism team network monitoring 2. Data capture	By 2020: 10,000 <table border="1"> <tr><td>2011</td><td>15 estimate</td></tr> <tr><td>2012</td><td>50</td></tr> <tr><td>2013</td><td>200</td></tr> <tr><td>2014</td><td>1000</td></tr> <tr><td>2015</td><td>5000</td></tr> <tr><td>2016</td><td>7500</td></tr> <tr><td>2017</td><td>8500</td></tr> <tr><td>2018</td><td>9200</td></tr> <tr><td>2019</td><td>9750</td></tr> <tr><td>2020</td><td>10000</td></tr> </table>	2011	15 estimate	2012	50	2013	200	2014	1000	2015	5000	2016	7500	2017	8500	2018	9200	2019	9750	2020	10000
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Objective 3. Develop and maintain a healthy grassroots network.																								
	Grassroots Activity Level	Tracking study monitoring activity at the grassroots level by individuals and by groups, on local campaigns and national campaigns	Bi-annual report , tracked by 1. Activism team – Network Developers and CAs reporting back to Campaigns SAC and captured centrally 2. Local press coverage	tbc																				
	Grassroots/Individual activism crossover	No. of individuals (non-group members) committing to take at least one FOE action offline, with others (this is a sub-section of the Acting level activity KPI	Monthly management report from the Supporter Data Team, derived from the Care	5000 pa by 2020 Minimum of 75% of actions are directed at campaigns <table border="1"> <tr><td>2011</td><td>0</td></tr> </table>	2011	0																		
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		but is central to the Grassroots work)	database	<table border="1"> <tr><td>2012</td><td>200</td></tr> <tr><td>2013</td><td>300</td></tr> <tr><td>2014</td><td>1000</td></tr> <tr><td>2015</td><td>2000</td></tr> <tr><td>2016</td><td>3000</td></tr> <tr><td>2017</td><td>3750</td></tr> <tr><td>2018</td><td>4500</td></tr> <tr><td>2019</td><td>4750</td></tr> <tr><td>2020</td><td>5000</td></tr> </table>	2012	200	2013	300	2014	1000	2015	2000	2016	3000	2017	3750	2018	4500	2019	4750	2020	5000		
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	Total group engagement	Consolidated report of groups taking part in one or more main campaign offers (campaigns or one-off national actions) and number of groups working on local group-led projects outside of directed national campaign activity	Tracked by 1. Activism team – Network Developers and CAs reporting back to Campaigns SAC and captured centrally 2. Local press coverage	78% pa by 2020																				
	Engagement in national campaigns	Number of groups that report having taken part in one or more main campaign offers (campaigns or one-off national actions)	Tracked by 1. Activism team – Network Developers and CAs reporting back to Campaigns SAC and captured centrally 2. Local press coverage	85% pa by 2020 <table border="1"> <tr><td>2011</td><td>55% estimate</td></tr> <tr><td>2012</td><td>75%</td></tr> <tr><td>2013</td><td>75%</td></tr> <tr><td>2014</td><td>75%</td></tr> <tr><td>2015</td><td>85%</td></tr> <tr><td>2016</td><td>85%</td></tr> <tr><td>2017</td><td>85%</td></tr> <tr><td>2018</td><td>85%</td></tr> <tr><td>2019</td><td>85%</td></tr> <tr><td>2020</td><td>85%</td></tr> </table>	2011	55% estimate	2012	75%	2013	75%	2014	75%	2015	85%	2016	85%	2017	85%	2018	85%	2019	85%	2020	85%
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	Group-led activity	Number of groups that are actively working on local group-led projects outside of directed national campaign activity (campaigns, awareness raising, events or other projects)	Tracked by: 1. Activism team – Network Developers and CAs reporting back to Campaigns SAC and captured centrally 2. Local press coverage	85% of network by 2020 <table border="1"> <tr><td>2011</td><td>50 estimate</td></tr> <tr><td>2012</td><td>75</td></tr> <tr><td>2013</td><td>75</td></tr> <tr><td>2014</td><td>75</td></tr> <tr><td>2015</td><td>85</td></tr> <tr><td>2016</td><td>85</td></tr> <tr><td>2017</td><td>85</td></tr> <tr><td>2018</td><td>85</td></tr> <tr><td>2019</td><td>85</td></tr> <tr><td>2020</td><td>85</td></tr> </table>	2011	50 estimate	2012	75	2013	75	2014	75	2015	85	2016	85	2017	85	2018	85	2019	85	2020	85
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	Development	Number of training or	Tracked by	minimum 50 pa by 2020																				

		development events put on by staff and activists	Activism team – Network Developers and Campaign staff reporting back to Activism SC and captured centrally	excluding conference <table border="1"> <tr><td>2011</td><td>10 estimate</td></tr> <tr><td>2012</td><td>10</td></tr> <tr><td>2013</td><td>20</td></tr> <tr><td>2014</td><td>20</td></tr> <tr><td>2015</td><td>30</td></tr> <tr><td>2016</td><td>40</td></tr> <tr><td>2017</td><td>40</td></tr> <tr><td>2018</td><td>50</td></tr> <tr><td>2019</td><td>50</td></tr> <tr><td>2020</td><td>50</td></tr> </table>	2011	10 estimate	2012	10	2013	20	2014	20	2015	30	2016	40	2017	40	2018	50	2019	50	2020	50
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	Health of network (by size)	Numbers of groups: Total of Live, healthy Friends of the Earth groups	Monthly management report from the Supporter Data Team, derived from the Care database Input from NDs on group health	Over 180 groups by 2020, at a level judged to be sustainable in the long term. Likely to be between 180 and 220 by 2020. <table border="1"> <tr><td>2011</td><td>200 approx</td></tr> <tr><td>2012</td><td>185</td></tr> <tr><td>2013</td><td>160</td></tr> <tr><td>2014</td><td>160</td></tr> <tr><td>2015</td><td>175</td></tr> <tr><td>2016</td><td>190</td></tr> <tr><td>2017</td><td>200</td></tr> <tr><td>2018</td><td>200</td></tr> <tr><td>2019</td><td>200</td></tr> <tr><td>2020</td><td>200</td></tr> </table>	2011	200 approx	2012	185	2013	160	2014	160	2015	175	2016	190	2017	200	2018	200	2019	200	2020	200
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	Size of Network by turnover	Turnover: Number of new groups (x) and Number of lapsing groups (y)	Monthly management report from the Supporter Data Team, derived from the Care database	$X \geq Y$ <ul style="list-style-type: none"> • 2012-2014 : $Y \geq X$ • 2014 – 2016 : = • 2016 – 2020 : $X \geq Y$ 																				
	Health of network (by “quality”)	Number of groups judged to be “healthy” by Network Developer. Criteria to be developed.	Quarterly network health check with ND	85% by 2020 <table border="1"> <tr><td>2011</td><td>55 estimate by NK</td></tr> <tr><td>2012</td><td>55</td></tr> <tr><td>2013</td><td>60</td></tr> <tr><td>2014</td><td>65</td></tr> <tr><td>2015</td><td>70</td></tr> <tr><td>2016</td><td>75</td></tr> <tr><td>2017</td><td>75</td></tr> <tr><td>2018</td><td>80</td></tr> </table>	2011	55 estimate by NK	2012	55	2013	60	2014	65	2015	70	2016	75	2017	75	2018	80				
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Objective 4. Increase awareness and consideration of Friends of the Earth					
	Media Mentions	Durrants, monitoring all UK national print, broadcast and online media for mentions of 'Friends of the Earth' (EWNI) and 'www.foe.co.uk'	Monthly via C&M report	Tbc	
	Spontaneous Brand Awareness & Qual Media feedback	Tbc			
	Internal Brand Advocacy	Proportion of a basket of external communications tools/tactics reflecting the brand guidelines	Tbc - annual		
	Brand Consideration	Tbc			
	Social Media Awareness	Non-FoE mentions of FoE in social media - Number of people forwarding FOE messages/receiving FOE messages	Tbc - quarterly		
Objective 5. Build a relationship network that can catalyse transformative change					
	% of relationship targets acquired	Proportion of relationships that are successfully acquired (converted from prospect) within the network against the SMT-approved target list	Tbc - annual	Tbc	
	Multiplier Impact (activities that have benefited directly from network)	A qualitative measure of the success achieved from the activities of supporters within the network – a mix of the number and impact – to be reviewed by SMT	Tbc - annual	Tbc	
Cross-Programme KPIs					
	Number of multi-relationship supporters	Total count of individuals on base with more than 1 relationship (i.e. support FoE in more than 1 way)	Monthly management report from the Supporter Data Team, derived from the Care database		
	Audience Satisfaction	% of supporters surveyed reporting overall satisfaction with	Tbc		

		FoE to be good or very good		
	Opportunities to see	The total number of opportunities that an average member of target audiences will have to see organisational messages	Tbc	

Appendix 2: Strategic Project Brief Template

A brief for each Strategic Project will be completed according to the template below.

<p><u>Strategic Project Brief</u></p> <ul style="list-style-type: none"> Context <p>Background detail explaining any relevant history or external/internal context for the project</p> <ul style="list-style-type: none"> Project Summary <p>Short narrative about the purpose of the project and its relation to the Engagement Programme</p> <ul style="list-style-type: none"> Objectives <p>What the project aims to achieve</p> <ul style="list-style-type: none"> Scope/Exclusions <p>What is in and out of scope for this project</p> <ul style="list-style-type: none"> Outcomes <p>Hard and soft measures of success for the project if it meets its objectives</p> <ul style="list-style-type: none"> Key interfaces <p>How does this project relate to other significant activities (within the Engagement Programme, or across the strategy/organisation)</p> <ul style="list-style-type: none"> Timing <p>Start/end dates, review points and key milestones</p> <ul style="list-style-type: none"> Risks <p>Most significant potential future events that might impact on achievement of the project objectives</p>
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The Organisational Excellence Programme 2011-14

Programme aim

By 2014, Friends of the Earth will deliver on at least 70% of our ambitious Campaigns and Engagement Programmes objectives. We will be a stronger organisation, equipped to deliver ever more ambitious work for the rest of the decade.

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Introduction

Friends of the Earth is engaged in the most important cause conceivable – a sustainable future. Our cause is threatened by a present, not future, planetary emergency, motivating us more than ever to be the best we can possibly be as an organisation. To maximise our impact in the world our internal decisions on structures, processes and ways of working must focus on increasing our ability to achieve our Campaigns and Engagement Objectives. As organisations grow older many lose the clarity of focus on the outcomes they are seeking, sometimes due to the demands of multiple stakeholders, sometimes due to picking up ‘traditional’ ways of doing things; at this stage in our development, 40 years old and looking ahead to the next decade we must strengthen our focus on our impact. Friends of the Earth can become even more effective in delivering our Strategy.

In our Strategy we have stated that we aspire to the following attributes – behaviours we need to demonstrate in what we do. These are linked strongly to this Organisational Excellence Programme.

We aspire to be...	...and what we don't.	What we will demonstrate
Outcome focused – always keeping the end in sight	Ideologically driven	Impact
Agile – quick to identify opportunities and to act on them	Slow, institutional	Dynamism
Effective – building on our strengths, absorbing lessons	Reinventing the wheel, repeating mistakes	Learning
Inspirational – painting a compelling vision	Depressing, negative	Solutions

We aspire to be...	...and what we don't.	What we will demonstrate
Open – eager to partner with anyone who helps achieve our goals	Insular, closed minded	Collaboration
Thought leaders – at the hub of sustainability research and solutions, keen to learn from others	Arrogant, smug	Insight

We need to improve:

- Our shared vision and delivery: The integration of all our work behind a shared vision and shared objectives
- Our agility and focus on impact: Creating efficient structures and processes – shaped only by their effectiveness and need for an efficiently run organisation
- Our leadership and management: The timeliness and clarity of our decision making, and the implementation of those decisions
- Our learning and knowledge sharing: Our commitment to give time to learning and sharing knowledge
- Our diverse expertise and support: Enriching the experience, clout and understanding that we can draw upon

During the next three years there will be many ways we can deliver on these, some already planned, others still to be created. The major organisational improvement projects for the next 18-24 months, which will be tracked by the Board are:

- The Strategy Rollout – prioritised and disciplined implementation of the Strategy and Programmes
- The reorganisation of the Policy and Campaigns Department – seeking greater agility and impact
- The London Head Office move – a prime opportunity to support all these improvements
- The 2013 Campaigns Review – focusing on impact, agility, learning, knowledge sharing and integrated delivery - within our latest campaigns
- The 2013 Leadership Review

The conditions of organisational improvement

Having the time and resource to improve organisational effectiveness is much harder without two foundation stones in place. Both have to be lead by the Board and SMT, but supported and implemented across the organisation. These have been important lessons of the last three years.

1. Financial Stability: we commit to prudent financial decision-making and to the organisation's Reserves Policy
2. Overall ambition: we commit to great ambition in the face of our challenges, but we also commit to doing all we can to ensure that the workload for staff is both stretching *and manageable*. We are aware of the challenges of this commitment in a passionate campaigning organisation but we will focus from the prioritised ambition of the organisation's Strategy through to people's personal objectives on fulfilling this.

Priority Areas for Improvement

Integrated vision and delivery

To deliver an integrated vision in practice requires leadership, discipline, trust and respect. We want to see staff working ever more effectively across teams and departments, building a richer understanding of each

others' needs and contributions across different specialisms, so that we can all pull together to deliver our Strategy.

To support this, the Board and SMT must take a lead in being clearer and more realistic about our priorities. The new Strategy helps in this regard but must now be used with discipline over time. This will be hard, as we strive for transformational change in a time of planetary emergency, but that context makes it all the more important that we prioritise our work.

Agility and Impact

The urgency and gravity of the external context requires that we work with agility and focus on our impact.

This will require us to look with a clear-eyed focus at our structures and have the courage to change those which could be delivering more powerfully.

It requires that we prioritise a more manageable workload, simplify some of our processes, and use other processes more consistently. Using project management skills with more discipline will also greatly improve clarity of decision making and enable better prioritisation of our limited resources. We have to strike a balance between our money and staff time being fluid and movable whilst also planning enough so that we can organise resources, plan for complex production schedules and support our fundraising.

Agility relies upon us, in the inevitable chaos of the campaigning environment, getting much better at spotting opportunities, creating rapidly and acting decisively. It requires us all to improve at many things:

- clarifying who makes and is involved in what decisions – seeking much greater efficiency;
- creativity and risk taking in our tactics;
- improving our discipline in accepting and supporting decisions;
- learning fast.

Leadership and management

We will give particular support to our leaders and managers who are critical to the implementation of this Organisational Excellence Programme. Through being effective leaders they will support, inspire and stretch our wider staff and volunteers to give their best. That leadership will aim to offer latitude with accountability - in the context of disciplined implementation of our Strategy. Building our skill and confidence to make – and support - good, clear decisions will be particularly important. We will continue the progress in enabling good decisions through timely input at key departmental and team meetings. Training and follow-up learning opportunities are key to improving our leadership and management but we expect that our commitments around *agility* and *integrated vision* above will be equally important.

Learning and knowledge

This stronger prioritisation of our work is also essential to our learning. If we can step out of the self-fulfilling loop of frenetic action with no review, we can stop reinventing the wheel and become more creative and impactful, building on our successes and strengths.

We want to tell the big picture narrative of sustainable development in a time of planetary emergency and offer compelling insights on a breadth of issues. We will improve how we capture our knowledge so we can use it, refine it and share it through networks. We will find new ways to open up to external thinking, and create fora where knowledge holders internally and externally can meet. Our aim is to strengthen our expertise and role as thought leaders – and to act as a hub for external experts.

Diversity

The majority of humanity needs to be part of solving the planetary emergency. Our Audience Strategy will point clearly to the need to inspire and involve more sections of society. We are currently under-represented in our leadership by women and BME's, and in some parts of our board/staff body by people with strong understanding of business and government – key constituencies we are seeking to influence. We will be more powerful and authoritative in changing the world if we draw on a wider diversity of skill, experience and power for the leadership and supporter base of our work. We are also committed to removing barriers that prevent inclusion and involvement of a greater diversity of people.

2014 Aim and Objectives

These objectives – and the projects that will play a role in delivering them - seek to lift us forward dramatically on all of the areas described above. We have deliberately chosen not to create time consuming indicators; this Aim, like those in Policy and Campaigns, and Engagement, is focused on *delivery* and needs to walk that talk. We must find the most efficient ways to monitor progress. So progress will be partly assessed by the proxy of peoples' subjective assessment over the next 3 years mainly through surveys, but strengthened by the additional measures (principally external reviews) included in the table below. The SMT and Board Organisational Excellence Committee will also monitor the milestone indicators for the practical implementation of the Major Projects delivering on the Objectives.

We will work to some extent on all objectives from the beginning, but for the first year will be prioritising our objectives for *Integrated Vision and Delivery* and *Agility and Focus on Impact*.

Programme Aim.	Indicator Title and definition	Output indicator	Outcome indicator
<p>Achievement of at least 70% of our 2014/15 Campaigns and Engagement Programme Objectives – and a stronger organisation equipped to deliver ever more ambitious work for the rest of the decade</p> <ul style="list-style-type: none"> • Delivery of our Policy and Campaigns and Engagement Programme Objectives is the primary outcome indicator for the success of this Programme - focusing this Programme on the ultimate outcomes Friends of the Earth is seeking to achieve • Enhanced trust amongst staff, board, volunteers and local groups is a critical overall outcome if we are to deliver on ever more ambitious Programmes for the rest of this decade 	<p>Disciplined delivery</p> <p>Percentage of programme objectives achieved within timeframes set.</p>	<p>80% of agreed objectives are being worked on by assigned staff by June 2012</p>	<p>70% of Programmes and Engagement Objectives are delivered by May 2014</p>
	<p>Collective trust and respect:</p> <p>Staff and volunteers surveyed agree strongly that they “feel trusted and supported by colleagues and managers to work through different perspectives honestly and constructively in order to deliver on priorities.”</p>		<p>50% agree by June 2012</p> <p>70% agree by May 2014</p>

Programme Objectives.	Indicator Title and definition	Output indicator	Outcome indicator
<p>1. Integrated vision and delivery.</p> <ul style="list-style-type: none"> Programmes are prioritised and joined up. Programme objectives are delivered in ways that strengthen rather than undermine each other 	<p>Heads and Team Leaders agree that work is well integrated across departments and different priorities.</p>	<p>Milestones for delivery of Strategy Rollout; Reorganisation; Office Move; Campaigns Review.</p>	<p>Establish baseline in June 2011, then interims to target.</p> <p>By May 2014 80% of Heads and Team Leaders agree.</p>
<p>2. More Agility and Focus on Impact.</p> <ul style="list-style-type: none"> An outcomes-focused organisation that prioritises the achievement of its Programme Objectives over all other competing priorities, and structures itself accordingly Key processes are distilled to their very simplest elements and in return there is an explicit, reinforced expectation that they are used with discipline and rigour. A more 'awake' organisation that quickly notices and makes sense of what's going on externally and enables the right people to make good decisions quickly. 	<p>Time between a new opportunity and a small campaign launch or response to opportunity.</p> <p>Staff strongly agree that key processes are simple enough to use to deliver their work effectively</p> <p>Staff agree that their workloads are ambitious and challenging but not overwhelming to the detriment of their productivity or their development.</p>	<p>No more than_ days by June 2012</p> <p>No more than_ days by May 2014.</p> <p>Milestones for delivery of Strategy Rollout; Reorganisation; Office Move; Leadership Review; Campaigns Review</p>	<p>May 2013: External review of new campaigns against this objective</p> <p>Establish baseline in June 2011, then interims to target.</p> <p>80% by May 2014</p> <p>Establish baseline in June 2011, then interims to target.</p>
<p>3. Improve Leadership and management.</p> <ul style="list-style-type: none"> Our managers and leaders are supported and capable enough to enable their staff to work in ways that reinforce all of the below improvements as part of delivering on their work. Staff are clear about what they 	<p>Board members and staff surveyed agree that "we are well led by our directors and heads who make good, timely decisions, and (staff only) line managers inspire, stretch and support staff in the right balance, and (Board and managers only) staff support and implement final decisions."</p>	<p>Milestones for delivery of Strategy Rollout; Reorganisation; Leadership Review;</p>	<p>Establish baseline in June 2011, then interims to target</p> <p>80% of respondents agree with their part of the statement</p>

are accountable for delivering	Managees, peers and managers assess managers as above average on 70% of key leadership competencies	Competencies to be developed in 2011.	Baseline set in 2012 and tracked subsequently.
4. Increase Learning and Knowledge. <ul style="list-style-type: none"> Learning is seen as essential to being effective, not as an indulgence that is dropped when things get busy; which means that regular reflection on progress and subsequent modification of approach is the norm. Our reservoir of knowledge is regularly updated and consequently more useable, particularly for delivering our top priorities. 	Board members, staff and volunteers surveyed agree strongly that they work in an environment where learning, improvement and knowledge sharing is expected and supported in order that they can be most effective for Friends of the Earth.	Milestones for delivery of Strategy Rollout; Reorganisation; Office Move; Leadership Review; Campaigns Review	<p>Establish baseline in June 2011, then interims to target.</p> <p>By May 2014, 70% of respondents agree with the statement</p> <p>May 2013: External review of new campaigns against this objective</p>
	Board members, staff, volunteers and local group members surveyed agree strongly that their knowledge is put to good use and that they can normally draw upon the knowledge they need to do their most important work.		<p>Establish baseline in June 2012, then interims to target.</p> <p>By May 2014, 70% of respondents agree with this statement</p> <p>May 2013: External review of new campaigns against this objective</p>
5. A more diverse organisation <ul style="list-style-type: none"> We will have improved practices to aid inclusion We will have become more representative of the society that we seek to mobilise and inspire, and have enhanced understanding of the institutions and organisations that we seek to influence. (major work on this Dec 2012 – May 2014) 	Tbc: illustrative		Tbc
	Number of women, BMEs and other under-represented groups applying for Guiding, Strategic and Board roles.	Milestones for delivery of Office Move; Leadership Review	Check feasibility of data, then establish baselines and mid-point toward outcome
	Tbc: Illustrative		Tbc
	Number of staff and trustees with strong experience of government and business	Milestones for delivery of Leadership Review	

The Major Projects - delivering across objectives

These are the currently planned major projects which are focused on increasing our effectiveness as an organisation, and delivering on the Objectives above ('major' defined by combination of a) Board tracking required and b) amount of staff and other resource involved). Others will be developed in the coming years.

Major projects (reported to Board)	Programme objectives link	Milestones
<p>1) Strategy Rollout A project supporting the implementation of this Strategy through prioritising and integrated planning of the major projects and campaigns of the organisation – focused on:</p> <ul style="list-style-type: none"> • Prioritised and disciplined implementation • Plans for major projects and campaigns; plans for departments and teams • Clear Transition • Cascade strategy objectives via personal objectives, communicate these in requests for appraisal feedback 	<p>Primary: Integrated Vision; Agility and Impact; Leadership and Management;</p> <p>Secondary: Learning and Knowledge Sharing;</p>	<p>June 2011: Overall Strategy Rollout Plan signed off</p> <p>October 2011: Update on Plan progress to Board sub group</p> <p>Jan 2012: OE Committee/SMT review of implementation to date</p>
<p>2) Reorganisation. In areas where we need to create more flexible and integrated functions (particularly P&C), evolve our models of team work and structure over time, looking particularly to simplify and clarify responsibilities and authorities for decision making.</p>	<p>Primary: Integrated Vision; Agility and Impact; Leadership and Management; Learning and Knowledge Sharing</p> <p>Secondary: Diversity</p>	<p>Sept 2011: Reorganisation of Policy and Campaigns Dept completed</p> <p>Nov 2011: All managers in P and C dept understand their tasks and how they contribute to the Policy and Campaign Objectives – and other changes to ways of working (related to OE Programme Objectives)</p> <p>Nov 2011: Third P and C Head starts</p> <p>By June 2012: Light touch review of effectiveness of P and C reorganisation – report to SMT/Board</p>
<p>3) Office move. The move of the London head office is optimised as an opportunity to underpin and take us a step towards all OE Objectives, to be completed by Dec 2012.</p>	<p>Primary: Integrated Vision; Agility and Impact; Learning and Knowledge Sharing; Diversity; Leadership and Management;</p>	<p>November 2011: Office move plans signed off by Board</p> <p>December 2012: London head office move completed</p>
<p>4) Campaigns Review: external review of the effectiveness of our new campaigns as a whole package in the first half of 2013, including reviewing</p>	<p>Primary: Integrated Vision; Agility and</p>	<p>Jan 2013: Start review of major new campaigns</p>

Major projects (reported to Board)	Programme objectives link	Milestones
performance against the OE Programme objectives above	Impact; Leadership and Management; Learning and Knowledge Sharing; Secondary: Diverse organisation	May 2013: completion of review July 2013: SMT bring recommendations to Board
5) Leadership Review: external review of the structure, make up and performance of the Board and Directors/Heads from mid 2013, to include in particular their effectiveness in making and implementing decisions alongside other key leadership competencies as identified.	Primary: Agility and Impact; Leadership and Management Secondary: Integrated Vision; Learning and Knowledge Sharing; Diverse organisation	June 2013: Start Leadership Review Oct 2013: Completion of review Jan 2014: Recommendations/Actions agreed

Other Key Projects (not regularly tracked by the Board)

Projects	Programme Objectives link	Milestones
<p>1) Leading to inspire.</p> <p>As part of the Strategy Rollout, support those managers leading Major projects across the programmes, supporting their development and helping them to join up with each others' work.</p> <p>Improve 1:1 and appraisals execution to set clear, manageable expectations that focus everyone on the organisational and individual qualities sought in this Programme</p> <p>Through training and applied on-the-job learning and feedback throughout 2011 and 2012, managers and leaders will build their skill, discipline and creativity to lead others and make good, clear decisions.</p>	Primary: Leadership and Management	<p>Oct 2011: Baseline survey of staff/managers/peers assessment of leadership competence of managers</p> <p>Oct 2012/13/14: Survey run again</p> <p>June 2012: 60% of managers have been on new People Management and Leadership training courses</p>
<p>2) Learning teams.</p> <p>Establish a core of exemplary practice within one campaign activity team by December 2011, by supporting a campaign activity team to develop their skills to learn from previous campaigns and review and learn from their own project activity in a way that strengthens their work constantly, sharing the learning periodically to identify wider organisational changes.</p>	Primary: Learning and Knowledge Sharing	2013 Campaigns Review
<p>3) Moving faster, lighter, smarter.</p> <ul style="list-style-type: none"> Streamline and smarten processes that are most time 	Primary: Agility and	June-Dec 2011: Review

<p>consuming and most central to us being effective in delivering our external outcomes, subsequently applying the learning to other processes. Focus on sign-off and PC/FCA co-creation processes in campaigns package, clarifying and streamlining decision making responsibilities and authorities so that well informed decisions are made quickly</p> <ul style="list-style-type: none"> • Improving the technology we have and use inc: <ul style="list-style-type: none"> ➤ IT system upgrades ➤ Introduction of new technology & software systems 	Impact	<p>and streamline all major planning processes alongside and implemented by the Strategy Rollout</p> <p>Focus on effective PC/FCA co-creation of new campaigns</p> <p>July 2012-July 2013: Review of stakeholder involvement in Friends of the Earth (and processes as part of that)</p>
<p>4) Knowledge sharing.</p> <p>a) Establish basic minimum standards of knowledge sharing in policy development early in the launch of the new P&C programmes.</p> <p>b) Convene a cross-organisational group to identify fresh thinking and action on knowledge sharing by December 2011, to identify the most critical organisational knowledge needs to deliver on our external outcomes, with a focus on increasing the breadth and depth of our knowledge and the identification and dissemination of solutions.</p>	<p>Primary: Learning and Knowledge Sharing</p> <p>Secondary: Diverse organisation</p>	<p>Dec 2011: Report on knowledge sharing completed for SMT</p> <p>Jan 2012: Implementation of recommendations begins</p>
<p>5) Inclusive practises.</p> <p>Identify and implement changes to maximise inclusive practices across Friends of the Earth: general presumption towards mixed speaker panels, diversity of media spokespeople, improved standards for print, video and audio.</p>	<p>Primary: Diverse organisation</p> <p>Secondary: Learning and Knowledge Sharing</p>	tbc
<p>6) Contingency budgeting</p> <p>Implement contingency budgeting system from June 2011 to enhance leadership decision making, learning, agility and impact</p>	<p>Primary: Agility and Impact; Leadership and Management</p> <p>Secondary: Learning and Knowledge Sharing</p>	<p>June 2011: Start contingency budgeting system</p> <p>Jan-Mar 2012: Internal review of how contingency budget system is working, report to SMT</p>
<p>7) Review of personnel development and retention</p> <p>Review our systems and practises for how we nurture and retain talent and skills (including, but not limited to, a review of our career stage structure)</p>		<p>Jan 2013: Review starts</p> <p>June 2013: Review completed with recommendations to SMT</p>

