



A politics of hope for the new decade.

350.ORG AUSTRALIA'S 2020-2022 STRATEGIC PLAN.



350



WHAT IS A POLITICS OF HOPE?

A politics of hope is the feeling you get when you chant with a crowd of people at a rally knowing that you're not alone. It's the feeling of awe when you look around the world at all the individuals and communities striving to create a better world, and succeeding against all odds. It's knowing deep in your heart that movements who resist the hoarding of power by a greedy few are the ones who bend the arc of history towards justice.

Hope sometimes feels impossible, and power holders try and make it feel that way everyday. They make you feel like the way the world is, is never going to change, it's a natural way of being. A politics of hope is having the courage to look them in the eye and believe that every action we take towards justice will move us closer to dismantling their power and building our own.

It is not blind hope that is based on the luck of the draw. It's hope that means another world might be possible, not promised, not guaranteed. Hope is people coming together in action; action inspires hope in others.

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OUR STORY

350.org was founded in 2008 by a group of university friends in the United States along with author Bill McKibben, who wrote one of the first books on global warming for the general public, with the goal of building a global climate movement.

In 2009, 350.org Australia was founded as a charity and local chapter of this global movement. Our charitable purpose is to inform and educate the general public about climate change and its impact on the natural environment, and encourage research into climate change. We took part in 350.org's first global days of action, which linked activists and organisations around the world and created a planet-wide collaboration of people fighting for the future.

Since the early days, 350.org Australia has grown into a grassroots movement of 60,000 individuals and many local groups across the country. Our movement has run campaigns that have kept fossil fuels in the ground, and supported a rapid and fair transition to renewable energy. We work closely with the global 350.org movement, which has mobilised people in 188 countries, and with climate justice groups here in Australia and beyond.

Some of our proudest moments include seeing eight Australian universities and many more local institutions divest from fossil fuels; standing in solidarity with the historic Pacific Climate Warriors' blockade of the Newcastle coal port; getting commitments from Australian banks to not fund Adani's huge new coal mine in the Galilee Basin; and holding our politicians to account in the lead up to Federal Election.

01 Who we are.



OUR VISION

Our vision is for a future that is just and equitable, with our communities and ecosystems thriving and protected from the impacts of climate change.

OUR PURPOSE

We are building a grassroots movement to stand up to the fossil fuel industry, and support a just transition from coal, oil and gas to a renewable-energy future for all.



OUR THEORY OF CHANGE

We know that the climate crisis is about power – and not just the kind of power that runs our cars and keeps the lights on. We believe that the only way we'll see meaningful action on climate change is if we can counter the power of big fossil fuel companies with the power of people taking collective action.

That's why we are building a grassroots movement that is big enough to shift power away from the big polluters who are driving the crisis, to the people on the frontlines building the solutions.

We choose to focus on fossil fuels because the burning of coal, oil and gas is the biggest contributor to Australia's domestic emissions, and our coal and gas exports are a huge source of global emissions. To see ambitious action on climate change, we must hold big fossil fuel corporations accountable.

OUR VALUES

1 We are bold, creative, and strategic

2 We work for justice

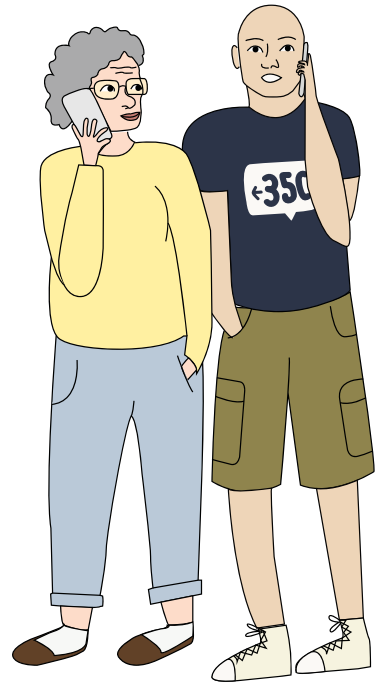
3 We care for and trust one another

4 We are stronger when we collaborate

5 We are transparent and accountable



02 What we do.



BUILDING A MOVEMENT

Building a grassroots movement is at the centre of everything that we do, because we know it's only through people-power that we can achieve our vision for the future.

Our movement is built through leaders forming local groups, and running strategic campaigns in their communities that are connected by a national and global strategy. This is supported by 350 staff, volunteer teams, digital tools, and a high quality training and mentoring program.

Our movement currently comprises 12 groups across Australia made up of committed and skilled local leaders, and a community of active supporters of more than 60,000 individuals. Our movement is united around our mission, grounded in the realities of science and principles of climate justice, and is empowering and transformational for those involved.

and global goals. Our divestment campaign, for example, supported local groups to get their universities, councils, churches and schools to divest from fossil fuels, and connected these local campaigns to a global movement of groups all working towards the same vision.

CAMPAIGNING FOR IMPACT

To achieve our vision requires rapid, ambitious, and science-based action from our governments and other institutional decision-makers - and these actions must be in line with the principles of climate justice.

We know that to achieve this kind of change we must harness the people-power of our movement and channel it into strategic campaigns. Our campaigns win concrete outcomes that speed up the transition from fossil fuels to a renewable-energy future for all, and shift power from vested interests to those on the frontlines of the climate crisis.

Our campaigns are built from the ground up, while staying united around common national

STANDING IN SOLIDARITY

The climate crisis affects everyone, but not equally. Those who have done the least to cause the climate crisis are often hit first and worst by the impacts, and frontline communities are also doing the work of building the solutions that will truly address the root causes of the crisis. In Australia, standing with Aboriginal and Torres Strait Islander peoples is central to this work.

350.org Australia seeks to stand in solidarity with frontline communities, and as part of this we follow principles of climate justice within our movement-building work and our campaigns.

We are also committed to going further, which means at key moments we show up in solidarity with First Nations peoples and all frontline communities, and throw our resources behind community-led campaigns. It also means continually doing the work within 350.org Australia to become a better ally to those on the frontlines of intersecting crises.



03 Our 2020-2022 Strategic Plan.

THE LANDSCAPE

The climate crisis is already here, the impacts are catastrophic, and we are on track to vastly exceed 1.5 degrees celsius of warming unless we rapidly accelerate global climate action.

Yet as catastrophic impacts of climate change intensify, the grip of the coal and gas lobby on our politicians has never been clearer, and the newly elected Federal Government has wasted no time in trying to find new ways to prop up the fossil fuel industry and silence our movement.

What gives us hope, and a foundation for this strategy, is the incredible upswell of grassroots action that is taking place in Australia and around the world. What this shows is that we are facing tipping points not just within the climate system - grassroots movements around the world are also creating political and social tipping points, and through this strategic plan we aim to contribute to this momentum.



Focus area 1: Cut All Ties.



The coal and gas lobby in Australia is incredibly powerful, and is one of the biggest barriers to ambitious policies that are in line with what climate science demands. The majority of Australians support stronger action on climate change, but politicians know that the fossil fuel lobby has the power to take down Prime Ministers and change the outcomes of elections.

In order to create a political environment in which the Australian Government can implement ambitious climate policies, it is essential that we diminish the power of the coal and gas lobby, and increase accountability of politicians to people rather than polluters.

This is why 350 Australia will campaign over the next three years to shift power from the fossil fuel lobby to communities working towards climate justice, by significantly reducing the capacity of coal and gas lobby groups to undermine effective government action on climate change.

KEY INTERVENTIONS:

- Corporate campaigns pressuring members of the fossil fuel lobby groups to leave on climate grounds, including a distributed community organising campaign calling for institutions to pledge not to associate with members of the lobby groups.
- Political campaigns calling on all politicians to pledge to sever ties with the fossil fuel lobby on climate grounds, and expose the harmful impacts of the revolving door between politics and the lobby groups.
- Ongoing and escalating efforts to stop all new fossil fuel projects in partnership with frontline communities, to ensure the fossil fuel lobby can't win.
- A research and investigations program, supported by a media strategy, to expose and communicate the damaging influence of the fossil fuel lobby on Australian climate policy to key audiences.

OUR GOALS:

1. Pressure the membership of the fossil fuel lobby groups to leave on climate grounds
2. Challenge the "revolving door" between politics, the bureaucracy, and the fossil fuel lobby
3. Undermine the social license of the fossil fuel lobby



Focus area 2:

Our islands, our home.

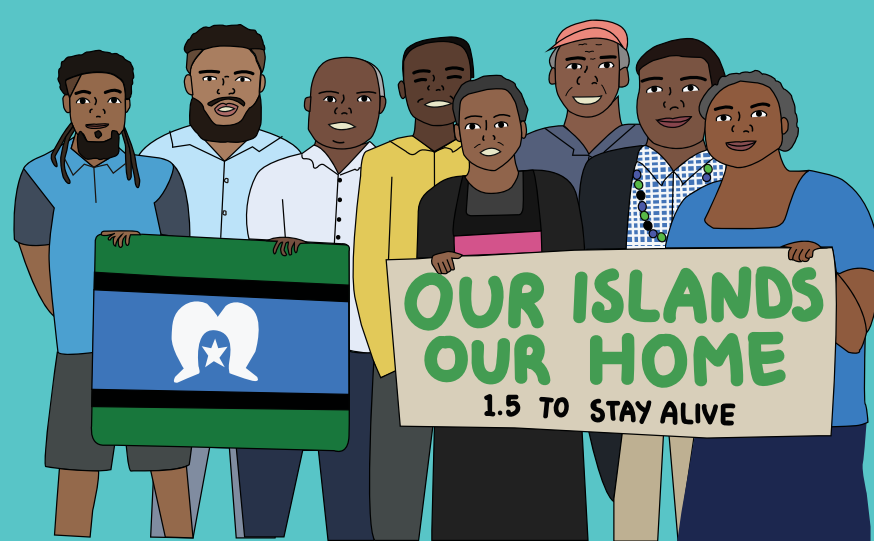


The Torres Strait is home to one of the world's oldest living cultures, with many distinct language groups and Native Title that covers all 38 inhabited islands. It is a pristine region, containing the most northerly part of the Great Barrier Reef. Climate damage is putting life on these islands at risk, and governments have failed to provide adequate support for adaptation measures to protect Country and people's lives

That's why Torres Strait Islanders have brought the first climate change case against the Australian Federal Government over human rights. Supported by the region's land and sea council, Gur A Baradharaw Kod (GBK), and represented by leading environmental lawyers from ClientEarth, Torres Strait Islanders are bringing a human rights complaint against Australia to the Human Rights Committee of the United Nations over the Government's inaction on climate change. This case is the first of its kind in the world.

350 Australia is partnering with Torres Strait Islanders and ClientEarth to run a public campaign over the next three years to support this work and amplify the story of this landmark case.





OUR GOALS:

1. Support Torres Strait Islanders to secure a commitment from the Federal Government for climate adaptation measures for the Torres Strait Islands, spent in line with community priorities.

2. Build support from political parties and the Australian public for ambitious policies that will reduce greenhouse gas emissions in line with its commitments to a 1.5 degree target under the Paris Agreement.

KEY INTERVENTIONS:

- National speaking tours and public engagement events to build support and understanding of the campaign amongst the community.
- Supporting the storytelling of the campaign through the production of communications products, such as the production of high quality videos.
- Supporting advocacy work being done by Torres Strait Islanders to meet with politicians from all major parties and the crossbench to discuss the campaign demands.
- Mobilisation of the Australian community in support of the campaign at key moments with digital actions as well as actions and events.



Focus area 3:

Scaling up our movement.



The moment we are in requires us to significantly accelerate action towards climate justice in the next three years, and this will require us to rapidly scale up our movement.

OUR GOALS:

- 1. Expand our local group network to 100 local groups
- 2. Increase diversity within our movement and deepen our commitment to climate justice
- 3. Build leadership and autonomy within our local group network
- 4. Expand our base of active online supporters

OUR ORGANISING APPROACH

In order to allow us to reach our goals, we have developed an approach that rests on a number of community organising principles, an organising cycle, and a plan for digital impact and growth.

ORGANISING CYCLE

Our community organising approach includes an organising cycle that is built on four phases: engagement, active support, escalation, and absorption. The timeline for this organising cycle will be adapted each year to maximise the impact of our campaigns, so that we can escalate at key moments



Engagement:

At the outset of a campaign phase, we will focus on developing leadership and alignment of our leaders through retreats, skills trainings, and train-the-trainer activities.

Active support:

The active support phase of a campaign involves supporting groups to deliver ongoing strategic campaign tactics in their local area.

Escalation:

Building on the active support that has been built, this phase leverages that support for maximum campaign impact through actions and tactics that require mass involvement.

Absorption:

This is ongoing work of welcoming new leaders into our movement through training, onboarding, events and invitations to take further action.



DIGITAL GROWTH

To build the power of our campaigns and our movement, we need to grow online, opening our doors to new supporters and giving people regular opportunities to take action to solve the climate crisis. As the nature of digital campaigns and social media changes, we'll be nimble in adapting our campaigns, and innovate with tools that help grow a diverse movement of supporters who feel part of a powerful community.



Focus area 4:



Solidarity with those on the frontlines.

In addition to the campaigns outlined above, over the next three years we will engage in additional actions and campaigns in solidarity with those on the frontlines of the climate crisis, including communities impacted first and worst by fossil fuel mining, including Traditional Owners facing projects on their land; climate change impacts, such as our neighbours in the Pacific and survivors of bushfires and extreme weather events; and power generation, causing pollution and uncertainty for local communities.

This work will ensure that we maximise our impact by taking leadership from those who best understand this crisis and the solutions needed; remain adaptable to a changing external landscape; build a stronger and more diverse movement; and live our values of collaboration and commitment to climate justice.

OUR GOAL:

Act in solidarity with individuals and organisations working on the frontline of the climate crisis.

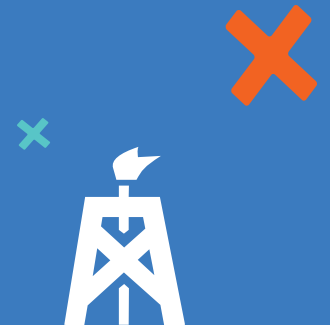
Our resourcing plan.

Our plans to grow our movement and scale up our campaign impact will require us to grow our revenue and expand our staff team.

Our priority is to grow our funding base over the next three years, while increasing the proportion of our funds

coming from our movement of supporters giving small (up to \$1,000) one-off and regular donations.

Through this expanded revenue base, we aim to increase the size of our staff team to increase our capacity to deliver on our focus areas.



OUR TOPLINE RESOURCING GOALS ARE:

GOALS	END OF FY 19/20	END OF FY 20/21	END OF FY 21/22
Total revenue (current \$760,000)	900,000	1,200,000	1,500,000 -1,700,000
Staff team (current 6.5 FTE)	8 FTE	10 FTE	12-14 FTE



04 Measuring our impact.

photo: Julian Meehan



We have set a number of goals and indicators to help us track progress for each of our four focus areas. As part of our cycle of evaluation and planning, we will set annual objectives based on these goals and indicators in January of each year.

01. CUT ALL TIES

Pressure the membership of the fossil fuel lobby groups to leave on climate grounds

- Number of members that leave fossil fuel lobby groups on climate change grounds
- Financial resources of the fossil fuel lobby decreases
- Number of businesses and community institutions that pledge not to associate with members of fossil fuel lobby groups
- Responses received from member companies' staff

Challenge the "revolving door" between politics, the bureaucracy, and the fossil fuel lobby

- Engagement of our supporters in campaign actions and events
- Responses from politicians to our actions and events
- Media coverage and social media engagement on the need to remove the power of the fossil fuel lobby if we are to achieve climate change action
- Number of pledges received from politicians
- Amount of funding received by politicians and parties from fossil fuel lobby groups and members
- Responses and comments made by politicians regarding the revolving door
- Parliamentary proceedings secured exposing the revolving door

Undermine the social license of the fossil fuel lobby

- Increased media coverage about the insidious influence of the coal and gas lobby
- Public trust in resource sector decreases year on year
- Number of advertising and media agencies who refuse to do business with the coal and gas lobby or their members

02. OUR ISLANDS OUR HOME

Support Torres Strait Islanders to secure a commitment from the Federal Government for climate adaptation measures for the Torres Strait Islands, spent in line with community priorities.

- Commitments made by the Federal Government to funding and making the local community a partner in how the money is spent
- Steps taken towards concrete commitments, such as scoping studies, engagement of the bureaucracy, etc
- Engagement with members of the Federal Government, such as meetings, event attendance, and briefings
- Public comments made by politicians in response to the campaign

Build support from political parties and the Australian public for ambitious policies that will reduce greenhouse gas emissions in line with its commitments to a 1.5 degree target under the Paris Agreement.

- In addition to political engagement metrics above:
- The number of members of the public attending campaign events
- The number of actions undertaken by the Australian community in support of this campaign
- The reach of the campaign's media coverage
- The level of engagement with our online content

03. SCALING UP OUR MOVEMENT

Expand our local group network to 100 local groups.

- The number of active local groups in our network
- The number of active movement support teams

Build leadership and autonomy within our local group network.

- The number of people attending core trainings
- The number of leaders completing our "training for trainers" program
- The number of leaders who run trainings

Increase diversity within our movement and deepen our commitment to climate justice.

- The number of people who have completed a solidarity and justice training
- The number of teams that have developed their own solidarity and justice plans
- The progress made by teams towards solidarity and justice plan

Expand our base of active online supporters.

- The number of our supporters contactable by email
- The percentage of our supporters taking monthly action
- The number of people following us on social media
- The number of people engaging with our content online
- The number of leaders interacting with us through digital tools

04. SOLIDARITY WITH THOSE ON THE FRONTLINES

Increase our solidarity with individuals and organisations working on the frontline of the climate crisis.

- Collaborative relationships with frontline community organisations and leaders
- Resources (financial, time) contributed to frontline community-led campaigns, actions, and organisations
- The number of activities in support of these campaigns led by our local leaders
- The number of media stories we contribute to that elevate the voices of frontline communities
- The number of our supporters across digital channels that engage with content and take action in support of frontline-community led campaigns and actions.





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Australia acknowledges the Traditional Owners of this continent, wherever we are working. Sovereignty was never ceded, and core to our vision for climate justice is justice for First Nations people. This always was, always will be Aboriginal Land.

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