



Strategic Plan 2023-2025



350
Australia

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Introduction

The landscape we are in

The climate crisis is here, and it's harming our communities and environment. Sea level rise, inundation, floods, bushfires, and drought are ravaging the continent. These impacts are felt by all, but First Nations communities and those on the frontlines of these crises are being hit the hardest.

The latest climate science tells us that the window to keep global warming to less than 1.5 degrees is rapidly closing, and to have a chance of meeting this goal we must not open any new fossil fuel projects and must rapidly transition to 100% renewable solutions.

Yet Australia remains one of the biggest coal and gas exporters in the world, and fossil fuel companies are pushing to open up large new projects with support from state, territory and federal governments. These projects are opposed by Traditional Owners and local communities and will be disastrous for our climate and environment if they go ahead.

At the same time, the grassroots movement calling for urgent action to address the climate crisis is more powerful than ever. This movement has been led by those with the most at stake, including First Nations communities, young people, those on the frontlines of recent bushfires and floods, and many thousands of people across the continent who are taking action.

New fossil fuel projects are fiercely opposed by Traditional Owners and local communities, who have successfully slowed companies down through local organising, advocacy and legal challenges. Workers in existing fossil fuel producing regions, unions, and community organisations are coming together to develop plans to diversify local economies and keep communities strong.

Public support for action has never been higher, and is forcing political change. In 2022, Australia experienced the “climate election”, with voters electing the most ambitious parliament on climate change that we have ever seen. This came after years of public education, grassroots organising and mobilising that brought tens of thousands of people into the streets. Together this movement has built public support for change and brought pressure to bear on the politicians, the banks and the fossil fuel companies who are driving us further into crisis.





Our story

350 Australia is a national grassroots movement. We were founded in Australia in 2009 as part of the global 350 movement, which has mobilised people in 188 countries. We are a registered charity and our charitable objects are to inform and educate the general public about climate change, its impact on the natural environment, and the need to reduce fossil fuel emissions and adopt renewable energy solutions.

From Zenadh Kes (the Torres Strait) to Boorloo (Perth), we support leaders in their communities to engage and educate the public, tell their stories, create art, and advocate to politicians and corporations. There's a role for everyone in the 350 movement no matter your age, your experience, your race, skills, ability, where you live, or your gender – because to change everything, we need everyone.

We ground our work in climate science and a commitment to climate justice. We will always call for what the science tells us is needed, act in solidarity with communities hit hardest by the climate crisis, and work towards renewable energy and climate resilience solutions that create a fairer world.

Through community organising and strategic campaigning, we have:

- Supported a Torres Strait Islander-led movement, Our Islands Our Home, to hold the Australian Government accountable.
- Pressured the Albanese Government to cut hundreds of millions of dollars of Morrison-era subsidies for gas projects.



- Shifted Australia's biggest banks to reduce lending to fossil fuel projects.
- Led the divestment movement which has seen \$12 trillion dollars taken out of fossil fuels globally.
- Helped shift the narrative on climate change by educating and informing the Australian public about the role of fossil fuels on climate change and its impact on the environment.

The scope and purpose of this plan

This plan sets the direction of our work between July 2023 – June 2025. Its purpose is to outline:

- Who we are, our values, and the role we play in the broader movement.
- The impact we will have in our campaigns and movement building work, including the outcomes we are working towards and the key activities that will get us there.
- How we will measure and evaluate our impact.
- The internal work we will prioritise as an organisation in order to maximise this impact.

How this plan was developed

This strategic plan was developed by the 350 Australia staff team together with our grassroots network, our partners, and our board. We have come together through a number of online and face-to-face gatherings where we evaluated our impact, developed a shared understanding of opportunities, and agreed on our new direction.

Throughout this process we have consulted broadly with our supporters, partners, and stakeholders and we extend a huge thank you to the hundreds of people who have contributed to this plan.

Who we are

We are a registered charity, and our charitable objects are to inform and educate the general public about climate change, its impact on the natural environment, and the need to reduce fossil fuel emissions and adopt renewable energy solutions.

Our vision

A fairer world where communities can thrive and we are all safe from the impacts of climate change.

Our purpose

We are growing a grassroots movement to end fossil fuels and create community-led solutions to the climate crisis.

Our theory of change

Transformative change is won by social movements led by those with the most at stake. If we grow a grassroots movement with more power than fossil fuel corporations, we will win campaigns that create a fairer and safer world.

Our values

- We are bold, creative and strategic
- We work for justice
- We care for and trust one another
- We are stronger when we collaborate
- We are transparent and accountable
- We embrace sacred behaviour on sacred land

Our commitment to climate justice

We live in a time of multiple overlapping crises – economic inequality, racial injustice, and of course, the climate crisis. We must address them together, because at their heart, they have the same root causes: the economic, political and social systems that maintain the status quo and allow a wealthy few to hold onto their power at all costs.

Justice for First Nations people is at the core of climate justice. From the arrival of the First Fleet, Aboriginal and Torres Strait Islander people have fought back against genocide, violent extractivism, and dispossession from their land. Colonisation has given fossil fuel companies free rein over land, destroying Country and undermining land rights. And climate change is hitting Aboriginal and Torres Strait Islander communities first and worst.

Fighting for climate justice means understanding that in order to create a fairer, kinder world for all, we've got to tackle these root causes, act in solidarity with other movements and reimagine how we treat each other, the natural environment, and the planet.

Climate justice is the driving spirit behind all of our work at 350 Australia. This means we build the power of those who are most impacted by extraction and climate impacts. We run campaigns that reduce emissions as rapidly as possible, and create a fairer world in the process.



Fossil-free campaigns

Overview

Gas corporations are planning a huge expansion in Australia in the coming years, and to stop them we need an historic shift in the politics of fossil fuels. In the last strategic plan period we targeted the fossil fuel lobby and the role of Australian banks in financing these projects.

Together we shifted NAB to rule out oil and gas project loans, and our pressure on CommBank saw them commit to stop lending to oil and gas projects and companies. During the COVID-19 pandemic the Morrison government significantly increased taxpayer funded subsidies to the gas industry. We pivoted our focus to exposing the links between the government and the gas lobby, informing the public about the huge environmental and climate damage new gas projects would cause and halting as much of the gas expenditure as possible. Together with our friends in the movement we stopped up to \$1 billion in gas subsidies.

For too long, the fossil fuel lobby has run wrecking balls through governments' attempts at stopping the expansion of fossil fuels – they've toppled PMs, they've run smear campaigns, they've spread misinformation and blocked legislation. But the political dynamics are rapidly changing: in 2022, Australians turned out to vote for our climate, they unseated a government that acted as an arm of the fossil fuel lobby and elected a new government with a crossbench who wanted to end the climate culture wars.



We have an historic window of opportunity with the current federal government to shift the politics of fossil fuel exports and achieve meaningful legislative change to keep fossil fuels in the ground. From 2023 – 2025, we will shift from campaigns targeting financiers towards building political support to prevent new fossil fuel projects.

To achieve this, we need to fundamentally change the conditions in which our politicians are making decisions. We will do this through education and community engagement in local communities on the dangers of fossil fuels to our climate, building grassroots power that can demonstrate widespread support for keeping fossil fuels in the ground. This power looks like MPs who feel accountable to the local groups in their electorate, big mobilisations that connect climate impacts to fossil fuel extraction, and a coordinated ecosystem of groups unleashing a variety of tactics across the country.

By working with the Our Islands Our Home team and frontline communities across the continent, we want to bring our two streams of work closer together – through storytelling, strategy and shared moments, we'll bring the power of those most impacted by this crisis to the front and be led by their wisdom and ambition.

As 350 Australia, we see a clear niche for a grassroots movement that is calling for the end of the age of fossil fuels, particularly gas. A grassroots movement can overcome the power of the fossil fuel lobby that is holding back the change we desperately need. We also see one of our roles as bringing together other organisations to work together on a joint movement-building project that is greater than the sum of our individual parts.

Long-term goal

Federal political ambition and policies are strong enough to prevent new fossil fuel projects being developed in Australia.

Outcomes and activities

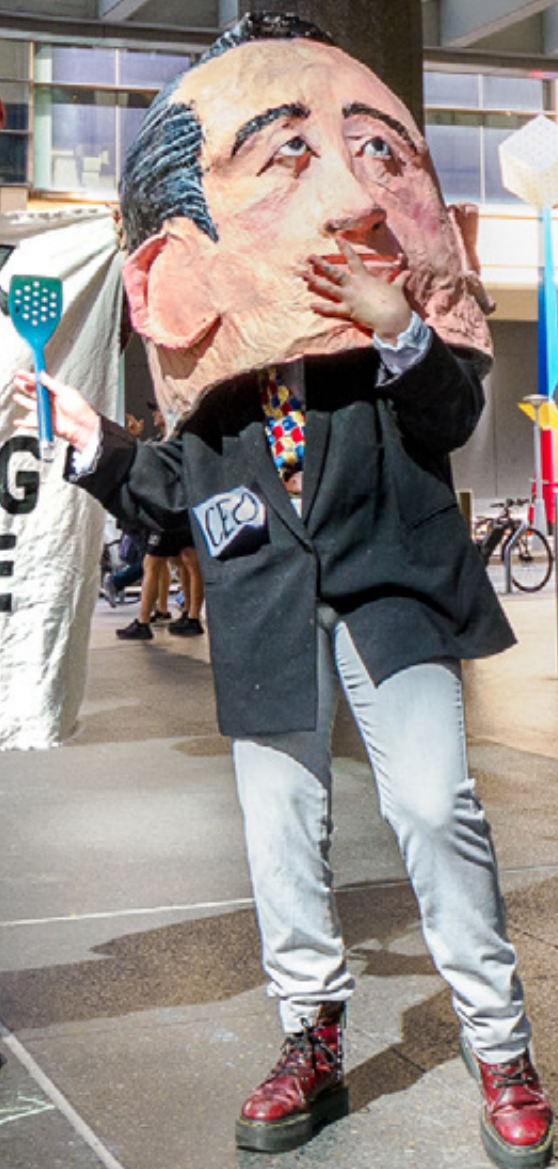
OUTCOME BY THE END OF 2025	ACTIVITIES
<p>Our federal climate and environment laws can stop new coal and gas projects.</p>	<ul style="list-style-type: none"> • Collaboration with the environment movement on EPBC reforms. • Build meaningful relationships with communities who are fighting fossil fuel projects. • Community engagement and education in key electorates including town hall events, door knocking, stalls. • MP engagement in key electorates. • Engaging with crossbench or champion MPs on parliamentary negotiations and tactics. • Media and social media engagement.
<p>Key decision makers and influencers in Parliament are championing keeping fossil fuels in the ground.</p>	<ul style="list-style-type: none"> • Community engagement and education in key electorates including town hall events, door knocking, stalls. • MP engagement in key electorates. • Working with champion MPs on parliamentary tactics and media moments.
<p>Gas industry has no social licence to operate.</p>	<ul style="list-style-type: none"> • Local council campaign accelerates electrification and builds the narrative that no new gas is needed for residential use. • Build meaningful relationships with communities who are fighting fossil fuel projects and elevate their stories online, at events and in the media. • Research and FOIs expose the influence of the fossil fuel lobby in the media. • Growing numbers of organisations cut ties with fossil fuel sponsors.
<p>New gas projects do not receive Federal Government approvals or financial support.</p>	<ul style="list-style-type: none"> • Pressure on the Environment Minister and other decision makers include actions at their offices and events, advertising, supporters contacting their office and more. • Tracking public spending on fossil fuels and media and advocacy in the lead up to Federal Budgets. • Solidarity actions with Traditional Owner led campaigns. • Resourcing Traditional Owner campaigns through First Nations solidarity fund. • Pressure on MPs and Senators to use their voice to stand against fossil fuels.

Commonwealth Bank

NTT



COMMBANK
STOP
FUNDING
CLIMATE
CHAOS



GOVERNMENT
LINE



Our Islands Our Home campaign

Overview

In 2022, the Torres Strait 8 made international legal history when the United Nations Human Rights Committee found that the Australian Government was violating its human rights obligations to Torres Strait Islanders by failing to act on climate change. Over the previous three years, the Our Islands Our Home campaign used the momentum of the UN case to put pressure on the Australian Government and build relationships with key Ministers as well as influential members of the crossbench. This culminated in the new Minister for Climate Change Chris Bowen travelling to the Torres Strait to discuss climate change in 2022.

Despite this landmark decision, and this engagement from the Albanese Government, there still hasn't been enough done to deliver outcomes for the Torres Strait in line with the priorities of the campaign. Between 2023–2025 we will be calling for the Government to commit significant funding for adaptation measures to protect the Torres Strait.

We also believe that in the next two years the Torres Strait can make an example of the Australian Government by showing that First Nations communities are leading in the transition to renewable energy. In 2022, Torres Strait 8 claimant and 350 organiser Yessie attended COP27 in Egypt where he connected with the Turtle Island (Canada) Indigenous Clean Energy Network. After consultation with Masigilgal elders and key stakeholders including GBK, 350 will be supporting Masig's aim to be the first island in the Torres Strait to transition to renewables.



In addition to this, we will focus on strengthening our Ailan Pawa youth ambassador program. In February 2023, we brought together 35 young Torres Strait Islanders in Cairns for the first-ever Ailan Pawa Youth Camp focused on climate change. This camp provided a culturally safe space for participants between the ages of 16 and 30 to come together, learn about climate change, and share their experiences of living on the front lines of climate impacts. The aim of Ailan Pawa is to strengthen our Torres Strait-led climate movement by empowering young people to take the lead in demanding action from the government. We will continue to support and resource young ailan ambassadors to share their stories and protect their island homes through various tactics.

Our aim is to also strengthen our connections with First Nations communities fighting against fracking. This will help our spokespeople share the connection between fracking and climate impacts felt in the Torres Strait. The aim of this work is to humanise climate change by sharing frontline stories that galvanise people on the mainland to take more action.



Long-term goal

Torres Strait Islanders can safely live and practise their cultures on their homelands for generations to come.

Outcomes and activities

OUTCOME BY THE END OF 2025	ACTIVITIES
<p>Grow a Torres Strait Led climate movement.</p>	<ul style="list-style-type: none"> • Ailan Pawa annual gathering. • Ongoing support for Ailan Ambassadors to take action and connect. • Video and social media content with Ailan Ambassadors. • Create platforms for Ailan Ambassadors to tell their story in the media, at events, through social media.
<p>A significant increase in funding for seawalls is secured in the Federal budget.</p>	<ul style="list-style-type: none"> • Community engagement events on the mainland (e.g. film screenings). • Ongoing advocacy to Treasurer Chalmers and Minister Bowen from TS8, including letters and meetings. • Solidarity actions from supporters to Chalmers and Bowen. • Torres Strait Islander-led actions. • Building parliamentary champions through advocacy meetings. • Advertising in key electorates. • Inviting politicians to a roundtable with youth and GBK in the Torres Strait. • Advocacy in 2024 towards the 2025 election.
<p>Launch a community-led project for Masig to transition to 100% community-owned renewables as a pilot project for the rest of the Torres Strait.</p>	<ul style="list-style-type: none"> • Feasibility report. • First Nations Clean Energy trip to Canada. • Project public launch event. • Advocacy to mobilise QLD and Federal government support. • Ongoing consultation with stakeholders.
<p>Build solidarity with other Traditional Owners fighting against fracking.</p>	<ul style="list-style-type: none"> • Relationship building with TO's facing fracking. • Participate in joint actions with TO's. • Meeting on country in Weipa to protect sea country. • Storytelling tour with Fossil free team. • Digital storytelling: video content shared. • Media connecting fossil fuel companies to impacts in the Torres Strait. • Supporting advocacy and campaigning in key electorates ahead of the 2025 election.



Growing our movement

Overview

Growing a grassroots movement is at the centre of everything that we do. We understand that it is only through building people–power that we can achieve our vision for the future. People–power is built by helping individuals realise their own agency to change the world by acting with other people on strategic campaigns that shift power from big corporations to communities.

The last strategic plan period covered the pandemic – an incredibly challenging period to organise people to take action in their communities. We quickly adapted our plans to bring people together online, using creative tactics that influenced decision makers from the safety of our homes. We trained and educated hundreds of people online, we brought people together in places where it was possible, and developed leaders who are still active in our network today. In 2022 we got to work rebuilding our network face–to–face and bringing people together again, and have a strong sense of 350's niche, strengths and weaknesses.

This period of 350 will see an intentional growth of local groups in strategic electorates, throughout the Torres Strait and our online supporters. We want to build a movement that is reflective of the Australian public, so building diversity and accessibility into our organising will be key to our success. We'll do this by identifying and coaching leaders, working in coalition with other grassroots organisations, training and educating hundreds of grassroots leaders in the skills they need to be part of our campaigns, speaking to thousands of voters and building our presence online. This work will be supported by a growing base of financial supporters.



Long-term goal

A diverse, skilled and leader-full movement that builds community resilience and wins campaigns.

Outcomes and activities

OUTCOME BY THE END OF 2025	ACTIVITIES
<p>A large network of committed grassroots leaders (both online and offline) who can play a meaningful role in our campaigns, work in coalition and show up in solidarity.</p>	<ul style="list-style-type: none"> • Build strong local groups in key areas. • Train and educate hundreds of grassroots leaders each year. • Have thousands of conversations in communities through stalls, events, door knocking. • Local-led MP engagement and advocacy such as meetings, actions, bird-dogging. • Build a mass movement by working together with other grassroots organisations on mobilisations and shared strategy. • Supporting resilient communities through building relationships with local organisations leading resilience and mutual aid efforts to climate impacts. • Building our online supporter base.
<p>Our movement is supported by a large group of committed financial supporters.</p>	<ul style="list-style-type: none"> • Grow our online supporter base through compelling online campaigns, advertising, and in-person outreach. • Grow our regular giving program to 1,000 monthly donors through digital acquisition, lead generation and telemarketing. • Revamp our Regular Giving program.

Strengthening our foundations

Overview

Between 2020 – 2022, 350 Australia became a stronger organisation. Thanks to our generous supporters, we were able to grow our impact and increase our staff team from 7 to 15 people. Together we actively built a team culture that is consistent with our vision, values and our theory of change. We increased our capacity to create impact, developed our people's skills, streamlined our processes, and developed a frontline solidarity granting program that contributes 1% of our revenue to First Nations movements and organisations that are in line with our charitable purpose to protect the natural environment.

Between 2023 – 2025, we intend to continue to strengthen the foundations of 350 Australia across five key areas: First Nations solidarity and leadership; team impact and culture; connection to the 350.org global community; fundraising; and digital ecosystem.

Outcomes and activities

OUTCOME BY THE END OF 2025	ACTIVITIES
Aboriginal and Torres Strait Islander leadership and solidarity is the core of who we are.	<p>Develop and implement a First Nations solidarity plan covering:</p> <ul style="list-style-type: none">• First Nations leadership within the organisation.• Training plan for staff and grassroots leaders.• Continuing and strengthening the First Nations solidarity grants program.• Guidelines for campaign, organising and fundraising approaches.• Embedding First Nations solidarity in individual work plans.
Strengthen our team culture and increase our capacity to create impact.	<ul style="list-style-type: none">• Develop mechanisms for the People of Colour caucus to provide feedback to the rest of the staff team and board, and input into key organisational decisions.• Develop and implement a justice, equity, diversity and inclusion framework.• Establish clear decision-making framework across the organisation.• Coordination/management team.• Grassroots decision-making.• Identify training needs and develop an annual training and skillshare program for staff and grassroots leaders.• Implementation of a new monitoring and evaluation framework alongside our work plans.• Annual face-to-face all-staff retreat.

We are an active, independent member of the 350.org global community.

- Participate in global campaigns, communications and organising communities of practice, and contribute to establishing a global fundraising community of practice.
- We make the most of opportunities to share knowledge from 350 Australia to 350 global and vice versa, including fundraising and digital insights.
- Deliver a joint Oceania training for grassroots leaders.
- Build collaboration between the Our Islands Our Home renewables campaign and the 350 global solutions strategic shift.
- Amplify major campaigns and wins in the global movement to our supporters.

We have a diverse and sustainable fundraising program that supports our organisational needs.

- Secure deductible gift recipient status and widen our network of individuals and philanthropic organisations who can contribute to our work.
- Build our community of philanthropic supporters who partner with us long-term.
- Test and trial new programs such as community fundraising, and digital and telemarketing lead generation.
- Grow our base of financial supporters, as outlined in our movement building section. This includes:
 - Grow our one off donor and regular giving program through new digital and telemarketing lead generation programs.
 - Revamp our Regular Giving program.

Our digital ecosystem helps our supporters take action, grow our movement, and support our organisation's needs.

- Improve engagement with supporters at every point in their journey, from becoming aware of 350 Australia to being dedicated supporters taking action on and offline to support climate justice.
- Set up systems to accurately track digital engagement, allowing for continuous testing and optimisation.
- Review of tech stack and digital systems, including our CRM, website, campaigning and fundraising to ensure we have the best systems to meet our needs.
- Increase the accessibility of our communications.
- Collaborate with the fossil free and Our Islands Our Home campaigns to build digital storytelling content that educates the public, and showcases the problem, our movement and impact.





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