



2020-2030 strategy

**Navigating the storm towards calmer waters,
our response to the 'make or break'¹ years.**

¹ As suggested by Mike Berners-Lee in 'There is No Planet B'.

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Summary

In 2018 scientists and high level policy makers at the United Nations, concluded that humanity may have just 12 years to avert catastrophic and irreversible climate change. At the time of writing that gives us just over a decade within which to bring about transformational change, the like of which is almost unprecedented in human history. Many of the challenges we face already have effective responses that have been tried and tested, indeed permaculture networks around the world have pioneered many of them. It seems that creating The Future We Want² is not fundamentally a technical challenge, but a social one.

Encouragingly, there are examples of where humanity has made rapid transitions³. We can build renewables, convert to agroecological farming and change the way we use and manage plastic. We know how to do that. What is less clear and indeed more challenging is how we work together to make these changes. Its cultural, political, behavioural and will require huge levels of collaboration that takes us beyond our own organisational mission, into a period of profound change.

At this deeply challenging time, permaculture brings three special contributions:

- 40 years of practical experience, experimentation, design and implementation of integrated systems development in many different local cultures, climates and contexts.
- An approach to systems thinking and participatory design process, delivered by a grassroots and accessible education approach, that can be accessed and used by people from a broad range of cultural and socio-economic backgrounds.
- A worldwide movement of practitioners, educators, activists and researchers, working within a wider network of connected and allied organisations, projects and initiatives.

These contributions are brought together into a new purpose statement for the Permaculture Association:

To build a network of systems thinkers with the power to create healthy cultures and ecosystems.

And six strategic priorities:

1. Make permaculture accessible
2. Accelerate learning about permaculture
3. Grow permaculture networks
4. Share and develop permaculture practice
5. Work with others to tackle key challenges
6. Build a smart, effective, socially responsible and sustainable organisation.

We have clear plans, and are committed to working in an agile, responsive and participatory

² The Future We Want is the motto of the UN Sustainable Development Goals

³ See <https://www.rapidtransition.org/> for many inspiring examples.

manner. We will do our best to deliver creative and effective work towards our priorities, and contribute to the wider 'ecosystem of change', that is needed in order to transform our culture so that we can pass on a healthier world to our children and grandchildren.



SECTION 1 ~ setting the scene

Setting the scene

Understanding the rapidly changing context for our work is essential if we are to respond appropriately. We have undertaken a new in-house 'PESTLE⁴' analysis with staff and Board members, and reviewed the latest in-depth risk registers and horizon scanning reports produced by well-resourced groups like the World Economic Forum⁵:

Multiple reports document in detail the many huge and interlinked challenges we face. We have looked at information that cover the specifics of climate change, biodiversity declines, pollution, consumerism, social division, rising inequality, food and housing insecurity, and much else.

We are well informed about the problems, and remain deeply concerned.

But whilst social, economic and environmental challenges grow, the responses are growing too. This includes: the rapid deployment of renewable technology; new urgent action on climate change; growing policy awareness of the role of agroecology, rewilding and reforestation in sequestering carbon and halting biodiversity losses; local and global action on One Planet Living, the Sustainable Development Goals and other initiatives; and action on new economic models. There are many responses to the crisis and a growing sense that profound change is needed.



We are well informed about the solutions, and the people and networks driving them forwards.

People, organisations, and young people in particular, are responding. Climate emergency events, extinction rebellion protests and school strike movements are forming and growing rapidly, inspired by a courageous 16 year old from Sweden. As dissatisfaction with government inaction grows, people are taking action, and many others are looking for guidance on how to act.

People are ready to take action - personally and for systemic change.

The scene is very different from the scene we would have set in 1983, when the Permaculture Association started. Report after report⁶ is now validating the underlying principles, practices and approaches of permaculture, and the ethics of 'Earth Care, People Care, Fair Shares', have wide appeal.

⁴ Political, Economic, Social, Technological, Legal, Environmental

⁵ <https://www.weforum.org/reports/the-global-risks-report-2019>

⁶ E.g. recommendations from <https://www.ipbes.net/> on biodiversity friendly agriculture

The world seems ready for permaculture.

THE GLOBAL GOALS

For Sustainable Development



Permaculture delivers on at least 13 of the 17 Sustainable Development Goals. We disagree with setting Economic Growth as a key goal (Goal 8), but nonetheless support the SDG's wider objectives. **Read more about Permaculture and the Sustainable Development Goals [here](#).**

The **One Planet Living framework** also sets out areas for action that permaculture contributes to.

'Using our learning from the [BedZED eco-village](#), Bioregional created the One Planet Living framework – comprising ten simple principles (see below) and detailed goals and guidance – and developed it together with WWF.

There are now 595,000 people around the world living in, working at or visiting organisations and communities with a deep commitment to One Planet Living.'
[Bioregional](#)

<https://www.bioregional.com/one-planet-living>



About permaculture

"Permaculture is an approach to meeting human needs while increasing ecosystem health."

Rafter Sass Ferguson

Devised in the mid 1970's by two Australians, permaculture combines an ethical framework, ecological principles and design strategies to create healthy, productive and non-polluting sustainable settlements and social systems. Permaculture:

- Draws on indigenous knowledge and wisdoms as well as modern science and technology;
- Takes nature as the best model of sustainability and regeneration – permaculture is a form of 'eco-mimicry';
- Is a practical and pragmatic approach which draws together tools and methodologies from diverse disciplines, crafts and professions, including systems design, agriculture, horticulture, forestry, architecture, research, and community development;
- Has spread through a grassroots education approach combined with practical application and demonstration.
- Is now a mosaic of local-to-global multicultural networks operating in over 140 countries;
- Is 100% focussed on delivering personal, social and ecological well-being.

Find out more: <https://knowledgebase.permaculture.org.uk>

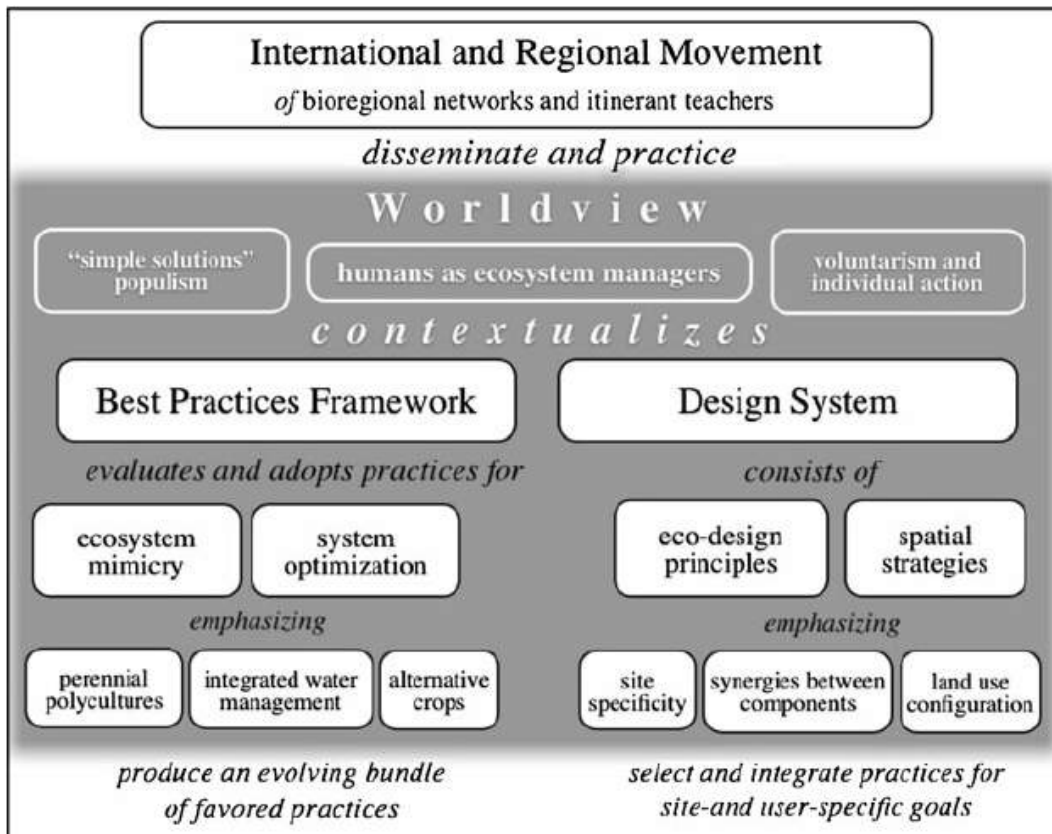


Diagram from Rafter Sass Ferguson's
Permaculture for agroecology: Design, movement, practice, and worldview. A review. With permission.

A short history of the Permaculture Association

The first UK permaculture courses were held in the early 1980's, and by the third course, instructors challenged participants to set up an Association to take the work forward. The Permaculture Association was established in 1983, and registered as a charity in 1986. We started small with our own resources and a strong preference for agricultural buildings, with the office being hosted in a cow shed, barns, and currently a seventeenth century farmhouse.

Early work was taken forward by pioneers in the field, with everything done by volunteers. As subscriptions started to rise, good progress was made, but with low wages and a huge workload, coordinators struggled to do more than a few years leading to a cycle of instability. In the early 1990s, the Permaculture Magazine took over the newsletter, turning it into a thriving magazine and publishing many new books on the subject. Local groups continued to form and some of the early projects became charities in their own right. By the late 1990's Association systems became more established and after three years of being hosted at the Chicken Shack housing cooperative in Wales the office moved to Leeds in July 1999, where it has been since.



As the permaculture approach started to be more widely known, bigger opportunities for collaboration started to arise, and with support from the Federation of City Farms and Community Gardens, the Permaculture Association joined a number of partnership projects. The Association had been almost entirely self-financing to this point, so a new era began in which we learnt the skills of grant funded project delivery, greater financial accountability and partnership working.

Increased financial resources enabled better staff retention and conditions, created a track record and gave us confidence to build our work in ambitious ways. In 2009 we secured what was eventually £375,000 from the Big Lottery Local Food Fund for the LAND network of member led demonstration sites and in 2015 we hosted the International Permaculture Convergence in London with 1100 people from 65 countries attending 2 major events and 50 'edge' events delivered by members. We are currently co-delivering a five million Euro Horizon 2020 project on soil science with the University of Dundee, the Met Office and others.

We are now confident collaborators, with robust financial systems, innovative governance processes, a distributed staff team that work using an online office, that can deliver sophisticated and complex projects. We are key contributors within both international permaculture networks and UK efforts for cross-sector collaboration on climate change and societal transformation.

An amazing network of members

The network of self organising grassroots permaculture systems thinkers!



Even more impressive is the work of our members. Since 1980, they have been putting permaculture into practice and changing the world in significant ways. Their work has contributed to innovation in land practice, social practice, community and international development, economic models and futures thinking.

National Permaculture Convergence 2018

A few examples include:

- Engaging many thousands of farmers and villagers into farmer to farmer permaculture networks in Nepal and El Salvador, improving livelihoods and resilience.
- Birthing the Transition Towns Network from a permaculture course in Kinsale led by Rob Hopkins, linking peak oil and permaculture into an initiative now working in 50 countries.
- 5000+ action learning projects implemented by Diploma Apprentices at home, in communities, on farms, parks and smallholdings.
- Pioneering forest gardens and a range of horticultural approaches.
- Engaging disadvantaged communities to develop their own solutions in inner city Leeds, London, Bristol and Manchester and over 100 other communities across the UK.
- Working with refugees and asylum seekers at Grange House, and supporting other community gardens to become a 'garden of sanctuary'.
- Creating visitable projects that welcome 10,000+ visitors and volunteers each year (120 LAND network projects in England and Scotland)
- Development of innovative low-carbon eco-communities and local housing policy
- Creating new approaches to farming and championing agroforestry, 'RegenAg' and Holistic Management grazing, at Ragmans Lane Farm, Inkpot, Wakelyns Agroforestry and others.



Two key strands of activity characterise this work:

- Permaculture as a vehicle for propagating and popularising other people's innovations, mostly as a result of the permaculture design course and grassroots education approaches.
- Permaculture as a test bed of experimentation creating new solutions to local and global problems, mostly as a result of practical implementation of systems thinking and appropriate land / community / economic techniques in places and communities in the UK and around the world.



Both of these have been enabled and amplified by:

- Background networking, educational support, matchmaking, advice and financial assistance from the Permaculture Association
- Wide communication of this work by Permanent Publications, ecologic books and others via magazines and books.

Read more about our [achievements](#) over the last 35 years.

Our network and the wider ecosystem of change

The Permaculture Association supports a series of discrete networks within its membership, each focussing on different areas of activity, and in the case of Permaculture Scotland and Paramaethu Cymru, acting as country branches.

We are also active contributors to, and co-creators of, a wider 'ecosystem of change'. A lesson from biodiversity science is 'get the habitat right'. If we want to thrive, we need the wider system within which we operate to thrive too. So we invest significant time into supporting broader networks to emerge and thrive.

In the UK, the People's Food Policy has been well received and given us close links to other organisations in the food and farming sector. Regular contributions to the Oxford Real Farming Conference has also helped us to raise our profile and link members to other supportive groups. We initiated CTRLshift in 2017, and 120+ organisations have now attended events in Wigan and Stoke. Permaculture is working as a connecting framework for diverse groups from the Solidarity Economy, Environment movement, Social Justice networks and more. 12 organisations are now working together to take this forwards.

Ecolise similarly connects permaculture, transition, eco-village networks and other community-led sustainability initiatives across Europe. We were founding members and were represented on the Council from the start until the General Assembly in 2019. Research on these (and our) initiatives

on community led sustainability is now regularly reaching EU policy makers, something we would have struggled to do alone.

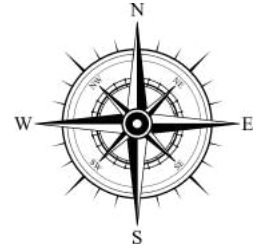


We are not alone! Many thousands of organisations and networks are collaborating for positive change. Image: by canoe_too on Flickr CC BY-NC-ND.

A table showing some of the key networks we are involved in.

UK	Europe	World
Permaculture focus		
<p>The PA network includes:</p> <ul style="list-style-type: none"> • Membership (1480) + • Permaculture Scotland • Paramaethu Cymru • Diploma • LAND (demo sites) • Educators • Ambassadors 	<p>PA member within:</p> <ul style="list-style-type: none"> • European Permaculture Network (EUPN) • Children In Permaculture • Youth in Permaculture 	<p>PA supports and ‘incubates’</p> <ul style="list-style-type: none"> • Permaculture CoLab • Permaculture International Research Network • International Permaculture Educators Network <p>International Convergence and support teams</p>
Wider focus		
<ul style="list-style-type: none"> • People’s Food Policy • CTRL shift • Oxford Real Farming Conference 	<ul style="list-style-type: none"> • Ecolise (founding members) 	

SECTION 2 ~ setting course



Theory of change

“The major problems in the world are the result of the difference between how nature works and the way people think.” Gregory Bateson

Our theory of change suggests that the major root cause of the world’s current condition, is that young people, adults and communities have limited access to education, skills and resources for (eco)systems thinking. This is a long term cultural problem that has its roots in the early scientific period characterised by ‘reductionist’ thinking. It’s deeply embedded within our modern culture.

It is perhaps not surprising that permaculture, based on a deep respect for both indigenous practices and worldviews, and the patterns and relationships found in nature, has been able to identify this deep structural problem.

The inability to think, and therefore act, in ways that are connected, systemic and in harmony with natural systems, is in our opinion the fundamental cause of the symptoms / global crises we now face, including climate breakdown, the sixth mass extinction, social unrest and inequality, further disconnection from the natural world, and so forth.

There are other major factors, not least that our resulting culture, economy and physical infrastructure further reinforces behaviours that are undermining the health of our world e.g. transport infrastructure and consumerism. However, our view is that by changing our thinking, and the actions that follow, we change the world.

As Einstein said “We cannot solve our problems with the same thinking we used when we created them”, so let’s change our thinking.

As the accompanying diagram shows, this insight underpins our overall strategy, purpose and priorities.

See diagram on next page and follow the link to ‘deeper document’: [Our Theory Of Change](#)

Conditions*	Key assumptions	Strategies	Actions	Outcomes	Vision for 2030
<p>Root Cause Youth, adults & communities have limited access to education, skills and resources for (eco)systems thinking.</p> <p>Consequences Climate breakdown, sixth mass extinction, social unrest and inequality, divisive politics, disconnection from the natural world</p> <p>* The state we're in</p>	<p>New information and stories can influence people's understanding of how to act and respond in the world.</p>	<p>Communications and outreach <i>Make permaculture accessible</i></p>	<ul style="list-style-type: none"> - Social Media - Blog and stories - Publications - Outreach initiatives 	<p>Increased understanding of how permaculture can be applied in a wide range of contexts</p>	<ol style="list-style-type: none"> 1. Children, youth, adults and communities have widespread knowledge and skills for systemic thinking and action. 2. Citizens of all ages; have a strong connection with the communities and ecosystems they rely on, are able to adapt to their situation and environment, and can participate to make informed choices about issues which affect them. 3. Cross-sector understanding and use of systems thinking and practise enables transformational collaboration that creates healthy cultures and ecosystems.
	<p>Holistic education and design thinking from theory to practise has a positive impact on the way we design and maintain our physical and social environments.</p>	<p>Education <i>Accelerate learning about permaculture</i></p>	<ul style="list-style-type: none"> - Face to face and online education services - Educators network - Events - Demonstration sites 	<p>Learners build their capacity to make informed choices and design systems. Educators are better prepared.</p>	
	<p>Place based and online networks increase opportunities for learning, knowledge and resource sharing and other forms of collaboration.</p>	<p>Network building and advocacy <i>Grow permaculture networks and membership</i></p>	<ul style="list-style-type: none"> - Member services - Project support - Training - Network services - Bioregional & thematic events 	<p>Members are able to engage with and grow resilient geographic and thematic networks</p>	
	<p>Research and citizen science projects can lead to behaviour change and influence decision making</p>	<p>Research <i>Share and develop permaculture practice</i></p>	<ul style="list-style-type: none"> - Research projects - Citizen Science - 'Knowledge Base' - Reports & resources 	<p>Citizens scientists are better able to take action to improve their physical and social environment</p>	
	<p>Collaborative partnerships build relationships and enable systemic change</p>	<p>Collaboration <i>Work with others to tackle key challenges</i></p>	<ul style="list-style-type: none"> - Support policy work - Partnerships - Collaborative initiatives and events 	<p>Strong relationships build our capacity to deliver initiatives that tackle shared key challenges</p>	
	<p>Socially and ecologically responsible organisations that utilise technology, encourage participation and leadership, have greater impact.</p>	<p>Regenerative and Resilient Organisation <i>Build a smart, effective, socially responsible and sustainable organisation</i></p>	<ul style="list-style-type: none"> - Effective governance - Diverse recruitment - Monitoring, evaluation & impact measurement - Participatory processes 	<p>We can improve our services and support the needs and aspirations of our members and partners</p>	

Purpose statement*

To build a network of systems thinkers with the power to create healthy cultures and ecosystems.

* This is not our strapline, but a clear guide for project and service development

A note about power

When we talk about power we have a particular view. To paraphrase wikipedia, "in social science and politics, power is the capacity of an individual (or group) to influence the conduct (behaviour) of others.... An example of using power without oppression is the concept of "soft power", which is about influence, as compared to "hard power", which relies on coercive force".

We increase our 'soft power' when we work collectively as networks, and the Association is extending its power further by working to support and initiate wider networks such as CTRLshift in the UK and Ecolise and the CoLab internationally. Our power includes:

- Power = Communication
- Power = Education and skills development
- Power = Network building
- Power = Research and learning
- Power = Cooperation and collaboration
- Power = Money and diverse resources
- Power = Agency and taking action

Our destination and long term vision

"A healthy and peaceful world, where we care for each other, the earth and future generations, share resources wisely and continue to heal and regenerate communities and ecosystems."

We have struggled to define our vision in a few words. The ethics that we share with many others probably sum up our vision just as well: 'Earth Care, People Care, Fair Shares!'

At a time when so many ecosystems are degrading and species are going extinct, it is increasingly hard to imagine a whole and healthy world. We will never again know the Spix Macaw or the Eastern Puma, and it seems likely that we will lose many more of our beautiful friends before we turn things around. But unless we can envision a better future, it seems unlikely that we will try to create it. We need courage to act, as individuals and communities, and permaculture needs to be a beacon of practical hope with clear pathways towards a whole and healthy world.

We envision an alternative future for humanity, as a responsible keystone species, acting as a powerful force for regeneration, health and wellbeing. A future where our lives are characterised by the active verbs of caring, sharing, healing and regenerating. It seems likely that in such a world there will also be much learning, creativity, play and love too.

Our collective vision is within grasp. Every aspect of the future that we need has already been tested, and the will to scale and replicate is emerging fast. Permaculture suggests a future of:

- Restored ecosystems, watersheds and water cycles
- Agro-ecological polycultures producing nutrient dense food in localised food systems
- Retrofitted and zero carbon housing in green walkable cities and settlements
- Interdependent self-reliant cosmopolitan bioregions
- Community wealth building in a steady state 'doughnut' economy
- Appropriate technology, distributed renewable energy grids, electric transport
- Fair, participatory societies with deep democracy and responsible governance

Strategic priorities

After a series of workshops and surveys that involved over 600 people from the membership and wider network, the Board of Trustees have updated our strategic priorities. They are big and broad and set out our view on what we need to do over the next decade. These long term priorities create a framework within which shorter term aims, goals and objectives are set.

1. Make permaculture accessible
2. Accelerate learning about permaculture
3. Grow permaculture networks
4. Share and develop permaculture practice
5. Work with others to tackle key challenges
6. Build a smart, effective, socially responsible and sustainable organisation

The strategic priorities describe and support a progression route that can take people from first knowing permaculture exists, through to being effective practitioners able to work with others to act on critical challenges.

Whilst numbered 1 to 6, they are not linear. They actually describe a system of related and interconnected activities, with each linking and strengthening the others.

The diagram below gives an indication of how they connect ([see the diagram in full](#))

Our aims as a system diagram



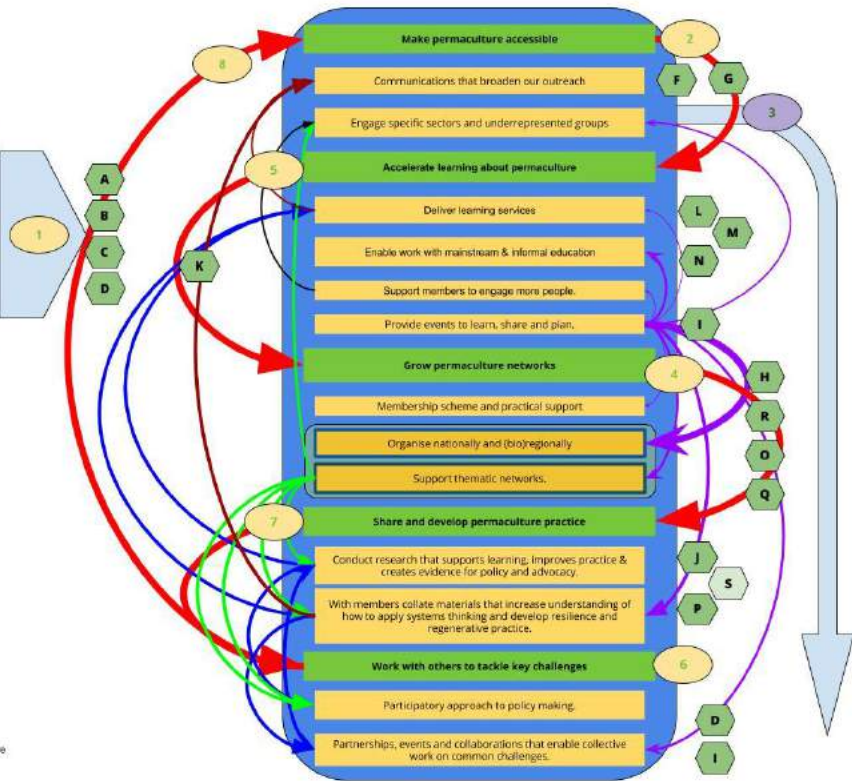
Staff / Project Teams

- A. Office Team (financial/admin/operations)
- B. Wellbeing Team
- C. Strategy Team
- D. CEO
- E. Funding Team
- F. Collins Team
- G. Web Team
- H. Membership
- I. Events Team
- J. Research Team/ Research Volunteers (GROW/ 52CA/ Citizen Science Projects)
- K. Educator Network Team/ working group
- L. Diploma Team/ working group
- M. Children in Permaculture Project Team
- N. Online Learning Team
- O. LAND Team
- P. Knowledge Base Team
- Q. Wales Team/ working group
- R. Scotland Team/ working group
- S. Policy Working Group

Put use in strategy

KEY

- 1. Supports 5 aims:
Increases effectiveness
Builds social capital and relationships
- 2. Increases number of people that know about permaculture and want to find out more
- 3. Comms and web support all aspects of the work
- 4. Active networks share and develop permaculture practice
- 5. Learners connect into existing networks
- 6. Working with others creates new opportunities to make permaculture accessible, and creates new stories to tell
- 7. Accomplished (experienced?) practitioners are able to work with others to influence policy
- 8. (Closing the loop) our work to tackle key challenges - stories that come out help us to reach new people



Read more about our Vision, Purpose, Priorities and Aims [here](#).

Goals to 2030

We have set deliberately ambitious goals - the situation demands it. These goals would be delivered by the Permaculture Association *in partnership and collaboration* with the wider networks we are in now, and are yet to join. We are moving from talking about thousands of people to millions of people. We will need to think and act strategically as part of a wider effort, and find ways to scale and replicate our work, and to understand our key points of leverage. It has been calculated⁷ that it requires 25% of the population to change behaviour for a societal shift to occur. We can't do this on our own, but in combination with working with other organisations and the opportunities now opening up through efforts to reach zero carbon by 2050 (we need it sooner but this is UK Government target) - there is an opportunity to bring permaculture into the mainstream.

Make permaculture accessible

Permaculture is a widely known term and the benefits of this whole systems approach are understood by over a million people.

Accelerate learning about permaculture

Over a million people in Britain are accessing permaculture learning resources and training programmes.

Grow permaculture networks

Members and permaculture networks are present in every corner of Britain and are supporting the wider population to adopt permaculture style behaviours and projects. Our networks have a credible and influential voice with the resources, skills and power to make change.

Share and develop permaculture practice

Our networks have access to communities of practise, citizen science and formal research, practical resources and case studies that can be adapted, applied and shared to develop and support projects and enterprises worldwide.

Work with others to tackle key challenges

The Permaculture Association is known as a world class partnership organisation working within a wider ecosystem of change. Our combined networks have made a significant contribution to achieving the UN Sustainable Development Goals.

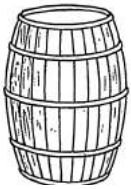
Build a smart, effective, socially responsible and sustainable organisation

The Permaculture Association and member networks are able to understand, demonstrate and increase their positive impact in the wider world. Members are able to deliver more effective projects with the support of shared services.

Measures for 2030

- 10,000 members
- 1,000,000 web visitors
- Engagement with learning resources and numbers of students per year
- 120 active networks (at least one in each bioregion / watershed catchment)
- Impact measures and reports in place for all key services and projects
- Active partnerships in place

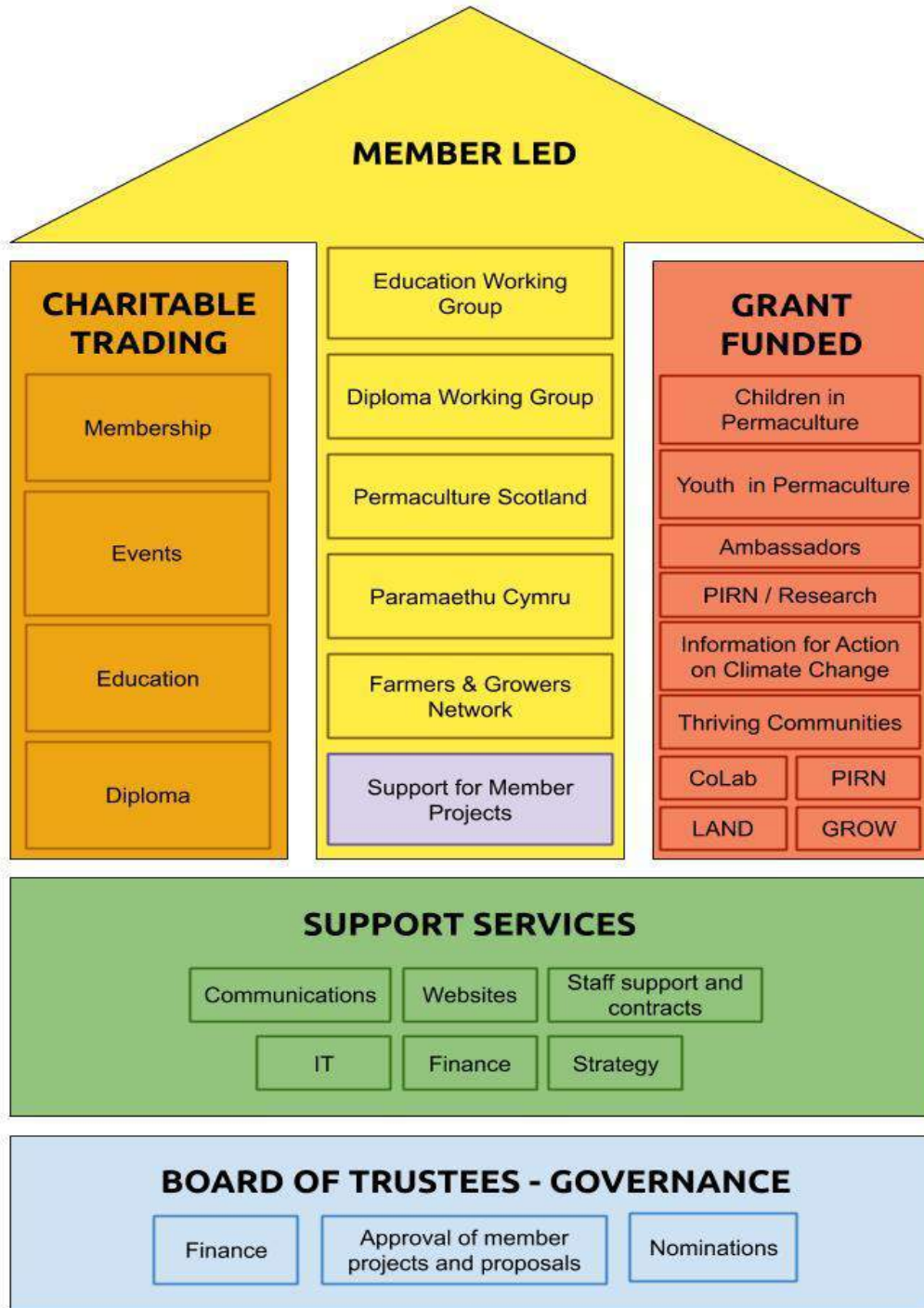
⁷ <https://www.asc.upenn.edu/news-events/news/research-finds-tipping-point-large-scale-social-change>



SECTION 3 ~ assembling crew and provisions

In this section we look at our current organisation and assets and what we will need in the future.

Permaculture Association Organisational Diagram



5 types of work.

The Permaculture Association operates through five specific types of work, namely:

1. **Governance.** The work of accountability, oversight, direction, identity and purpose.
 2. **Support Services.** The work of enabling staff, project workers, members, trustees to do their work effectively using shared systems and processes.
 3. **Charitable Trading.** The work of selling mission led products and services, to provide value to the world and financial surplus to enable effective support services and governance.
 4. **Grant Funded.** The work of delivering value to beneficiaries with the support of funders.
 5. **Member Led.** The work to support members to take their areas of work forwards in ways that meets their interests and the Association's charitable objects and strategic priorities.
- Each area of work has its own way of working, mix of volunteers and staff, and metrics.
 - Each has its own form of recruitment and resource needs.
 - Each adds value in a complementary way.

In future, we envision that aspects of our work will be taken forward by new organisations and groups, and we actively encourage that process. For example, regional networks are now forming around the Children in Permaculture work.

Our 'multiple forms of capital'⁸ - current assets

Capital is defined as, "wealth in the form of money or other assets" and a "valuable resource of a particular kind." When we look beyond money, the Permaculture Association is rich in many ways.

Social capital

Members

1450 people across the UK that engage in our work in a variety of ways. Long standing members have a good organisational memory. Membership types: Individual; Household; Educator; Project/ Business membership; Lifetime.

Board of Trustees

Good working system codified in the Board Policy Manual based on Carver Governance model. Currently member elected board, working towards a mix of member elected and board appointed for specific required skills.

Working Groups

Six thematic groups: Educators; Diploma; National Convergence; Regional Events; Policy; LAND Advisory. Two national working groups: Scotland & Wales.

Staff

23 part time (Equivalent to approx 8 Full Time, 18 work remotely). Highly motivated team with a wide variety of skills and experience. Positive working relationships within the organisation and within our permaculture and allied networks. Some staff are based in Leeds office, others work remotely online and are based across the UK.

⁸ As proposed by Ethan Roland in <http://www.appleseedpermaculture.com/8-forms-of-capital/>

Volunteers Regular volunteer support in Leeds office, for events, working groups and other activities, estimated at over 120 people per year, or around 6 full time equivalents

Wider network Plus many thousands of students on the graduate register, subscribers to the e-bulletin, people that run and engage with local groups and projects.

Intellectual Capital

Over the years we have produced many publications including case studies, reports and other resources that are available to our members and the wider public. Publications of most note are; our 'Teachers Guide' for our accredited Permaculture Design Course, our online Educators Portal, the Children in Permaculture Manual and our online Knowledge Base, which contains resources to help the public learn about permaculture ethics, principles, design approaches and more.

Our [member networks](#) have developed an array of intellectual assets such as teaching materials, how-to guides, videos, Youtube channels, blogs, websites, books and other literature.

To access a list of our publications please see our [assets register](#) which includes our annual reports, short films and other key publications.

Financial Capital

Strong cash assets due to the Diploma give us stable cash flow and a solid financial base. Five bank accounts including dedicated Euro account. Good mix of restricted and unrestricted funds. Latest position set out in our audited accounts.

Experiential Capital

We have a strong track record of project delivery, and the Graduate Register lists over 5000 people that have undertaken the Permaculture Design Course. Staff and Board hold many skills and our [LAND network](#) is also a good indicator of embedded experiential capital in the network.

Material capital

Our [assets register](#) also outlines the technology we use such as our online open source Customer Relationship Management database system and our array of websites. It also lists our current physical assets such our office and events equipment that support our work.

Cultural capital

Our cultural capital manifests in the shared internal and external processes and practises of our members and communities of practise- the works of art, the songs that we sing, our slogans and our close connection with nature, the culture of low impact resilient living, climate and environmental activism and the ability to come together in learning and celebration at our local, regional and national convergences.

Social capital

Our social capital is generated and mobilised through the projects we deliver, the support we give to our members and their projects and enterprises, events and how we engage with people online

through media platforms and our social networks. With our international partners, we develop systems and structures that improve both our online and offline capabilities to; share knowledge, research and resources, ensuring we are able to improve the practise and resilience of our members according to their needs.

Our charitable work provides a wide range of opportunities for cooperation and reciprocity including; social and learning events, volunteering, knowledge, research and resource exchange, online social networking, internships, apprenticeships, community projects, increasing local biodiversity and ecosystems services, and enterprise activity.

Strengthening relationships between members and their allies, developing a sense of connectedness and fostering norms of trust and reciprocity ensure that we continue to build our social capital. Our shared [ethics](#) and [principles](#) inform and influence a strong set of values, norms for within our organisation and our networks. So by their very nature, people who access our staff and members appreciate and want to build the beneficial relationships that increase social capital.

Living / natural capital

The projects we deliver and support seek to increase beneficial systems of animals, plants, fungus, water and soil of our land— and that which regulates our climate. This provides crucial 'ecosystem services', which make human life possible and provides crucial resources for our livelihoods, health and wellbeing. This is predominantly achieved through farming, growing and wildlife projects we support and celebrate in villages, towns and cities across Britain. Again, our [LAND network](#) provides good examples of where living capital is being (re)generated in our network. Examples include suburban gardens, smallholdings, rural farms, city farms, forest gardens, and amazing allotments!

We regenerate living capital by considering the systemic implications of our actions and activities on our ecosystems. This principle is a crucial aspect of the way we and our members interact with their environment. The policies and practises we develop enable us to act in a way that is beneficial to our environment and climate and experiment with new ways to work within and adapt to local and planetary limits. An example of how we increase living capital is our annual general (tree planting) meeting where staff and members plant trees wherever they are.

Reputation and standing in the wider community

A strong reputation as a fair, honest, hard working, caring, reliable and innovative permaculture organisation that uses a systemic approach to interact with the world. Partnerships with organisations in the UK and around the world. Hosting the 12th International Permaculture Conference (London) and Convergence (Essex) in September 2015 greatly enhanced our profile within the permaculture community and externally.

Activities such as collaborating to generate the peoples food policy and hosting and co-founding the CTRL Shift Summit have helped us build positive relationships and develop our ability to have a positive social impact. Both our approach and positive relationships with other organisations means that we are invited and welcomed to connect, work with and share learning, between each

of our different grassroots and professional networks and events. This includes regular requests for CEO Andy Goldring to give keynote speeches at reputable national and international events.

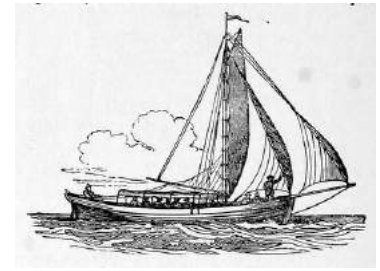
Future resource requirement

Whilst we have considerable capital, the task we face is large and growing, so we will need to carefully grow our resources to increase our capacity and positive contribution in the world. This includes

- Increasing membership numbers to enable growth of local networks and projects. 10,000 members would provide an income of £450,000 per annum, transforming our capacity to support the network, fund local events and projects, and increasing our national profile. Creating a plan to significantly grow membership is a key action for 2020.
- A programme of Online Learning can help to bring together the network's intellectual capital and create a good income stream for the Association and Educators.
- Increasing fundraising work (detailed in next section)
- Being much clearer about what we need volunteers for, better processes to support them and ideally a volunteer coordinator.
- Stronger links and information flows between the national and local level, ideally with volunteer coordinators / local hubs in each bioregion.
- Staff training and internal processes. New Chief Operating Officer will seek ways to hone our systems and increase staff skills.

We will be bringing our future resource needs together into a design over the coming months and this will be part of a 'Target Operating Model' which will propose future structure, staffing and volunteer needs, physical office requirements and the next phase of our online working environment, including forums and online learning facilities.

SECTION 4 ~ setting sail



Activities that will deliver against our priorities

Priority 1: Make permaculture accessible to all

1. Provide popular communications and media about permaculture, using accessible and appropriate language that broadens our outreach and increases our audience.
2. Provide targeted communications that enable us to engage specific sectors and underrepresented people and groups and broaden the diversity of people involved in permaculture.

Priority 2: Accelerate learning about permaculture

1. Develop and deliver new online and face to face learning services covering a wide range of permaculture topics, approaches and case studies.
2. Provide materials and resources that enable members to work with mainstream and informal education processes and institutions.
3. Support educators, demonstration centres, local groups, projects and Ambassadors to engage more people.
4. Provide events that enable both beginners & advanced practitioners to learn, share & plan.

Priority 3: Grow permaculture networks

1. Create an engaging membership scheme and increase practical support for members.
2. Organise nationally and (bio)regionally within Scotland, Wales and England and increase the number of local groups, projects and networks active in each country.
3. Support the development of thematic networks that explore the application of permaculture design thinking within specific contexts.

Priority 4: Share and develop permaculture practice

1. Conduct research that supports new learning, ensures educational materials are up to date, improves practice and creates an evidence base for policy and other advocacy work.
2. Work with members and other partners to collate, develop and share written resources, case studies, videos and other learning materials. These materials will help to: increase understanding of how to apply systems thinking; develop resilience and regenerative practices; and link permaculture practice to climate adaptation processes and the UN Sustainable Development Goals.

Deliver these aims within three broad areas: personal and household; community and business; farm and landscape.

Priority 5: Work with others to tackle key challenges

1. Develop a participatory approach to policy making that enables members to make policy recommendations to local and national government and other agencies and institutions and increases our ability to implement permaculture in a wide range of contexts.
2. Join and develop partnerships, events and collaborations with other permaculture and allied organisations that enable collective work on common challenges, in the UK, in Europe and internationally.

Priority 6: To build a smart, effective, socially responsible and sustainable organisation

1. Develop a regenerative culture and nurture leadership skills within every part of the organisation. Value contributions from members, staff and volunteers, and facilitate capacity building activities that enable everyone to support the development of the organisation and network.
2. Serve, value and engage members and beneficiaries through a strong focus on understanding their needs and the needs of the network.
3. Use smart feedback mechanisms and processes to ensure that strategy, planning and delivery are subject to ongoing improvement and innovation and are inclusive, participatory and adaptive.
4. Underpin financial stability through a mix of charitable trading, donations, fundraising, and good relationships within each area of work.

Key activities 2019/2020

1. Membership increase, development and retention

Continue to develop our membership scheme to support our members. Work towards an 80% retention rate for membership. Increase subscriptions to enable both better member services, more member to member connections, and a solid financial base for future activities.

2. Online learning pilot

Develop our online learning pilot with support from our educators network and members with a view to becoming a major provider of online learning about permaculture and related subjects. Provide a high quality service that brings our intellectual resources together for a major push forward in future years, within an enterprising and self-financing approach.

3. Increase the funding pipeline

Secure funds that enable work on key projects as set out below.

4. Complete GROW Observatory project

This European-wide project will continue to engage thousands of growers, scientists and others passionate about the land to contribute to vital scientific environmental monitoring, until the end of the project in October 2019. At which point we will report on the impact and share learning through our Knowledge Base.

Grant Funded work

- **LAND Project**

The next phase of LAND (Learning and Demonstration Network) project will look at new ways to support members, 'Thriving Communities' projects and farm scale permaculture projects to establish as LAND Centres and LAND Learners as part of the LAND Network. Learning from our previous work, including the member led ScotLAND project, will enable greater access to land based permaculture education and network building that will benefit members and their local communities. An integral part of this next phase will be to support projects to better engage their local communities in a way that is even more inclusive of underrepresented and marginalised groups. The Thriving Communities project, and emerging European and global LAND style permaculture networks will form the basis for

developing this practise.

- **52 Climate Actions**

This project addresses the critical issues surrounding climate breakdown and the need for widespread action. This project will contribute to our behavior change research that supports a shift towards action for climate resilience. Phase 2 will make the tool accessible to climate action groups and the public, and explore next iterations of the tool.

- **Research and Citizen Science.** Build on work and expertise gained through Grow project to develop research programme that can support behaviour change and increase scientific understanding in key areas of regenerative practices. Use existing research to actively inform and develop other areas of work.

- **CTRLShift**

Following the success of CTRL Shift: an emergency summit for change, with other numerous social and ecological change initiatives we continue to support the development of this project. CTRL Shift is growing momentum to shift the conversation around the power that people and communities have to build a resilient UK and support wider cooperation and power of our networks.

- **CoLab**

Support the next phase of this international framework for enhancing collaboration between permaculture organisations and networks through the Capacity + project.

Charitable trading

We are already delivering these and they each have their own income stream, so keep improving using a 'Kaizen' approach (see glossary).

- **Membership scheme** - covered above. Our top priority is to increase overall membership numbers and retention rate.

- **Events provision and support for member events**

With a particular focus on our annual National Permaculture Convergence we will continue to provide learning and social events that bring people together and strengthen our networks. Smaller more specialised events are planned for the next period including the International Children in Permaculture conference, National Permaculture Diploma gathering, and convergences in our regional networks of Wales and Scotland. We continue to provide support for member led groups to hold regional convergences.

- **Diploma Apprenticeship Scheme**

Work with the Diploma Working Group to re-energise this 500 strong action learner network. Solve challenges of apprentice documentation of their own work, and make progress simpler by offering more bite-sized modules that can enable faster completion of smaller packages of learning. Complete new Diploma portal.

- **Educator membership**

Work with the Children in Permaculture project to broaden the range of educators involved, so that we can reach 100 educators, and make the service self-financing and ready for wider adoption by mainstream primary, secondary and tertiary level educators alongside our existing network of tutors working in (mostly) informal/independent adult education provision

- **NEW: Online Learning Platform and Knowledge Base**

Continued development of our online Knowledge Base with staff, members and partners ensuring that knowledge is free and accessible for our members and the public.

Pilot a range of online training courses to further the opportunities for high quality learning outside the traditional classroom learning. Enable blended learning for educators in conjunction with LAND Centres and local groups, and a more accessible and diverse curriculum that support learners in further developing their skills.

- **Children in Permaculture (CiP)**

The focus for this next phase of the CiP project will be to build on the success of the CiP manual, online resources and training packages. Sales of the manual will provide seed funding to further develop the project in the short term. Will complement grant funded work in this area, but not dependent on it.

Support Services - developing core competencies

We have identified three areas where we want to develop our core competencies. These include the following:

- **Impact measurement** is crucial to understanding how our work impacts the world around us, we will be exploring ways to report on our impact including utilising the UN Sustainable Development goals and UKSSD SDG indicators as a framework. We will focus on measuring the impact with our staff, our members, their projects, our regional networks, and through the LAND and 52 Climate Action projects.
- **Creating feedback loops** between PA staff, working groups and members utilising technology and exploring funding avenues for increased paid staff time enabling more face to face conversations and consultations
- **Develop our skills in outreach and engagement** to engage groups that are often marginalised and underrepresented (Young people, elders, refugees, BAME, and those with learning and mobility difficulties) in Permaculture Association (as staff, Board members, volunteers and members) through our communities of practise, network building activities and through consultation, surveys and events.

Additionally we will:

- Continue to deliver our communications, website and internal IT development.
- Focus on staff wellbeing and support, through the new People Care function.

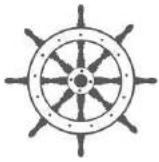
Member Led

- Support existing working groups and establish a Policy Working Group.
- Enhance support for a broader approach to member led work, including guides on how to run working groups, task and finish groups, communities of practice.
- With members identify successful approaches to bioregional action and networking.
- Develop Wales as an official Branch office. **DONE**

Governance

- Increase BAME and youth engagement on the Board.
- Enhance skills base.
- Review organisational structure.

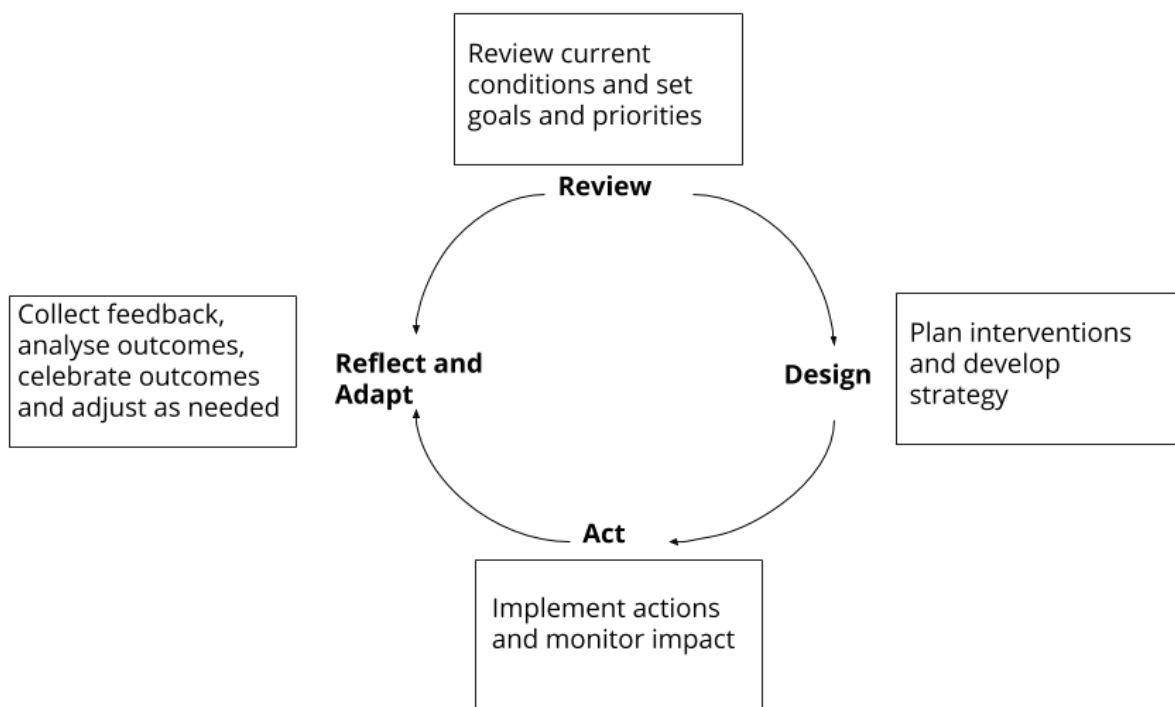
Find out more about [how members can get involved](#) in helping to take this work forward.



SECTION 5 ~ navigation and staying on course

Strategic process - plan, review, adjust

Strategic Action Cycle
90 day/ annual/ project cycles



The world is changing fast. The way organisations work is changing fast. It's important to be flexible and responsive to these changes (Brexit +++). So we are working more on facilitating an ongoing strategic conversation and process, rather than creating a fixed strategy that lasts X years and is out of date in X-2 years. Instead we have articulated long term strategic aims that inform the development of projects and activities that can also respond to current needs and opportunities.

This document is a living framework that links to other active documents, reviewed by the Board and staff. We are learning from 'Lean' 'Agile' and 'Teal' style approaches to organising and planning (but we still have a budget!), with an emphasis on making it inclusive, participatory and accessible to members and with an organisational culture that is honest, open, caring and reflexive.

We will give regular time to reflecting on our work together as a team as part of our aim to build a smart, effective, socially responsible and sustainable organisation. We will also be designing mechanisms which support ongoing input from members to enable more member contributions and co-creation of an enhanced membership service.

The following table details how often we review different aspects of the Association’s work:

Reviewed Quarterly	Annually	As required
Board Monitoring report (inc quarterly objectives)	Achievements doc	PESTLE / Risk review
Board Policy Manual	Vision, Mission, Aims	Network register
Finance report	Budget for year ahead	Asset register
Projects / progress on plans	Funding strategy	Regular and periodic surveys
	Communications strategy and annual plans	Target operating model
		Decision making process chart
		Theory of Change
		Organisation diagram
		Member / Research / Diploma strategies

Link to ‘deeper document’: [Strategy Tools, Processes and Documentation Map](#)

Measuring our impact

Understanding what works and what doesn’t is a key aspect of the permaculture design process and building a regenerative culture. Impact measurement helps us and our members know where and how we are making a difference. This process is not only useful to our beneficiaries but is also key to help the board of trustees, staff and funders understand how our work is making an impact. It provides valuable insights that enable us to improve our services and follow best practice as a charity. We have some systems in place - surveys, member focus groups, workshops, interviews - and we know that more is needed in this area so we will prioritise learning more about this over the next two years.

Next steps

- Review the SpringImpact tool and other impact measurement approaches to determine the best way forward for us.
- Review current programmes and services.
- Build enhanced practices into new projects and programmes.
- Develop team skills (staff, volunteers and members.)

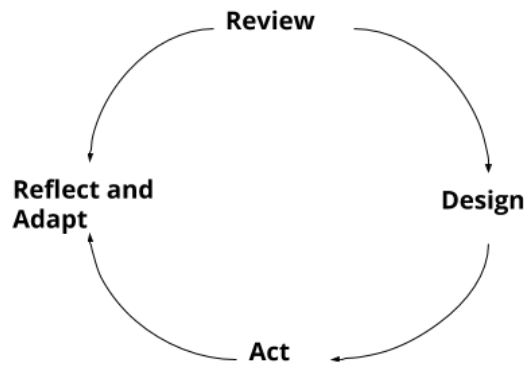
Impact measurement methods
90 day/ annual/ project cycles

Assess conditions to set boundaries

Review change models (Theory of Change and Target Operating Model).
Set strategic priorities and Key Performance Indicators.
Identify social and environmental impact indicators.
Staff quarterly planning days.

Evaluate impact to understand and celebrate change

Staff quarterly planning days
Surveys
Consultations
Celebrate Achievements
Share learning



Plan impact through strategy

Develop monitoring plan.
Surveys.
Consultations.

Monitor impact to improve work

Document learning.
Monitor Key Performance Indicators.

Thanks

A huge thanks to the Seedbed Trust for their generous donation towards this work. This enabled us to employ Roxy Piper who has given us a new perspective and provided invaluable support to Andy Goldring (CEO) in the creation of this document and the wider process. Thanks to the 600+ people that provided input via the surveys and workshops, and to the staff team for ongoing input. Thanks also to Nenad Maljkovic for his inspiration and many links.

It's a process rather than a document, so thanks to you in advance for getting involved in helping to make this happen! If you can help to take this strategy forward through funding support, donations, volunteering your skills, key contacts, please get in touch with Andy Goldring (andyg@permaculture.org.uk), or the appropriate Permaculture Association staff member (see <https://www.permaculture.org.uk/our-work>).