



5-YEAR STRATEGY

Mid-term Review October 2022

Introduction

This document is the proposed mid-term update to the LWAs 2020-2025 strategy (which was ratified at the 2019 AGM). This strategy governs the work which is carried out by the LWAs staff team, coordinating group and member organisers.

In early 2022, the Staff team and Coordinating group gathered to review the aims laid out in the 5-year strategy at its mid-point. This document provides a summary of the work which was done to update the strategy for its remaining two and a half years. Many of the initial targets have been met, and some strands of work have been added, enhanced, or adjusted in response to changing conditions.

This summary is broken down according to the core work areas of the LWA, which also translate to how the staff team is structured. These areas are:

- Operations
- Membership
- Communications
- New Entrant Support
- Campaigns

There are also work strands that connect people across the staff team, that are not explicitly mentioned here as they overlap across work areas in order to contribute to the overall strategy. These are currently:

- Training
- Events
- Organisational Structure
- International Solidarity

In this document, the Aims and the Priorities to 2025 within each work area are laid out. These reflect what the teams will be focussing on over the next three years. The definition of aims used here refers to the higher level direction of travel which is being aimed for, while priorities are the specific and measurable steps of how to get there.

We welcome feedback on this document and the prioritisations suggested - please visit www.landworkersalliance.org.uk/annual-report-2022 for the link to a feedback survey. We would also like to hear what else is important to the membership, as over the next two years we will be planning and carrying out the process to develop a strategy for 2025-2030 which we want to make more member-led.



Operations

Aims:

- To maintain and develop the internal infrastructure of the LWA, facilitating the staff team to deliver the aims of the membership and the movement.
- To take care of the internal processes (HR, Governance, Policies, Protocol, Living Systems) which support smooth, collaborative, efficient organisational functioning.
- To root this in a culture of care and anti-oppressive practice.
- To model replacing social domination and hierarchy with processes and systems which support flow, accountability, autonomy and responsibility.
- To create and hold useful templates, policies, training and protocol to support movement and capacity building within the membership.

Priorities to 2025:

- Creating a rolling internal training programme for staff and member organisers which supports development and maintenance of LWA culture.
- Developing an Anti-Racist Strategy which is embedded within the work of the staff team, Coordinating Group and member organisers.
- Yielding 75% of responses in the yearly staff satisfaction survey as 4s or 5s (agree or strongly agree).
- Having in place policy and strategy on remote working to intentionally manage and ease the challenges this creates.

- Having explicit, intentional and resourced Living Systems which are held, reviewed and upgraded as necessary by a cross staff working group.
- Including an increased percentage for overheads in all new funding bids, which is identified in employee's job descriptions as organisational work (e.g. reviews, debriefs, and learning).



Membership

Vision

We are a team which is growing the power of the food and land sovereignty movement through increased organisation and membership to improve landworkers' livelihoods. We will build LWA's democratic systems, networks and structures to empower more members to be deeply engaged in driving our culture and vision.

Aims:

- To be more Member Led and Democratic.
- To enable Solidarity and Community.
- To empower more members to be highly engaged and organised.
- To build the power of the movement.
- To build better livelihoods for members.
- For the membership team to be financially self sufficient and not dependent on grant funding

Priorities to 2025

- Continuing to establish both branch (national level; Scotland, Cymru, North of Ireland, and England) and regional organising groups led by members.
- Continuing to support the development of sector and identity group member-led organising.
- Developing the internal communication and organising systems of these member-led groups.
- Building the capacity, skills and knowledge of the membership to engage in and contribute to our organising through delivering training and skillshare, developing support tools and systems, and induction and handover processes.
- Establishing a calendar of democratic events which engage and get input from members, including the Organisers' Assembly, AGM, regional assemblies and regular member events.

- Continuing to support a growing number of landworker members (aiming for 3000 members by 2025) and supporters (1000 by 2025), with an objective to facilitate diverse and representative membership across the branches, regions and sectors.
- Supporting member engagement in national and international campaign and policy work.
- Developing the suite of services and support which membership provides access to, both internally and through developing signposting and partnership with other organisations.
- Increasing membership income both through a growing number of members and by proposing increased member fees once a higher level of membership support and services are in place.



Comms

Aims:

- To centre the voices and stories of our members, and highlight the benefits of their work, as well as the challenges they face.
- To raise the profile of the LWA as an organisation and the work we do.
- To improve awareness and understanding among our target audiences of agroecology and food sovereignty, showing how they offer real solutions to social, economic and environmental crises.
- To effectively utilise and grow our communications channels and media to target specific audiences for maximum impact.
- To produce creative content that inspires and mobilises our members and target audiences.
- To amplify the voices of underrepresented groups within land work, including BPOC and LGBTQIA+ communities.
- To build and maintain relationships that expand our reach through mainstream and farming media outlets.
- To create strategic partnerships to encourage collaboration and the amplification of key messages across the movement.

Priorities to 2025

- Providing training and ongoing support for selected LWA staff and members to be media spokespeople.
- Building a database of member profiles for use in our communications that represents the diversity of our membership and the issues we represent.
- Getting regular coverage of key issues and campaigns in mainstream media.
- Expanding our social media following to 65,000 followers across all platforms.



New Entrant Support

Aims:

- To support new entrants, particularly those from disadvantaged and underrepresented communities, into land based work, by addressing barriers (such as access to land, finance, training and support) to make it an accessible and financially viable career.
- To help build accessible models of training and knowledge exchange for new entrants, identifying gaps in provision and working with partner organisations to fill these gaps.
- To develop a network of support for new entrants, signposting opportunities, linking with partners, and highlighting pathways for support and progression.
- To increase the capacity of our members in organising as a union and social movement as well as in working with the media, campaigning and lobbying.

Priorities to 2025

- Building a network of best practice and exchange between organisations and farms offering, or hoping to offer, incubation or Farm Start opportunities.
- Working with key partners to build a national network of producers offering informal training and mentoring, working to improve the quality and consistency of the learner experience through co-learning, teacher training and input on curriculum design.
- Working with key partners to create an encompassing and accessible accredited training in agroecological farming, forestry and land management, helping to ensure that the socio-political aspects of agroecology and holistic modes of teaching are instilled within curriculum design.

- Working with partners to develop a land matching service; creating a mechanism by which land can be leased to new entrants on a secure tenure basis.
- Building a new entrant network which gives a voice to new entrant farmers, encouraging skill sharing and exchange and feeding into project design, objectives, and policy response
- Building a live, regularly updated toolkit which maps pathways for new entrants in different sectors, highlighting training, land and funding opportunities, and events and skill sharing/ networking opportunities
- Offering one-one support for new entrant members, signposting them to information, services and resources
- Developing our new entrant membership offer, assessing the feasibility of paid for union services.
- Using the knowledge and experience of new entrants to develop positions and proposals, and then campaign for their inclusion in policy, legislation, regulation and industry guidance.
- Working with other teams and projects to ensure that, where relevant, projects meet the needs of new entrants, that information is shared effectively and that all stakeholders are informed and/or invited to give input where appropriate.

Campaigns

Aims:

- To advocate for our members' interests across all sectors on a UK policy level, as well in England, Wales and Scotland.
- To build the resilience and sustainability of UK land-use systems within a global context.
- To build the UK Food Sovereignty movement.
- To act in international solidarity with landworkers and indigenous peoples on food and land justice issues.

To meet these broader aims, our campaigns and policy team work on a number of different funded projects including the Resilient Local Food Systems project, Food In Our Hands and the Activating Land Justice project.



But we live in politically turbulent times, and so much of our campaigning and policy work has to be responsive to changing political and social contexts. Here is a broad overview of some of the issues and workstreams we are focussing on at the moment, and which we expect to continue working on over the next 3 years.

Priorities to 2025

- Lobbying for subsidy reforms in Wales, Scotland and England that support small-scale agriculture and a just transition to agroecological farming: including campaigns for incentivising public engagement on farms, and to remove area-based eligibility thresholds.
- Lobbying for policies that support new entrants into farming and land work, specifically through support schemes like the New Entrant Support Scheme (NESS) in England.
- Campaigning for more support and investment in small-scale horticulture in Scotland, Wales and England and continuing the Environmental Land Management Subsidy (ELMS) test and trial for small-scale horticulture in England.
- Campaigning for policies that support sustainable forestry and woodland management.
- Campaigning for fair and protectionist trade agreements which prioritise farming livelihoods, animal welfare and the environment both in the UK and abroad, and working with international allies to highlight the impact of trade deals on food producers in other countries too.
- Raising awareness and understanding about the criteria for responsible and socially just use of technology in agroecological systems, particularly with regard to deregulation of GMOs in the UK, investment in robotics, and lab-grown meat.
- Modelling an agroecological and sustainable forestry land-use system in the UK: looking at areas including animal feed, agroforestry and tree-planting, and switching to 'less but better meat'.



- Promoting the concept of food sovereignty and the Right to Food, and campaigning for Food Bills in Scotland, England and Wales to enshrine a Right to Food in law and to provide better support for small-scale localised food and farming systems.
- Working with other groups and organisations to build the UK food sovereignty movement (Food In Our Hands) and develop the Nyeleni process in the UK with an emphasis on anti-oppression.

- Building relationships with key international processes including through engagement with the Civil Society and Indigenous People’s Mechanism of the Committee on World Food Security.
- Campaigning for better rights and working conditions for migrant landworkers in the UK.
- Raising awareness about land justice issues and how they intersect with food and farming, especially for marginalised groups.
- Modelling and building resilient local food systems, and promoting dynamic public procurement models, planning reforms, and more investment in local food infrastructure.



Photo: Matt Austin