

Our Strategic Plan

for 2020-26



The
countryside
charity



Image credit: Andrew Roland

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We are CPRE, the countryside charity

We believe that the countryside is for everyone.

We want a thriving, beautiful countryside rich in nature and playing a crucial role in our nation's response to the climate emergency.

We know that engaging with our natural environment, especially near to where we live, is vital for our mental and physical wellbeing.

We're determined to promote the countryside and its communities to enable more people than ever before to benefit from it – including those who haven't benefited before.

We're aiming for a countryside that's valued, enjoyed and understood by, and accessible to, everyone,

wherever they live, now and in the future. That's why we describe ourselves as 'the countryside charity'.

Our work from 2020 to 2026 will see us build an even stronger voice and movement for the countryside; for its enhancement, promotion and protection.

Our changing world

This strategy articulates **our response to the outside world**. From a changing climate, changing lifestyles and changing agricultural practices to the demands of economic growth and an urgent need for housing, our countryside is under pressure. But we know that people are passionate about nature and the environment, concerned about its future and its relationship to us, and increasingly aware of the health and wellbeing benefits of being outdoors. We see opportunities as well as challenges. We've written this strategy in the context of these and the many other external factors affecting our charity and our work, now and in the future. These are explored in Appendix 2.

Our vision

Our vision is for a **beautiful and thriving countryside that enriches all our lives**. This ambition has been refined by the many generous, passionate and thoughtful people who have been involved with and supported CPRE through time. In this vision, we look to the future whilst staying rooted in what has inspired us for almost 100 years.

Our mission

We work hard to **enhance, promote and protect the countryside**, including the communities within it. We know we can't do it alone, and we believe that everyone can participate in ensuring it continues to provide us with the landscapes, wildlife, ways of life and emotional and physical wellbeing needed in the 21st century.

Between 2020 and 2026, we will bring together a million people to engage with us and strengthen the voice of the countryside. The years leading up to our centenary will see us connect more people with their countryside, giving everyone a chance to be involved and to experience rural areas in a wide variety of ways. We'll work on positive solutions for the future with individuals, groups and organisations who also love and value the countryside and nature. We know some of these partners already, but many will be brand new.

We'll run innovative projects that set out what good practice looks like and deliver targeted programmes of research, policy and campaign work. We'll evaluate what we learn and share findings widely, always acting on insights to inform our next steps.

We'll take the learning from this work to local and national decision-makers and to all those concerned with our nation's wellbeing, and reinforce the essential importance of the countryside. We'll make sure that they're actively pursuing accessible, enhanced and protected natural environments and taking up our innovative policy solutions for the countryside. This strategy is our call to action: we can all play our part in caring for and celebrating the countryside.



Image credit: Corobus Yeti

Our values

Our values will guide our decisions and principles in our work through the strategy and in all we do. They define our culture and our behaviours, and speak to the kind of organisation we always aspire to be.

	Open	Connected	Trusted	Inspirational
Value	We are inclusive and respectful of everybody, no matter who they are or where they live.	We value lasting and effective relationships.	We use evidence, knowledge and experience to influence positive change.	We bring ambition and determination to everything we do.
	Our countryside is for everyone, and so are we.	We invite and encourage collaboration to find what is best for the countryside we love.	Others believe what we say because they know we can back it up.	We channel our passion to motivate others and encourage them to act.
Behaviour	Be open-minded.	Be a good listener.	Act with integrity.	Keep the end goal in mind.
	Be considerate of others.	Unite over common ground.	Be confident.	Be brave and innovative.
	Use language that everyone can understand.	Celebrate shared successes.	Take a holistic and rigorous approach to finding solutions.	Have a positive attitude.

Our history

We're proud of our past and continue to be inspired by the principles and passions that motivated our founders in 1926. CPRE played a key role in the campaigns for National Parks, Green Belts and other vital parts of our environmental heritage which are now so much a part of people's lives, and the next seven years will see us continue and advance this tradition.

This strategy responds to the changing times in which we find ourselves and recalls our current charitable objective:

‘To promote and encourage for the benefit of the nation the improvement and protection of the English countryside and its towns and villages and the better development of the rural environment.’



Our strategic aims and objectives for 2020-26

These strategic aims will direct our work leading up to our centenary. The aims are interdependent. Between 2020-26 we will:

Promote rural life

With communities and partners, we'll develop and promote a sustainable vision for living in the countryside in the 21st century. We'll bring together solutions for the rural economy, housing, farming, transport and the natural environment to achieve positive progress for our countryside and those who live in it.

Connect people and countryside

We'll promote the value and benefits of the countryside so that far more people engage with, understand and enjoy it, particularly those who have not benefited before. This will help us to create a stronger voice to enhance and protect the countryside, including locally-valued landscapes.

Empower communities

We'll empower our network to engage with communities to involve more people in improving their local environment through volunteering and local action.

Grow our capacity

We'll bring together a larger and more diverse group of people who share our belief in countryside for all. This will increase our resilience, income and capacity.

Responding to the climate emergency - a cross-cutting theme



Aim 1

Connect people and countryside

We'll promote the value and benefits of the countryside so that far more people engage with, understand and enjoy it, particularly those who have not benefited before. This will help us to create a stronger voice to enhance and protect the countryside, including locally-valued landscapes.

Aim 1: Connect people and countryside

We want more people to access the amazing countryside that England has to offer. We'll ensure that people can connect to the countryside near to them – especially those who haven't benefited from the countryside before.

Countryside near to our towns and cities can risk being degraded or built on. We'll champion the importance of green spaces for local people and for visitors, and work for planning reform that ensures these assets are recognised and locally-valued landscapes are cared for and respected.

As a nation, we're recognising how essential fresh air and green spaces can be for our mental and physical wellbeing. The benefits of physical activity and of being within nature are increasingly appreciated and, with our historic mission to reassert the value to people of dedicating land to nature and green space,

we're perfectly placed to bring about change. We'll stand up for the importance of the countryside for wellbeing and ensure that housing, infrastructure and industrial or commercial development is well-planned.

We want people to feel connected to the countryside, but we recognise that it's hard to make this connection without good access. And many people report that they want to do their bit to help our rural environments, but aren't always sure how to go about it. We'll reconnect people and countryside through a wide range of programmes to highlight its value, increase enjoyment and widen and deepen awareness.

Objectives that we'll work for:

- 1.1 More locally-valued landscapes and green spaces are enhanced and protected.
- 1.2 More people having a better experience of and benefiting from countryside near to them, particularly those not benefiting now.
- 1.3 Efficient use of land, particularly in urban and suburban areas, and more land dedicated to green space and nature.
- 1.4 A planning system and legislation that delivers the right development in the right place.

How we'll achieve this

Some examples of the strands of work we'll carry out to achieve aim 1 are listed here.

Types of work we will do	Description
Planning for people	- We'll develop and promote innovative policy solutions and a long-term vision for a better planning system. We'll support communities to ensure that they have better local outcomes from the planning system.
Better brownfield	<ul style="list-style-type: none"> - We'll campaign for a strategy of 'brownfield-first', encouraging brownfield sites to be developed before greenfield ones. - We'll call for this approach to underpin all planning policies for housing, and we'll support local communities in identifying sites. - We'll promote the development of brownfield sites using brownfield registers and neighbourhood and local plans.
Countryside connected	<ul style="list-style-type: none"> - We'll campaign for national policy solutions to increase access to the countryside for those not currently benefiting. - We'll run partnership-led pilots to experiment with ways to ensure greater countryside access for people who aren't currently benefiting.
Great Green Belt	<ul style="list-style-type: none"> - We'll develop and promote new ways to enhance Green Belt areas, including improving access. - We'll run partnership-led pilots that highlight the local amenity and natural capital value of Green Belt.
Countryside experience	- We'll campaign and run activities with the public on some of our key issues: reducing litter, light pollution and improving tranquillity. And we'll campaign to ensure that planning decisions fully consider the importance of countryside tranquillity.
Health and wellbeing	<ul style="list-style-type: none"> - We'll research which countryside experiences offer the most health and wellbeing benefits, and we'll promote these to ensure that as many people as possible can benefit from their local green spaces. - We'll run multi-partner projects to engage a wide range of people around health and wellbeing in the countryside.

What success will look like

These are examples of some of the ways that we'll be able to measure the difference we have made.

By 2026:

More people will experience the health and wellbeing benefits of the countryside through increased access to it.

More people will have an improved experience of the natural beauty and tranquillity of the countryside.

More people's environment, health and wellbeing will be improved by a planning system delivering sustainable development in the public interest.



Aim 2

Promote rural life

With communities and partners, we'll develop and promote a sustainable vision for living in the countryside in the 21st century. We'll bring together solutions for the rural economy, housing, farming, transport and the natural environment to achieve positive progress for our countryside and those who live in it.

Aim 2: Promote rural life

We believe in a thriving countryside with people living and working in active and sustainable rural communities. Our vision is for positive progress and good development going hand-in-hand with growing rural communities, strong local economies and protected and enhanced natural environments. This includes looking at more sustainable and low carbon farming with climate change in mind and promoting a healthy environment in the countryside.

We'll share our expertise and work with partners to promote the best ways of supporting and enhancing rural life today. We'll work with communities and organisations to identify and develop, practical solutions that will meet local needs. And we'll propose appropriate alternatives to policies that are designed for the urban environment to make sure that the needs of our countryside are recognised.

We'll provide and promote a positive vision for a rural future.

Objectives that we'll work for:

- 2.1** A shared vision for a sustainable rural economy in which all communities can thrive.
- 2.2** Rural infrastructure and services – including housing, transport and public spaces – that meet the needs of their communities and secure a healthy environment.
- 2.3** New and sustainable models of farming and better environmental land management.
- 2.4** A low carbon countryside that mitigates and adapts to the impacts of the climate emergency.

How we'll achieve this

Some examples of the strands of work we will undertake to achieve aim 2 are listed here.

Types of work we will do	Description
Homes that people can afford	<ul style="list-style-type: none"> - We'll research and publicise the often-hidden crisis of housing affordability in rural areas. - We'll support communities to campaign positively for affordable rural housing locally.
Rural resilience	<ul style="list-style-type: none"> - Working with partners, we'll create a holistic view of what sustainable rural economies and communities look like. - We'll identify some pilot areas and run campaigns to positively build resilience, making sure national policies are suitable for rural areas.
Low carbon countryside	<ul style="list-style-type: none"> - We'll build greater understanding of the impact of the climate crisis on the countryside, and the role that the countryside can play in mitigating its impacts. - We'll support local communities to campaign for measures to mitigate and adapt to the impact of climate change.
Sustainable farming	<ul style="list-style-type: none"> - We'll develop new policy solutions for more sustainable land management. - We'll support farmers to use landscape-friendly farming practices.
Sustainable rural transport	<ul style="list-style-type: none"> - We'll campaign for greater provision of sustainable rural transport. - We will support rural communities in their own positive campaigns for more accessible local transport.
Positive placemaking	<ul style="list-style-type: none"> - We'll support local CPREs and partners in brilliant local placemaking, including through neighbourhood planning.
Enhanced landscapes	<ul style="list-style-type: none"> - We'll campaign for national policies that will enhance England's landscapes. - We'll support local communities to develop and deliver local landscape enhancement initiatives.

What success will look like

These are examples of some of the ways that we'll be able to measure the difference we have made.

By 2026:

More people will enjoy living and working in thriving rural communities through the regeneration of the rural economy and enhancement of local landscapes.

There will be lower carbon emissions, and more carbon stored, in the countryside.

Farming will be producing more public benefits, particularly healthier soils and enhanced landscapes.



Image credit: Tim Crocker/RHM

Aim 3

Empower communities

We'll empower our network to engage with communities to involve more people in improving their local environment through volunteering and local action.

Aim 3: Empower communities

We are a national network of local CPREs, and the next seven years will see these revitalised. We'll invest more in volunteering, local action and regional/national collaboration to help them to be stronger than ever.

We'll maximise one of our real strengths: our combination of a locally-driven countryside movement with expert research, campaigning and influencing at national level to improve decisions that affect all our lives.

We'll collaborate across the whole CPRE network with local partners and communities to provide support, shared services and effective ways of working together. We know that there can be strength in partnerships, so we'll develop joint initiatives on neighbourhood planning and placemaking to achieve better results for, and a greater say in, the local environment and countryside.

Objectives that we'll work for:

- 3.1** A collaborative, effective national and local countryside campaigning network.
- 3.2** A more diverse volunteer base for local CPREs through a comprehensive volunteering programme.
- 3.3** Practical and innovative ways for people to enjoy, promote, enhance and protect their countryside.
- 3.4** Stronger, skilled communities and local partners having a greater say in and securing better results for their environment.

How we'll achieve this

Some examples of the strands of work we will undertake to achieve aim 3 are listed here.

Types of work we will do	Description
Public engagement	<ul style="list-style-type: none">- Building on the success of our existing activities (such as Green Clean and Star Count) we'll offer more ways for people to engage with our work and campaigns, raising awareness of the value of the countryside to us all.- We'll also work in partnerships that especially focus on areas where the countryside is most at risk.
Community-led participation	<ul style="list-style-type: none">- We'll help communities to build skillsets and capacity so that they can have a greater say in the future of their environment.- We'll support communities in participating richly in a range of activities, such as neighbourhood planning.
Supported volunteering	<ul style="list-style-type: none">- We'll work with our local charities to develop the tools and resources they need to attract and support sufficient volunteers to deliver CPRE's aims.- These will include new online systems, external advertising, partnerships and more training and volunteer support.
Connected, supported networks	<ul style="list-style-type: none">- We'll work on our current network structure and on enhancements to foster the best possible planning, communications and delivery.- We'll also look towards different partnership options, including for Parish Councils.- We'll provide top quality tools and resources (including financial) for the network of charities signed up to our 'Ways of Working' agreement to help them to thrive and deliver their objectives.

What success will look like

These are examples of some of the ways that we'll be able to measure the difference we have made.

By 2026:

Our volunteer base will have grown in numbers and in diversity of all kinds.

There will be strong local CPREs working together effectively across the country.

Communities with whom we work report feeling more confident and well equipped in taking action to improve their local environments.



Image credit: SolStock

Aim 4

Grow our capacity

We'll bring together a larger and more diverse group of people who share our belief in a countryside for all. This will increase our resilience, income and capacity.

Aim 4: Grow our capacity

At the heart of this strategy are our supporters, volunteers, donors, staff and partners. We aim to build a movement of people who believe in the value of our countryside for everyone, to strengthen, unite and grow.

We'll provide those who seek solutions with positive ways forward to enhance and protect the valuable green spaces that we all love and need; we'll always be able to propose relevant and exciting ways to get involved and make a difference. To attract new members, donors and regular givers, we'll make people aware of us and increase their understanding of the countryside and the relevance to everyone's lives.

We'll run new kinds of engagement and fundraising activities and offer up different membership experiences so that everyone will find what they care about in CPRE. We'll also ensure that we communicate in the best ways possible with those who share our vision. We'll double our income by 2026 so that we can invest further in delivering our vision and mission. To make sure we're at the top of our game and all set to achieve our ambitions, we'll modernise our ways of working including updated systems and services that will be shared across our network.

Objectives that we'll work for:

- 4.1** A greater number of supporters who better represent the country as a whole.
- 4.2** Long-term growth and diversification of income.
- 4.3** A high-performing, cost-effective and flexible organisation that best supports our work.
- 4.4** New and creative ways of communicating that increase our profile and engagement with our cause.

How we'll achieve this

Some examples of the strands of work we will undertake to achieve aim 4 are listed here.

Types of work we will do	Description
Membership and other ways to give	<ul style="list-style-type: none">- We'll develop a 'countryside for all' membership product, open to everyone just like the countryside, with different tiers for different ages, demographics and interests.- We'll create new national cash and regular giving fundraising (on and offline) products to diversify income streams and audiences.
Marketing 'moments'	<ul style="list-style-type: none">- We'll run integrated, overarching yearly 'moments' (marketing communications campaigns) to maximise our engagement of broader audiences, generate leads and increase public understanding of our cause and organisation.
Digital programme	<ul style="list-style-type: none">- We'll develop and deploy a digital strategy to transform our ability to recruit new supporters (advocates, eventers, campaigners and donors) through online channels and to communicate with and steward our supporters.
High-performing teams and systems	<ul style="list-style-type: none">- We'll ensure that we have the resource, systems and assets to perform in agile ways and at the highest possible level.- We'll develop our great staff through focused training and support which will emphasise values as well as skills.

What success will look like

These are examples of some of the ways that we'll be able to measure the difference we have made.

By 2026:

More people are aware of and positive about CPRE and our work.

We will have grown our income to £7.5m and it will be from more diverse sources.

We will have engaged a million people with our work.



Climate emergency: the cross-cutting theme

The climate emergency is the greatest threat facing the countryside, both in environmental and socio-economic terms.

The wildlife that calls our countryside home will see habitats under threat and the potential for extinction of distinct species. Our flora will have to contend with increased drought stress and new plant diseases. Farmers will experience more instances of extreme weather, affecting food supplies as well as the very look and feel of our landscape. The climate emergency is already altering land use and degrading the natural environment, resulting in the loss of soil fertility and biodiversity. Future projections suggest further sea level rises, a greater risk of flooding and reduced water availability. Coastal areas, such as along England's East Coast, are already at the frontline of change as more extreme storms erode clay soils and sand dunes. Some villages face being lost to the sea forever.

As the countryside charity, CPRE seeks to better understand how mitigation and adaptation relates to these forces in rural areas. The majority of the impacts of the climate emergency on the countryside are likely to be negative, but there is significant scope for adaptation, such as new approaches to water and land management that could bring significant benefits. In terms of mitigation, extensive progress has been made in establishing strategies that both urban and rural contexts can employ and that emphasise that every community must play its part.

In formulating this strategy, we consulted with many stakeholder groups, all of whom said we must address the climate emergency. It will be a cross-cutting theme and will inform all our work going forward.

What will this look like?

The climate emergency must inform our **policy positions**, and we want to make sure that it informs decisions made by others too. We'll develop, update and restate a strong and clear CPRE policy position on climate crisis mitigation and adaptation.

We'll make sure that **all our projects** state how they will support our policy on the climate emergency.

And we'll go further, **developing specific projects** on this topic. These will address the impact of the climate emergency on the countryside and the role of that the countryside can play in mitigating and adapting to its effects.



How we'll deliver the strategy

We're in a strong position to succeed in this ambitious new strategy. We're fortunate to have great people, great expertise and a passionate and engaged network. To excel in the years leading up to our centenary we'll make full use of these amazing resources and attract more support through fundraising, membership and partnership. As well as continuously reviewing, learning and disseminating findings, we'll formally review our progress and learning midway through the seven years and at the end, in our centenary year.

How we'll deliver the strategy

Money

This is a strategy for growth and diversification. We want to make CPRE financially sustainable in the long term, matching the generous donations that people leave us as legacies with income from other sources. We want to have more to invest in our campaigning and our support to the CPRE network and to get to a stage where we're generating an ongoing modest surplus. In order to achieve this, the early years of this strategy will see us invest money from our existing reserves into fundraising and network development. We want to reach the position where we have a cycle of investment, followed by growth and evaluation, before making further investment in achieving our aims.

It's essential that CPRE becomes financially sustainable. To achieve this, we will:

- Increase our income to £7.5m.
- Develop a more diverse mix of funding sources, including by increasing the amount of money we bring in from regular giving and external funding for project work. For example, we aim to increase the combined income of trust grants and regular giving from 34% to 44% of our overall budget.
- Generate modest surpluses in the longer term through other, general fundraising. This will help us to ensure that we build and maintain unrestricted reserves (charity money that isn't associated with a specific planned spend) within the target range (£2.7m to £5.6m).

We'll maintain our reserves (money that we save for future or unexpected changes in income or spending) through careful control of costs and targeted investments in initiatives. Some examples of these are:

- Formulating a dedicated strategy which will cover how we'll meet our ambitions for fundraising, which include increasing our membership numbers and income from regular givers.
- Careful control of our expenditure.
- Ensuring project funding covers a proportion of our central costs.
- Manage our cash wisely, for example ensuring that legacy bequests are turned into cash quickly and using our investments to generate income for the charity.
- Planned replacement/upgrade cycle of equipment and systems that we use.

Operational plans will be created each year by individual teams, and these will outline the specific actions to be taken to achieve the annual financial targets.

People

Our people are fundamental to the delivery of our strategy. Amongst other roles, staff carry out policy development and research, influencing of decision-makers and promotion of our causes at a national level. They also offer support and advice to our network of local CPREs to help them to run campaigning and engagement work as much, and as well, as possible.

CPRE volunteers, at national level and in the wider network in local charities, are core to the delivery of this strategy. Our volunteers bring skills, experiences, knowledge, relationships and capacity that can strengthen our organisational impact and reputation. We'll recruit and engage more people to take up a wider variety of volunteering roles for CPRE.

We'll make sure that our staff and volunteers are supported and trained so that they can achieve to the best of their ability and remain our strongest asset.

We'll be investing in our organisation-wide systems and IT to ensure that staff can work at the highest possible level and to increasingly support more flexible ways of working with more services shared with our network.

CPRE network

This strategy determines the plans for national CPRE and provides a framework for use in planning future work at local CPREs. Each local CPRE will interpret this strategy in its own context and use it to select the most pressing priorities and drive local action planning. National CPRE will provide support including guidance and proposals about ways that local CPREs might wish to deploy the strategy.

We're excited that many of the programmes in this strategy will bring about new, improved support to the CPRE network. The strategy will support the network to be as effective as possible through, for example, shared services, professional training and advice and much greater collaboration, with the network participating in some projects as partners.

Partners

Fulfilling all our ambitions for the countryside is a much bigger job than we can hope to achieve alone, so it goes without saying that we'll act with others: in alliances, project partnerships and more. Some of these collaborations will be as part of alliances where we're already playing a key role. But, where we see opportunities for new ways to achieve shared aims, we'll explore cross-sectoral alliances.

Sometimes we'll be leading from the front. Sometimes we'll participate in wider work, present at the table and representing our movement. And sometimes we'll be adding our authoritative voice to good work being done by others.

Conclusions

This is the plan for CPRE as we approach the end of our first century; a plan that will create a strong, re-energised new voice for the countryside.

As we begin to put together practical plans, partnerships and resources to deliver this, the last words belong to our Vice President and long-term CPRE supporter, Sir Andrew Motion:

“We find ourselves approaching our next transition from a position of strength, since we’ll be adapting to an age we helped create: an age defined by ideas of ‘wellbeing’ and ‘quality of life’, and strongly influenced by CPRE’s campaigns on tranquility, dark skies, and local food. An age where people see the countryside as consisting of more than just a beautiful view, but as a place in which the need to conserve and protect coexists with the need to relax and unlock the senses.

A place which feeds minds as well as bodies, and which we understand in order to share and enjoy with others.

... In many ways, we are coming full circle, and returning to the wisdom of our founders, who placed as much emphasis on promoting and enhancing the countryside as they did on protecting it.”

Appendix 1 - Strategy overview

We will:

Connect people and countryside	Promote rural life	Empower communities	Grow our capacity
<p>1.1 More locally-valued landscapes and green spaces are enhanced and protected.</p>	<p>2.1 A shared vision for a sustainable rural economy in which all communities can thrive.</p>	<p>3.1 A collaborative, effective national and local countryside campaigning network.</p>	<p>4.1 A greater number of supporters who better represent the country as a whole.</p>
<p>1.2 More people having a better experience of and benefiting from countryside near to them, particularly those not benefiting now.</p>	<p>2.2 Rural infrastructure and services – including housing, transport and public spaces – that meet the needs of their communities and secures a healthy environment.</p>	<p>3.2 A more diverse volunteer base to local CPREs through a comprehensive volunteering programme.</p>	<p>4.2 Long-term growth and diversification of income.</p>
<p>1.3 Efficient use of land, particularly in urban and suburban areas, and more land dedicated to green space and nature.</p>	<p>2.3 New and sustainable models of farming and better environmental land management.</p>	<p>3.3 Practical and innovative ways for people to enjoy, promote, enhance and protect their countryside.</p>	<p>4.3 A high-performing, cost-effective and flexible organisation that best supports our work.</p>
<p>1.4 A planning system and legislation that delivers the right development in the right place.</p>	<p>2.4 A low carbon countryside that mitigates and adapts to the impacts of the climate emergency.</p>	<p>3.4 Stronger, skilled communities and local partners having a greater say in and securing better results for their environment.</p>	<p>4.4 New and creative ways of communicating that increase our profile and engagement with our cause.</p>

CLIMATE EMERGENCY: a cross-cutting theme

Programmes: Planning | Enhancement | Research | Advice | Campaigning | Engagement | Promotion | Fundraising | Volunteering | Influencing

Appendix 2 - The external environment

The strategic aims outlined here are written in response to a wide range of factors, both internal and external, present day, future and historic.

As with any charity, we are naturally subject to a wide range of external factors. These may be political, economic, social, technological, legal and environmental (PESTLE). We've carried out an analysis of these in developing the strategy, and have assessed the current most powerful external drivers as being:

1. Climate emergency
2. The UK's ongoing relationship with the EU
3. The housing crisis and increased pressure for development
4. Popular awareness of the value and fragility of the environment and nature
5. Agricultural reform
6. Democratic deficit (where the public becomes disengaged as governments fail to fulfil democracy, or are perceived as doing so)
7. Competition across the third sector.

There are of course many others, not least the historic circumstances of an organisation that has existed for over 90 years and the shifts in popular culture and approaches to policymaking during that time.

The challenges faced by the countryside and rural communities are significant. The climate emergency is already having an effect on our countryside landscapes and future projections suggest more impact to come: potential further sea level rises, a greater risk of flooding and reduced water availability in summer.

The housing crisis is the top domestic policy priority for the government and a lack of homes that people can afford is among the top challenges facing young people¹. In rural areas, there are 190,000 people on waiting lists for social housing. The Raynsford Review of Planning in England 2018 asserts that planning is less effective than at any time in the post-war era, with an underfunded public planning service, conflicting policy objectives, and significant deregulation².

However, there are also significant opportunities. Leaving the EU means we can set our own national agricultural policy, enabling us to take a more sustainable approach to farming and improve our environmental land management. We have seen a wave of resistance to wasteful packaging, and the public backlash against plastics is symptomatic of a wider and growing concern amongst people about the natural environment. According to a recent survey, 62% of people believe the government is doing too little when preparing for and adapting to the impacts of climate change³. The countryside and protection of the environment regularly score highly in polls about what people in the UK are most proud and concerned about⁴, whilst average viewing figures for BBC's Countryfile are around nine million people.

We're also in an era where government is reducing the areas of society in which it is active ►

► and where traditional forms of participation in democratic processes are changing. There is talk of a ‘democratic deficit’ at a local level, where public services have receded, local authorities’ influence has declined and the constant challenging of the planning system has worn away the faith which local communities have in it. In response many are talking of the need for ‘civil society’ to step up and work, bottom-up, with communities to help local people build capacity and gain a greater say in what happens locally⁵. There’s growing support for local activism and of greater control and influence at the community level. The charity sector has a big part to play and national charities like CPRE must examine how best we can deploy our resources and relationships to maximise the benefit to local people, adapt to the growing need to respond at a local level and rebuild civil society. Nowhere is this more pertinent than in rural areas and that is why two of our proposed aims relate to resilience and empowerment in rural communities.

There are huge benefits to be had from shared ways of working, more efficient use of resources and assets and from engaging and empowering volunteer and community energy, skills and resources.

The strategic context being one of economic and political uncertainty undoubtedly means challenging years ahead for us and the charity sector as a whole. The impact on fundraising of these trends is now beginning to be felt and requires us to maximise efficiency and sharpen our analysis in order to spot and act on fundraising performance in a volatile external environment.

Charity fundraising has changed and will need to continue to change. With the plethora of adverse publicity received by the sector over the past few years, there’s an acknowledgement that some of the tactics used by charities previously will no longer be deemed acceptable. The majority of fundraisers believe income generation will become tougher⁶.

However, the 2018 CAF overview of UK Charitable Giving reports that the total amount given to charity last year increased to £10.3 billion, driven by fewer people giving more, and awareness of environmental issues has significantly increased over the past few years⁷. More importantly the 2018 YouGov research carried out for the review of our purpose gives us confidence that new and broader audiences would be receptive to our messages. This identified 21.5m people that would be willing to support a charity that promotes, enhances and protects the countryside. We believe that there is significant potential for environmental and countryside causes to win a greater share of charitable giving within the current context.

It’s therefore evident that for CPRE there is opportunity and obligation to grow engagement, support and income in virtually all areas, if properly resourced and managed.

¹ Scott, E. Challenges Facing Young People. 2018. <https://researchbriefings.parliament.uk/ResearchBriefing/Summary/LLN-2018-0137> [Accessed May 2019]

² TCPA. Planning 2020: Final Report of the Raynsford Review of Planning in England. 2018. <https://www.tcpa.org.uk/Handlers/Download.ashx?IDMF=30864427-d8dc-4b0b-88ed-c6e0f08c0edd> [Accessed May 2019]

³ ClientEarth. ClientEarth’s Climate Snapshot. 2018. <https://www.documents.clientearth.org/library/download-info/clientearths-climate-snapshot/> [Accessed May 2019]

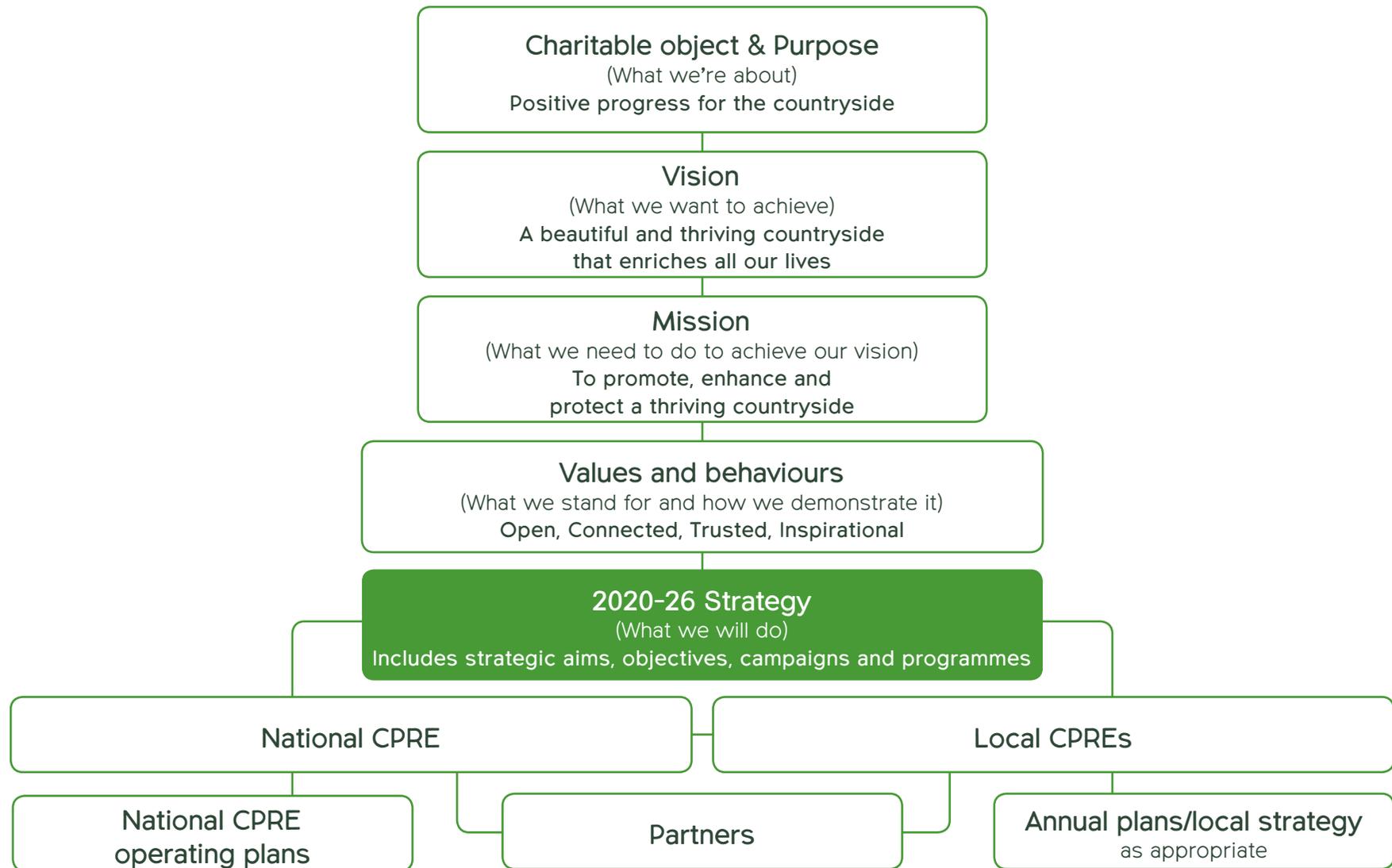
⁴ Mintel. UK British Lifestyles Market Report. 2018. <https://www.mintel.com/press-centre/social-and-lifestyle/british-lifestyles-the-nhs-tops-list-of-uks-most-cherished-institutions> [Accessed May 2019]

⁵ Civil Society Futures. Civil Society Futures: The Independent Inquiry. 2018. https://civilsocietyfutures.org/wp-content/uploads/sites/6/2018/11/Civil-Society-Futures_Civil-Society-in-England_small-1.pdf [Accessed May 2019]

⁶ Aldrich, T. Rebooting Individual Giving. 2019. <https://www.aavpartnership.com/blog-15-jan-2019> [Accessed May 2019]

⁷ Charities Aid Foundation. CAF UK Giving 2018. 2018. <https://www.cafonline.org/about-us/publications/2018-publications/uk-giving-report-2018> [Accessed May 2019]

Appendix 3 - How it all fits together

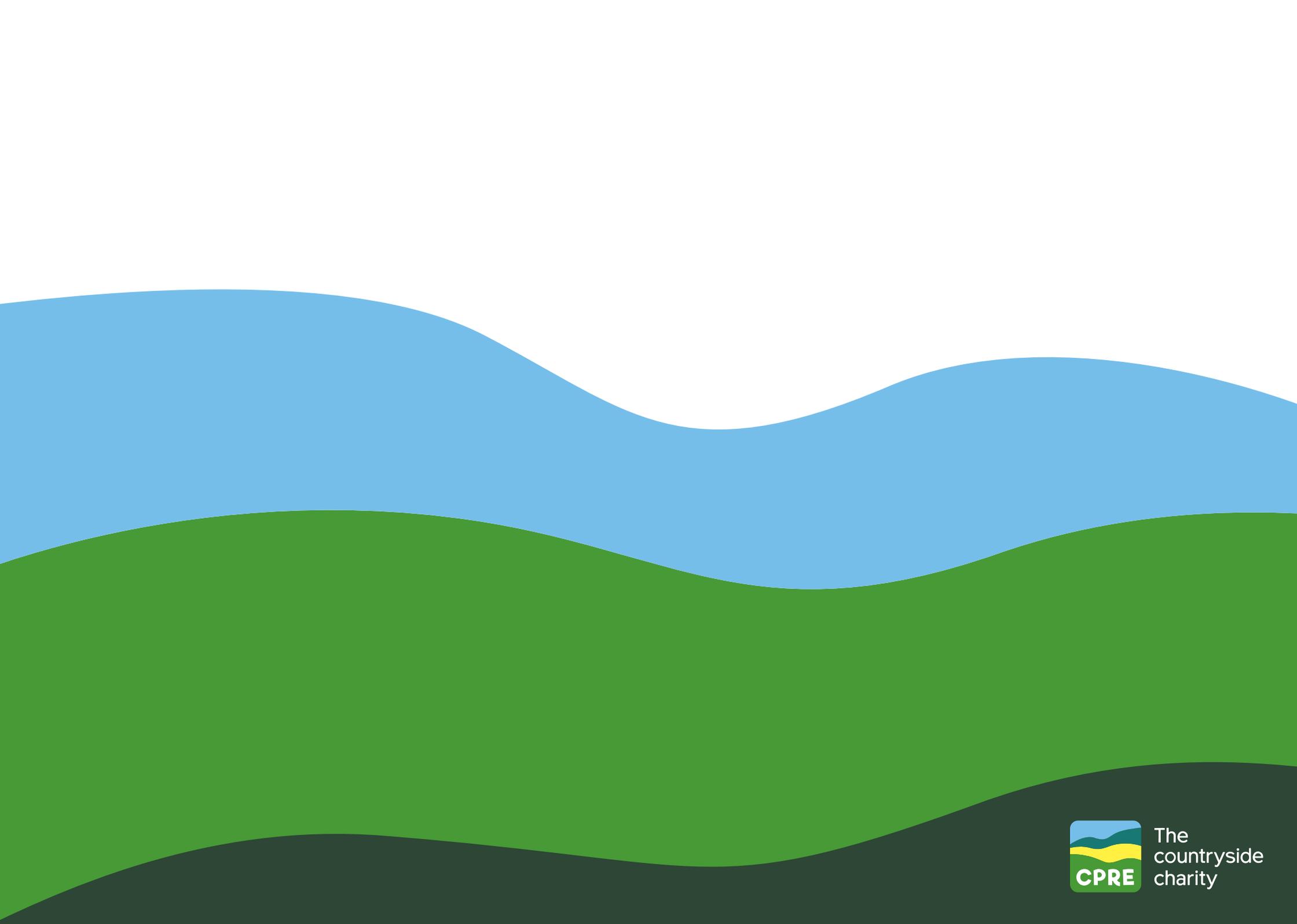




Appendix 4 – Glossary of some key terms

Word or term	Definition: what this means for CPRE
Brownfield	Can be generally understood as being any land that has previously been built on.
Build our capacity	Includes our physical infrastructure, money, digital assets, staff and volunteers and their knowledge, skills and abilities.
Countryside / the countryside	<p>We're using the terms 'rural' and 'countryside' interchangeably here to refer broadly to geographical areas located outside towns and cities.</p> <p>We're using the definition of rural from within the Rural Urban Classification. This is an Official Statistic (a formally-agreed statistic produced by a body recognised by the UK Statistics Authority) used to distinguish rural and urban areas.</p> <p>This classification defines areas as rural if they are 'outside settlements with more than 10,000 resident population'.</p>
CPRE charitable objective	<p>This is the statement that defines the purpose for which CPRE was originally created. It is:</p> <p>'To promote and encourage for the benefit of the nation the improvement and protection of the English countryside and its towns and villages and the better development of the rural environment'.</p>
Diversity	Many different types of things or people being included in something. It allows for the fact that there are many different ideas or opinions about something and encompasses the fullest range of different people, activities, views and experiences.
Green Belt	<p>Green Belts are the name given to some areas that surround some of our largest and most historic cities.</p> <p>In policy terms, Green Belts have five purposes. These include the prevention of urban sprawl (the uncontrolled spread of low-density or 'land-hungry' developments), protecting the character of villages and towns within them and encouraging the reuse of land and regeneration within our cities.</p>

Word or term	Definition: what this means for CPRE
Locally-valued countryside/ landscapes	Countryside or local areas which are valued by a community. These may or may not have formal legal protection. What determines locally-valued landscape and countryside has not been defined but it is intended to recognise the 'intrinsic character and beauty of the countryside, in its widest sense' (National Planning Policy Framework).
Member	Someone who has signed up and paid to the CPRE membership programme.
National Parks	<p>National Parks are areas that have been recognised as landscapes of exceptional beauty. 'National Parks' includes the communities within them.</p> <p>They have two purposes: to enhance natural beauty, wildlife and cultural heritage and to promote opportunities for the public understanding and enjoyment of their special qualities. These are outlined in the National Parks and Access to the Countryside Act 1949.</p>
Network	All the CPREs taken together and working together.
Partners and partnerships	An organisation or individual/s with shared objectives who whom we've agreed to do something jointly.
Placemaking	An approach to improving a neighbourhood that inspires people to collectively reimagine and reinvent public spaces as the heart of their community.
Stakeholders	The people and organisations who have an interest in CPRE's vision and mission.
Supporter	An overarching term of anyone who engages with CPRE in any positive capacity.
Volunteer	Any activity that involves an individual freely choosing to spend time, unpaid, doing something that aims to benefit our cause.



The
countryside
charity