

# XR Overview

Extinction Rebellion 31<sup>st</sup> October 2018

## Whole campaign action/policy document

### Introduction - what this document is about..

This Campaign overview, pulls together the key pieces of information and messages we need to brief people when they get involved. This document is regularly updated by the coordination group and constitutes the officially agreed decisions and ways of working for the whole campaign. This is a “good enough” document that is to be improved by each of the Working Groups (WG), the primary responsibility for each WG is listed in each section.

This document is overseen by the coordination group coordinators:

Roger Hallam and Gail Bradbrook

This document focuses more on the WHAT and the WHY of the XR campaign. For **HOW to do things** and also a brief **induction**, please see the [Rising Up Reference Document](#)

Extinction Rebellion is being organised by a group called [Rising Up](#) which has been around since 2016. Rising Up! Has 10 Principles and Values - anyone organising and taking action can do so as Extinction Rebellion / Rising Up so long as this *is alignment with our principles and values* ([page 2 here](#))

## Contents

<b>Aims</b>	<b>2</b>
<b>Ways of Working (aka principles)</b>	<b>4</b>
<b>Organisational structure</b>	<b>4</b>
Overall Coordination	5
Media and messaging	5
Outreach & Training	5
Action and Logistics:	6
Infrastructure (includes security shared with Action Logistics)	6
Finances	6
Regenerative Culture:	6
Art	7
<b>Communication system</b>	<b>7</b>
<b>Provisional action plan of the rebellion (this will get continually expanded and updated)</b>	<b>8</b>

<b>Organisational Good Practices for Extinction Rebellion: Rising From the Wreckage!</b>	<b>10</b>
Minutes, Facilitation, Decision-making and working group processes	10
Minutes (Video on how to take minutes-6mins):	10
Facilitation and meeting structure	11
Standard Structure of meetings	11
Meeting Agenda Template:	12
<b>[Group] Agenda [Date]</b>	<b>12</b>
Some General principles of organisation	13

## Aims

*(The Media and Messaging Working Group is primarily responsible for this section)*

The rebellion is aiming to do the following:

1. To show to radical people (and internationally) that it is possible to have an “impossible” plan and carry out a rebellion – however small (or large!) and thus increase the “overtone window” of acceptable discourse on the ecological crisis.
2. To create a national conversation about the ecological crisis and climate breakdown – including that our families/communities/society and state are facing existential threat. This includes to discuss our demands with the government/ political parties (see below). Also to support further uprisings to demand change off the back of the door we open.
3. To build structure, community and test prototypes in preparation for the coming structural collapse of the regimes of western “democracies” - now seen as inevitable due to stored up crisis. Thus preparing a foundation to transform society and resist fascism / other extremes. This includes creating Rising from the Wreckage- a Citizens Assembly based on sortition

Our overall ambition is an international rebellion that helps humanity to turn quickly onto a course that is compatible with life on earth. However we are unattached to this outcome, we also make these valiant efforts, to lead an honourable life in this time of grief, destruction and unravelling.

## Rebellion messaging and demands

- We are in an Ecological crisis which includes a mass species extinction. Our course is set to societal collapse, the killing of millions and possibly billions of people, human extinction is possible, the future is bleak and our children are not safe.
- Change to avert the worst of the disaster is still technically and economically possible. It involves creating a world which is less frenetic and more beautiful; making the necessary changes will also create jobs. This is an emergency situation – action is urgent.
- Our Government isn’t acting in accordance with what science and history tells us (e.g. the rise of

fascism). Therefore our Government is criminally negligent. We have a moral duty to rebel, whatever our politics. Social science shows us that peaceful civil disobedience is an effective way to bring about change. Our lives have meaning when we follow our conscience and are willing to make sacrifices to protect what we love. We ask others who feel the same way to join our peaceful Rebellion.

We have three demands:

- That the Government must tell the truth about how deadly our situation is, it must reverse all policies not in alignment with that position and must work alongside the media to communicate the urgency for change including what individuals and communities need to do.
- The Government must enact *legally-binding* policy measures to reduce carbon emissions in the UK to zero by 2025 and take further action to remove the excess of atmosphere. It must cooperate internationally so that the global economy runs on no more than half a planet's worth of resources.
- By necessity these demands mean an initiative similar to those enacted at times of war. We do not however, hand further power to our Government, we demand a Citizens Assembly to oversee the changes, as we rise from the wreckage, creating a democracy fit for purpose.

## Ways of Working (aka principles)

*(The Regenerative Culture Working Group is primarily responsible for this section)*

This Rebellion draws together an alliance of individuals and groups who agree with its central aim and the following principles.

- The rebellion is explicitly committed to nonviolence, both internally and externally
- Externally towards the opponents this means always been polite and respectful even when provoked. This includes towards individuals who are police officers and security guards
- Internally this means treating each other with respect – listening to each other, allowing each other time to speak (not speaking for too long!), apologising for errors, and directing criticism at actions not people.
- To organise in a decentralised way so that working groups are autonomous to get on with their tasks the best way they see fit and similarly with individuals who take on responsibilities. At the same time decisions should be based upon getting feedback from other people. A coordinating group will make decisions on behalf of the campaign on the basis of a pre-agreed action plan and after taking feedback.
- All individuals involved in creating the rebellion will be equally respected regardless of their role – whether supporting actions or taking part of them. We are all part of one team.
- There is no pressure to take on any role or job but if you do you are expected to carry it out and do it to the best of your ability. If you are unable to complete the task, seek help ASAP.
- Actions will be taken in an open way so that campaign, press and opposition people will know the general escalation plan of the campaign. At the same time the specific operational details of actions will only be known to those taking part and not be shared to the extent that it will undermine their ability to carry them out.
- The rebellion will be based upon a moral appeal to the public and to the opposition and we will endeavour to organise as effectively as we can while being detached

from the outcomes. In this way will seek to avoid burnout from heightened and then disappointed expectations.

- **Conflicts and interpersonal criticism should never happen on social media.**
- Rising Up has 10 principles and values on [page 2 here](#)- please endeavor to adhere to them and get help where you struggle. We have a conflict resolution process in the same document if needed.

## **Organisational structure and how decisions are made**

*(The Coordination Group is responsible for this section)*

The campaign will work in a structured and decentralised way based upon feedback and autonomy to get on with tasks ([holocracy principles](#)). So if you want to do things as XR you can! We suggest you get advice and feedback from at least two people and that you are responsible and accountable. You just need to meet our [principles and values](#).

Given we have some online infrastructure (website, facebook page etc) a bank account and a database there is inevitably some centralisation. We want the working of power in XR to be sufficiently clear and transparent ,while balanced with the need to minimise bureaucracy and acknowledging the essential role of trust. “Central” decisions are made through the coordination group which is comprised of two people from the primary working groups (action and logistics, media and messages, outreach and training, regen culture, infrastructure). Each working group has 2 coordinators (many include subgroups which may also have coordinators). A trained/briefed facilitator who is not a coordinator is best to facilitate meetings. (Process for adding new coordinators - if one leaves is to ask within the group- “who do we think would be good at this role and are they willing to do it?” - if no one apparent then can ask outreach to help, if any bigger issues take to coordinators group). There are also secondary working groups- the research team, international outreach, art, finance (more may emerge). The secondary working groups and subgroups feed into the coordination decisions and thinking through the contacts they have and the holocracy process. This will need greater clarity of procedure and refinement of process in due course as the operation gets bigger. For now we feel it is “good enough” (Sept 2018) and this should be reviewed in Jan 2019. Anyone can make suggestions and requests of the coordination group by contacting the coordinators, and we will field them appropriately to the team - (however we have capacity issues and are mindful of co-option and infiltration mechanisms designed to drain energy - so we don't guarantee to answer them..again..trust..we are volunteers who are working as hard as we can). A more formal proposal process is below:

## **Coordination Decision Making Process**

The coordination group is responsible for making decisions which affect the whole system. If such a decision is needed then a written proposal is put on the agenda with minimum 48 hours notice and people informed at previous meeting.

- If there is consensus to discuss it even it hasn't been given sufficient notice it can still

go ahead with the proposal at the meeting, otherwise it is postponed to the next meeting.

- If the meeting agrees it then it become policy and is written into the action document for the whole campaign (under policies section).
- If there is no consensus then 3 people from the group are delegated to take feedback from interested parties and make a decision within a set time limit.
- The coordination group decides the time limit balances the need to get enough feedback and the need to get the decision made.
- Once the delegated group makes its decision it become agreed policy from that point onwards.
- If at any point a person or people want to change it then they can make a proposal which follows the process above but while this process takes place the existing policy remains in place until such time as it is changed.

### **Overall Coordination**

- Make rapid tactical decisions after taking feedback. To create letters and responses to the opposition during the escalation of the campaign.
- To initially set up the working groups and find and brief coordinators. Then to check the working groups are fulfilling their roles and work effectively with each other.
- To organise meetings of the whole campaign and get and train facilitators etc.
- To keep a written the plan of the campaign and update it and communicate these updates regularly to supporters and working groups.
- To create a budget for the campaign through liaising with WG requirements

The campaign will have the following working groups (and these groups could form sub-groups). Each group has a coordinator/contact person who deals with all external and internal communications. (if the group gets larger then this can be split between 2 people).

**Below is listed the roles and responsibilities of the various working groups involved in the campaign. Updated information and contacts are held in our [reference document](#).**



## Organisational chart sept 2018

### Media and messaging

- To contact journalists and develop existing media contacts.
- To work out key framings, arguments and point and find and brief people to speak to the media.
- To write and send out press releases.
- To sort out social media plan – twitter facebook etc and put it into practice.
- To create and carry out a written media plan coordinated with the action and logistics group.

### Outreach & Training

- To recruit and to train people, in order to enable them to take an ongoing part in the rebellion.
- To recruit people by going to events and groups to do call outs about the campaign
- To contact people and groups online to tell them about the campaign
- To let people know how to get involved both in the actions and organisation of the rebellion.
- To organise Non-violent Direct Action (NVDA) trainings for people to empower them to do the civil disobedience.
- To organise the formation of affinity groups and their consolidation.
- To give this Campaign Overview to new people and organise briefing for new people

at meetings.

- To ensure all people in the Working Groups get a briefing on the communication system.

### **Action and Logistics:**

- To develop in precise detail the general civil disobedience escalation of the campaign.
- To organise and prepare the options for actions.
- To liaise with the Outreach & Training WG regarding the NVDA trainings, and the content of those trainings.
- To brief affinity groups on logistics of action options – e.g. getting materials, preparing backup, and preparing what happens when at the actions, etc.
- To liaise with affinity groups to enable them to organise their own actions.
- To coordinate affinity groups during the rebellion.
- To organise legal matters and liaise with solicitors.

### **Infrastructure (includes security shared with Action Logistics)**

- To sort of legal matters
- to deal with information systems
- To deal with the design of online presence eg website - facebook etc
- To decide which core IT systems are used, and to provide training for those who use them

### **Finances**

- To facilitate the agreed budget of the campaign.
- To raise money for the campaign by contacting fund givers and donations from the public.
- To have a clear system for and to distribute money for expenses which is documented and transparent.

### **Regenerative Culture:**

- To encourage a culture of care and respect.
- To create procedures which aim to welcome people into the rebellion, that are designed to help people to feel supported and appreciated.
- To help equip all people joining and taking part in NVDA / support roles with the relevant advice on practical and emotional wellbeing
- To ensure people are swiftly informed of ways to engage in respectful and non-violent communication, on- and off-line, e.g. briefing people at the beginning of

meetings.

- To design and implement a buddy/check-in system to support people during the campaign.
- To create written documentation on specific details of what support people can expect before, during, and after actions
- To coordinate support for people in prison and on court dates, liaising with affinity groups.
- To support working/affinity groups to design and implement practical and emotional feedback sessions after the campaign which are well facilitated and based upon the principles of nonviolent communication.
- To design and implement a clear & transparent disciplinary process to deal with anyone who is being disruptive, harassing and/or disrespectful in campaign spaces, which may include asking people to leave the campaign.
- To assist people who are in conflict by implementing the RisingUp Conflict Resolution Process.

## **Art**

- To contact artists and creative people to make the protests more attractive and newsworthy
- To work out what to do on this score and work with the action and logistics group to make these ideas happen
- To make arty things for actions
- To communicate with action and logistics on how art stuff interacts with plans actions etc

## **Follow up**

- To look into all matter relating to translating the protests into concrete political changes - negotiating with the government, communicating demands, organising the national assembly
- To create a document on how the national assembly would work and the sortition selection process

## **Communication system**

*(The Coordinate Group and the Infrastructure Working Group are responsible for this section)*

The communications between people is set in such a way that everyone knows about how the system works (where information is stored) and communications are only received by those who want or need to receive them.

1. Googledocs – each working group will have a googedoc only editable to people in the group the doc should include the following
  - An intro on how the doc is laid out and how to input into it.



- Contact details of the coordinators of the group and all the members (tel no email and facebook name)
  - Links to all the googledoc /sheets which are presently used by the working group (eg events diary etc)
  - The latest minutes – laid out with the action points in bold. Only action points and decisions need to be recorded (see the appendix for more details)
  - The key documents texts and procedures for the working group (with a indication on what is set i.e. agreed and what is still in process)
1. Basecamp – each working group has its own basecamp Project where short term information which needs to be communicated to the all the members of the working group is stored. It will store all the agreed docs files and processes docs for the working group in the Docs & Files section. To avoid flooding people with notifications, Basecamp is NOT used for debates and ongoing 2-3 person dialogues except in the campfire space or pings between people working on specific tasks
  2. Dialogues and debates between 2-3 people can happen by phone, email, Signal or facebook, etc.
  3. Nonviolent communication should be used in all communications (speak from the “i”, criticise actions not people, avoid blaming and labelling, own your own shit, etc)

### **Provisional action plan of the rebellion (this will get continually expanded and updated)**

*(The Actions and Logistics Working Group is primarily responsible for this section)*

A fair amount must be kept relatively secret for hopefully obvious reasons.

Key dates and public actions are in our events page of the facebook for XR:

[https://www.facebook.com/pg/ExtinctionRebellion/events/?ref=page\\_internal](https://www.facebook.com/pg/ExtinctionRebellion/events/?ref=page_internal)

Key dates are:

Oct 31st - Declaration of Rebellion

Nov 12th Period of rebellion begins

Nov 17th Public action

April 2019- International Rebellion

<https://docs.google.com/document/d/1prbxID3OH3OvHRBeTChw5h81uZMwbZ02o3q5t2eV-hQ/edit?usp=drivesdk>

## Appendix

### Organisational Good Practices for *Extinction Rebellion: Rising From the Wreckage!*

#### Minutes, Facilitation, Decision-making and working group processes

This is not an exhaustive list of established good practice RU, but it does cover some of the basics of good process. It would be good to get bedded into XR practice early on so it becomes the established norm.

#### Minutes ([Video on how to take minutes-6mins](#)):

- There should be only one or two minute takers for regular meetings so they get into the role and become practiced at it.
- The minutes should be typed up in real time during the meeting by the minute taker within an online document, that others in the group have access to (i.e. googledoc)
- The minutes should not be in a new file but always in a minutes file or at the beginning of working groups main doc – as appropriate. The new minutes should be at the top of the document.
- Minutes should not give long summarises of discussion, and instead only contain **decisions made and action points** (who is doing what by when). The name of the people doing action points should be in bold and should always be present.
- The minute taker should take notice of when the facilitator confirms a decision is made or and action point is agreed.
- The minutes taker should check everyone is aware of where the minutes are viewable at the end of the meeting.
- The minutes should include a record of who wrote the minutes, who facilitated, who was present, and who was absent. This allows for transparency, and allows people to be checked-in with if they miss several meetings in a row.
- The minute taker should archive previous minutes in a separate document.

#### Facilitation and meeting structure

- The facilitator should not be one of the coordinators and should be trained and certainly briefed before taking on this vital group process role.
- The facilitator should remind people to write up their action point in real time as they are decided so they have a list to take away with them after the meeting of what they are doing, with who, by when.
- The job of the facilitator is not just to keep a list of who want to speak ask people to speak in that order but to proactively building consensus in the groups so decisions

and actions point can be agreed.

- This means
  - Defining the issue or proposal to be discussed and keeping the group on topic “that’s an important point and we will deal with it later in the agenda. At the moment we are just working on sorting out issue x”
  - Continually summarising partial group agreed and remaining disagreement “that’s great so we have decided the workshop will be on Thursday and we have now to decide which groups to invite”
  - Cutting decision short if the decision is effectively made and the nitty gritty which is uncontroversial can be delegated to one or two people to get on with (so precious meeting time can be saved) “That great so we will invite groups x y and z – so I suggest Fred and Jane organise how and when to contact them between themselves so we can get onto the next point on the agenda”
  - If there is not a consensus then suggest delegating the task to 2-3 people to find out more information – discuss creative solutions for the next week – or just to sort it out amongst themselves – as appropriate “So we have spent 10 minutes on this already and we seem to be getting bogged down a bit – could Jane and Fred get together and try and sort out a creative solution and report back next week / and will let us know a decision they make, is that OK with everyone?”
  - Making sure decisions and action points are clear to the group and written down by the minute taker “Okay so what I am hearing is that we have made a decision to have the workshop next Thursday and the action point is that Jane and Fred are organising it – can we have that minuted -thanks”
  - Remind people of the time slots for each agenda item “so we have spent 10 minutes on this and we also have to discuss x y and z by 2pm so shall we decide a or b and then move on”

### **Standard Structure of meetings**

The agenda of meetings are to be put together by the group’s coordinators *before* the meeting, ideally 1 day before the meeting.

1. Meeting should always start within 10 minutes of the official start time so the groups does not waste time subconsciously thinking “I can be late because it always starts late”. Late people are reminded this is the convention.
2. Go round check in – names and how people are doing, with a view to helping them be present for the meeting
3. Report back on the action points from the previous meeting – note THIS IS NOT A TIME FOR DISCUSSION.

- a. Any action points not completed to be noted as such, and if still relevant, noted as action points that still need doing.
- b. If further discussion is needed, add these to the agenda and DO NOT START DISCUSSING THEM.
- c. If people aren't present who said they'd do action points, and the status of those tasks is unknown, then someone is to be assigned to follow-up with them and check on the status, to ensure critical tasks are not dropped.
4. Confirmation of the agenda, asking for addition items they need adding, outlining a broad plan for time allocation for each point, and the finishing time of the meeting. For example: "okay so we have 6 points I suggest we have 10 minutes approximately on each on and we will finish the meeting in 1 hours time at 2 pm". Items added at this time are generally to be added at the end of the agenda.
5. Regular business meeting should be no longer than 1.5 hours, as concentration dramatically decreases after that – have break for 5 minutes if needs be – and if there's lots of the agenda still to do then it's probably a sign the sub groups need to form to deal with specialist areas.
6. At the end of the meeting people quick tell the group their action points (no discussion) so they are accountable to the group for the jobs they have taken on.
7. **Always** agree on the time and date of the next meeting, and who will ensure the meeting will happen (e.g. creating the GoToMeeting link and sending it out)

#### Meeting Agenda Template:

## [Group] Agenda [Date]

Minutes:

Facilitator:

Present:

Absent:

1. Check-ins
2. Regenerative Culture reminder – no public space (inc email) calling out- please deal with stuff on phone / face2face directly, there is an RU [conflict resolution process](#), slow down your 'yes', return tasks if you can't do them, and please be on time!
3. Actions review of the Minutes of the last meeting - NOT A DISCUSSION
  - a. Action points that were not completed / have unknown status due to absence:
4. Reports from Subgroups
5. Anything to add to agenda?
6. [AGENDA ITEMS]
7. Items postponed until the next meeting:

8. Next meeting
  - a. Date and time:
  - b. **ACTION:** \_\_\_\_\_ to schedule GoToMeeting ([video on how to do this- 3mins](#)), Add to [XR calendar](#) and post on [Basecamp](#) ASAP, text absent group members to let them know the next meeting time, and invite group members using the [GoToMeeting+GoogleCalendar widget](#). Then copy+paste the [agenda template](#) for the next meeting.
9. 1 or 2 word check-out go-round

### Some General principles of organisation

These are taken from holocracy principles and practices and people may need reminding of them to avoid confusion which can lead to conflict.

- People do not have to take on jobs or roles but if they do they are accountable to the group for getting them done.
- People are autonomous in doing the role or job in the best way they can using the rule of thumb of checking something they plan to do with 2 people before they do it to get feedback.
- No one should criticise another way of working or how they choose to do their job or role unless there are clear grounds for it negatively affecting the role and responsibilities for the whole group.
- The same applies to working groups – they are autonomous to get on with the proscribed role in the best way they see fit and to take feedback before key decisions – but the final decision is the groups. Other individuals or groups can only question the decision or action if there are clear grounds that it effect the aims of the whole organisation – in which case it is discussed by the Coordination Group.
- The Coordination Group aims to
  - Define clearly the roles and responsibilities of each group so there is A) not overlap with other working group, or B) no gap where an area of work is not getting done because it is not any groups responsibility. So in the case of A it decides which group gets to take on the role, and in the case of B allocated that role to a working group – this is written down in this Campaign Overview document, and the coordinators need to be aware of the remit of their working group.
- In the case of a WG coordinator being absent for more than 3 coordinators' meetings an attempt at communication and discussion shall be made, if the absent person is unreachable/unresponsive then the overall coordinators group has the ability to ask for a **new** coordinator to be chosen from the WG in question (all WGs to have 2 coordinators at all times) in order to keep the WG functioning

- Nonviolent communication should be followed – i.e. commenting on actions and not personalities – and making “requests” for changes in behaviour which are specific and concrete and so can it can be clear whether they have been done or not. So not “ I really think you could be more cooperative” but “I would like you to work with Jo and Ann on this meeting for Thursday”.
- Social media should be used for communication of information and positions, not for personal feedback or criticism – if the latter is needed then people should speak on the phone or meet up depending on the situation and seriousness.
- The organisation needs a clear and transparent way to encourage people to bring forward information on serious misconduct (eg sexual harassment, racist language) and a clear and transparent way to sanction a person and/or ask them to leave. The process for this is to be written down and overseen by the Regenerative Culture group (as detailed in the Campaign Overview document).