



Population Matters Corporate Plan 2016-17

1. Introduction

Global overview: Population Matters has been in existence for 25 years. The global 'landscape' has radically changed in that period of time; economically and ecologically and in terms of population. There has not just been an increase in overall population, but the movement of hundreds of thousands of people through war or for economic reasons is causing issues worldwide, including in Europe and the U.K.

There has been rising public concern about UK population growth, resulting in part from the impact of high levels of migration to the UK. This has been exacerbated by cost cutting resulting from the economic turmoil caused by the financial crash of 2007-2008 and the more recent political changes resulting from the EU referendum.

The environment is under greater pressure than ever. Climate change continues to increase, biodiversity continues to decline and the consumption of resources is increasingly unsustainable.

Population Matters – growth and change: There is a large and very credible number of patrons and a reputable advisory board. The Board has had major changes in membership so that half have joined within the last 18 months. The result has been a significant change in the dynamics, with both the Board and membership keen for Population Matters to move to a more active campaigning role. The membership of Population Matters has grown significantly over the past few years and is currently almost 3,000, of whom 2,700 pay fees. After a number of years of successful fundraising we have the resources to fund more active campaigning, although we continue to need to manage funds by both enlarging our membership and seeking donations, grants and legacies, as well as taking a rigorous view on the efficient use of funds. However, during a period of potential economic changes as a result of the EU membership referendum, we cannot assume we will enjoy the same level of income, gifts and donations as before.

In past surveys commissioned by Population Matters, most people would prefer the world and UK populations to be lower. There have also been numerous academic studies studying the adverse impact of increased growth.

Reacting to change: This business plan should be read in conjunction with our strategy. Events will provide both risks and opportunities that may need to be met by amending the plan, the strategy behind it, or both. Changes will be tested against objectives and evaluated against targets to demonstrate their value for money (in hard and/or soft terms). It is the sign of a responsive plan in a dynamic environment that it has been adapted effectively over its course.

2. Building issue awareness while building the brand

Primary objective: Build awareness of population as an issue

Secondary objective: Build brand awareness of Population Matters as a trusted voice on population issues



Primary target: Accrue the evidence base necessary to enable an advocacy plan to be devised, developed and executed from a basis of knowledge

To achieve our objectives, we will:

Develop a future advocacy plan: We will develop an evidence-based advocacy plan, as part of the 2017-18 corporate plan, to improve message awareness and reception.

1. **Strategy:** Further develop the strategy to be evidence-led to determine the most appropriate strategic objectives by the end of December.
2. **Messaging review:** Carry out an evidence-led messaging review involving key members of staff and board members by the end of March to determine in the light of the developing strategy:
 - a. Which are the most effective messages to reach our strategic goals;
 - b. The baseline recognition and reception of our messages (the current level of understanding of the issues resulting from over population; and the willingness actively to do something about it);
 - c. Which are the most receptive audiences to these messages, segmented by age, sex and region;
 - d. Which are the most effective channels to propagate these messages; and
 - e. Review and develop our policies as necessary for coherence with the latest evidence and to support our messaging.
3. **Plan:** Prepare an advocacy plan based on this research by the 2017 AGM, benchmarking this against similarly sized charities.

Campaign in-year: We continue to need to lobby the public, the media, politicians, influencers and third party organisations whose activities overlap ours (e.g. 'environmental, family planning and sexual health and other 'green' NGOs and charities), and to respond to events. We will:

2. Develop at least one themed campaign with clearly identified objectives, key messages, primary and secondary audiences and targets for Board approval by the end of December. This plan will:
 - a. Involve local groups and members in local media messaging, letter writing and speaking consistent with the campaign theme.
 - b. Provide support material including, but not limited to:
 - i. Media training as necessary or possible.
 - ii. Scripts and illustrative material.
 - iii. Core templates and suggested targets for letter writing.
 - iv. Promotional material for local events such as briefing material, printed material and other promotional goods.
 - v. Material for supporter and membership recruitment.
3. Develop an effectiveness evaluation process and conduct an evaluation of the campaign by the end of June.
4. Feed any interim lessons learned into the development of plans.

5. Integrate and leverage, where possible, pre-planned events such as the release of statistics, reports and calendar events such as World Population Day.
6. Respond to events and requests for information in line with the campaign theme, where possible.

Developing alliances: Population is central to almost all environmental and developmental issues, providing an opportunity to spread our message even further. We will:

1. Maintain the European Population Alliance.
2. Establish an informal population network with relevant NGOs.
3. Support the development of joint campaigns.

Membership development: (supporting activity) We will nurture our members and increase our member base. Therefore we plan to:

1. Report to the Board by the end of December on an analysis of the benefits and contacts made by similar sized charities to maintain contact with their members to understand if we are sufficiently servicing –or over-servicing - our members and if we should do more to make members feel valued
2. Identify ways in which volunteers can be made to feel valued by the organisation -and implement all that are practical and affordable by end of December.

Research: Research provides the trusted evidential base on which we found our messaging. We will:

1. Research the factual and statistical background in support of advocacy activity.
2. Identify regional differences in population density, profile and attitudes which affect messaging.
3. Improve access to in relevant in house and third party research via our website by the end of June.
4. Support further development of the strategy.

Formal education: Education provides a particular form of messaging to younger citizens as they enter childbearing age. We will:

1. Develop a digital presentation pack for teachers provided as a free resource.
2. Establish contacts within local authority education departments to establish routes into schools and colleges.
3. Establish contacts with the devolved education ministries in the UK to establish routes into schools and colleges.
4. Contribute to the further development of the strategy.