



STRATEGIC PLAN

for

Sustainable Population Australia Inc.

Period

January 2012 to December 2017

**Approved by SPA Executive on 27th March 2012
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EXECUTIVE SUMMARY

Complex organisations need Strategic Plans to achieve their maximum effect and to be inclusive of all stakeholders. Eighty three percent of members surveyed¹ agreed that SPA needs a coordinated marketing & communication strategy.

This survey identifies 6 prioritised goals:

- To increase membership
- To increase younger membership
- To have major national conservation groups include population in their policies and advocacy.
- To meet regularly with key Federal and State politicians (eg Ministers and Shadow Ministers)
- To have population included in key international conventions
- To increase net income

It provides objectives, strategies and performance indicators to help achieve these goals.

The document is not static and will be reviewed annually.

SECTION 1: STRATEGIC FOCUS

The Aim of this Plan

The aim of this strategic plan is to provide a document which expresses succinctly SPA's Mission and Objectives and a Strategy Plan (Road Map) for working effectively towards the Objectives.

The Strategic Plan has been prepared by the National Executive and is designed to be of use at all levels: National Executive, Branch Committees, Members, Donors, potential Benefactors and supporters. The Executive intends that the Strategic Plan will give a clear picture of SPA's vision and focus. The Plan also is an opportunity for Members and supporters to engage with SPA and its democratic processes to influence its future direction and work.

Sustainable Population Australia (SPA) was formed in 1988 when half-dozen founding members of Australians for an Ecologically Sustainable Population (AESP) first met in the Canberra suburb of Bruce. It has matured as a political lobby organization with 1000 members.

Objectives

The Association exists to pursue the following objectives as defined by our Constitution:

1) To contribute to the public awareness of the limits of Australian population growth from ecological, social and economic viewpoints.

¹ SPA Membership Survey, 2011 Survey Monkey

- 2) To promote awareness that the survival of an ecologically sustainable population depends in the long-term on its renewable resource base.
- 3) To promote policies that will lead to the stabilisation, and then to reduction, of Australia's population by encouraging low fertility and low migration.
- 4) To promote urban and rural life-styles and practices that are in harmony with the realities of the Australian environment, its resource base and its biodiversity.
- 5) To advocate low immigration rates while rejecting any selection of immigrants based on race.
- 6) To promote policies that will lead to stabilisation, and then to reduction, of global population.

Organisational Values

- Scientific integrity
- Mutual support, encouragement and cooperation
- Compromise
- Intellectual honesty

Our Mission/Vision

Mission: To establish Australia as a global model of, and to assist other nations toward, a sustainable ecological life-support system, retention of species diversity and human wellbeing, by influencing public debate and policy with particular emphasis on population size.

What products do we deliver?

- Factual information

Where do we deliver our product?

- Nationally
- Internationally

Who are our primary 'customers'?

- Public
- Politicians individually
- Governments and Oppositions collectively
- Media
- Allied organisations (like WWF, Australian Conservation Foundation)

What tangible value has our product to our 'customers'?

- The rational and rigorous presentation of information to counter the flawed arguments of pro-growth interests
- Offering a solution to many of the environmental and associated social and economic problems which are besetting Australia and the planet

What is our competitive advantage?

- The integrity of our science
- Non-aligned with vested interests
- Independence

SECTION 2 STAKEHOLDER ANALYSIS

Status	Description	Value Driver (What is important to them/ What do they expect from us)	Key Success Factor (What do we need to excel at in order to deliver on this value driver)	Enabling capabilities			Performance Measure
				Description	Resource	Competency	
Intended beneficiary (ie Primary Stakeholders)	Humanity (including future generations)	Awareness	Reaching a broader audience	Understanding of demographics and engagement drivers	\$ to fund study/ SPA research team	Compiling & interpreting data. Communicating results	<ul style="list-style-type: none"> Website hits Online/ telephone enquires Media attention
				Social media proficiency	Experienced volunteers	Drive increased engagement Awareness – commitment	<ul style="list-style-type: none"> # of FaceBook friends Twitter posts Membership via Social media
				Mass-market advertising	Volunteers + financial resources	Ability to conceive & deliver succinct, high-impact messages.	<ul style="list-style-type: none"> Membership Media coverage
				Media “stunts”	Volunteers + financial resources	Ability to conceive & deliver high-impact public “events”.	<ul style="list-style-type: none"> Membership Media coverage
		Deliver outcomes	Delivering programs that support our objectives	Campaign development and management	Volunteer Campaign Manager	Understanding of engagement drivers for each demographic. Project management	<ul style="list-style-type: none"> Program delivery Level of donor support (member vs non-member)
				Fostering partnerships and co-sponsorships with related organisations	Diplomacy, negotiation and relationship building	National Executive and Branch Committees	Identifying and developing mutually beneficial relationships
		Provision of information & ability to influence opinion	Subject matter expertise	Presenting factual information (not opinions) in a compelling form	Volunteers	In-depth knowledge of subject matter. Ability to distil key facts and arguments	<ul style="list-style-type: none"> Radio/ TV interviews Quotes in mainstream media
				Tailoring the message to the target audience. Communications	Marketing and communications	Volunteers + external consultants	Understanding of engagement drivers. Ability to tailor messages to audience.

Status	Description	Value Driver (What is important to them/ What do they expect from us)	Key Success Factor (What do we need to excel at in order to deliver on this value driver)	Economic modelling			Performance Measure
				Enabling capabilities			
				Description	Resource	Competency	
Intended beneficiary (ie Primary Stakeholders) Cont.	Humanity (including future generations) Cont.	Integrity	Provision of factual information & rigorous analysis	Collate, analyse and communicate critical information.	Volunteers with strong analytical skills	Ability to respond rapidly to published misinformation or political “spin”	<ul style="list-style-type: none"> Website hits Any anecdotal evidence of improved reputation
		Means of participation/ opportunity to act	Offering broad range of programs with various forms of participation.	Campaign development and management	Volunteer Campaign Manager	Understanding of engagement drivers for each demographic. Project management	<ul style="list-style-type: none"> Program delivery Level of donor support (member vs non-member) Level of volunteer support
	Biodiversity (including non-human species and natural ecosystems)						<ul style="list-style-type: none">
Secondary stakeholders	Politicians	Policy advice	Engaging politicians. Selling the issue and proposing solutions	Understanding of political processes	Volunteers	Government relations	<ul style="list-style-type: none"> Population policy development
		Committee representation	Subject matter expertise & reputation	Presenting factual information (not opinions) in a compelling form	Volunteers	In-depth knowledge of subject matter. Ability to distil key facts and arguments	<ul style="list-style-type: none"> # of working groups etc
	Media	Provision of data/information/opinion	Subject matter expertise & rigorous analysis	Presenting factual information (not opinions) in a compelling form	National President & approved spokespeople	In-depth knowledge of subject matter. Ability to distil key facts and arguments	<ul style="list-style-type: none"> # of repeat RFIs # of SPA “mentions” in media # of unique media contacts. # of opinion pieces
	Allied organisations (incl. educators)	Subject matter expertise & provision of information.	Reputation & subject matter expertise	Presenting factual information (not opinions) in a compelling form	Volunteers	In-depth knowledge of subject matter. Ability to distil key facts and arguments	<ul style="list-style-type: none"> # of repeat RFIs # of partnerships/ co-

		Partnership/ co-sponsoring					sponsorship arrangements • Reciprocal links
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Core Organisational Competencies

- **Maintaining a Strategic Focus.** Resources (time and money) are limited; trying to do more than we are able will hamper progress. A strategic focus requires choices to be made.
- **Assignment of Responsibility for Tasks**
People or groups will be assigned specific tasks and made responsible for follow-up action including reporting back.
- **Maintaining Cultural Awareness**
Assigned people or groups must be sensitive to the cultural, political, religious and environmental sensitivities of others.

Highest Priority Goals (Rank Order)

- **Goal One.** Increase membership
- **Goal Two** Increase Young Membership
- **Goal Three** Have major national conservation groups include population in their policies and advocacy.
- **Goal Four** Meet regularly with Federal and State politicians (eg Ministers and Shadow Ministers)
- **Goal Five** Have population included in key international conventions
- **Goal Six** Increase Net Income

Performance Objectives

Performance Area	Performance Measures	Target	Time Frame
Membership	Financial members	2000	2016
Young Members (under 40 years)	Proportion of total members	40%	2012
Major Conservation Groups to Include Population	Amended policy documents		
Meet 2 Key Politicians per State	Number of meetings conducted	10 meetings (2 for each active state branch)	Dec 2012
Have Population on key conference agendas			
Increase Income	Value of Donations		
	Members	\$85,000	12 months
		\$92,000	24 months
	Non-members	\$30,000	12 months
		\$60,000	24 months

SECTION 3: THE ORGANISATION

Organisational Structure

Sustainable Population Australia is an incorporated entity registered in the ACT. The Association consists of the Executive Committee, Branch Committees and the Membership. It currently has 6 branches (Qld, NSW, ACT, Vic & Tas, WA and SA-NT).

Branch Committees are responsible for the activities in their own branches and are answerable to the Executive Committee.

The Executive Committee comprises: President, Vice President, Minutes Secretary, Correspondence Secretary, Treasurer, a representative from each Branch Committee and 3-5 committee positions elected from the membership.

Current stage in its life cycle

SPA Inc. is a mature organisation being formed in 1988 and incorporated under ACT legislation. With that comes stability and position but also the need to adapt and move with the times so that its membership and supporters reflect the wider Australian demography.

Main activities

SPA Inc.'s main activities are the dissemination of factual information about the impact of humanity on the planet's finite and renewable resources. This dissemination occurs in multiple ways including, the newsletter (printed and Enews), personal contact, networking, the World Wide Web, media sites and public meetings.

SECTION 4: MARKET ANALYSIS

Our ‘markets’ are multiple and the products we provide to these different markets are quite different. In order to understand the differences the market sectors and their characteristics are listed. In a similar manner the ‘products’ we offer are listed. Finally the two are linked to determine which products apply to specific market segments.

Our Markets

1) General Public

The general public is not one body but represents multiple groups with different receptiveness to the concerns of sustainability. It is much easier to strike a chord with groups who already share concerns regarding sustainability, environment degradation and the loss of urban amenity. With a limited resource base SPA needs to identify who the most aligned groups are and work with them to strengthen our alliance.

- a. General Public that are sensitive to Sustainability issues
 - Older demographic
 - Higher education
- b. Urban Alliances and Suburban Action Groups
 - First home buyers
 - Groups specifically affected by Urban development
- c. School Children (Debating Union)
 - Self-selecting group
- d. Under 40s sensitive to Sustainability issues
 - Gen Y Specifically (Note: many organisations have been unable to engage Gen X). No data is available on this group and they currently represent a minor component of SPA membership.

2) Politicians individually

- a. Key Ministries (Federal): Immigration and Environment (and shadow); Foreign Affairs (and shadow)
- b. Key Ministries (State): Planning, Housing and Environment
- c. Hon Kelvin Thomson
- d. Senator Larissa Waters
- e. Senator Sarah Hanson-Young
- f. Malcolm Turnbull – climate change
- g. Local Members – in key electorates

3) Political Parties

The parties listed here are those who might be seen as more environmentally aware

- a. Sustainable Population Party
- b. Greens
- c. Nationals

SK question: do we need these listed here? Shouldn't our focus be on the ones that DON'T understand?

4) Government Agencies, NGOs & Bureaucracies

- a. AusAid
- b. Bureau of Statistics
- c. ABARES
- d. Centre for Biological Diversity

- 5) International Conferences, Conventions and Allied Organisations
 - a. Optimal Population Trust
 - b. Sustainable Population Earth (SPE)
 - c. Population Institute Canada
 - d. Population Institute (Ed Barry)

- 6) Media
 - a. Mass Media (Daily Papers, Television & Radio)
 - b. Sector Media (Environment, Gardening, Heritage, Outdoors)

- 7) Web and Social Media
 - a. Facebook
 - b. You Tube
 - c. Twitter

- 8) Environmental Organisations and groups critically affected by population growth e.g.
 - a. Zoos (National, International, Regional)
 - b. Nature Conservation Council
 - c. World Wildlife Fund
 - d. Australian Conservation Foundation
 - e. Wilderness Society
 - f. Oxfam

9) Members

Our existing members are a very important 'market' and it is important that having got members on board we spend time and effort ensuring that they remain actively engaged for many years.

10) Donors

Donors are not an homogenous group with some being more likely to contribute to specific projects.

11) Potential Benefactors

12) Supporters (loosely allied individuals and groups)

13) Academics and Researchers

We have been most fortunate to have had academic support from Dr Bob Birrell, Prof Katharine Betts, Prof Colin Butler, CSIRO scientist Barney Foran, Dr Doug Cocks and Dr Graham Turner. We must honour these people more because their contributions have been critical.

SECTION 5: PRODUCTS

List of Products

1. Policy Documents
2. Position Papers
3. Debating Union Sponsorship
4. Newsletters - printed
5. eNews
6. Website
7. Popforum
8. Social Media Networks: Facebook, Twitter
9. Letters to Editors
10. Public Meetings
11. Film Festivals
12. Meetings with Politicians/Executives
13. Radio Interviews
14. Television Interviews
15. Conference Attendances (National and International)
16. Membership on External Committees
17. Hosted and Co-hosted events (including Conferences)
18. Membership of Political Parties (individually)

Products applied to Specific Markets

- 1) General Public (not previously aligned with SPA)
 - Debating Union Sponsorship
 - Website
 - Letters to Editors
 - Public Meetings
 - Film Festivals
 - Radio Interviews
 - Television Interviews
 - Hosting and Co-hosting events
 - Unsolicited mail
- 2) Politicians individually
 - Newsletters
 - eNews
 - Website
 - Letters to Editors
 - Meetings with Politicians/Executives
 - Radio Interviews
 - Television Interviews
 - Conference Attendances (National and International)
 - Membership on External Committees
- 3) Governments & Political Parties
 - Newsletters
 - eNews
 - Website
 - Letters to Editors
 - Meetings with Politicians/Executives

Radio Interviews
Television Interviews
Conference Attendances (National and International)
Membership on External Committees

4) Media

Radio Interviews
Television Interviews

5) Allied organisations

Membership on External Committees
Meetings with Politicians/Executives

6) Members

Newsletters
eNews
Website
Popforum
Social Media Networks
Public Meetings
Film Festivals
Hosted and Co-hosted events

7) Donors

Debating Union Sponsorship
Newsletters
eNews
Website
Popforum
Social Media Networks
Letters to Editors
Public Meetings
Film Festivals
Radio Interviews
Television Interviews
Conference Attendances (National and International)
Hosted and Co-hosted events

8) Potential Benefactors

Potential benefactors are likely to be members, people or groups with a long standing relationship with SPA Inc. It is likely that there will be close personal or working relationships with these people over many years.

9) Supporters (loosely allied individuals and groups but non-members)

Newsletters	Film Festivals
eNews	Meetings with Politicians/Executives
Website	Radio Interviews
Popforum	Television Interviews
Social Media Networks	Conference Attendances (National and International)
Letters to Editors	Membership on External Committees
Public Meetings	Hosted and Co-hosted events

SECTION 6: MARKETING

Membership

Situation Analysis

- Membership (financial members) and the income from members (subscriptions plus donations) determine most of what we do.
- The voluntary contribution of members is also essential to SPA's existence and impact
- Membership is falling relative to Australia's population size and static in actual numbers
- Acquiring members in increasing number requires expenditure. At the moment we spend relatively little actively acquiring members.
- Slowing loss of members is **inexpensive** and will grow the membership
- **Membership (= income)** is a core function and should be addressed ahead of some other issues (ABC = Airways, Breathing, Circulation)
- The priorities should be:
 - Stem the loss of existing members
 - Optimising recruitment via the web
 - Trial and cost a number of recruitment programs to determine the most cost effective (in cost per member acquired) methods

Basics Facts

- 1) Size of Membership = Existing Members + New Members – Non Renewing Members
- 2) Currently we lose 20% of our members each year
- 3) Currently we gain 20% of our members each year
- 4) Size of membership in 2011 decreased by 6%
- 5) Size of our membership is falling more as a proportion of our Australia's growing population
- 6) The recruitment of new members should be looked on as an investment
- 7) Each new member represents income of \$103 x 5 years = \$515
- 8) Fixed cost per member represents \$64 x 5 = \$320
- 9) We can afford to invest up to \$515-\$320 = \$195 in new members or up to \$515 - \$0 = \$515 if we absorb the fixed cost for incremental members
- 10) However we need to make a profit (surplus) to expand our activities or we just stand still, pointless activity. Thus we could spend between \$95 and \$415 to acquire each new member. [\$195 - \$100 (surplus) = \$95 or \$515-\$100(surplus) = \$415]
- 11) Bottom Line - Can Invest \$100-\$400 in acquiring new members

Membership Attrition

Members stay in SPA on average 5 years.

Estimates	Loss	Transience
ACT Branch 2010	23%	4.3
National Database since 1998	21%	4.6
Static Membership 2010	15.7	6.3
Average	19.9%	5.0

Recruitment Costs

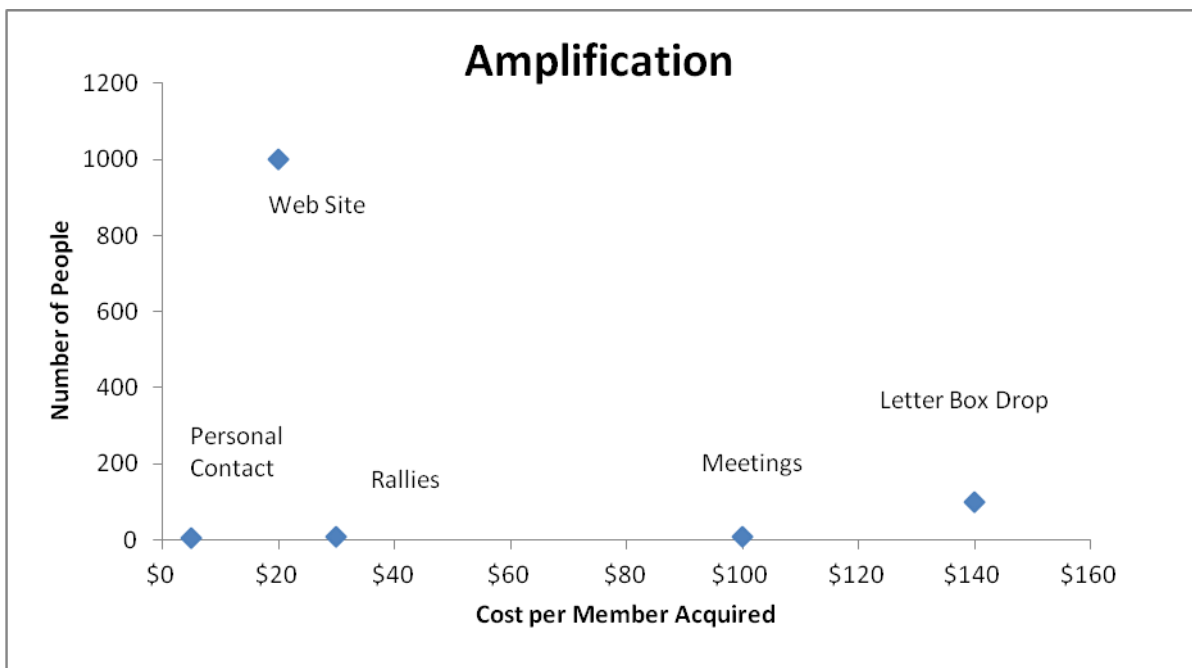
Two factors are relevant in considering the cost of recruitment, the cost per member recruited and the amplification (or reach) of the method. For example direct contact with friends and colleagues incurs little cost but has a very small amplification factor. Letter-box dropping has a higher cost but

has a larger amplification factor. Recruitment through the web has a very high potential amplification factor and a very low cost.

Marketing Methods	Costs per member
Direct Member Contact	\$5
Contact with Letter Writers	\$5
Web recruitment	\$20
Response to Rallies	\$30
Meetings	\$100
Letterbox Drops	\$140

Amplification

Recruitment methods differ in their ability to contact large numbers of people.



Demographics

Accurate demographic data is not available for all of the SPA Membership but a survey of SPA ACT Membership show it is much older than that of the ACT population as a whole. It is likely that this demographic is similar in other states based on branch attendances and committee membership. ACT Branch represents 16.8% of total membership.

Count of Age Group	Total	Of Sample	Of ACT Population ABS 2006
<25	1	3%	35%
25-60	2	6%	45%
>60	28	88%	20%
Blank	1	3%	
Grand Total	32		

Soft Targets and Hard Targets

The Australian population is quite heterogeneous with some sectors more receptive than others to recruitment. It is more economical to target our recruitment efforts to those groups or sectors which are already sensitive to the issues (soft targets). We should look to attract groups and individuals that already have an affinity for our objectives.

Fixed Costs and Maintaining Membership

Each member currently costs \$64 per annum to maintain (see Appendix 1) and 30% of that cost is covered by membership subscriptions. The remaining 70% is drawn from SPF donations. The most significant elements of this fixed cost are administrative, postage and the newsletter. It currently costs \$9 per annum per member to provide 6 copies of the newsletter in hard copy.

Income Per Member

Income from members comes in two parts, subscriptions (\$22 average) and donations (\$80 average). Income of Branches (branch rebate) is 40% of membership subscriptions as at April 2014 ($\$22 \times 0.5 = \11).

Income	Actual 2010
Member subscriptions	23465
Member donations	85297
Subtotal Income members	108762
Non-member donations	32557
Interest SPF + SPA	52
Other	222
Total	141592
Number members December 2010	1058
Income per member/annum	103

Communication Media and Liaison

The president has responsibility for media releases though they may be sent out by the editor. They go to a number of journalists and news outlets as occasion demands, on average about twice a month. It is important that the president, often through the editor, builds professional relationships with as many media people as possible so they come to SPA for comment when an issue relating to population arises.

Newsletter and eNews

A 12 page newsletter is distributed quarterly to all members either electronically or in hard copy, and to other interested parties by email or through posting on the website. eNews is distributed electronically to members on email twice a month with the help of the website manager.

International Projects: Have population included in key international conventions

SPA actively participates in international networks and collaborations with organisations and individuals engaged in advocacy for population stabilisation and/or reduction. SPA has gained observer status with the United Nations Environment Program and the United Nations Framework Convention on Climate Change, sends delegates to conferences of these bodies, and provides side events and exhibits at such conferences, when funding is available and a sufficient case can be made for the possibility of influencing global discussions. SPA also sponsors presentations at other

conferences from time to time, such as the International Union for the Scientific Study of Population. SPA supports relevant global campaigns including “Girls Not Brides”. SPA monitors and interacts with the Australian parliaments’ “Parliamentary Group on Population and Development”.

SECTION 7: ORGANISATION AND MANAGEMENT

Current structure

We are a nationally-based non-profit organisation and our basic structure is described in Section 3 of this document and defined in the SPA Inc. Constitution.

The effectiveness of this structure needs to be evaluated given that (a) two branch committees have ceased to exist in the past two years (NQld & Tas), (b) one branch (SA) had trouble meeting its obligation to hold an AGM annually and (c) our membership numbers are not keeping pace with the general growth in the nation's population numbers. But rather than the structures themselves, such faltering appears to be a result of an ageing membership with some degree of burnout, with few members under 40 years of age becoming involved. We note that problems of a similar nature exist in most NGOs in Australia.

Team-building within the Executive Committee is an under-rated activity, and Strategic Planning Weekend in November 2011 was an important coming together, not just in terms of the development of a strategy but also in terms of establishing face-to-face relationships between members who normally "meet" over the phone in focused teleconferences.

Volunteer Functions

One shortcoming may be that SPA has no job descriptions attached to the Executive Committee positions. Because we are comprised almost exclusively of volunteers, tasks are undertaken on the basis of which members have "spare" time, the energy and perhaps even the financial freedom to do so. As successful as it has been, the recent change in the constitution to divide the role of Secretary into two positions of Minutes Secretary and Correspondence Secretary is indicative of the stresses within the organisation.

Many of the day-to-day functions of the organisation are done by volunteers who under the constitution of SPA Inc are not permitted to be paid for their contribution but any out-of-pocket expenses are reimbursed (Constitution Clauses 2.5 and 5.2). The move, in February 2010, to outsource the national office functions is an indication of this trend.

Future staffing requirements

From our static membership numbers it can be concluded that we are failing to get our message out to the general public.

While it is not entirely clear from our website, it appears that approximately eight media releases were issued at the national level during 2011, which in itself would not have been enough to make a dent in the recognition factor of journalists. Within that limited number of releases most gained no more than two-three media responses and in some cases none.

Much of the journalism on population-related issues arises from the east coast: TV journalists seek to interview SPA representatives who also live on the east coast, yet we have a President and Vice-President living in South Australia. The opportunities for building individual relationships with specific east coast journalists are therefore missing. We need a stronger east coast presence.

As already suggested in the Marketing Section, part-time employment of a person with media and

marketing expertise is envisioned, although these skills/functions might not reside in the same person. That requisite relationship-building with individual journalists would be a vital part of the job description of that employee. In learning from the mistakes of the past with paid staff, that person's job would be media and marketing without distractions into the administrative field and they would be employed at least in part because of their passion for the subject.

Recruitment and succession planning for the Executive Committee

There is none, as the membership appears comfortable with the existing Executive, although it could be a case of staying quiet so that they do not have to volunteer for a position themselves. Knowing that the great majority of our Executive members are 50 or older, it is imperative that we begin head-hunting younger members with the intention of having them stand for the Executive as soon as they have gained some familiarity with the organisation. On the other hand we must not push people in to positions before they have demonstrated a capacity for handling what might be onerous positions for which they are not (and may never be) ready. As a consequence we have experienced a quick turnover in some positions in the past, perhaps because of our desperation to get positions filled.

Induction and Handover for new members of Executive or new position holders

There is limited guidance for novices and it is non-existent for those who are regarded as having the capacity to fill the positions. This lack of support is compounded by the absence of written job descriptions. This must be given priority as part of development of the strategic plan.

A Procedures Manual must be prepared.

Providing leadership and building morale

National Office

The national office provides core functions which include:

- Membership – processing of membership applications, renewals and enquiries
- Financial – banking, accounting, reporting and tax compliance
- General office functions – facilitate production and distribution of the newsletter, provide information to office holders, facilitate mailing and communication

The national office, currently operated under contract by Successful Alliances, is based in Canberra. The contract operates on a yearly then month by month basis.

Given our constitutional and ATO requirements this is a crucial service that allows the National Treasurer to maintain an overview of finances rather than having to undertake all of the 'nuts-and-bolts' functions of data-entry etc. This is a service that must be maintained.

Working Groups/Teams

The different functions done by volunteer were discussed at the Strategic Planning Workshop and the following groups or teams were noted to identify those people currently helping in these roles but also to provide mutual support. Succession planning and maintenance of function when individuals are away is also facilitated if others can be identified. The groups identified here reflect

National roles and similar functions may operate at the Branch level in the larger branches.

1) Communication/Media Liaison

Composition: Sandra Kanck, John Coulter, Steve Williams (to write/vet media releases)

Roles:

- Raising SPA's public profile
- Prepare media releases
- Vet media releases
- Build and maintain communication with key media (news rooms)
- Sustainable awards

2) Newsletter and eNews Team

Composition: Robert Boni (John Coulter will confirm with him), Steve Williams, Sandra Kanck

Roles:

- Produce the Newsletter 4 times yearly
- Produce eNews twice monthly
- Integrate information flow from media sites(Facebook and Twitter) and forums (PopForum) to the Newsletter, eNews and media releases

3) Web and IT

Composition: John Weaver, Sandra Kanck, Jane O'Sullivan, Jill Quirk

Roles:

- Design and Maintain the Website
- Install and maintain the membership database, currently CiviCRM
- Maintain Yahoo Site – authorities and permissions

4) Membership and Marketing

Composition: Mick Thompson, Rob Taylor

Roles:

- Monitor membership numbers
- Run membership surveys and data analysis
- Prepare and maintain a Marketing Strategy
- Work with the Branch Committees to implement programs to improve marketing and recruitment of new members, welcome new members and contact members not renewing

5) Constitution, Governance and Compliance

Composition: Ross Kingsland, Sandra Kanck

Roles:

- Review and maintain the Constitution and suggest and draft changes as necessary
- Monitor ATO Compliance, REO Returns and Company Registration

6) International Projects

Composition: Jane O'Sullivan, Jenny Goldie, Peter Schlesinger, Sandra Kanck (overview of SDGs)

Roles:

- To maintain liaison with international groups
- To inform Executive of opportunities and plans for future initiatives
- To suggest specific fund raising activities and programs
- Report to Executive and provide material for the Newsletter and eNews
- To engage prominent people in a declaration about population as a security issue

7) Strategic Plan and Strategy - Yearly

Composition: Sandra Kanck

Roles:

- To develop and maintain a current Strategic Plan reviewed annually
- To liaise with all stakeholders during the development and review of the Strategic Plan
- To plan for and facilitate the Strategic Planning Workshop annually

8) Finance and Donations

Composition: SPF Trustees, Bob Braby, Rob Taylor

Roles:

- Prepare an annual budget and update during the year with annualised figures
- Liaise with the Gift Fund and Fund Managers (Trustees)
- Recommend specific donation programs

9) Political Engagement

Composition: Jenny Goldie, Sandra Kanck, Nick Goldie; local branch committees

Roles:

- *See goal 4*
- *To provide policy advice to Ministers, Shadow Ministers and other key MPs at Federal, State and Territory level*

10) Religious Engagement

Composition: Nola Stewart, Jenny Goldie, Paul Collins (subject to his approval)

Roles:

[to be added]

11) Community Engagement

[Composition and roles to be added]

12) Indigenous Engagement

[Composition and roles to be added]

13) Prominent Persons

[Composition to be added]

Roles:

- Engage with sporting people, actors etc to have them understand the population issue and publicly support us

SECTION 8 FINANCIALS

[this section deleted as out of date – see current budget]

SECTION 9: STRATEGIC ACTION PLAN

Primary Goals, Objectives and Strategies

Key Strategic Goals

1. Goal One: Increase membership

1.1. **Objective** Increase membership to 2000 by 2016 (SK question – I think we noted this as all but impossible to achieve in this timeframe, but how do we want this altered?)

1.2. **Strategies** to achieve each objective

1.1.1. Improve membership retention by December 2012

1.1.1. Improve design of Website to appeal and capture new members and young people by December 2012

1.1.2. Run a Recruitment Trial to assess cost effective techniques by June 2012

1.1.3. Expand chosen Recruitment Technique in 2013

1.1.4. Prepare in conjunction with Branches a “Recruitment Guide” which details best practice (those methods proven to work) and the share of responsibility between Branches and National.

1.2. **Working Group Responsible:** Membership and Marketing

1.2.1 Working group to investigate raising money for an ad in the SMH

1.2.2 Working group to prepare a new membership recruitment brochure after new logo has been finalised. Add an optional date-of-birth field.

1.3. **Task Plans** to achieve each strategy

1.3.1. Web Design Team to evaluate design options, prepare a budget and report back to Executive with its action recommendations for Executive meeting April 2012. This may require obtaining professional advice on design and appeal of website

1.3.2. Membership and Marketing Team to prepare in collaboration with Branch Committees a survey of non-renewing members of the previous 12 months to determine why they did not renew and advise Executive on what measures can be taken to address these reasons. Report to Executive April 2012 with survey plan

1.3.3. Membership and Marketing Team to prepare membership recruitment trial and budget for endorsement at May 2012 Executive

1.4. **Performance Measures**

1.4.1. Measure Retention Rate

1.4.2. Measure Recruitment Rate

1.4.3. Measure Membership Numbers

2. Goal Two: Increase Young Membership.

2.1. **Objective** Have 20% of members (200) under 40 years of age within 2 years.

2.2. **Strategies** to achieve each objective

2.2.1. Create a Young Peoples Group within SPA by May 2012

2.2.2. Invite key young people to join

2.2.3. Add “Age” to Membership Database

2.2.4. Modify the Website to include section for young people

2.2.5. Integrate Website and social media (Facebook and Twitter)

2.2.6. Create a SPA Young Achievement Award

2.2.7. Investigate preparation of a specific brochure aimed at young people and inclusion of a QR code to allow scanning and payment of membership via smart phone.

2.3. **Working Group Responsible:** Membership and Marketing

2.4. **Task Plans** to achieve each strategy

2.4.1. Ask Bindi Irwin for permission to use her in billboards and YouTube

2.4.2. Executive to determine a suitable name for the Young Peoples Group by January 2012

- 2.4.3. Marketing and Membership team to draw up list of key young people to be invited to join the Young Peoples Group by March 2012
- 2.4.4. Web Design Team to advise on redesign of the website to appeal to young people
- 2.4.5. Web Design Team to integrate Website and CiviCRM database to social media network
- 2.4.6. Executive to decide on the implementation and name for a Young Peoples Achievement Award. March 2012.
- 2.4.7. Web Design Team to add "Age" field to database
- 2.5. Performance Measures
 - 2.5.1. Measure Recruitment Rate < 40 years
 - 2.5.2. Measure Retention Rate <40 years
 - 2.5.3. Measure Membership Numbers <40 years

3. Goal Three: Have major national conservation groups include population in their policies and advocacy.

- 3.1. **Objective** To have population included in policies and advocacy of major national conservation groups
- 3.2. **Strategies** to achieve the objective
 - 3.2.1. Determine **three** key groups and people within the groups to target by May 2012
 - 3.2.2. Determine the aspects of their policy that needs to change by July 2012
 - 3.2.3. Identify key people (executive members or nominated members) to meet key people and maintain regular contact
 - 3.2.4. Budget sufficient resources to allow for travel and liaison
- 3.3. **Working Group Responsible:** Communication/Media/Liaison Team
- 3.4. **Task Plans** to achieve each strategy
 - 3.4.1. Executive to determine key groups by SPA Exec by March 2012
 - 3.4.2. Treasurer to determine reasonable budget for activity
 - 3.4.3. Working group to determine key people to target
 - 3.4.4. Working group to determine aspects of policies and advocacy that should be changed

4. Goal Four: Make key politicians aware of the issue of population

- 4.1. **Objective** To put political pressure on key MP's to inform them of the need to control population growth nationally
- 4.2. **Strategies** to achieve the objective
 - 4.2.1. Identify key electorates
 - 4.2.2. Identify SPA members who live in key electorates
 - 4.2.3. Prepare material for the meetings
- 4.3. **Work Group Responsible:** Political Engagement Group
- 4.4. **Task Plans** to achieve each strategy
 - 4.4.1. Phone or Skype hook up for group to establish time table

5. Goal Five Have population included in key international conventions

- 5.1. **Objective** To get population growth onto the agendas of various international environment conferences including UNFCCC conferences.
- 5.2. **Strategies**
 - 5.2.1. SPA is registered with ECOSOC status but does not have consultative status. There are 3,500 non-governmental organizations (NGOs) in consultative status with the United Nations Economic and Social Council (ECOSOC).
 - 5.2.2. Sustainability Evaluation and Reporting (SER). Ed Barry of the Population Institute and SPE has drafted text for incorporation into the "Zero Draft" of the Secretary

General's Compilation Document for Rio 2012, and for its incorporation into the final plan of action at Rio 2012. (In 1992, the plan of action was referred to as 'Agenda 21)

- 5.2.3. Membership of Sustainable Population Earth (SPE). SPA is a founding member of SPE (whose membership is confined to organisations, not individuals) and Jenny Goldie is a member of its founding committee which currently has seven members.
- 5.2.4. Maintain membership of CANA (Climate Action Network Australia) which gives SPA entree into CANI (CAN International) and thus influence them in terms of getting population onto the UNFCCC agenda.
- 5.2.5. Maintain contact with like-minded groups and individuals in other countries by email and though attendance at international meetings, where possible
- 5.2.6. Report to membership through the newsletter and eNews to ensure its support and involvement
- 5.2.7. Investigate a paid editorial assistant.

Stephen Williams appointed on contract June 2014 for 12 months

- 5.2.8. Consider another national conference similar to that of 2008 to which we invite high profile speaker(s) from overseas funds for the first visit by an international speaker to tour Australia
- 5.2.9. Have a high profile speaker from overseas do a tour of Australia subject to finances at least every two years.

Richard Heinberg, author of "End of Growth", brought over for a national tour in 2012

- 5.2.10 Executive to budget appropriately for attendance at international fora including the Earth summit and recommend accordingly to the trustees of the SPF
- 5.2.10. Executive to create a sub-committee to plan for a national conference, to be held within the next two years

5.3. Working Group Responsible: International Liaison Group

5.4. Task Plans

- 5.4.1. Seek funding for SPE
- 5.4.2. Prepare budgets and Funding Applications for SPA Executive (and Trustees)
- 5.4.3. Prepare items for newsletter and eNews to keep members informed.
- 5.4.4. Communicate with PopForum to focus on international events and information

6. Goal Six Increase Net Income

6.1. **Objective** Increase Net Income sufficiently to allow employment of a professional officer

6.2. Strategies

- 6.2.1. Increase membership numbers (see 1)
- 6.2.2. Establish better donations systems
 - 6.2.2.1. Regular Donation campaigns
 - 6.2.2.2. Regular Donation Plans
- 6.2.3. Control and contain costs
- 6.2.4. Budget discipline so money goes only to allocated priorities
- 6.2.5. Liaise with SPF Trustees to include them in the budget discipline cycle
- 6.2.6. Investigate grants

6.3. **Work Group Responsible:** Finance and Donations

6.4. Task Plans

- 6.4.1. Prepare a list of potential Donation Campaigns by March Executive meeting
- 6.4.2. Modify the website to facilitate Donation Plans with regular giving cycles including variable amounts, and times by March Executive meeting

6.4.3. Circulate Strategic Plan to SPF Trustees – *Completed with comments returned by Trustees, Feb 2012*

SECTION 10 PLAN IMPROVEMENT

Performance Measurement

The plan's performance should be assessed against its effectiveness in achieving its high priority goals and performance targets.

Plan Review and Up Date

1. Financial Resources: Linking our financial resources to strategies and tasks is crucial to have a Strategic Plan that is achievable. Without the appropriate resources being available it is unrealistic to think certain objectives can be achieved. If this is so they should be demoted in the priority list until sufficient resources can be found or abandoned.
2. Annual Strategic Planning Workshop: Strategic Planning is never static, it needs to be reviewed and strengthened regularly to improve performance and to keep new Executive members and Members generally aware of SPA's position. An annual review is envisaged.
3. Questions for Future Consideration:
 - a. Standard of Living: Much effort has gone into developing our standard of living. The cost of this is environmental destruction. I think we all agree that the problem is excess consumption however our position should be one of population stabilisation/reduction such that high living standards are better able to be maintained. Every other organisation, either consciously or otherwise, promotes reduced living standards (the "A"). This is the message people don't get at the moment.....their living standards are being diluted to accommodate more people.....they pay real money for this as well!.
 - b. Mass Marketing Plan: This was not discussed adequately during the 2011 SPW and needs further work. Ideas need to be well tested and considered in view of our objectives. The Marketing Working Group can develop this material for consideration 2012 SPW.