

RSPCA NSW **STRATEGIC PLAN**

2018-2023

RSPCA 
New South Wales



LEAD, RESCUE, PROTECT

RSPCA NSW has been the voice for the animals of our state for over 145 years. We work to prevent cruelty to animals by actively promoting their care and protection.

Whether this is through our network of veterinary hospitals and shelters, our education and community outreach programs, or our Inspectorate removing animals from harm; we are an organisation with a clear vision and hope for the future.

With our goal in mind, we've developed a five-year Strategic Plan for our organisation. We're constantly looking to identify areas where we can adapt our service to animals and the community, and we understand that in order to continue to do so, we need to have tangible steps in place.

We've identified our goals for the future of the animals, our future as an organisation, and your future as a valued RSPCA NSW supporter. We've chosen our key initiatives, and have identified measurable targets to hold ourselves accountable.

This plan will lead the way in our efforts to help animals across the state over the next five years, and will provide a clear direction as to where we're going and how we're going to get there.

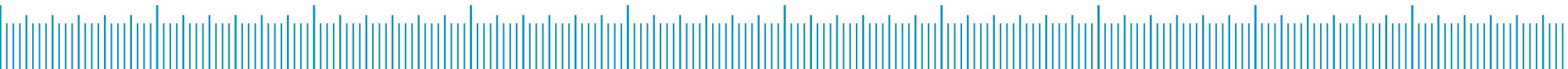
2018
YEAR 1

2019
YEAR 2

2020
YEAR 3

2021
YEAR 4

2022
YEAR 5



WHAT WE DO MAKES A DIFFERENCE

- Putting animals' quality of life first and applying scientific methods to make the best possible decisions about what is best for them.
- Leading public awareness and continuously advocating improvements to animal welfare.
- Educating our communities and empowering them with the knowledge needed to proactively take action to improve animal health and welfare.
- Investigating and prosecuting those who perpetrate cruelty and cause undue suffering to animals.
- Rescuing animals from cruelty and providing the shelter, care and love needed to help them recover.
- Bringing together domestic animals and people so that their lives can be mutually enriched and animals in need can find permanent loving homes.
- Working with government and industry to advocate on behalf of animals and develop legislation and practices that improve the quality of animals' lives.
- Improving animal health and wellbeing through high quality veterinary and specialist services.

HOW WE DO IT MAKES A DIFFERENCE

- We work with passion, focus and commitment.
- We value the roles played by all in our extended team: staff, volunteers, donors, foster carers, branches and the Board.
- We support each other as we work to achieve the best outcome for animals.
- We adapt and improve as we learn from experience and gain new knowledge.
- We use our collective and individual voices to increase awareness and promote positive changes to the welfare of animals.



THEIR FUTURE

ERNIE

BEING THERE FOR THE ANIMALS WHO NEED US MOST

As an organisation, we have and always will be 'for all creatures great and small'. Our staff work every day to improve the lives of the animals across our state who are in desperate need of help. By rescuing them from harmful situations, providing them with the veterinary care they need, and then ensuring they are rehabilitated and rehomed, we're fighting for a future where animals are free from experiencing fear, cruelty and neglect.

WHAT WE WILL DO

- Adapt the way we work so that we can provide care and protection for animals who need it most
 - Continually focus on ways to assess, rehabilitate and rehome more animals
 - Invest in unique programs to keep pets and their owners together
 - Mobilise our teams and services to expand our reach in regional New South Wales
 - Enhance our veterinary services for animals and the community using the best scientific knowledge available
 - Strengthen and grow our partnerships with individual and organisational stakeholders that support the lives and wellbeing of animals
 - Boldly advocate for higher animal welfare standards
- Continue to invest in protecting animals from cruelty and prosecuting those who harm them
- Collaborate more closely with state and local government to improve how we carry out our legislative responsibilities
 - Have a positive impact on the reduction of animal sheltering intake numbers through our intervention programs



SIR RUSSEL PIGSLY III

HOW WE WILL DO IT

- We will deliver the highest standards of care, support and services
- We will enrich animals' lives through every encounter we have with them
- We will respond positively and proactively to protect and rescue animals in need through our Inspectorate, Animal Ambulance and rescue units
- We will work collaboratively with community agencies and services to ensure our approach and support is cohesive and holistic
- We will collaborate with state and local government, industry and communities to achieve better outcomes for the animals of New South Wales
- We will provide desexing, microchipping and vaccination programs to assist with overpopulation
- As our stray animal management contracts expire, we will use this opportunity to repurpose the spaces for animals in crisis
- Implement a growth strategy for our foster care network to increase the number of carers we have supporting our services
- Improve and increase the support we offer our foster care network in order to continue to engage them and ensure they are empowered to continue providing foster care support

We will educate our teams, communities and stakeholders about the benefits of improved animal welfare and continue to change attitudes



WHAT SUCCESS LOOKS LIKE

- More animals are in safe, healthy and loving homes
- We have strong community support for what we do to improve animal welfare and wellbeing
- Our Foster Care network is connected, empowered and provides increased support to our animal welfare services
- Our services help more vulnerable animals and reduce suffering every year
- Animals in our care are provided with more interaction through our enrichment and rehabilitation programs
- Our partners and stakeholders are better informed and more knowledgeable about animal welfare
- Our Inspectors are able to intervene and assist animals in distress, animals that are mistreated and those that are subjected to cruelty
- We are a recognised and trusted animal welfare advisor to industry, and state and local government
- Statistical reduction in the number of animals that come through our shelter doors every year

Every year, we will reach more vulnerable animals through our outreach programs and services



YOUR FUTURE

MILO AND DAISY

EMPOWERING YOU TO MAKE A DIFFERENCE FOR ANIMALS

We understand that behind every suffering animal, there is often a human in need of help and support. We aim to educate the community about responsible pet ownership, and empower them to be able to take action when it comes to caring for their animals. We always aim to keep animals with their people whenever possible, however our shelters are there as a last resort for those in distress. Our community outreach programs support the public in having access to vital pet care and resources, and we work tirelessly to foster positive and beneficial relationships with the remote and regional communities of New South Wales.

WHAT WE WILL DO

- Support people and their animals in situations of hardship or crisis
- Educate, engage and inspire more communities about animal welfare and wellbeing
- Evaluate our community outreach programs to ensure growth in positive cultural, social and economic impacts
- Establish and strengthen state and local government, industry and community group partnerships for the mutual improvement of human and animal welfare
- Ensure our programs and support services reach more rural and remote communities in New South Wales
- Ensure we are adaptive and timely in our response to emergency and natural disaster management
- Actively engage with young people including in schools and communities to help create well-informed and empathetic citizens
- Ensure our Inspectorate is equipped with the resources they need to support the community's calls for assistance
- Provide animal welfare qualification opportunities through our RTO to ensure we grow the number of qualified experts in animal welfare in the community

Listen to community concerns and respond appropriately so our efforts are focused on areas where we are needed most



VINCENT

HOW WE WILL DO IT

- We will recognise, respect and support the powerful connection between people and animals
- We will proactively engage with diverse communities
- We will work collaboratively with community agencies and services to ensure our approach and support is cohesive and holistic
- We will always provide outreach programs that are relevant and in-line with community needs
- We will provide reasoned, compassionate and scientifically sound advice to government
- We will continue to transfer traditional service delivery costs to support the mobilisation and reach of our community support services

We will solidify our partnership with the NSW government and industry bodies responsible for disaster relief efforts

- We will grow the RTO to increase the number of people who access the RSPCA education facility and the number of graduates that continue on to employment in the industry



WHAT SUCCESS LOOKS LIKE

- We have positively influenced the decisions of state and local government, industry and community agencies
 - We have a deep understanding of the connection between human and animal welfare
 - Our outreach programs have an increasingly positive impact on communities and their animals
 - Communities are informed and empowered to provide for the needs of animals in their care
- The number of rural and remote communities that we visit is expanded
- We value our customers and they trust us to deliver the highest level of service
 - Our level of engagement with the community grows year on year
 - Being top of mind for NSW government in disaster response plans and relief efforts
 - More people in the community have had access to and completed an RSPCA RTO qualification



OUR FUTURE

NURTURING A STRONG AND PASSIONATE RSPCA NSW TEAM

Our organisation's main financial goal for the next five years is to work within our means and return our budget to surplus by 2021, and we are taking tangible steps to achieve this. Our diverse and dedicated network of both paid staff and volunteers work together to increase the strength of RSPCA NSW's work and foster a healthy environment for animal advocacy. We are constantly looking to implement strategies and explore new ways in which we can guarantee the ongoing success of our organisation in reaching our goals for both animals and the community.

WHAT WE WILL DO

- Ensure a safe working environment where all team members can flourish
 - Implement strategies to ensure we are always working within our means so we can return our budget to surplus by 2021
 - Grow and strengthen communication across the organisation
 - Increase our volunteer base to expand our positive impact on animal welfare standards
 - Explore new ways to connect with the community and encourage their financial support of animal welfare
 - Integrate our support systems to improve cost effectiveness and efficiencies
- Continuously develop our understanding and grow using the best scientific knowledge available
- Work as one team that values and respects contributions from staff, volunteers, supporters, branches and the Board
 - Develop our people so they can effectively advocate for animal welfare and confidently give their voice to improving animal wellbeing
 - Build a positive culture by creating clarity and ensuring every team member knows how important their role is in delivering our plan



HOW WE WILL DO IT

- We will invest in our teams to implement and evaluate our programs that reflect and advance the goals and objectives of the strategic plan
- We will encourage education, offer support and reward innovation

Grow the extent of predictable revenue and balance our budget by 2021

- We will implement an acquisition strategy to increase volunteer numbers across the state and implement a support service that keeps them engaged and recognised for their contributions
- We will create and implement policies, tools and guidelines to enhance accountability, learning processes and career development
- Provide internal education opportunities for all staff to increase their knowledge about animal welfare issues
- Identify new channels and methods to provide clear, honest and continuous communication with all staff, in all roles and all locations
- Enhance the learning that fosters a culture where safety is paramount
- We will demonstrate transparency and honesty to strengthen integrity
- We will be disciplined in taking action to maintain a balanced budget
- We will incorporate continuous animal welfare learnings into our teams



WHAT SUCCESS LOOKS LIKE

- We see a demonstrated increase in predictable revenue streams by 2021
- Our staff-to-volunteer ratio supports us in improving our services, while ensuring we are able to live within our means by 2021
- By 2021, our administration expenses will be covered by our services revenue to funnel every donated dollar directly to animal services
- All team members are inspired by our organisational goals and are invested in the part they play
- Integrated our support systems, as far as practically possible, by 2020
- Measured and continued increase in staff and volunteer engagement levels
- All staff and volunteers are informed and aware of RSPCA activities and progress
- All staff prioritise the safety of themselves and their colleagues in all aspects of their work and we see a demonstrated reduction in WHS issues

Our staff are educated in animal welfare issues and are confident when speaking about them

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