

# STRATEGIC PLAN 2017-21

## OUR VISION

Ending cruelty to all animals

## OUR PURPOSE

With the community, achieve outstanding animal welfare through education, advocacy, animal care and protection.

## OUR VALUES

### Respect & Consideration

- We value and acknowledge every contribution from our people, our supporters and the community.
- We show courtesy, compassion and a genuine desire to help and seek to understand others' perspectives.

### Clarity & Accountability

- We are clear, ethical and consistent in everything we do.
- We take ownership of, and responsibility for, our actions.

### Expertise & Collaboration

- We value evidence and insight.
- We actively share our knowledge and partner with others to educate and influence change.

## OUR PILLARS

### Protect

Animal care and protection helps animals find a permanent, caring home and ensures that people who are cruel to animals are held to account.

### Prevent

Advocacy, communication and education shape Victorian laws, influence community attitudes, and change behaviour to prevent cruelty and improve animal welfare.

### Sustain

Sustainability and operational effectiveness ensure that RSPCA Victoria can continue its work into the future.

## OUR GOALS

1

### Focus effort to reduce animal cruelty and neglect

- Stronger legislation better protects animal welfare.
- Community understanding of animal cruelty and good animal welfare improves.
- Cruelty reports are investigated and resolved quickly.

2

### Reduce the number of surrendered and homeless animals in Victoria

- Fewer animals come into shelters and pounds.
- More animals are adopted.
- Rates of desexing, microchipping and registration increase.

3

### Apply leading practice to achieve the best welfare outcome for every animal in our care

- Animals stay for shorter periods in our shelters.
- Shelter-related health and behavioural issues reduce.
- The live release rate from our shelters improves.

4

### Support our people to do their great work

- Employee and volunteer engagement increases.

5

### Manage costs efficiently, and grow reliable revenue streams

- Our strategy reduces our exposure to economic fluctuations.
- Growth in revenue supports us to invest in animal welfare and ending cruelty.
- Costs are managed efficiently and effectively.

# 2017-18 PRIORITIES

RSPCA Victoria's work must make a difference to the welfare of all animals across Victoria. With careful management of our resources, an evidence-based approach and a strategic focus on making a large and lasting impact, we can achieve our goals and begin to realise our vision of ending cruelty to all animals.

This strategic plan has been developed to guide RSPCA Victoria's work over the next five years. It focuses our efforts and resources to achieve the best outcomes for animals in Victoria and for our people, our partners, and our supporters. The plan aims to help us to think and act differently - to collaborate better and to

integrate our education, advocacy, animal care and protection work. In this way we can improve the lives of animals beyond those that come through our doors and achieve our vision of ending cruelty to all animals.

To achieve our five-year goals RSPCA Victoria will start several new initiatives and programs in 2017-18, continuing and refining the work already being done to help deliver these outcomes and make a lasting impact. We will also closely review a number of existing programs, systems and processes to ensure that we achieve best value for every dollar spent, and that all of our work is aligned with our five year strategic goals.

| OUR GOALS  | FIVE-YEAR STRATEGIES   | 2017-18 IMPROVEMENT INITIATIVES  | 2017-18 TARGET   |
|--|--|--|--|
| <b>1</b><br>Focus effort to reduce animal cruelty and neglect.                                       | Transform the Inspectorate.  | <ul style="list-style-type: none"> <li>Implement the Independent Review of RSPCA Inspectorate (IRRVI) recommendations.</li> </ul>  | <ul style="list-style-type: none"> <li>All IRRVI recommendations implemented.</li> <li>Cruelty report response time cut to 24hrs for major incidents and same day response for critical incidents.</li> </ul>  |
|  | Target cruelty initiatives to the greatest need.                         | <ul style="list-style-type: none"> <li>Run intensive program of education, support, advocacy and enforcement in one area with a high level of cruelty reports.</li> </ul>  | <ul style="list-style-type: none"> <li>Program established in partnership with one local council.</li> </ul>   |
|  | Advocate for better legal and regulatory protection for animals.         | <ul style="list-style-type: none"> <li>Participate in Government-led review of the Prevention of Cruelty to Animals Act (POCTAA).</li> <li>Advocate for domestic animal breeding laws that create a single welfare standard and establish traceability.</li> </ul>             | <ul style="list-style-type: none"> <li>New or revised legislation raises the standard of animal welfare in Victoria.</li> </ul>  |
| <b>2</b><br>Reduce the number of surrendered and homeless animals in Victoria.                       | High volume desexing.  | <ul style="list-style-type: none"> <li>Specialist training of vet and vet nurse team.</li> <li>Run high volume desexing program in one metro and one regional area for low income earners and shelter animals.</li> </ul>  | <ul style="list-style-type: none"> <li>Team of vets and vet nurses trained in high volume desexing.</li> <li>450 cats desexed over five-day period at both pilot sites.</li> </ul>   |
|  | Increase microchipping and registration rates in local government areas. | <ul style="list-style-type: none"> <li>Deliver a package of best practice initiatives for inclusion in Council's Domestic Animal Management (DAM) plans in partnership with the Municipal Association of Victoria and Australian Veterinary Association (Victoria).</li> </ul> | <ul style="list-style-type: none"> <li>25% of Victorian councils include at least one Best Practice Initiative in their DAM plans.</li> <li>Training and support for DAM plans implementation commenced.</li> </ul>  |
|  | Increase adoptions through RSPCA Victoria.                               | <ul style="list-style-type: none"> <li>Establish adoption partnerships with rescue groups.</li> <li>Establish adoption partnerships with retailers.</li> <li>Streamline and standardise RSPCA Victoria adoption processes.</li> </ul>  | <ul style="list-style-type: none"> <li>Adoption partnership with two rescue groups implemented.</li> <li>Cat adoptions through retail channels increase.</li> <li>Improved adoption processes in Burwood and two other sites implemented.</li> </ul>   |
| <b>3</b><br>Apply leading practice to achieve the best welfare outcome for every animal in our care. | Build our capability and capacity in shelter medicine                    | <ul style="list-style-type: none"> <li>Review private clinic operations.</li> <li>Build capability of employees and volunteers in Best Practice Shelter Medicine.</li> <li>Develop Best Practice Shelter Medicine practice policies and procedures.</li> </ul>                 | <ul style="list-style-type: none"> <li>Future operating model for private clinics identified.</li> <li>Training needs analysis completed and aligned with learning and development framework.</li> <li>Four staff engaged in shelter medicine training.</li> <li>Proportion of animals in shelter affected by key shelter diseases falls.</li> </ul> |
|  | Expand our foster care network program statewide.                        | <ul style="list-style-type: none"> <li>Build and implement best practice foster care network model.</li> <li>Standardise foster care policies and procedures and protocols.</li> </ul>   | <ul style="list-style-type: none"> <li>Model implemented at three sites.</li> <li>Foster care policies, procedures and protocols developed.</li> <li>Average length of stay drops from 24 to 15 days.</li> </ul>   |
| <b>4</b><br>Support our people to do their great work.   | Strengthen communications across and within RSPCA Victoria.              | <ul style="list-style-type: none"> <li>Develop, resource and implement an internal communications strategy.</li> <li>Improve the intranet to better support staff and volunteers.</li> </ul>   | <ul style="list-style-type: none"> <li>Internal communications strategy developed.</li> <li>Staff and volunteer satisfaction with communication increases.</li> </ul>  |
|  | Build the capability of RSPCA Victoria's people.                         | <ul style="list-style-type: none"> <li>Conduct capability requirement review.</li> <li>Develop a Learning and Development Framework.</li> </ul>  | <ul style="list-style-type: none"> <li>Capabilities identified.</li> <li>Framework complete.</li> </ul>  |
|  | Improve information technology and systems.                              | <ul style="list-style-type: none"> <li>Implement information systems strategy.</li> </ul>  | <ul style="list-style-type: none"> <li>Vendor/s selected and first stage of implementation commenced.</li> </ul>   |
| <b>5</b><br>Manage costs efficiently, and grow reliable revenue streams.                             | Increase recurrent fundraising streams.                                  | <ul style="list-style-type: none"> <li>Implement five-year fundraising strategy.</li> </ul>  | <ul style="list-style-type: none"> <li>Recurrent revenue targets achieved.</li> </ul>  |
|  | Achieve cost recovery on contracted services.                            | <ul style="list-style-type: none"> <li>Develop transparent contract costing model that represents the true cost of delivering pound and other services.</li> </ul>   | <ul style="list-style-type: none"> <li>All pound and other service contracts analysed.</li> </ul>  |
|  | Improve cost efficiency.   | <ul style="list-style-type: none"> <li>Build a program for systematic review of all business processes.</li> <li>Leverage our assets to maximise income for our programs.</li> <li>Implement a robust procurement process.</li> </ul>  | <ul style="list-style-type: none"> <li>Priority list established and top 20 processes reviewed.</li> <li>Asset utilisation plan developed.</li> <li>Procurement policy adopted and processes implemented across organisation.</li> </ul>   |