

# STRATEGIC PLAN 2017-23

## 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

<p><b>Respect &amp; Consideration</b></p> <ul style="list-style-type: none"> <li>We value and acknowledge every contribution from our people, our supporters and the community.</li> <li>We show courtesy, compassion and a genuine desire to help and seek to understand others' perspectives.</li> </ul>	<p><b>Clarity &amp; Accountability</b></p> <ul style="list-style-type: none"> <li>We are clear, ethical and consistent in everything we do.</li> <li>We take ownership of, and responsibility for, our actions.</li> </ul>	<p><b>Expertise &amp; Collaboration</b></p> <ul style="list-style-type: none"> <li>We value evidence and insight.</li> <li>We actively share our knowledge and partner with others to educate and influence change.</li> </ul>
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## OUR PILLARS

<p><b>Protect</b></p> <p>Animal care and protection helps animals find a permanent, caring home and ensures that people who are cruel to animals are held to account.</p>	<p><b>Prevent</b></p> <p>Advocacy, communication and education shape Victorian laws, influence community attitudes, and change behaviour to prevent cruelty and improve animal welfare.</p>	<p><b>Sustain</b></p> <p>Sustainability and operational effectiveness ensure that RSPCA Victoria can continue its work into the future.</p>
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## OUR GOALS

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<p><b>Focus effort to reduce animal cruelty and neglect</b></p> <ul style="list-style-type: none"> <li>Stronger legislation better protects animal welfare</li> <li>Community understanding of animal cruelty and the animal welfare spectrum improves</li> <li>Cruelty reports and animal welfare issues are resolved in a timely manner</li> </ul>	<p><b>Increase responsible animal ownership in Victoria</b></p> <ul style="list-style-type: none"> <li>Fewer animals come into shelters and pounds</li> <li>More animals find a home</li> <li>Rates of desexing, microchipping and registration increase</li> </ul>	<p><b>Apply leading practice to achieve the best welfare outcome for every animal in our care</b></p> <ul style="list-style-type: none"> <li>Reduce shelter related health and behavioural issues</li> <li>Animals stay for shorter periods in our shelters</li> <li>We alleviate suffering and make appropriate euthanasia decisions</li> </ul>	<p><b>Support our people to do their great work</b></p> <ul style="list-style-type: none"> <li>Engaged and capable teams of staff and volunteers</li> <li>Fewer work-related injuries and illnesses</li> <li>Contemporary integrated infrastructure in place</li> <li>Socially responsible and environmentally sustainable practices</li> </ul>	<p><b>Manage costs efficiently, and grow reliable revenue streams</b></p> <ul style="list-style-type: none"> <li>Our strategy reduces our exposure to economic fluctuations</li> <li>Growth in revenue supports us to invest in animal welfare and ending cruelty</li> <li>Costs are managed efficiently and effectively</li> </ul>

### FIVE-YEAR FOCUS AREAS

<ul style="list-style-type: none"> <li>Transform the Inspectorate.</li> <li>Target prevention initiatives to the greatest need.</li> <li>Advocate for better legal and regulatory protection for animals.</li> </ul>	<ul style="list-style-type: none"> <li>Increase desexing rates across Victoria.</li> <li>Increase microchipping and registration rates in local government areas.</li> </ul>	<ul style="list-style-type: none"> <li>Build our capability and capacity in shelter medicine and shelter management.</li> <li>Expand our foster care network program statewide.</li> <li>Increase adoptions through RSPCA Victoria.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen communications across and within RSPCA Victoria.</li> <li>Build the capability, engagement and safety of RSPCA Victoria's people.</li> <li>Improve information technology, systems and infrastructure for our people and the animals in our care.</li> </ul>	<ul style="list-style-type: none"> <li>Increase recurrent fundraising streams.</li> <li>Achieve cost recovery on contracted services.</li> <li>Improve cost efficiency.</li> <li>Manage our assets to support the achievement of our strategic priorities.</li> </ul>
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# 2021-22 PRIORITIES

Our five-year strategic plan commenced in 2017, long before COVID-19 began to ravage the globe. Over the past 18 months our people have responded magnificently to the pandemic's ever-changing demands, supporting each other and providing excellent animal care.

The organisation has weathered the impacts of this period well, and we have continued to make progress on our plan.

In recognition of these extraordinary times, we have extended our strategic plan to June 2023. This allows us to finish what we set out to do and think deeply about how we will focus our efforts in our next strategic plan.

In this plan, we will work with our people, our partners and the community to develop approaches that significantly improve animal welfare in Victoria for the long term.

OUR GOALS	2021-22 STRATEGIC INITIATIVES
<p><b>1</b></p> <p>Focus effort to reduce animal cruelty and neglect.</p>	<p><b>Better outcomes for Victorian animals through advocacy</b> In our work for stronger protection and better welfare for animals in Victoria, RSPCA Victoria is advocating for an end to duck shooting, an end to keeping layer hens in battery cages, and reduction to the current mandatory 8-day quarantine period.</p> <p><b>Refreshed education strategy</b> Our revitalised education program will build community understanding through virtual classrooms, school visits by our Inspectors and a suite of new online options for councils to deploy to build community understanding.</p> <p><b>Improving animal welfare outcomes in Mildura</b> In partnership with Mildura Rural City Council, the Mildura Animal Welfare Advisory Committee and local community, implement a range of initiatives targeted for the region to improve animal welfare outcomes and reduce cases of cruelty and neglect. An initial focus on parvovirus in cats and dogs will see more animals vaccinated and less euthanised due to this deadly disease.</p> <p><b>Our Inspectorate is effective</b> Improve training and support for probationary and newly authorised Inspectors to support consistency. Audit the outcomes of cruelty reports to identify improvement opportunities and ensure Inspectorate effectiveness.</p>
<p><b>2</b></p> <p>Increase responsible animal ownership in Victoria.</p>	<p><b>Cat desexing program</b> Cats are extremely efficient breeders and modelling suggests that one entire female cat and her offspring can produce as many as 5,000 cats in seven years. We will prevent future homeless cats and kittens with an active cat desexing program to make cat desexing easy, accessible, and affordable. This will be done through partnerships, collaboration and directly by RSPCA Victoria.</p> <p><b>Partnership with local government and responsible pet ownership</b> Irresponsible pet owners cause significant costs and resourcing for councils, having to deal with animals on the loose, bad behaviour and complaints. This pilot program with two local government areas will trial online education from RSPCA Victoria to encourage more responsible pet ownership.</p>
<p><b>3</b></p> <p>Apply leading practice to achieve the best welfare outcome for every animal in our care.</p>	<p><b>Rehabilitation strategy</b> Many animals in our care have previously experienced significant neglect and cruelty. Our new rehabilitation strategy will be developed by shelter medicine and behaviour experts to apply best practice for the animals in our care, which includes physical care, behavioural enrichment, and environments to support their recovery.</p> <p><b>Move more animals into foster and forever homes faster</b> A shorter stay in shelter reduces potential behavioural issues, risk of disease and increases an animal's adoptability. Through updating our process, we can place more animals in foster care for a shorter period of time and streamline their path to adoption.</p> <p><b>Build capacity and more consistent animal and customer care</b> By strengthening our leadership and building the capacity of our operations teams we will create more consistent approaches across all of our sites, improve efficiency and deliver better animal welfare outcomes and customer experiences.</p> <p><b>Improve animal facilities at Peninsula</b> Continue to improve the welfare of animals and safety of our people at our Peninsula animal care site. In FY22, this includes design and construction of a world-class cat and small animal facility, design for new dog adoption and quarantine facilities, renovating existing dog adoptions area and improving wastewater infrastructure.</p>
<p><b>4</b></p> <p>Support our people to do their great work.</p>	<p><b>Support our people and build culture and capability</b> Through our People Strategy, we are building and strengthening our engagement, culture and organisational performance. Our focus this year is on workforce planning and recruitment, to support us to recruit and onboard the right people the right way to do our great work.</p> <p><b>Safer and more efficient facilities</b> Make our facilities safer, compliant, and more secure for our people and the animals in our care. Undertake an energy audit to see where we can reduce our environmental impact across our owned sites and fleet.</p> <p><b>Information systems roadmap</b> Review our technology and improve our systems to be more fit-for-purpose, accessible, secure and efficient for our people and organisation.</p> <p><b>Maintain responsiveness to the impacts of COVID-19</b> Continue to monitor, plan, assess and respond to the operational impacts of COVID-19 on our business to ensure the health and safety of our people and the community, excellent animal welfare outcomes for animals in our care, and our financial sustainability into the future.</p>
<p><b>5</b></p> <p>Manage costs efficiently, and grow reliable revenue streams.</p>	<p><b>Build revenue for ongoing animal welfare</b> The fifth year of our Fundraising Strategy will continue to invest in acquiring regular givers and single gift donors through successful appeals and campaigns and establish a two-year capital campaign to fit out a specialist cat and small animal facility at the Peninsula animal care site.</p> <p><b>Implement the Op Shop Strategy</b> Implement the findings and recommendations from the Op Shop Review to raise vital funds for animal welfare, and in turn increase our connection with local communities.</p> <p><b>RSPCA Victoria 150th anniversary in 2021</b> We are commemorating this anniversary with a range of activities including a commemorative national stamp and coin, a CBD activation day, and an event at Government House. These recognise the progress we have made and focus attention on the important work to come to end cruelty to all animals.</p> <p><b>Upgrade the RSPCA Victoria website</b> Upgrade our ageing website to more effectively share the great work of RSPCA Victoria, with improved security and accessibility for all devices.</p> <p><b>Build greater collaboration and partnerships with other animal welfare organisations</b> Explore opportunities to partner with RSPCAs nationally and other animal welfare organisations to combine expertise, effort and resources to deliver better animal welfare outcomes efficiently.</p> <p><b>Identify and implement cost savings for back-of-house functions</b> Optimise expenditure through efficiency gains such as outsourcing our payroll function, best pricing and terms for all procurement, and standardising and simplifying processes and services.</p>