



STRATEGIC PLAN 2017- 2021

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>Respect & Consideration</p> <ul style="list-style-type: none"> 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 other’s perspectives. 	<p>Clarity & Accountability</p> <ul style="list-style-type: none"> We are clear, ethical and consistent in everything we do. We take ownership of and responsibility for our actions. 	<p>Expertise & Collaboration</p> <ul style="list-style-type: none"> We value evidence and insight. We actively share our knowledge and partner with others to educate and influence change
THIS PLAN	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.		
CONTEXT	<p>Established in 1871, RSPCA Victoria is the state’s leading animal welfare charity and our aims, as defined in our Constitution, are to promote and enhance the wellbeing of society and the welfare of its animals. RSPCA Victoria is a member of RSPCA Australia (the federation of the eight state and territory RSPCAs in Australia), and we contribute to and support the work of the federation in Victoria.</p> <p>Our diverse workforce of 450 staff and more than 3,000 volunteers are spread over 28 sites across Victoria. Our community services include work undertaken at our nine Animal Care Centres (shelters), and by our Inspectors, veterinarians and vet nurses, behaviours and educators. We also run 18 op shops and a retail-focused community pet care centre.</p> <p>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.</p>		
PILLARS	<p>Protect</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>Prevent</p> <p>Advocacy, communications and education shape Victorian laws, influence community attitudes and change behaviour to prevent cruelty and improve animal welfare.</p>	<p>Sustain</p> <p>Sustainability and operational effectiveness ensures that RSPCA Victoria can continue its work into the future.</p>
	FIVE-YEAR GOALS	FIVE-YEAR OUTCOMES	
GOAL 1	Focus effort to reduce animal cruelty and neglect	<ul style="list-style-type: none"> Stronger legislation better protects animal welfare Community understanding of animal cruelty and good animal welfare increases Cruelty reports are investigated and resolved quickly 	
GOAL 2	Reduce the number of surrendered and homeless animals in Victoria	<ul style="list-style-type: none"> Fewer animals come into shelters and pounds More animals are adopted Rates of desexing, microchipping and registration increase 	
GOAL 3	Apply leading practice to achieve the best welfare outcome for every animal in our care	<ul style="list-style-type: none"> Animals stay for shorter periods in our shelters Shelter-related health and behavioural issues reduce The live release rate from our shelters improves 	
GOAL 4	Support our people to do their great work	<ul style="list-style-type: none"> Employee and volunteer engagement increases 	
GOAL 5	Manage costs efficiently, and grow reliable revenue streams	<ul style="list-style-type: none"> 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

To achieve our five-year goals RSPCA Victoria will start a number of 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.

GOAL	CORE FUNCTIONS	FIVE-YEAR STRATEGIES	2017/18 IMPROVEMENT INITIATIVES	2017/18 TARGET
1. Focus effort to reduce animal cruelty and neglect	<ul style="list-style-type: none"> Advocacy Animal welfare policy Community engagement Compliance Investigation and forensics Prosecution 	Transform the Inspectorate	<ul style="list-style-type: none"> Implement the <i>Independent Review of RSPCA Inspectorate</i> (IRRVI) recommendations 	<ul style="list-style-type: none"> All IRRVI recommendations implemented Cruelty report response time cut to 24hrs for major incidents and same day response for critical incidents
		Target cruelty initiatives to the greatest need	<ul style="list-style-type: none"> Run intensive program of education, support, advocacy and enforcement in one area with a high level of cruelty reports 	<ul style="list-style-type: none"> Program established in partnership with one local council
		Advocate for better legal and regulatory protection for animals	<ul style="list-style-type: none"> Participate in Government-led review of the Prevention of Cruelty to Animals Act (POCTAA) Advocate for domestic animal breeding laws that create a single welfare standard and establish traceability 	<ul style="list-style-type: none"> New or revised legislation raises the standard of animal welfare in Victoria
2. Reduce the number of surrendered and homeless animals in Victoria	<ul style="list-style-type: none"> Adoptions Animal admission Community campaigns & education Customer service Desexing Media liaison Stakeholder management 	High volume desexing	<ul style="list-style-type: none"> Specialist training of vet and vet nurse team Run high volume desexing program in one metro and one regional area for low income earners and shelter animals 	<ul style="list-style-type: none"> Team of 12 trained in high volume desexing 450 cats desexed over 5 day period at both pilot sites
		Increase microchipping and registration rates in local government areas	<ul style="list-style-type: none"> Deliver a package of best practice initiatives for inclusion in Council's Domestic Animal Management Plans (DAMPs) in partnership with the Municipal Association of Victoria and Australian Veterinary Association (Victoria) 	<ul style="list-style-type: none"> 25% of Victorian councils include at least one Best Practice Initiative in their DAMP Training and support for DAMP implementation commenced
		Increase adoptions through RSPCA Victoria	<ul style="list-style-type: none"> Establish adoption partnerships with rescue groups 	<ul style="list-style-type: none"> Adoption partnership with two rescue groups implemented
			<ul style="list-style-type: none"> Establish adoption partnerships with retailers 	<ul style="list-style-type: none"> Cat adoptions through retail channels increase
			<ul style="list-style-type: none"> Streamline and standardise RSPCA Victoria adoption processes 	<ul style="list-style-type: none"> Improved adoption processes in Burwood and two other sites implemented
3. Apply leading practice to achieve the best welfare outcome for every animal in our care	<ul style="list-style-type: none"> Behaviour assessment and treatment (shelter) Foster network management Shelter medicine Shelter operation 	Build our capability and capacity in shelter medicine	<ul style="list-style-type: none"> Review private clinic operations 	<ul style="list-style-type: none"> Future operating model for private clinics identified
			<ul style="list-style-type: none"> Build capability of employees and volunteers in Best Practice Shelter Medicine 	<ul style="list-style-type: none"> Training needs analysis completed and aligned with learning and development framework Four staff engaged in shelter medicine training
			<ul style="list-style-type: none"> Develop Best Practice Shelter Medicine practice policies and procedures 	<ul style="list-style-type: none"> Proportion of animals in shelter affected by key shelter diseases falls
Expand our foster care network program statewide	<ul style="list-style-type: none"> Build and implement best practice foster care network model Standardise foster care policies and procedures and protocols 	<ul style="list-style-type: none"> Model implemented at three sites Foster care policies, procedures and protocols developed Average length of stay drops from 24 to 15 days 		
4. Support our people to do their great work	<ul style="list-style-type: none"> Change and risk management Employee & industrial relations Facilities management Information technology Internal communications Recruitment & induction Performance & development Volunteer relations Workplace health & safety 	Strengthen communications across and within RSPCA Victoria	<ul style="list-style-type: none"> Develop, resource and implement an internal communications strategy Improve the intranet to better support staff and volunteers 	<ul style="list-style-type: none"> Internal communications strategy developed Staff and volunteer satisfaction with communication increases
		Build the capability of RSPCA Victoria's people	<ul style="list-style-type: none"> Conduct capability requirement review Develop a Learning and Development Framework 	<ul style="list-style-type: none"> Capabilities identified Framework complete
		Improve information technology and systems	<ul style="list-style-type: none"> Implement information systems strategy 	<ul style="list-style-type: none"> Vendor/s selected and first stage of implementation commenced
5. Manage costs efficiently, and grow reliable revenue streams	<ul style="list-style-type: none"> Accounting services Bequest management Brand management Community fundraising Contract management Corporate partnerships Donor management Financial management Grants & major gifts Legal & compliance Major events Marketing Membership management Op shop operation Private behaviour, clinic & grooming services Retail Vocational & owner education 	Increase recurrent fundraising streams	<ul style="list-style-type: none"> Implement five year fundraising strategy 	<ul style="list-style-type: none"> Recurrent revenue targets achieved
		Achieve cost recovery on contracted services	<ul style="list-style-type: none"> Develop transparent contract costing model that represents the true cost of delivering pound and other services 	<ul style="list-style-type: none"> All pound and other service contracts analysed
		Improve cost efficiency	<ul style="list-style-type: none"> Build a program for systematic review of all business processes 	<ul style="list-style-type: none"> Priority list established top 20 processes reviewed
			<ul style="list-style-type: none"> Leverage our assets to maximise income for our programs 	<ul style="list-style-type: none"> Asset utilisation plan developed
<ul style="list-style-type: none"> Implement a robust procurement process 	<ul style="list-style-type: none"> Procurement policy adopted and processes implemented across organisation 			