

# Strategic Plan 2021–24

## Our vision

## Giving animals the best chance of a happy and healthy life



## Our strategic pillars

### 1 Compassionate care for our animals

#### Our priorities

##### 1a. Provide exceptional care for lost and stray animals

We will strengthen the way we deliver care for every animal that comes to the Home.

##### 1b. Ensure animals have the best chance of being adopted

We will strengthen our adoption program so that more animals find new homes.

##### 1c. Create greater opportunities to unite pets and people

We will improve the experience of pet owners looking for lost pets, including enhancing the customer experience of pet owners who interact with the Home.

##### 1d. Modernise our facilities

We will continue working towards redeveloping our Cranbourne facilities and modernising our North Melbourne site as part of the Arden Street Renewal Project.

#### What success looks like

- We create a safe environment for animals that have been displaced, and find homes for pets so they can thrive.
- We are part of the animal's life journey.
- We offer the highest standard of care for every animals that come to us.
- We sensitively, empathetically and professional manage the reunification and surrender of animals.

### 2 A modern and sustainable charity

#### Our priorities

##### 2a. Achieve long-term financial sustainability

We will re-examine our financial model and review our current services and commercial contracts, and build new and diverse revenue streams to strengthen our long-term financial stability and sustainability.

##### 2b. Deepen engagement with our supporters

We will strengthen our connection with supporters so they can more easily understand the impact of their contribution.

##### 2c. Strengthen our governance model

We will strengthen our decision-making processes, financial management and oversight arrangements.

##### 2d. Enhance our systems and processes

We will enhance our internal systems and processes so that we work effectively and efficiently as a high-performing organisation.

#### What success looks like

- We are a financially sustainable charitable organisation.
- We have growing diverse revenue streams that support the services we aspire to provide.
- Our supporters feel valued and connected to our organisation.
- We have effective and robust governance and management.
- We have streamlined and fit-for-purpose systems and processes that balance efficiency with animal welfare outcomes.

### 3 A trusted and ethical partner

#### Our priorities

##### 3a. Strengthen existing partnerships

We will step up our existing relationships with existing partners, including with state and local government, business, and community organisations and find new ways to work together to achieve shared goals.

##### 3b. Seek new and innovative partnerships

We will find and establish innovative partnerships with like-minded organisations to deliver wide-ranging outcomes for animals and communities in Victoria.

##### 3c. Mobilise change through our partnerships

We will work with other purpose-driven organisations to leverage our collective voices to government and other decision makers. Together, we will have a stronger voice to raise awareness of critical animal welfare issues and advocate for change.

#### What success looks like

- We have lasting, mutually beneficial relationships with councils, other government bodies and community services organisations.
- Our partnerships are innovative and deliver wide-ranging outcomes for animals and communities in Victoria.
- We deliver new and diverse offerings through new and innovative partnerships.

### 4 An employer of choice

#### Our priorities

##### 4a. Continue to provide a safe environment for our people

We will continue to provide a safe environment for our people by strengthening our safety initiatives, promoting mental health and wellbeing services and providing peer support.

##### 4b. Promote a cohesive workplace culture

We will grow a cohesive and positive workplace culture, based on shared values and a passion for animal welfare.

##### 4c. Training and development

We will ensure our people have the skills and training they need to deliver the best possible animal welfare outcomes.

##### 4d. Refine our volunteer strategy

We will expand and motivate our volunteer workforce. We will focus on volunteer recruitment, retention, engagement, development and recognition.

#### What success looks like

- We continue to provide a safe and effective work environment.
- We have a cohesive and resilient workplace culture.
- We attract and retain great people who are passionate about animal welfare.
- We have an improved volunteer program and outcomes.

### 5 A fierce advocate for animal welfare

#### Our priorities

##### 5a. Educate the community on responsible pet ownership

We will educate pet owners and the broader community about best practice animal welfare approaches, and the quality-of-life benefits of responsible care of animals.

##### 5b. Improve outcomes for cats

We will work with other purpose-driven organisations and advocate to regulators and government to change people's attitudes and behaviours towards our feline friends.

##### 5c. Be a strong voice for animals

We will be a visible advocate for animal welfare. We will strengthen and expand our media presence and communications activities to bring attention to animal welfare issues and our contribution and impact to animal outcomes.

##### 5d. Expand our thought leadership

We will build our presence and reputation as a thought leader and shape the conversation about animal welfare and responsible pet ownership.

#### What success looks like

- Every pet owner practices responsible pet ownership.
- Cats that come into our care have the best possible outcomes.
- We are recognised in the community as a fierce advocate for animal welfare.